Transforming an Organization through a Bunch of SAPs

Denise Eagle Bevan,
Senior Environmental Planner
City of Palm Coast
Leadership Intern Training Experience (L.I.T.E.) program – Inaugural Class in 2012

Career Excellence Award for Jim Landon, City of Palm Coast City Manager

Why is this important to you as City and County Leaders???
Why Am I Here???

- Senior Environmental Planner
- Saw a Challenge as an Opportunity
- Participated in L.I.T.E. program: 2012-2014
- 5-year Performance Report including City Council Goals and Objectives, and Citizen Survey (SAP Team)
What was happening in 2010-2011?

- City of Palm Coast was quickest growing City in Nation for 10 years
- Economy screeched to a halt
- Effects on the Organization

A Time of Financial Drought
Country-wide recession
What happens???

Imagine your workforce as a forest

Less resources ≥ Demand
Cutbacks
Adapt through Innovation
Leadership Intern Training Experience

City Needs

- Improve Employee Retention and Recruitment
- Deepen the Bullpen
- Develop Managers for Greater Roles and Responsibilities
- Professional Development and Mentoring
- Work One-on-One with City Manager
- Develop and Grow Peer Work Relations

Staff Development

- Increase Productivity
- Enhance Organizational Relations and Communications
- Understanding of City Departments and Structure
- Employee Benefits
- Work on Unique Projects
- Balance of Hands-on Work and Mentoring Program

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Leadership Intern Training Experience

• Administrator identifies opportunities to enhance operations

• Staff application, identifying skills beyond norm, and selection process

• Target staff for long-term objectives

• Salary employee status – Investment on behalf of Team Leader

• Minimum of one-year as full-time employee in current position
Adapt through Innovation
W. | WHY MENTOR?

Over 70% of Fortune 500 companies have formal mentoring programs

Over 75% of executives attribute their success in-part to having a mentor

"offer more internal training to their executives, and their alumni often populate the leadership of other firms." ~ Jeffrey Sonnenfield – Yale School of Management
ASSESS

W.A.

What is the culture of your organization? Silos vs. Teams
Are you a Good Leader???
What do you want from your Leaders? Be Strategic

“About two-thirds of leadership development comes from job experience, about one-third from mentoring and coaching, and a smidgen from classroom training” ~ John Lechleiter, President of CEO of Eli Lilly

- Florida Agricultural Museum Team
- Infrastructure Team
- City Hall Team
- Boost All Morale (BAM) Team
- Employee Academy and Training (EAT) Team
- Performance Measure (PM) Team
- Strategic Action Plan (SAP) Team
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TRUST WHILE YOU TRAIN

W.A.T.

Create an environment of trust and passion
Delegated authority
Guide your leaders through routine meetings – Brainstorm and Track
Give freedom to promote talents and passions

"I am here today in part due to a handful of people who, before it was in vogue, provided coaching and mentoring to me early in my career. That helped me to develop." ~ Jeff Fettig, CEO of Whirlpool
Exert leadership through inspiration

Developing leaders goes beyond a program; it’s a way of living

Employees gain a sense of pride and enriches organization

"The command-and-control model of leadership just won't work 99% of the time."
A.G. Lafley, P&G Chief of Asian Operations
"The results have been astounding. Not only have employees grasped a better understanding of government and community issues, but they’ve also developed thoughtful, productive options and solutions. The partnerships have encouraged employee buy-in of Palm Coast’s goals and objectives and enhanced morale and confidence."

~ Mayor Jon Netts of the City of Palm Coast
Why was this a L.I.T.E. Team?

- Internal investment and ownership of products

- City-wide implementation and engagement

- Routine meetings based on tasks and project benchmarks – updates to City Manager

- Bridge gaps between budget and reporting
Bridging the Gaps with SAP

Annual Progress Report

City Manager Review
- Budget YTD review and findings by finance
- Performance measures review
- Quarterly progress report

Finance Review
- Budget compliance review
- YTD budget review with department
- Memo to City Manager regarding findings

Department Review
- Review performance measures
- Prepare quarterly progress report
- Schedule meeting with City Manager

Annual Budget

Annual Strategic Action Plan Review
Role of SAP

- Tool to implement Council’s Long-term Vision for the City of Palm Coast
- Vision is dissected into six Long-term Goals for practical implementation
- Process restructured to bridge a closer relationship with Budget and Performance Measure tracking

Vision Statement
To be recognized as one of Florida’s premier cities in which to live, work and play
Short-term to Long-term

- SAP Evaluation (Direction)
- Develop Annual Approaches (Action Agenda)
- Budget & Implement

Tools for Staff

- Performance Measures (Internal)
- Citizen Survey (External)
- Status Meetings Conducted Quarterly

Tracking (Short-term)

- Five-Year Goals

Target (Long-term)
Results vs. Obstacles

- **Strategic Action Plan – Annual Process**
  - In-house vs. Facilitator
    - - $8,000

- **Citizen Survey – Annual Cost**
  - Benchmark and Trends
    - + $10,300

- **Technology, Printing & Graphic Design**
  - In-house vs. Vendor
    - - $5,000

- **Time-consuming (tracking & maintenance)**

- **Reporting efficiency is critical**

- **Routine training for reporting consistency**

- **The “right” process**
Next Steps with SAP

• Process that never stops – cyclic

• Seek continued improvement

• Tie implementation of SAP into the annual evaluations throughout the organization
Who are the SAPs?

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

Team Turtle

Strategic Action Plan (SAP) Team

Denise Bevan
Senior Planner

Constance Bentley
Planner

Jerry Forte
Deputy Fire Chief

Jose Papa
Senior Planner

Luanne Santangelo
Parks & Recreation Director

Chris Quinn
Finance Department Director

Doug Atkins
IT&C Applications Analyst

Donald Schrager
Stormwater System Specialist

Christina Mugford
Accounting Technician

Renee Shevlin
Public Works Operation Manager
City Manager Jim Landon
and
L.I.T.E. Team Inaugural Class
“It’s not the strongest of the species that survive, nor the most intelligent, but the one responsive to change.”

~ Charles Darwin

Questions and Support

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