

Tarpon Springs Emergency Management Plan

Providing Designated Shelter Space for Responding Employees' Families

Wanda Kimsey

Capstone Project – July 2017

St. Petersburg College

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Executive Summary

This paper provides information pertaining to the importance of Emergency Management Plans and specifically, data on a unique governmental Emergency Management Plan implemented by the City of Tarpon Springs. The City of Tarpon Springs has incorporated into their Personnel Manual, a plan that provides for a designated municipal shelter space solely for families and pets of city personnel required to report for work before, during, and after a disaster or emergency event. Governments have the responsibility of protecting their citizenry in the event of a disaster and restoring and maintaining continuity of services within the community. Additionally, Emergency Management Plans chart strategies, procedures, and details regarding coordination of mitigation, preparedness, responses, and recovery in the event of a disaster. Certain employees working in governmental entities are required to report for work in the event of a disaster situation. As such, it is important that government agencies maintain a resilient and dependable workforce that is able to carry out these responsibilities and duties. Furthermore, research has also identified the importance of governmental agencies being concerned about the changing workforce within their organizations due to the significant number of employees retiring. As such, governmental agencies are having to review succession planning and implement new ideas on how to attract, recruit, and retain millennials in their organization.

Tarpon Springs Emergency Management Plan Providing Designated Shelter Space for Responding Employees' Families

Emergency and disaster situations can occur unexpectedly, and at any time.

Governments and their employees must be prepared and ready to respond to these critical situations whenever they strike. Florida Statutes Chapter 252, requires counties to develop an emergency management plan that is consistent with the State Emergency Management Plan (The Florida Senate, 2011). Furthermore, a municipality may establish their own emergency management plan providing it “complies with all laws, rules, and requirements applicable to the county emergency management plan” (The Florida Senate, 2011). Government employees responding to emergency situations are front-line workers restoring order and services to people in the community during disaster and crisis situations.

In response to the required commitment of city employees who work during an emergency situation, Tarpon Springs has adopted a Policies and Procedures Section in their Personnel Manual that addresses a real concern where employees' families will stay during an emergency. Employee Disaster Responsibilities Policy Number 24, states the City will provide designated shelter space solely for families for city personnel who are unable to make any other arrangements (City of Tarpon Springs, City Manager, 2005). The City of Tarpon Springs has a unique component of their Emergency Management Plan that could be promoted to other governmental agencies as a model. One-third of the employees who work for the City of Tarpon Springs are required to report for work in the event of an emergency situation (LeCouris, M., personal communication, May 18, 2017). As a result of the City-designated shelter space solely for responding employees and their families, city employees required to work during a disaster have one less worry knowing their families are safely housed in the event of an emergency.

History

Natural disasters and acts of terrorism can pose threats to any region or community in the United States. Additionally, hurricane season in the State of Florida is from June 1 – November 30 which creates the need for further emergency disaster planning and foresight. Florida Statutes Chapter 252 requires counties to develop an emergency management plan that is consistent with the state comprehensive emergency management plan and program (The Florida Senate, 2011). There are 67 counties in the State of Florida, with seven Division of Emergency Management (DEM) Regional Coordinator Managers for the state (Florida Division of Emergency Management, 2017).

Pinellas County's Emergency Management Plan (2017), states that Florida Statutes Chapter 252, mandates the development of the County Emergency Management Plan. According to the Pinellas County Emergency Management Plan (2017), Pinellas County has the sixth largest population in the state, with 24 municipalities, with an estimated population of 925,030 permanent residents. Additionally, municipal Emergency Operations Centers, including the City of Tarpon Springs, are also listed in the Pinellas County Emergency Management Plan (2017). The population for Pinellas County was 916,542 in 2010, with the City of Tarpon Springs population being 23,484 (Pinellas County Population Comparison, 2010). Populations are expected to continue to increase as reflected in the Pinellas County Emergency Management Plan (2017).

Ordinance 2005-11 (2005), adopted by the Mayor and Commissioners of Tarpon Springs correlates to the requirements of Florida Statute 252, the Pinellas County Comprehensive Emergency Management Plan, and the City's Emergency Management Plan by outlining procedures, and responsibilities, including the powers and duties of the City Commission and the

City Manager. Furthermore, the City Manager implemented a policy statement in the Personnel Manual regarding Employee Disaster Responsibilities, Policy Number 24. The Policy Statement reads, “All City of Tarpon Springs employees must be prepared to assist the citizens of Tarpon Springs in the event of natural or man-made disasters” (City of Tarpon Springs, City Manager, 2005). However, in return for the employees’ commitment to protecting and assisting the citizens of Tarpon Springs, the City will “Provide shelter space for families for City personnel who are unable to make other arrangements with friends, family or co-workers” (City of Tarpon Springs, City Manager, 2005). The City of Tarpon Springs has approximately 25,000 residents, and 300 City employees (LeCouris, 2017). Of these 300 employees, one-third of them are required to report to work in the event of an emergency or disaster situation (LeCouris, 2017). City employees required to work before, during, and after an emergency have the opportunity to fill out an Employee Shelter Survey along with an Emergency Pet Shelter Information form and return it to the Human Resources Department. The forms also include information regarding the type of supplies family members should bring to the shelter with them, along with specific information for the disaster supply kit for pets. However, if family members do not have enough supplies, the Community Center has additional supplies on hand in the event of an emergency.

The City-designated shelter space solely for employees, their families, and pets is located in the Gymnasium – Community Center at 400 South Walton Avenue, Tarpon Springs. The center was built in 2001 to withstand the effects of a Category 3 Hurricane. Back-up generators are also on location during emergency situations. Knowing families are safe during an emergency situation enables responding employees to maintain focus on their responsibilities and duties of assisting the citizens in Tarpon Springs. Tarpon Springs has a unique policy plan in place allowing for a designated shelter space solely for their employees and families that is an

excellent marketing and recruiting tool when hiring new employees. The fact is demographics are continually changing, which requires leadership to consider new ideas and policies.

Another important component to consider is the fact that statistics reveal one of the top workforce issues in the government work place is the ability to recruit and retain qualified personnel (Center for State and Local Government Excellence, 2016). Additionally, according to the survey, jobs that are difficult to fill include positions that would be required to work in the event of an emergency (Center for State and Local Government Excellence, 2016).

Laws

Florida Statutes Chapter 252 requires each county to develop an emergency management plan that “is coordinated and consistent with the state comprehensive emergency management plan and program” (The Florida Senate, 2011). Furthermore, a municipality may establish their own emergency management plan providing it “complies with all laws, rules, and requirements applicable to the county emergency management plan” (The Florida Senate, 2011).

The Pinellas County Emergency Management Plan (CEMP) is the operations plan for Pinellas County in response to a disaster. The Plan also “establishes a framework through which Pinellas County and its municipalities prepare for, respond to, recover from, and mitigate the impacts of a wide variety of disasters that could adversely affect the health, safety, and/or general welfare of the residents of the county” (Pinellas County Board of County Commissioners, 2017).

In 2005, the Mayor and Commissioners of Tarpon Springs adopted Ordinance Number 2005-11 relating to State of Emergencies. Furthermore, the Ordinance responds to Florida Statutes, Chapter 252 which provides “authority for political subdivisions such as the City of Tarpon Springs to declare a State of Emergency” (City of Tarpon Springs, 2005). Additionally, the City has the ability to take protective measures and actions to ensure the safety of the residents and property in the community in the event of a disaster. Moreover, the City Manager implemented policies and procedures into the Personnel Manual relating to Employee Disaster Responsibilities, Policy Number 24 (2005). Part of Policy Number 24 reads:

“All employees are expected to be available for service as identified in each department’s Emergency Preparedness Plan and the City’s Emergency Management Plan...In return for this commitment to our citizens, the City of Tarpon Springs

will...Provide shelter space for families for City personnel who are unable to make other arrangements with friends, family or co-workers.”

As a follow-up to Policy Number 24, the Human Resources Director distributes a Municipal Employee Shelter Pre-Registration form along with a City of Tarpon Springs Emergency Pet Shelter Information form to all City department heads and division supervisors. These forms are to be distributed to employees required to report to work for duty in the event of an emergency or disaster situation, and completed forms are returned to the Human Resources Department (Kniffen, 2016).

**Issue: City of Tarpon Springs Emergency Management Plan Providing Designated
Shelter Space for Responding Employees and their Families**

Every government agency has positions where it is mandatory for employees to report to work during an emergency or disaster situation. During an emergency situation, “Safeguarding the life and property of its citizens is an innate responsibility of the governing body of each political subdivision of the state” (The Florida Senate, 2011). Not only has the City of Tarpon Springs adopted an excellent Emergency Management Plan that outlines the operations, duties, and responsibilities of the City Commission and the City Manager, their Personnel Manual incorporates a plan that designates municipal shelter space solely for city personnel and their families (City of Tarpon Springs, City Manager, 2005).

Tarpon Springs has a population of approximately 25,000 with a city workforce comprised of 300 employees (LeCouris, 2017). In the event of a disaster or emergency situation, nearly 100 employees are required to report to work according to each City Department’s Emergency Preparedness Plan (Kniffen, 2016). In return for the employee’s commitment to work during the emergency, the City of Tarpon Springs adopted in their Personnel Policies and Procedures Plan, Policy Number 24, that provides a designated Municipal Shelter solely for responding city government employees, their families, and pets (City of Tarpon Springs, City Manager, 2005). This shelter is located in the Gymnasium at the Community Center. According to Mark LeCouris, City Manager of Tarpon Springs (2017), the largest expense for providing a designated shelter space solely for employees, their families, and pets would be the shelter space. Since Tarpon Springs already has the shelter space for city employees and their families, the expense incurred in the event of an emergency or disaster is minimal (LeCouris, 2017). The Federal Emergency Management Agency would reimburse Tarpon Springs for expenses related

to the disaster (LeCouris, 2017). By providing a safe designated shelter space solely for the families of city employees required to work, Tarpon Springs is ensuring employees know the City appreciates their commitment and dedication to their work and the community.

According to research conducted by the Center for State and Local Government Excellence (2015), local governments will be faced with considerable workforce challenges with baby boomers retiring, and a younger workforce replacing retiring employees. The projections for the 2020 workforce include 56% of the workers being individuals born after 1978, and the baby boomers (born 1946-1964) will decline to 17% of the workforce (Kellar, 2016). Public Sector employment provides opportunities to employees where they assist people, serve others, and make a difference in our community. According to the survey findings regarding State and Local Government Workforce: 2016 Trends (Center for State and Local Government Excellence, 2016), these are the three most important issues facing government leaders: “Recruiting and retaining qualified personnel (92 percent), succession planning (80 percent), and staff development (79 percent).”

The Workforce of Tomorrow report further discloses that there will be strong competition between the private and public sectors for talented employees, with the need for local governments to promote themselves as “employers of choice,” and “adapt to changing times” (Center for State and Local Government Excellence, 2015). The report further discloses that “next generation workers are attracted to meaningful work and the opportunity to make a difference in people’s lives” (Center for State and Local Government Excellence, 2015). Local governments have a great opportunity to promote and market their agencies as providing the best service to our citizens and communities – which is what government employees strive to accomplish every day. Furthermore, the report provides action strategies developed from the

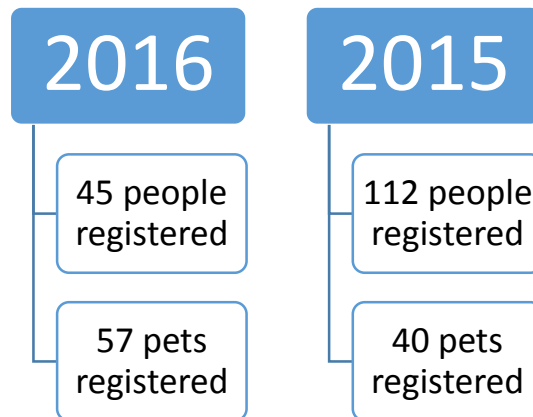
interviews that are to assist local governments in “building the workforce of tomorrow” (Center for State and Local Government Excellence, 2015). One of the action strategies listed is to “Revamp antiquated policies and practices to meet the needs and expectations of a changing workforce and to compete successfully in the talent race” (Center for State and Local Government Excellence, 2015). One of the policies to be considered that would appeal to the younger changing workforce, is to adopt a plan similar to the City of Tarpon Springs Personnel Policies and Procedures Plan, Policy Number 24, which provides designated shelter space solely for families of city employees, their families, and their pets. With changing demographics, Human Resource policies in local government should be reviewed and updated to include strategic direction for the organization and the changing workforce.

Budget restraints guide government leaders and their decisions. However, when cooperation and coordination work together, new ideas emerge. There is a wealth of institutional knowledge available among the leadership at Florida City and County Management Association, along with outstanding tools and resources at the Center for State and Local Government Excellence.

Stakeholders and Perspectives

| Stakeholders | Perspectives |
|---|--|
| Tarpon Springs Mayor | Support City's Emergency Management Plan and Personnel Policy Number 24 |
| Tarpon Springs Commission | Support City's Emergency Management Plan and Personnel Policy Number 24 |
| Tarpon Springs City Manager | Support City's Emergency Management Plan and Personnel Policy Number 24 |
| Employees of City of Tarpon Springs | Support City's Emergency Management Plan and Personnel Policy Number 24 |
| Families of Employees working at the City of Tarpon Springs | Support City's Emergency Management Plan and Personnel Policy Number 24 |
| Tarpon Springs Business Owners | Majority Support (In event of emergency/disaster businesses need assistance from City and employees) |
| Tarpon Springs Residents and Property Owners | Majority Support (In event of emergency/disaster, residents need assistance from City and employees) |
| Tarpon Springs Visitors/Tourists | Majority Support (In the event of emergency/disaster, visitors and tourists need assistance from City and employees) |

The City of Tarpon Springs Emergency Management Plan has Personnel Policies and Procedures in effect that provide for municipal employee shelter pre-registration annually for family members and pets. Listed below are the 2016 and 2015 numbers for family members and pets who pre-registered for the designated shelter space solely for city government employees and their families.



(Data obtained from personnel communication, Kniffen, 2017)

According to the City of Tarpon Springs Human Resources Director, Ms. Jane Kniffen, the City may have more people register this year due to people's experience with Hurricane Hermine and Matthew (personal communication, June 1, 2017).

Recommendations

As stated in Florida Statute 252, “Safeguarding the life and property of its citizens is an innate responsibility of the governing body of each political subdivision of the state” (The Florida Senate, 2011). Research reveals and confirms the importance of Emergency Operation Plans. Additionally, policies and procedures implemented by a city manager can produce positive effects on employee morale and retention within an organization. Communities would be in disarray without the protection and responsiveness of the employees who work before, during, and after an emergency or in crisis situations.

Therefore, it is recommended wherever possible, collaboration efforts begin among Florida city managers and county administrators to consider implementing the City of Tarpon Springs Emergency Management Plan regarding Personnel Policies and Procedures as a model that provides a designated shelter space solely for the families of city government employees required to work during emergency and disaster events. There is a wealth of institutional knowledge available among the members of the Florida City and County Managers Association. Applying new policies and procedures that include designating shelter space solely for families of government personnel working during emergency situations, could help recruit and maintain new hires, such as millennials.

Additionally, it is recommended to utilize the services of the Center for State and Local Government Excellence. The Center’s mission is “to promote excellence in local and state governments so they can attract and retain talented public servants” (Center for State and Local Government Excellence, 2015). One of the Center’s five research priorities includes “Talent strategies and innovative employment practices” (Center for State and Local Government Excellence, 2016). The City of Tarpon Springs Personnel Policies and Procedures Plan that

provides designated shelter space solely for city employees, their families and pets reporting to work during an emergency is an excellent model for consideration and review.

Expert Interviews

Mark G. LeCouris, City Manager, City of Tarpon Springs,
324 East Pine Street, Tarpon Springs, FL 34689
Email: mlecouris@ctsfl.us; Telephone: 727-938-3711
Face-to-face interview on May 18, 2017

Being born and raised in Tarpon Springs, Mr. LeCouris is passionate about the City of Tarpon Springs and the community. Mr. LeCouris has been the Tarpon Springs City Manager since 2009. Prior to being appointed as City Manager, Mr. LeCouris served as the Tarpon Springs Chief of Police since 1993 until he was appointed as the Tarpon Springs City Manager. Mr. LeCouris represents a leadership style with an open-door policy, and enthusiastically shares his knowledge and his experience regarding the city and community. He is an ardent supporter of St. Petersburg College, and the Public Policy and Administration Program.

During my meeting, Mr. LeCouris provided me a copy of the City's Ordinance, 2005-11, a copy of the Personnel Manual, Policy Number 24, regarding the policy of the City of Tarpon Springs providing shelter space for families for city personnel. Upon further discussion, Mr. LeCouris stated the Gymnasium at the Community Center at 400 S. Walton Avenue, is the City designated shelter space provided solely for families and pets of city personnel required to work during an emergency situation. Additionally, Mr. LeCouris gave me a copy of the 2016 Employee Shelter Survey and forms. Tarpon Springs also coordinates with the Elks Club for food for emergency workers. Mr. LeCouris has been extremely responsive providing valuable information to me for my Capstone Project. Mr. LeCouris earned a Bachelor's Degree in Criminal Justice from the University of South Florida, and graduated from the Florida Command Officer Development Program at the Southern Police Institute (City of Tarpon Springs, 2017).

Deputy Chief Scott Young, Tarpon Springs Fire Rescue
444 Huey Avenue South, Tarpon Springs, FL 34689
Email: syoung@tsfr.us; Telephone: 727-938-3737
Face-to-face interview on May 23, 2017

Deputy Chief Young has served in the Tarpon Springs Fire Rescue Department since 1989. In 2015, Deputy Chief Young was awarded the professional designation of “Chief Fire Officer” (CFO), by the Commission of Professional Credentialing (Feldman, 2015). This is a significant accomplishment and honor as he is “one of 1,056 CFOs worldwide” (Feldman, 2015).

In the event of an emergency or disaster situation, the City Manager designates an Emergency Operations Coordinator which is usually the Fire Chief or Deputy Fire Chief. The Public Safety Facility located at 444 Huey Avenue South, houses the Fire/Emergency Medical Services, Emergency Management, Emergency Operations Center, and the Police and Code Enforcement departments. This facility is completely self-sufficient and built to withstand the effects of a Category 3 Hurricane (City of Tarpon Springs, Fire Rescue, 2015). Deputy Chief Young informed me they have contracts with outside food vendors, and back-up generators in the event of an emergency or activation of the Emergency Operations Center. He also provided me with the contact information for the City-designated shelter space used solely for families of city employees required to work during an emergency situation.

Duffy Smith, Recreation Supervisor, City of Tarpon Springs
324 East Pine Street, Tarpon Springs, FL 34688
Email: dsmith@ctsfl.us; Telephone: 727-942-5628
Face-to-face interview on May 23, 2017

Mr. Smith is a Recreation Supervisor with the City of Tarpon Springs. He has been employed with the Tarpon Springs Recreation Division for 23 years. The Tarpon Springs Recreation Division Mission Statement reflects their commitment to providing the citizens of Tarpon Springs with a “wide variety of recreational opportunities supported by our parks, personnel and facilities” (Recreation Division, 2015). The goal of the Recreation Division is to provide superior programs and services “which meet the needs of the community in a cost-effective manner” (Recreation Division, 2015).

When you walk into the Community Center for the first time, you are sure to be greeted with a hearty and enthusiastic welcome. Upon my arrival at the Recreation Center, one of the first elements I noticed was the steady stream of individuals arriving for an activity or event of interest. Mr. Smith greeted everyone, and when I arrived inside the Community Center, without an appointment, Mr. Smith asked if he could help me. He was eager, willing, and extremely capable of addressing my questions regarding the Community Center and the Gymnasium. The Gymnasium – Community Center was built in 2001 to withstand the effects of a Category 3 Hurricane.

William B. Horne II, City Manager, City of Clearwater
112 South Osceola Avenue, Clearwater, FL 33756
Email: william.horne@myclearwater.com; Telephone: 727-562-4040
Face-to-face interview on May 24, 2017

Mr. Horne started working for the City of Clearwater in 1998 as the General Support Services Administrator. Clearwater is the second largest city in Pinellas County, and Mr. Horne has been the Clearwater City Manager for 16 years. Mr. Horne became a Credentialed Manager by the International City/County Management Association (ICMA) in 2005. Additionally, Mr. Horne serves as a Senior Mentor, ICMA, for the St. Petersburg College (SPC) Student Chapter.

During our meeting, Mr. Horne provided me the contact information for Casey Cook, Executive Director of Florida City and County Management Association (FCCMA), and Carol Russell, Executive Assistant of FCCMA suggesting them as a great resource for my Capstone Project. Mr. Horne specifically referenced the FCCMA newsletter, *News for City and County Managers*, as being a possible avenue for promoting the City of Tarpon Springs Emergency Management Plan as a model that provides designated shelter space solely for families of city personnel responsible for protecting the public during emergency and disaster events. Mr. Horne further elaborated that times have changed since he started working at the City of Clearwater in 1998. Consider the fact the workforce is changing which generates different needs between the millennials and baby boomers. Clearwater has approximately 1700 employees with 1/3 – 1/2 of the work force being required to report for work during an emergency or disaster situation. With more millennials in the work force, the city changed their policies whereby families of responding employees required to report for work can stay at one of the recreation facilities. Mr. Horne earned his Bachelor of Science in Chemistry from the University of Tulsa, a Masters in Human resources Management from Pepperdine University, and a Masters in Political Science from Auburn University (City of Clearwater, 2012).

Crystal Wolfe, Assistant Manager, Hampton Inn & Suites by Hilton, Tarpon Springs
39284 U.S. 19 North, Tarpon Springs, FL 3489
Email: crystal.wolfe@hilton.com; Telephone: 727-945-7755
Face-to-face interview on May 26, 2017

Crystal Wolfe has been the Assistant Manager at the Tarpon Springs Hampton Inn & Suites by Hilton since 2013. She knows the community extremely well and promotes the amenities of Tarpon Springs and Pinellas County to the visitors and guests staying at the hotel. There are 83 guest rooms available at the Tarpon Springs Hampton Inn & Suites, in addition to a fully equipped business center.

The question asked to Crystal was, what would be the cost if the city or an organization wanted to reserve a block of rooms in the event of an emergency situation during the months of June – October? Crystal said they reserve rooms on a first-come basis, and they have a 24-hour cancellation policy. The rates during June – October, are \$94 - \$124, depending upon the type of room. Additionally, Crystal stated if the hotel lost power, they do not have a generator to accommodate for the loss of power. Also, as an additional point of information, Crystal said in the past, if there has been a possibility of mobile home evacuations due to an emergency situation, residents from a nearby mobile home community usually call the hotel to reserve rooms.

Governmental Entity Observation/Participation Form

Student Name: Wanda Kimsey
Student ID # 152280

Date: June 20, 2017

Name of the City/County: City of Tarpon Springs

Name of the Presiding Officer: Mayor Chris Alahouzos

List each of the City/County Council/Commission members and describe their personalities & interests:

Mayor Chris Alahouzos: Mayor Alahouzos was elected as Mayor in March 2016. Prior to his election as Mayor, he previously served on the Commission as Vice Mayor and Commissioner. Mayor Alahouzos is also a U.S. Marine Corps Reserve Veteran, and a graduate of the FBI Citizens' Academy. Mayor Alahouzos is very involved in the community serving on the Florida League of Mayors, Pinellas County Mayors Council, Rotary Club, Sister Cities of Tarpon Springs, Founder and Member for Plato Academy Schools, and the Tampa Bay Regional Planning Council.

Vice Mayor David Banther: Vice Mayor Banther is serving in his second, three year term on the City Commission. He was first elected to the Commission in March 2013, with his second term on the Commission beginning in April 2016. Vice Mayor Banther is a Certified Professional Daily Money Manager with the American Association of Daily Money Managers, and Managing Partner at Banther Consulting Corporation. Vice Mayor Banther is actively involved with the Tarpon Springs Rotary Club and an active parishioner at St. Ignatius of Antioch Roman Catholic Church.

Commissioner Rea Sieber: Excused absence

Commissioner Susan Miccio-Kikta: Commissioner Miccio-Kikta was elected in March 2016 to a three year term as a Commissioner. Prior to her being sworn into office in April 2016, Commissioner Miccio-Kikta previously served on the Tarpon Springs Commission as Vice Mayor and Commissioner in 2008 and 2011. Commissioner Miccio-Kikta is also a graduate from Tarpon Springs High School. Two of Commissioner Miccio-Kikta's goals as a Commissioner are to bring more business into Tarpon Springs and preserve the city heritage.

Commissioner Jacob Karr: Commissioner Karr was elected in March 2017 and sworn into office as a Tarpon Springs Commissioner in April 2017. Commissioner Karr was raised in Tarpon Springs and has a Business Management Degree from USF. Prior to his election to the Tarpon Springs Commission, he served on the Planning and Zoning Tarpon Springs Advisory Board and the Tarpon Springs Historic Preservation Board. Commissioner Karr is a Purchasing Manager at a National Healthcare Company in Clearwater.

Complete 4-Step Policy Analysis:

Who is the proponent and what is their stake in the issue?

As the proponent speaking to the Mayor and City Commission under Public Comment, I am informing the Mayor and Commissioners about my Capstone Project. My Capstone Project is

promoting the City of Tarpon Springs Emergency Management Plan as a model that provides a designated shelter space solely for the families and pets of city government employees required to work during emergency and disaster events.

What are the stakeholders seeking from the Council/Commission?

As the primary stakeholder appearing before the Mayor and Commissioners, I am promoting the City's Emergency Management Plan regarding their Personnel Manual, Policies and Procedures Section as a model plan. My goal is to show support and inform the Mayor and Commissioners about the article I will be writing for the July 31, 2017, "News for City and County Managers," newsletter of the Florida City and County Management Association's. This article will encourage other governmental agencies to consider adopting something similar to the City's Personnel Policy of providing designated shelter space solely for families and pets of city personnel who are required to report for work before, during, and after a disaster event. Also informed Mayor and Commissioners a copy of my Capstone Project would be listed on the Florida City and County Management Association website, www.fccma.org in their research paper section for other cities and counties to review. Provided additional information to the Mayor and Commissioners informing them once my project has been approved that a copy of my Capstone Project would be provided to Mark LeCouris, City Manager.

Detail each Commissioner/Councilmember's response:

Mayor thanked me for my presentation and comments. Commissioners agreed/nodded their thanks. Under public comment section unless the Commissioners have a question, there are not any additional or separate comments made by individual Commissioners.

What was the result of today's meeting?

Mayor and Commissioners thanked me for my presentation.

4-Step Policy Analysis

Identify the Issue:

City of Tarpon Springs Emergency Management Plan Providing Designated Shelter Space for Responding City Government Employees and their Families.

Identify the Stakeholders:

The primary stakeholder is me, as I am informing the Mayor and Commissioners about my Capstone Project at their June 20, 2017 Tarpon Springs Commission meeting.

Recommendation:

In my presentation to the Tarpon Springs Mayor and Commissioners, I informed them I would be submitting an article to the Florida City and County Management Association promoting the City of Tarpon Springs Emergency Management Plan as a model. Furthermore, the article will be published in the July 31, 2017 *News for City and County Managers* newsletter. Additionally, my Capstone Project will be listed on the Florida City and County Management Association website, www.fccma.org in their research paper section for other cities and counties to review. Also, a copy of my Capstone Project will be given to City Manager Mark LeCouris.

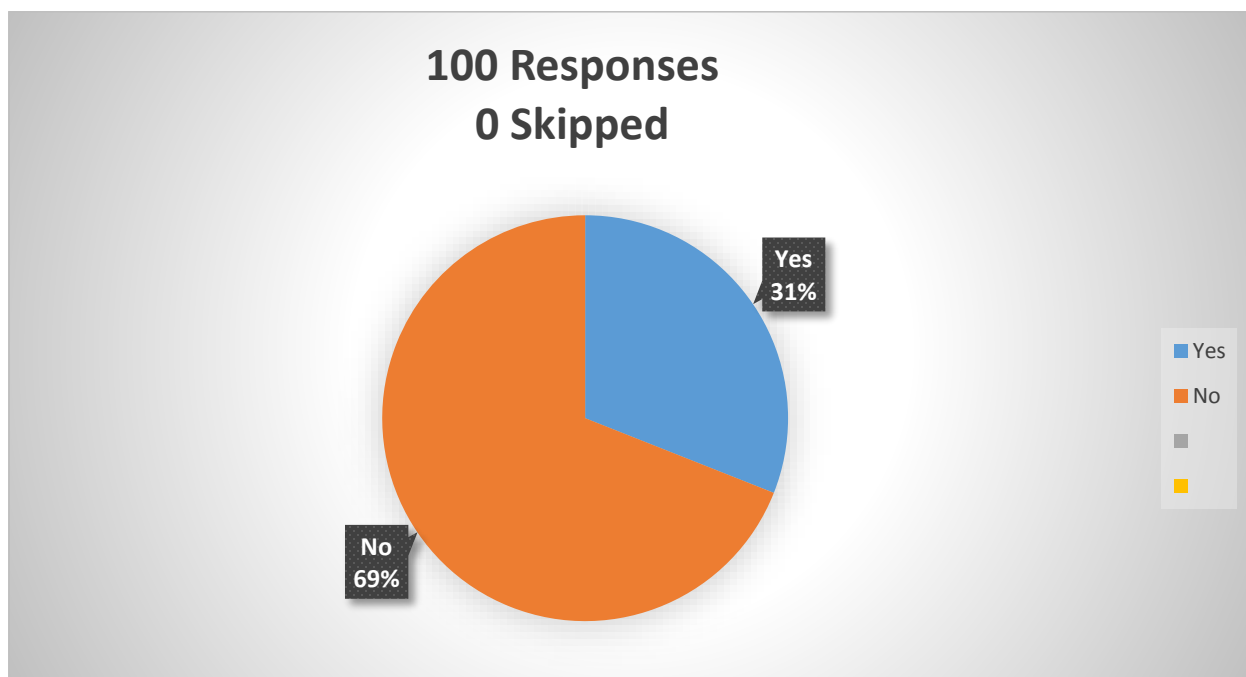
Survey

A survey comprised of six questions was given to students attending St. Petersburg College (SPC). These are students pursuing either their Associate or Bachelor Degree. It was important to sample a variety of students, therefore two types of surveys were administered. One survey was given via the Internet to students who are enrolled in the Public Policy and Administration Program. Additional paper surveys were distributed to various students enrolled in the A.A., A.S., B.A., and B.S. Degree programs.

The survey results entailed responses from 100 SPC students. All 100 students answered questions 1, 4, and 6, while 95 students answered questions 2 and 3, and 99 students answered question 5. The results are displayed in the following pie-charts. One of the purposes of the survey was to learn how many students were aware that certain positions in the public sector/government are required to work during an emergency/disaster situation. Employees working in the public sector for a governmental entity already know if they are required to report for work during an emergency situation. Additionally, these employees understand their responsibilities and duties in the event of a disaster or emergency situation. According to the Center for State and Local Government Excellence (2016), more governments are hiring reporting increases in hiring to 77% in 2016. Additionally, government leaders are keenly aware of the importance of having to implement changes that will enable them to recruit and retain qualified personnel due to baby boomers retiring.

Question 1.

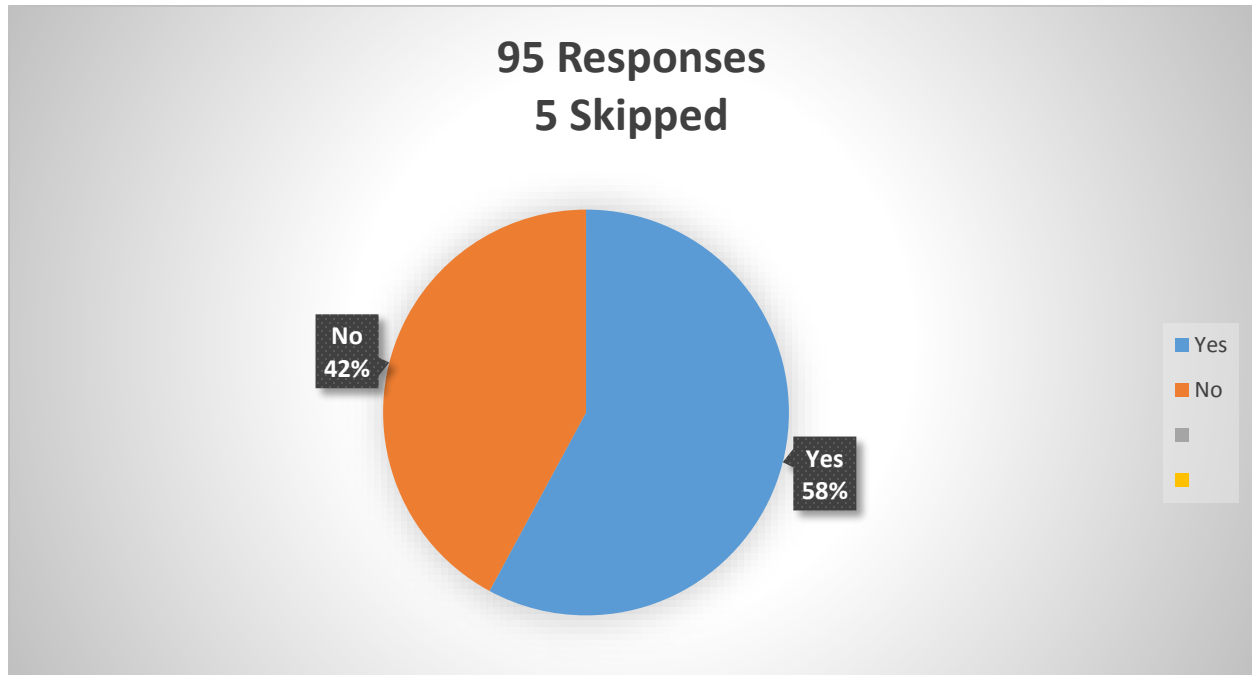
Have you been employed by a governmental agency between the dates of April 1, 2016 and May 15, 2017?



| Answer Choices | Responses |
|----------------|-----------|
| Yes | 31 |
| No | 69 |
| Total | 100 |

Question 2.

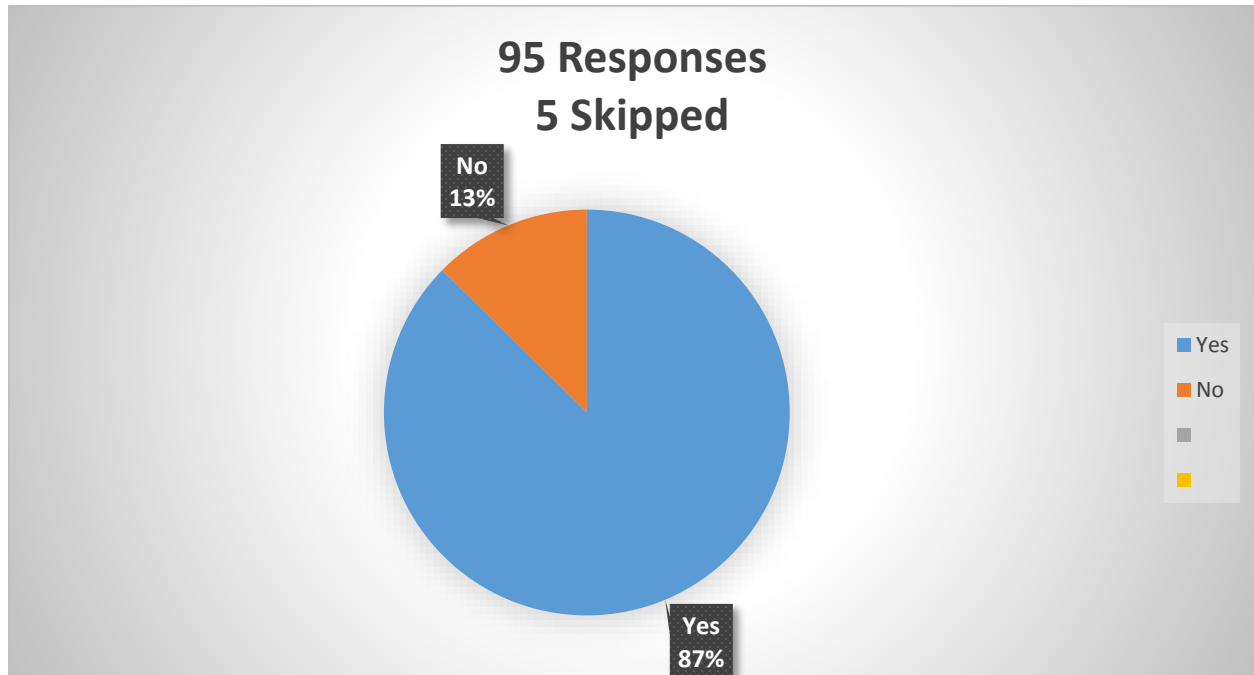
As an employee working for a governmental agency, are there certain jobs/positions where it is mandatory for the employee to work during an emergency situation, such as a hurricane threat?



| Answer Choices | Responses |
|----------------|-----------|
| Yes | 55 |
| No | 40 |
| Total | 95 |

Question 3.

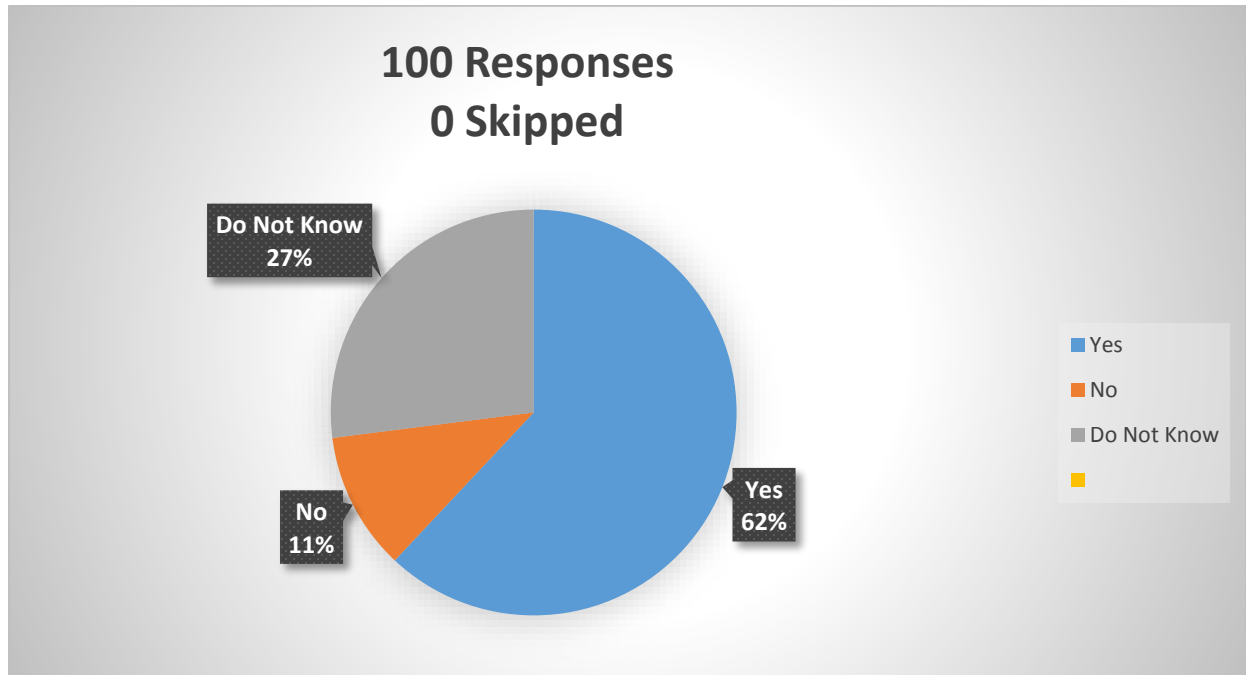
Is every Florida County required to have a Comprehensive Emergency Management Plan that is filed with the Florida Department of Emergency Management?



| Answer Choices | Responses |
|----------------|-----------|
| Yes | 83 |
| No | 12 |
| Total | 95 |

Question 4.

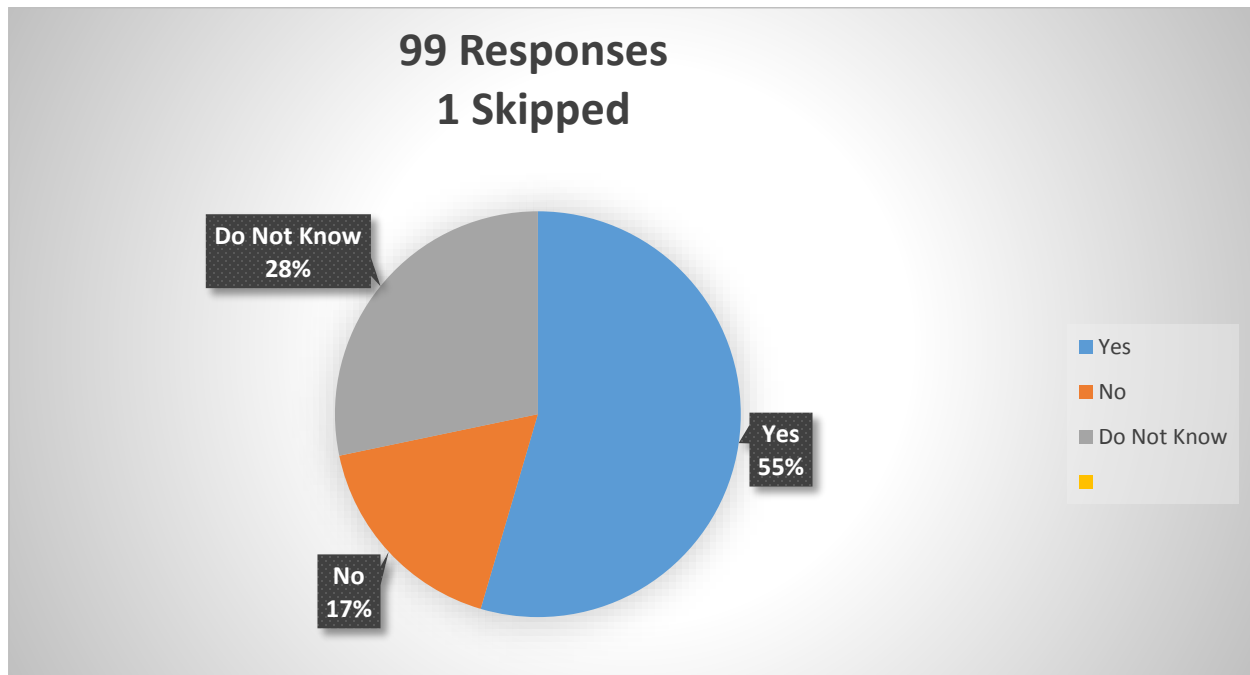
If you worked in a job where it was mandatory for you to work during an emergency disaster situation (such as a hurricane threat), would you report to work as required?



| Answer Choices | Responses |
|----------------|-----------|
| Yes | 62 |
| No | 11 |
| Do Not Know | 27 |
| Total | 100 |

Question 5.

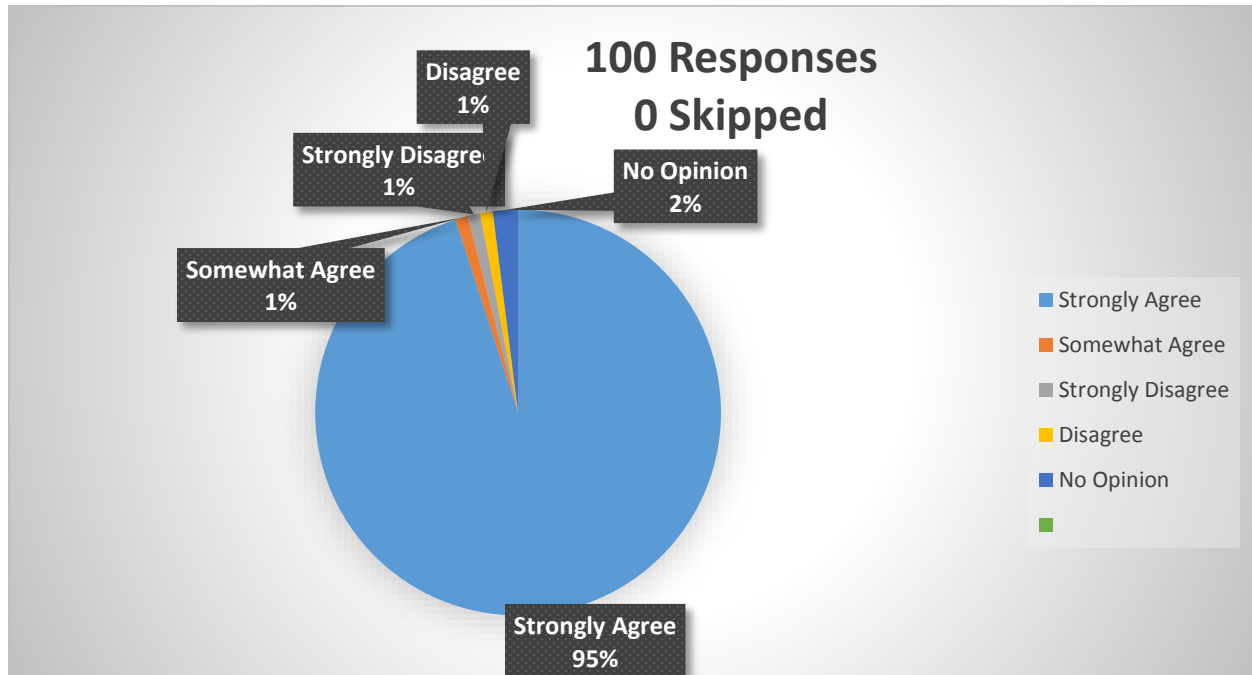
If your job requires you to report for work during an emergency disaster situation, does your household family members (living with you) have safe shelter where they can stay while you are working?



| Answer Choice | Responses |
|---------------|-----------|
| Yes | 54 |
| No | 17 |
| Do Not Know | 28 |
| Total | 99 |

Question 6.

Do you think it is important to know your household family members (living with you) have safe shelter to stay in during an emergency threat while you are working?



| Answer Choices | Responses |
|-------------------|-----------|
| Strongly Agree | 95 |
| Somewhat Agree | 1 |
| Strongly Disagree | 1 |
| Disagree | 1 |
| No Opinion | 2 |
| Total | 100 |

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Strategic Action Plan

Mission Statement:

To promote the City of Tarpon Springs Emergency Management Plan as a model that provides designated shelter space solely for the families of city government employees required to work during emergency and disaster events.

Critical Objectives:

Governmental agencies have employees working in certain positions where it is mandatory for employees to report to work during a state of emergency/disaster situations. It is important that emergency responders know their families have a safe shelter to go to while they are working. The City of Tarpon Springs has developed a plan whereby families of employees who are required to report to work during a state of emergency have designated shelter space solely for the families of city employees who are working during emergency/disaster situations.

Florida Statute Chapter 252 authorizes municipalities, such as the City of Tarpon Springs, emergency management powers to declare a State of Emergency in the event of natural disasters and acts of terrorism. As such, the City of Tarpon Springs has adopted Ordinance Number 2005-11 defining Emergency Preparedness, along with the duties and responsibilities of the City Commission and the City Manager.

The City of Tarpon Springs is one of the unique governmental agencies who has incorporated in to their Personnel Manual, Policies and Procedures Section, Policy Number 24, providing designated shelter space solely for families, and pets of city personnel required to report for work before, during, and after a disaster event. Employees who are required to respond to emergency situations/disasters are working to restore services and provide protection to the citizenry in the community. During this critical time, it is important these employees know their families are safe. Responders working during a state of emergency will have less stress knowing they do not have to make a choice between staying at home to protect their families, or going to work. Tarpon Springs has an excellent plan in place ensuring that the families and pets of responder employees can be housed in the designated shelter space located in the Gymnasium at the Community Center.

Objective is to promote the City of Tarpon Springs Personnel Policies and Procedures Plan as a model that provides designated shelter space solely to house families of employees reporting for duty before, during, and after a disaster event. This model will be promoted to the Florida City and County Management Association for consideration and implementation by other governmental agencies.

Every governmental agency across the nation has the responsibility of protecting their communities, their citizens, and providing continuity of services. With hurricane season beginning, this is a great opportunity to promote the City of Tarpon Springs Personnel Policies and Procedures outlined in their Emergency Management Plan as being an excellent model

program. The *News for City and County Managers* newsletter will be an outstanding resource for promoting this information.

Time Factors

Meetings with outside experts will be completed by May 24, 2017. Ongoing research for project will be completed by June 1, 2017¹. Coordinate with Carol Cook at Florida City and County Management Association regarding writing an article for the *News for City and County Managers* newsletter. The article will promote the City of Tarpon Springs Emergency Management Plan as a model for providing a designated shelter solely for responding city employees, their families and their pets. Article will be submitted prior to July 24, 2017 for publication in the July 31, 2017 newsletter. Will have a follow-up discussion with City Manager Mark LeCouris prior to my presentation at the board meeting on June 20th. Will speak at the Tarpon Springs Commission meeting on June 20, 2017, at 6:30pm, under Public Comments to present information regarding my Capstone Project.

Marketing Plan Draft

Market the Mission Statement: To promote the City of Tarpon Springs Emergency Management Plan as a model that provides a designated shelter space solely for the families of city government employees required to work during emergency and disaster events.

Practicing good government policies and procedures includes having contingency plans in place for emergency situations and disasters. Communities grow and change. Therefore, it is prudent to review and update these emergency management plans on a regular basis. Municipalities and counties have emergency plans and procedures in place. Emergency responder employees are front-line workers restoring order and services to people. As such, it is important while these responders are working to restore order, continuity, and provide safe conditions within the community, they do not have to worry about their families' safety.

The target audience is, having other governmental agencies review the Personnel and Policy Procedures implemented by the City of Tarpon Springs as part of their Emergency Management Plan. These policy and procedures provide mechanisms for a designated safe shelter solely for the families of city employees who are called to work during a state of emergency. The Florida City and County Management Association (FCCMA) has a mission statement of an organization that is

“...committed to the council-manager form of government, dedicated to effective partnerships with elected officials, devoted to the advancement of excellence in professional management of local government in the State of Florida and determined to provide quality of service to its membership and the cities it serves.”

As such, the FCCMA is an excellent resource for distributing and sharing this model plan. An article will be sent to Casey Cook, Executive Director, and Carol Russell, Executive Assistant, at the Florida City and County Management Association (FCCMA) to be published in the July 31, 2017, *News for City and County Managers*. Additionally, a .pdf of my Capstone Project will be sent and posted on the FCCMA website under the research paper section. Furthermore, FCCMA highlights Professional Management Matter, as one of their programs with a purpose “...to explore real life examples of how the collaboration between professional managers and elected officials and staff impact local governments.” This article will remind government leaders about the importance of taking care of responders' families in a time of crisis and during a state of emergency. The City of Tarpon Springs Emergency Management Plan with Personnel Policies and Procedures, will be shown as a model that can be implemented which provides designated city-government shelter space solely for responding city government employees and their families during emergency and disaster situations.

Survey questionnaires will be emailed to students enrolled in the Public Policy and Administration program. Additionally, paper copies of the survey will be distributed to students. Goal is to receive 100 responses from a variety of St. Petersburg College students enrolled in A.A., A.S., B.A., and B.S. Degree programs.

Public vs. Private Comparison

Issue: City of Tarpon Springs Emergency Management Plan Providing Designated Shelter Space for Responding Employees and their Families.

In a state of emergency or disaster situation, everyone needs to work together as partners to restore the community back to order. Community partnerships are crucial to the operation of a government entity, especially during and after a disaster. Cooperative agreements with utility companies should be standard protocol. Regarding shelter space used solely for families and pets of employees required to work during an emergency situation, the city's designated shelter is the best choice for a facility to be utilized during disaster events. The city is able to provide electricity with generators, and they have extra food and supplies available in the event families have not brought enough supplies with them. A private business such as the Tarpon Springs Hampton Inn & Suites does not have the use of a generator available to offset the loss of power.

Tarpon Springs has a City-designated shelter space solely for the employees who are required to work during an emergency, and their families and pets. The shelter is the Gymnasium – Community Center located at 400 S. Walton Avenue in Tarpon Springs. The Community Center (Recreation Center) was built in 2001 to withstand a Category 3 Hurricane. Furthermore, generators are available for use at the Community Center in the event of an emergency event or disaster situation (LeCouris, 2017). Also, the City of Tarpon Springs has a partnership agreement with the Elks Club who provides meals to those who are working before, during, and after an emergency situation.

Private businesses would not normally have the ability to house the families and pets of city employees. Even if reservations were made in advance to accommodate 125 people, a specific concern would be if the hotel lost power, they may not have alternative resources available to restore electricity. Speaking with the Assistant Manager at the Tarpon Springs Hampton Inn & Suites, they have 83 guest rooms available. These rooms are reserved on a first-come basis, and they have a 24-hour cancellation policy (Wolfe, 2017). Also, the Tarpon Springs Hampton Inn & Suites does not allow pets to stay at their facilities unless they are service animals.

Collaborative Partnership Plan

Issue: City of Tarpon Springs Emergency Management Plan Providing Designated Shelter Space for Responding Employees and their Families.

Collaborative Partnership Plan will be between the City of Tarpon Springs and the Florida City and County Management Association.

Counties and cities across the State of Florida implement Emergency Management Plans with the purpose and goal of protecting their communities, their citizens, and providing continuity of services during an emergency or disaster situation.

The City of Tarpon Springs is one of the unique governmental agencies who has implemented and incorporated procedures for a designated safe shelter solely for the families of city employees who are required to work before, during, and after an emergency or disaster event. Personnel Policy Number 24 provides for a City-designated shelter solely for the families of city employees who are responding to an emergency situation. This shelter is located in the Gymnasium in the Community Center/Recreation Center.

The Human Resources Director, Jane Kniffen, sends out a memo with an Employee Shelter Survey to all City of Tarpon Springs department heads and division supervisors asking them to provide these forms/surveys to employees required to work in the event of an emergency or disaster situation. The City of Tarpon Springs Municipal Employee Shelter Pre-Registration form asks information such as the employee's name, and to list the family members who will be pre-registering for the shelter space. A separate form is also attached concerning family pets that may also desire to pre-register for the emergency pet shelter.

The City of Tarpon Springs' Emergency Management Plan is a model that provides shelter space for city personnel families who are responsible for protecting the public during emergency and disaster events. An article will be published in the July 31, 2017, Florida City and County Management Association newsletter. This article will be promoting the City of Tarpon Springs' plan as being an excellent plan providing safe shelter in a City-designated shelter solely for families of responding employees. In addition, this Capstone Project will be listed on the Florida City and County Management Association website, www.fccma.org, in their research paper section for other cities and counties to review. Contact information for Mark LeCouris, City Manager for the City of Tarpon Springs will be provided in this article.

This collaborative partnership plan is particularly timely as Hurricane Season started on June 1. Collaboration partnerships provide opportunities for other governmental agencies to share their experiences, expertise, and best business practices with each other. Emergency Management Plans such as the Tarpon Springs model provides an excellent opportunity to be a part of a successful collaborative partnership.

Cost/Benefit Analysis

Issue: City of Tarpon Springs Emergency Management Plan Providing Designated Shelter Space for Responding Employees and their Families

City of Tarpon Springs Recreation Center (Gymnasium-Community Center)
400 South Walton Avenue, Tarpon Springs, FL

- Built in 2001 – Gymnasium Cost \$1,000,000, and was built to withstand the effects of a Category 3 Hurricane.
- Gymnasium is a designated shelter space solely for families of city employees required to work before, during, and after an emergency or disaster event. Family pets also have a designated space in the shelter.
- There are 300 employees who work for the City of Tarpon Springs, with approximately 100 employees who may be required to report for work before, during, and after a disaster event (LeCouris, 2017).
- In 2016, 45 people (city employee family members) registered for the shelter space in addition to 57 pets being registered. Whereas, in 2015, 112 people (city employee family members) registered for the shelter space in addition to 40 pets being registered (Kniffen, 2017).
- Families bring their own supplies. However, the center does have extra supplies for those individuals who do not bring sufficient resources.

The Tarpon Springs Recreation Center (Gymnasium-Community Center) also has event rentals at the Community Center which provides additional revenue to the City (Tarpon Springs Recreation Division, Rentals, 2015). Additionally, the Community Center is a dynamic center providing a variety of activities to the community including: arts and craftsmanship activities, card and board games, fitness and sports programs, and educational programs (Tarpon Springs Recreation Division, Activities, 2015).

The City of Tarpon Springs has established rental fees, policies and procedures for the use of the Community Center and Recreational Center for private rentals (Tarpon Springs Recreation Division, Rentals, 2015). Furthermore, private rentals and individuals who do not reside in Tarpon Springs are subject to a “50% surcharge of the applicable base rates” (Tarpon Springs Recreation Division, Rentals, 2015).

Not only does this Recreation Center provide safe shelter solely for families and pets of city employees required to work during an emergency/disaster situation, it encourages and stimulates community involvement offering a host of activities for all age year-round during non-emergency times.

In the event of an emergency/disaster situation it is important that responding employees who are working know their families are safe. Providing a safe shelter space for their families and pets helps enable responding employees required to work to stay focused on their important duties and responsibilities for providing and restoring continuity of services to the community and its citizens. Mr. LeCouris stated the biggest expense for providing the shelter space that is used

solely for responding employees, their families and pets is the building (LeCouris, 2017). The Federal Emergency Management Agency would reimburse the City for expenses related to the disaster.

The cost-benefit analysis for providing a designated shelter solely for responder employees, their families and pets is the best policy that produces efficiency for the city and taxpayers. The Community Center and Gymnasium provide a host of wonderful activities and events throughout the year that benefit the residents, the taxpayers, and the entire community. The Personnel Policy Number 24 in the Personnel Policies and Procedures Manual referring to providing a designated shelter space solely for responder employees, their families and pets delivers the most benefit for the least amount of cost.

Capstone Project Diplomacy/Public Relations Plan

Issue: City of Tarpon Springs Emergency Management Plan Providing Designated Shelter Space for Responding City Government Employees and their Families.

Mission and Overview

To promote the City of Tarpon Springs Emergency Management Plan as a model that provides a designated shelter space solely for the families of city government employees required to work during emergency and disaster situations.

The City of Tarpon Springs has a population of approximately 25,000 with a workforce comprised of 300 employees. In the event of a disaster or emergency situation, nearly 100 employees are required to report to work and be available for service according to each City Department's Emergency Preparedness Plan (City Manager Mark LeCouris Interview). In return for the employee's commitment to work during the emergency situation, the City of Tarpon Springs has adopted in their Personnel Policies and Procedures Plan, Policy Number 24 that provides a designated Municipal Shelter solely for responding city government employees and their families. This shelter is located in the Gymnasium at the Community Center. This unique model provides an excellent plan to be promoted to other governmental entities across the State of Florida.

Goals, Strategies, Target Audiences, and Target Media

Natural disasters and acts of terrorism may pose threats to any region or community in the United States. Additionally, the hurricane season in the State of Florida is from June 1 – November 30 which creates the need for further emergency disaster planning and foresight. Counties and cities have implemented Emergency Management Plans with the purpose of protecting their communities, their citizens, and implementing policies and procedures for providing continuity of services.

The goal is to promote the City of Tarpon Springs Emergency Management Plan information relating to Personnel Policy Number 24 to other municipalities and counties who are members of the Florida City and County Management Association. The strategy for reaching these municipalities and counties will be through the Florida City and County Management Association's newsletter and their website, www.fccma.org.

Furthermore, there is excellent resource information available concerning the projected workforce changes in local governments. As reported in the December 2016, *Center for State and Local Government Excellence* newsletter, "organizations are paying so much attention to Millennials" due to "shifting demographics [making] succession planning a high priority." Governments must compete with private enterprise for the same millennial workforce which means readjusting some policies and procedures. As part of succession planning, government leaders must look at ways to attract, recruit and retain millennials in their organization.

One way to achieve the goal of successful succession planning, is to consider implementing a plan similar to the City of Tarpon Springs Personnel Policies and Procedures Plan, Policy Number 24. This would provide designated shelter space solely for families of city employees who are required to work during an emergency or disaster situation. Every government agency has positions where it is mandatory for employees to report to work during an emergency or disaster situation. By providing a safe designated shelter space solely for the families of city employees required to work, the government agency is letting employees know they appreciate their commitment and dedication to the community. Government agencies can further promote this program when they hire new employees for positions where it is

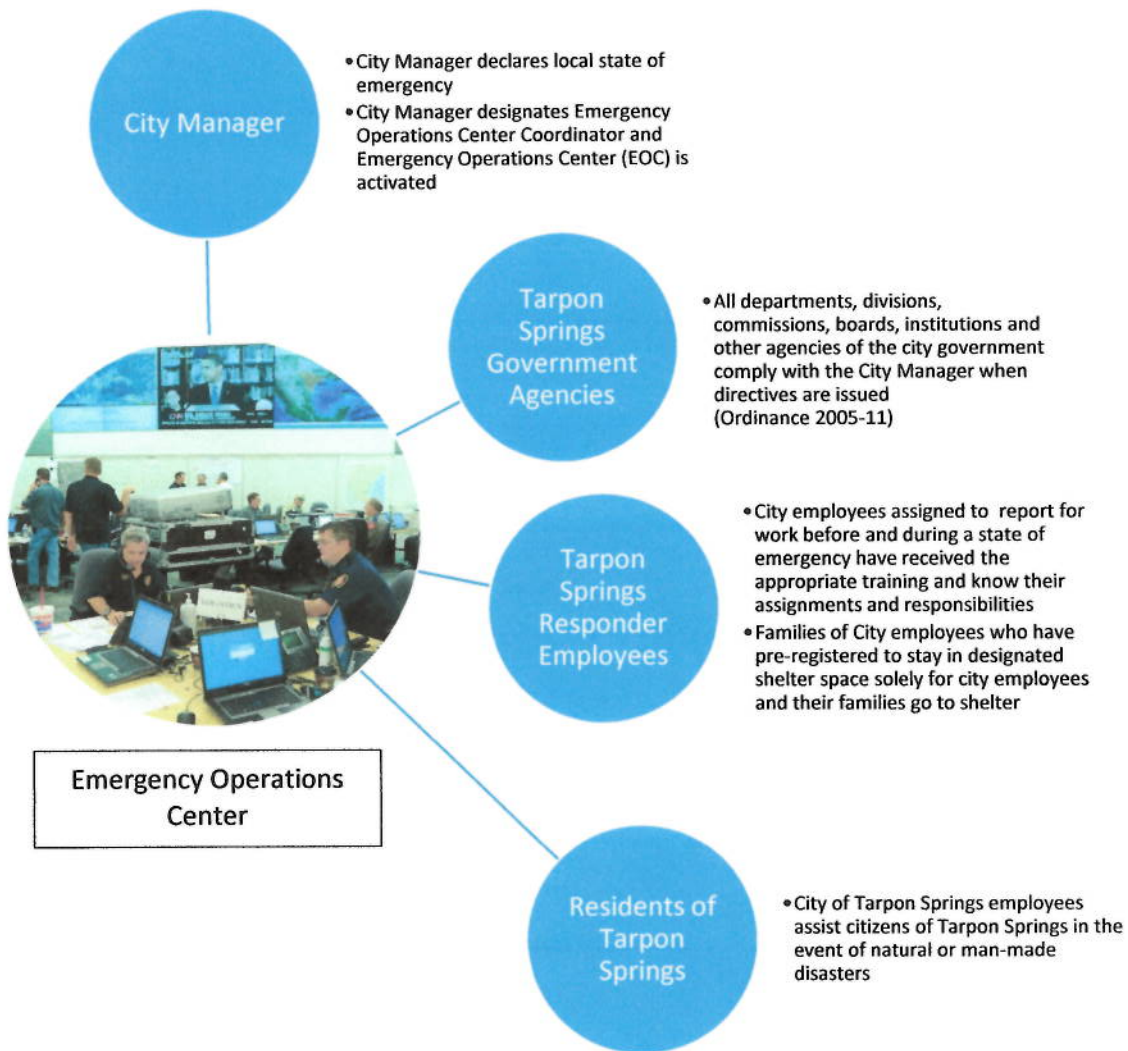
mandatory for them to work during emergency and disaster situations. This program can be a new marketing tool informing employees of an additional benefit offered to them and to their families.

The 2020 projection of the U.S. working Population projects Millennials, born 1978–1998, to be the largest number of employees in the work force, making up 42% of the workforce (Center for State and Local Government Excellence, 2016). Many of these millennials have young families, and the extra assurance knowing their families are in a designated safe shelter while they are working, provides them with the reassurance family members are protected during the emergency situation.

Organization Overview

Issue: City of Tarpon Springs Emergency Management Plan Providing Designated Shelter Space for Responding Employees and their Families.

In the event the City of Tarpon Springs needs to declare a State of Emergency they have the authority to take protective measures to safeguard the community and its residents. According to Ordinance 2005-11, the powers and duties of the City Commission state the Commission “shall review and recommend for adoption civil emergency and mutual aid plans and agreements and such resolutions and rules and regulations.” The City Manager has authority to “declare via Executive Order that a local state of emergency exists pursuant to Section 252, Florida Statutes.... allowing the City to waive the procedures and formalities otherwise required of political subdivisions by law” (Tarpon Springs Ordinance 2005-11).



The Florida Senate

2011 Florida Statutes

Title XVII

MILITARY AFFAIRS AND RELATED MATTERS

Chapter 252

EMERGENCY MANAGEMENT

Entire Chapter

SECTION 38

Emergency management powers of political subdivisions.

252.38 Emergency management powers of political subdivisions.—Safeguarding the life and property of its citizens is an innate responsibility of the governing body of each political subdivision of the state.

(1) **COUNTIES.**—

(a) In order to provide effective and orderly governmental control and coordination of emergency operations in emergencies within the scope of ss. 252.31-252.90, each county within this state shall be within the jurisdiction of, and served by, the division. Except as otherwise provided in ss. 252.31-252.90, each local emergency management agency shall have jurisdiction over and serve an entire county. Unless part of an interjurisdictional emergency management agreement entered into pursuant to paragraph (3)(b) which is recognized by the Governor by executive order or rule, each county must establish and maintain such an emergency management agency and shall develop a county emergency management plan and program that is coordinated and consistent with the state comprehensive emergency management plan and program. Counties that are part of an interjurisdictional emergency management agreement entered into pursuant to paragraph (3)(b) which is recognized by the Governor by executive order or rule shall cooperatively develop an emergency management plan and program that is coordinated and consistent with the state comprehensive emergency management plan and program.

(b) Each county emergency management agency created and established pursuant to ss. 252.31-252.90 shall have a director. The director must meet the minimum training and education qualifications established in a job description approved by the county. The director shall be appointed by the board of county commissioners or the chief administrative officer of the county, as described in chapter 125 or the county charter, if applicable, to serve at the pleasure of the appointing authority, in conformance with applicable resolutions, ordinances, and laws. A county constitutional officer, or an employee of a county constitutional officer, may be appointed as director following prior notification to the division. Each board of county commissioners shall promptly inform the division of the appointment of the director and other personnel. Each director has direct responsibility for the organization, administration, and operation of the county emergency management agency. The director shall coordinate emergency management activities, services, and programs within the county and shall serve as liaison to the division and other local emergency management agencies and organizations.

(c) Each county emergency management agency shall perform emergency management functions within the territorial limits of the county within which it is organized and, in addition, shall conduct such activities outside its territorial limits as are required pursuant to ss. 252.31-252.90 and in accordance with state and county emergency management plans and mutual aid agreements. Counties shall serve as liaison for and coordinator of municipalities' requests for state and federal assistance during postdisaster emergency operations.

(d) During a declared state or local emergency and upon the request of the director of a local emergency management agency, the district school board or school boards in the affected area shall participate in emergency management by providing facilities and necessary personnel to staff such facilities. Each school board providing transportation assistance in an emergency evacuation shall coordinate the use of its vehicles and personnel with the local emergency management agency.

(e) County emergency management agencies may charge and collect fees for the review of emergency management plans on behalf of external agencies and institutions. Fees must be reasonable and may not exceed the cost of providing a review of emergency management plans in accordance with fee schedules established by the division.

(2) **MUNICIPALITIES.**—Legally constituted municipalities are authorized and encouraged to create municipal emergency management programs. Municipal emergency management programs shall coordinate their activities with

those of the county emergency management agency. Municipalities without emergency management programs shall be served by their respective county agencies. If a municipality elects to establish an emergency management program, it must comply with all laws, rules, and requirements applicable to county emergency management agencies. Each municipal emergency management plan must be consistent with and subject to the applicable county emergency management plan. In addition, each municipality must coordinate requests for state or federal emergency response assistance with its county. This requirement does not apply to requests for reimbursement under federal public disaster assistance programs.

(3) EMERGENCY MANAGEMENT POWERS; POLITICAL SUBDIVISIONS. —

(a) In carrying out the provisions of ss. 252.31-252.90, each political subdivision shall have the power and authority:

1. To appropriate and expend funds; make contracts; obtain and distribute equipment, materials, and supplies for emergency management purposes; provide for the health and safety of persons and property, including emergency assistance to the victims of any emergency; and direct and coordinate the development of emergency management plans and programs in accordance with the policies and plans set by the federal and state emergency management agencies.

2. To appoint, employ, remove, or provide, with or without compensation, coordinators, rescue teams, fire and police personnel, and other emergency management workers.

3. To establish, as necessary, a primary and one or more secondary emergency operating centers to provide continuity of government and direction and control of emergency operations.

4. To assign and make available for duty the offices and agencies of the political subdivision, including the employees, property, or equipment thereof relating to firefighting, engineering, rescue, health, medical and related services, police, transportation, construction, and similar items or services for emergency operation purposes, as the primary emergency management forces of the political subdivision for employment within or outside the political limits of the subdivision.

5. To request state assistance or invoke emergency-related mutual-aid assistance by declaring a state of local emergency in the event of an emergency affecting only one political subdivision. The duration of each state of emergency declared locally is limited to 7 days; it may be extended, as necessary, in 7-day increments. Further, the political subdivision has the power and authority to waive the procedures and formalities otherwise required of the political subdivision by law pertaining to:

- a. Performance of public work and taking whatever prudent action is necessary to ensure the health, safety, and welfare of the community.
- b. Entering into contracts.
- c. Incurring obligations.
- d. Employment of permanent and temporary workers.
- e. Utilization of volunteer workers.
- f. Rental of equipment.
- g. Acquisition and distribution, with or without compensation, of supplies, materials, and facilities.
- h. Appropriation and expenditure of public funds.

(b) Upon the request of two or more adjoining counties, or if the Governor finds that two or more adjoining counties would be better served by an interjurisdictional arrangement than by maintaining separate emergency management agencies and services, the Governor may delineate by executive order or rule an interjurisdictional area adequate to plan for, prevent, mitigate, or respond to emergencies in such area and may direct steps to be taken as necessary, including the creation of an interjurisdictional relationship, a joint emergency plan, a provision for mutual aid, or an area organization for emergency planning and services. A finding of the Governor pursuant to this paragraph shall be based on one or more factors related to the difficulty of maintaining an efficient and effective emergency prevention, mitigation, preparedness, response, and recovery system on a unijurisdictional basis, such as:

1. Small or sparse population.

2. Limitations on public financial resources severe enough to make maintenance of a separate emergency management agency and services unreasonably burdensome.
3. Unusual vulnerability to emergencies as evidenced by a past history of emergencies, topographical features, drainage characteristics, emergency potential, and presence of emergency-prone facilities or operations.
4. The interrelated character of the counties in a multicounty area.
5. Other relevant conditions or circumstances.

History.—s. 1, ch. 74-285; s. 1, ch. 77-174; s. 22, ch. 81-169; s. 21, ch. 83-334; s. 102, ch. 92-279; s. 55, ch. 92-326; s. 14, ch. 93-211; s. 132, ch. 95-148; s. 5, ch. 2000-140; s. 34, ch. 2001-61.

Disclaimer: The information on this system is unverified. The journals or printed bills of the respective chambers should be consulted for official purposes.

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C E M P
Comprehensive Emergency Management Plan

Pinellas County Emergency Management

(727) 464-3800 • www.pinellascounty.org/emergency

ORDINANCE NUMBER 2005-11

AN ORDINANCE OF THE CITY OF TARPON SPRINGS AMENDING ARTICLE IX OF CHAPTER TWO; STATE OF EMERGENCY, OF THE CODE OF ORDINANCES OF THE CITY OF TARPON SPRINGS IN ITS ENTIRETY; ADOPTING ARTICLE IX EMERGENCY PREPAREDNESS CONSISTING OF SECTION 2-180 THROUGH 2-192, INCLUSIVE; PROVIDING FOR A PURPOSE; PROVIDING DEFINITIONS; PROVIDING FOR LEGISLATIVE INTENT OF THE ARTICLE; PROVIDING FOR POWERS AND DUTIES OF THE CITY COMMISSION; PROVIDING FOR POWERS AND DUTIES OF THE CITY MANAGER; PROVIDING THAT CITY EMPLOYEES AND AGENCIES HAVE THE DUTY TO COOPERATE WITH THE CITY MANAGER DURING THE STATE OF EMERGENCY; PROVIDING THAT IS UNLAWFUL TO TAMPER WITH OR DAMAGE WARNING SYSTEMS OR EQUIPMENT; PROVIDING THAT THE CITY ASSUMES NO LIABILITY FOR COMPENSATION FOR INJURIES AND DEATHS TO VOLUNTEERS; PROVIDING THAT CERTAIN RIGHTS OF CITY EMPLOYEES SHALL NOT BE AFFECTED DURING A STATE OF EMERGENCY; PROVIDING THAT A VIOLATION OF ANY REGULATION ISSUED PURSUANT TO THE AUTHORITY CONTAINED IN THE ARTICLE SHALL BE UNLAWFUL; PROVIDING FOR PENALTIES; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Commission for the City of Tarpon Springs recognizes that natural disasters and acts of terrorism may pose a serious potential threat to the residents and property of Tarpon Springs; and

WHEREAS, natural disasters and terrorist acts have the potential for causing extensive damage to public utilities, public buildings, public communication systems, public streets and roads, public drainage systems, commercial and residential buildings and areas; and

WHEREAS, it is therefore necessary for the City of Tarpon Springs to take protective measures to ensure the safety of its residents and property should a civil emergency occur; and

WHEREAS, Chapter 252, Florida Statutes, provides the authority for political subdivisions such as the City of Tarpon Springs to declare a State of Emergency allowing the City to waive the procedures and formalities otherwise required by political subdivisions by law in certain circumstances; and

WHEREAS, the safety and welfare of the residents of Tarpon Springs will, under certain circumstances, best be served if the City Commission vests the City Manager with certain Emergency Powers should it be necessary to declare a State of Emergency during a civil disaster or an impending civil disaster;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF TARPON SPRINGS, FLORIDA;

SECTION 1: That Chapter Two of Article IX State of Emergency of the Code of Ordinances of the city of Tarpon Springs is hereby amended its entirety consisting of Sections 2-180 through 2-192 as follows:

ARTICLE IX. EMERGENCY PREPAREDNESS

Section 2-180. Purpose.

It shall be the purpose of this Ordinance to establish the Emergency Operations Center (EOC) for the City of Tarpon Springs; set forth the duties and responsibilities of the City Commission, the City Manager and the Emergency Operations Coordinator with respect to the operation of the EOC in a civil or natural disaster; to set forth the authority for the declaration of a state of local emergency; to provide for other administrative and legislative matters relative to the operation of the City of Tarpon Springs during a civil or natural disaster; and to establish various definitions as it relates to this Article.

Section 2-181. Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

City Manager means the City Manager as provided for by the City Charter or the person appointed to act in his or her stead in the event of his or her absence or incapacity.

Civil preparedness means preparations against and relief from the effects of a manmade disaster, such as a riot, an act of terrorism or unlawful assembly, and such activities in connection with a natural disaster.

Emergency Operations coordinator means the person appointed by the City Manager to manage the emergency operations center.

Emergency Operations Center (EOC) means the employees, equipment and facilities of all city departments, divisions, boards, institutions and commissions suitable for or adaptable to

civil preparedness and designated by the City Manager to participate in the civil program; in addition, it shall include all volunteer personnel, equipment, supplies and facilities contributed by or obtained from volunteer persons or agencies.

Emergency Operations Center volunteer means any person duly registered and appointed as provided in this section and assigned to participate in civil preparedness activity.

Curfew means a prohibition against any person walking, running, loitering, standing or motoring upon any alley, street, highway, public property or vacant premises within the city except persons officially designated to do so with reference to a civil emergency.

Disaster emergency means any matter imminently threatening the public health, safety or welfare in the nature of flooding, hurricane, public riot, act of terrorism, chemical discharge or similar physical, natural or public safety circumstance.

Manmade disaster means any condition seriously affecting or threatening the public health, welfare or security as a result of chemical discharge, fire, explosion, act of terrorism, riot or unlawful assembly.

Mayor means the Mayor of the City, as provided for in the Charter of the City, or the Vice Mayor, whenever the mayor is unable to perform his or her duties under this chapter due to absence or incapacitation.

Natural disaster means any condition seriously affecting or threatening the public health, welfare or security as a result of severe fire, explosion, flood, tornado, hurricane, earthquake or similar natural or accidental cause and which is beyond the control of public or private agencies ordinarily responsible for the control or relief of such conditions.

Riot or unlawful assembly means an assembly characterized by the use of actual force or violence or any threat to use force, if accompanied by the immediate power to execute by three or more persons acting together without authority of law.

State means the State of Florida or a person or agency acting for the state pursuant to legislative authority.

Terrorism means an activity that:

- (1) (a) involves a violent act or an act dangerous to human life which is a violation of the criminal laws of this state or of the United States; or
(b) involves a violation of Section 815.06, *Florida Statutes* or its successors; and
- (2) Is intended to:
 - (a) Intimidate, injure, or coerce a civilian population;
 - (b) Influence the policy of a government by intimidation or coercion; or
 - (c) Affect the conduct of government through destruction of property, assassination, murder, kidnapping, or aircraft piracy.

Volunteer means a person who, of his or her own free will, provides goods or services or provides the use of facilities to any unit of the City government or to any City officer or employee during a State of Emergency without receiving monetary or material compensation.

Section 2-182. Legislative Intent of Article.

(a) It is the intent of this article that the EOC will ensure the complete and efficient utilization of all the city's resources to combat manmade or natural disasters.

(b) The EOC created by this article shall be the coordinating agency for all activity in connection with the civil preparedness program; and during a period of manmade or natural disaster, it will be the instrument through which the City Manager may exercise the authority and discharge the responsibilities vested in him or her by this article.

(c) This article shall not relieve any city department or agency of the normal responsibilities or authority ascribed to them in the City Charter.

Section 2-183. Powers and duties of the City Commission.

The City Commission shall review and recommend for adoption civil emergency and mutual aid plans and agreements and such resolutions and rules and regulations as are necessary to implement such plans and agreements.

Section 2-184. Powers and Duties of the City Manager.

In the event of a public emergency or act of terrorism affecting life, health, property or the public peace the City Manager, or acting City Manager, shall have the authority to declare via Executive Order that a local state of emergency exists pursuant to Section 252, Florida Statutes or as amended, allowing the City to waive the procedures and formalities otherwise required of political subdivisions by law; and, to establish any necessary regulations on an emergency basis, subject to the ratification of the City Commission at their next regularly scheduled meeting.

(a) The City Manager shall designate an EOC coordinator.

(b) The City Manager shall be responsible to the City Commission for the supervision, planning and administration of the emergency and civil preparedness program of the City and shall maintain liaison with state and federal authorities and the authorities of the County and other political subdivisions to ensure the most effective implementation of the civil emergency plans.

(c) The City Manager may promulgate regulations to assemble and utilize the EOC and request disaster relief as prescribed by law and regulation, and he or she may make regulations authorizing the testing of the EOC.

(d) Under the circumstances described in this Ordinance, the City Manager may assemble and utilize the EOC, and he or she may prescribe the manner and conditions of its use.

Section 2-185. Powers and duties of the Emergency Operations Center Coordinator.

(a) *Generally.* The EOC coordinator shall perform all duties relative to civil preparedness as directed by the City Manager.

(b) *Powers and duties.* The EOC coordinator shall have the following powers and duties:

- (1) To prepare an emergency operating plan for the city, conforming to the County and the State civil defense plan and program.
- (2) To organize and direct an EOC for the accomplishment of the purposes of this chapter.
- (3) To direct coordination and cooperation between departments of the city and to resolve questions of authority and responsibility that may arise between them.
- (4) To represent the EOC of the city in all dealings with public or private agencies pertaining to civil defense and disaster.
- (5) To develop plans for the coordinated utilization of all the resources and facilities of the city for civil and emergency preparedness.
- (6) To coordinate the recruitment of volunteer personnel and agencies to augment the personnel and facilities of the city for civil and emergency preparedness purposes.
- (7) Through public education programs, to prepare the civilian population for the protection of their persons and property in case of manmade or natural disaster.
- (8) To conduct practice exercises to ensure the efficient operation of the EOC.
- (9) To coordinate the planning and purchasing of emergency and civil preparedness equipment and supplies for the city.
- (10) To assume such authority and conduct such activities as the city commission may direct to promote and execute the emergency operations plan.

Section 2-186. Duty of city employees and agencies to cooperate with City Manager.

All officers and employees of departments, divisions, commissions, boards, institutions and other agencies of the city government designated by the City Manager as members of the EOC shall cooperate with the City Manager in the formulation and development of

the civil emergency plan; and they shall comply with directives of the City Manager when the directives are issued pursuant to the provisions of this chapter.

Section 2-187. Tampering with or damaging warning systems or equipment.

It shall be unlawful to tamper with, damage, destroy or render inoperative by any means whatsoever any air raid or other warning systems, equipment, instruments or devices installed and maintained by the city.

Section 2-188. Liability for compensation for injuries and death to volunteers.

The city assumes no liability for injury or death of civil preparedness volunteers in the performance of their duties as civil preparedness volunteers except that which is imposed by state law or by any provision of this Code or other City ordinance or resolution of the City Commission. This section shall not, however, preclude the receipt of any benefits or compensation under any appropriate provisions of the state workers' compensation laws.

Section 2-189. Rights of city employees not affected.

City employees assigned to duty as a part of the EOC pursuant to the provisions of this article retain all of the rights, privileges and immunities of city employees and shall receive the compensation incident to their regular employment, Personnel Policy 24 Employee Disaster Responsibilities, and any additional compensation that may be approved.

Section 2-190. Conflict between this article and other laws.

This article shall not be construed to conflict with any county, state, or federal statutes or any federal administrative agencies' rules or regulations.

Section 2-191. Violation of article regulations declared unlawful.

It shall be unlawful for any person to violate any of the regulations issued pursuant to the authority contained in this article or to willfully obstruct, hinder or delay any member of the civil preparedness organization in the enforcement of such regulations.

Section 2-192. Penalty for violation of article.

Any person who violates any provision of this article or any rule or regulation promulgated under this article shall, upon conviction, be punished as prescribed in section 1-8 of the Tarpon Springs Code of Ordinances.

SECTION 2: Specific authority is hereby granted to codify and incorporate this Ordinance in the existing Code of Ordinances of the City of Tarpon Springs.

SECTION 3: All Ordinances or parts of Ordinances in conflict herewith are hereby repealed.

SECTION 4: If any section, subsection, sentence, clause, phrase of this ordinance, or the particular application thereof shall be held invalid by any court, administrative agency, or other body with appropriate jurisdiction, the remaining section, subsection, sentences, clauses, or phrases under application shall not be affected thereby.

SECTION 5: That this Ordinance shall become effective upon its adoption.

PASSED and ADOPTED this 17th day of May, 2005.

Beverley Billiris
BEVERLEY BILLIRIS, MAYOR

David O. Archie
DAVID O. ARCHIE, VICE-MAYOR

Peter F. Nehr
PETER F. NEHR, COMMISSIONER

Peter S. Dalacos
PETER S. DALACOS, COMMISSIONER

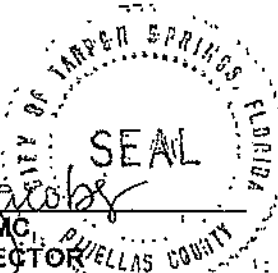
Robin Saenger
ROBIN SAENGER, COMMISSIONER

MOTION BY: COMMISSIONER NEHR
SECOND BY: COMMISSIONER ARCHIE

VOTE ON MOTION

| | |
|----------------------|------------|
| COMMISSIONER SAENGER | <u>Yes</u> |
| COMMISSIONER DALACOS | <u>No</u> |
| COMMISSIONER NEHR | <u>Yes</u> |
| VICE-MAYOR ARCHIE | <u>Yes</u> |
| MAYOR BILLIRIS | <u>Yes</u> |

ATTEST:

Irene S. Jacobs
IRENE S. JACOBS, CMC
CITY CLERK & COLLECTOR


FIRST READING: May 3, 2005

SECOND READING: May 17, 2005

APPROVED AS TO FORM:

John Hubbard
JOHN HUBBARD
CITY ATTORNEY

| |
|--|
| PERSONNEL MANUAL |
| POLICIES AND PROCEDURES SECTION |
| EMPLOYEE DISASTER RESPONSIBILITIES POLICY NUMBER 24 |

SECTION I. POLICY STATEMENT

All City of Tarpon Springs employees must be prepared to assist the citizens of Tarpon Springs in the event of natural or man-made disasters. All employees are expected to be available for service as identified in each department's Emergency Preparedness Plan and the City's Emergency Management Plan. The City recognizes that there will be times that hourly and exempt employees will be required to return to duty and stay for unknown and potentially long periods of time during such disasters and emergencies and shall compensate its employees accordingly as provided in this policy.

SECTION II. PROCEDURE

1. All employees must be available for duty before, during and after a disaster as directed by their department Director. Department Directors may grant exceptions to this policy for extreme hardships.
2. All employees must know their disaster roles and responsibilities, including when and where to report for service. Department directors will assign all employees to one of the following categories:
 - a) Primary Personnel: Employees who must be immediately available to their departments before, during and after the disaster event.
 - b) Secondary Personnel: Employees allowed to go home before the event and required to report at a specified time and location after the event.
 - c) Reserve Personnel: Employees allowed to go home prior to the event and not required to report to work until requested or advised to do so. (Employees are advised to monitor radio station AM 1610 for instructions.)

| | | | |
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| 5/2/05 | <i>Alan A. Ponder</i> | 2 OF 2 | 24 |

3. In return for this commitment to our citizens, the City of Tarpon Springs will:
- a) Ensure that plans are in place and training is provided to support employees and their families.
 - b) Provide shelter space for families for City personnel who are unable to make other arrangements with friends, family or co-workers.
 - c) Assist employees and their families with obtaining long-term critical relief supplies.
 - d) Assist employees who sustain major losses with filing insurance claims, obtaining Federal assistance and meeting temporary housing needs.
4. It shall be the policy of the City of Tarpon Springs to compensate employees required to work before, during and after an emergency event in the following manner:
- a) Bargaining unit employees shall be compensated as prescribed by their respective collective bargaining agreement.
 - b) Hourly, non-bargaining unit employees shall be compensated as prescribed by the Fair Labor Standards Act (FLSA) and applicable policies and procedures of the City of Tarpon Springs.
 - c) Executive Exempt and Exempt employees shall be paid at the overtime rate of 1 and ½ times their regular rate of pay for hours in excess of their regularly scheduled hours per week. The payment of overtime compensation to exempt, salaried, essential employees shall occur if the employees are called in to work in preparation for, during or for the recovery period of a major disaster or state of emergency, regardless of whether the event is declared a disaster by the Governor of the State of Florida or the President of the United States.

POL24.DOC 5/2005

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| 5/2/05 | <i>Alan J. Pordach</i> | 24 | |
| | | 1 OF 2 | |



City of Tarpon Springs, Florida

HUMAN RESOURCES DEPARTMENT
324 E. PINE STREET
TARPON SPRINGS, FLORIDA 34689
TELEPHONE (727) 938-3711

MEMORANDUM

TO: ALL DEPARTMENT HEADS & DIVISION SUPERVISORS

FROM: JANE KNIFFEN, HUMAN RESOURCES DIRECTOR

DATE: JUNE 7, 2016

RE: 2016 EMPLOYEE SHELTER SURVEY

Policy Number 24 of the City of Tarpon Springs *Personnel Policies and Procedures* requires a number of employees to report for duty before, during and after a disaster event as directed by their Department Head. The City also provides shelter space (Gymnasium – Community Center at 400 S. Walton Avenue) for families of City personnel who are unable to make other arrangements with friends, family or co-workers.

First priority for use of the City-designated shelter will be given to those employees required to report for duty. In addition the shelter will accept as space permits, those employees not required to work together with their families.

Families using the City shelter are expected to bring their own supplies as outlined on the attached list.

Please ensure that any employee who anticipates using the City shelter as outlined above, completes the attached form(s) (**please make copies of form as necessary**) and returns it to your department.

When all completed forms are collected, please submit them to the *Human Resources Department* **no later than Monday June 20, 2016.**

Your co-operation in this matter is appreciated.

CITY OF TARPON SPRINGS

MUNICIPAL EMPLOYEE SHELTER PRE-REGISTRATION

I. PARTICIPANT(S):

EMPLOYEE NAME: _____

Emergency Personnel Designation

Primary Secondary Reserve

Circle One

FAMILY MEMBER NAME(s): (Children –include age)

Relationship to Employee

MEDICAL CONDITIONS: (List name and special conditions, i.e. emphysema, disability, claustrophobia, etc.) (Information will be held in STRICT CONFIDENCE)

- II. **VOLUNTEERS:** Are needed to assist in the operation of the Shelter Volunteer(s): (List name and skills, i.e. Maintenance, Mechanic, Registered Nurse, Cook, Recreation, General Assistance, etc.)

Name

Skilled Area

Additional Volunteer Information: _____

City of Tarpon Springs
Emergency Pet Shelter Information

Employee's Name: _____ Dept. _____ Date: _____

Number of pets: _____

#1. Type _____ Type of Breed: _____ Name of Pet: _____
(dog, cat, etc.)

Weight _____ ☐ Special needs: _____

#2. Type _____ Type of Breed: _____ Name of Pet: _____
(dog, cat, etc.)

Weight _____ ☐ Special needs: _____

#3. Type _____ Type of Breed: _____ Name of Pet: _____
(dog, cat, etc.)

Weight _____ ☐ Special needs: _____

Disaster Supply Kit for Pets:

- Proper identification
- Immunization records
- County license rabies tag
- Food and water (2 wks. supply)
- A carrier or portable kennel
- Medications
- Muzzle, collar and leash
- Manual can opener
- Current photo of pet
- Feeding and water bowls
- Favorite toys and blanket
- Cat litter/pan and scoop
- Grooming items
- Plastic bags to handle waste

Preparation Tips:

- Plan for your pet well in advance if you live in an evacuation area. Write down your plan or create a check list.
- Take your pet when you evacuate.
- Know your evacuation route and when you will evacuate.
- Ask friends or family living outside of evacuation areas if they can keep your pet.
- Make sure you have a collar and leash for keeping your pet under control.
- Keep a pet carrier (portable kennel) for each pet – one that allows your pet to stand and turn around. The carrier should be marked with your pet's identification.
- Make sure all your pet's vaccinations are current and have proof available of its current county – issued rabies vaccination.
- Pack supplies for your pet including current veterinary records, a two-week supply of food and water, medications with instructions, bowls, favorite toy and blanket, cat litter/pan, plastic bags, collar/leash, disinfectants to handle pet wastes and a current photo of you with your pet.
- If you must use a kennel as a last resort, make sure it is not in an evacuation zone and reserve space as soon as possible. Kennels require proof of vaccinations.
- Make sure your pet has proper identification with either a collar tag or a microchip implant.

III. SUPPLIES

1. Prohibited:

Alcoholic Beverages

Illegal Substances

Firearms

Open Fire

Toxic Substances

Pets-Please make arrangements for pets to be taken to a pet shelter, Veterinarian, etc. or complete the attached Emergency Pet Shelter form.

2. Essential Supplies:

Participants are asked to provide the following minimum supplies for themselves and family:

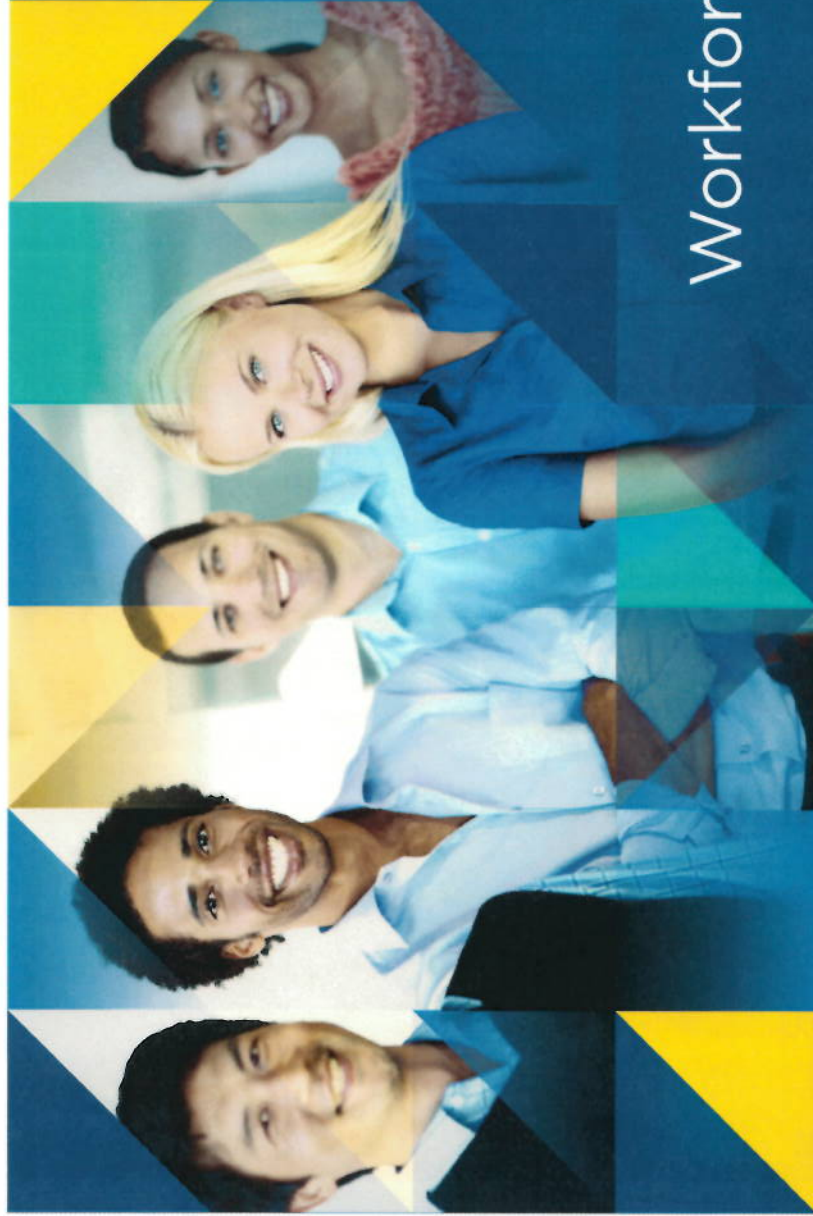
(Clothing, toiletries, flashlight, blanket(s), sleeping bag, non-cookable food, beverages, water. As may be needed: diapers, formula, medication, etc.

The shelter stay may be short-term (up to a day) or long-term (three-four days). It is advisable to bring supplies for a long term stay.

List any supplies the shelter may need to provide for you: _____

IV. ADDITIONAL INFORMATION:

***Please return this form to Human Resources by June 20, 2016. Thank you for your assistance.**



Workforce of Tomorrow



December 2015

Workforce of Tomorrow



Executive Summary

Local governments will face significant challenges in attracting and retaining talent in the years ahead as retiring baby boomers are replaced by a workforce that is younger, more diverse, more mobile, and more reliant on information and communication technologies. The workforce of the future will have different expectations of employers and employment than their predecessors. The impact of baby boomer retirements will be widely felt in both the public and private sectors. There will be increased competition for talent and greater pressure on local governments to adapt to changing times, market themselves as employers of choice, anticipate workforce needs, and invest in and engage employees in meaningful ways.

These issues have not been on the radar screen for many elected and appointed officials. Budget challenges, legacy costs, and certain political environments will make it difficult for many local governments to compete with the private sector when it comes to wages. But leadership makes a difference. Public service is more than a paycheck and next generation workers are attracted to meaningful work and the opportunity to make a difference in people's lives. Local governments can market themselves as an

employer of choice by focusing on their assets: a sense of purpose, a mission that matters, being able to serve the public with integrity, interesting work, internal mobility, good benefits, and job variety.

While these assets may offset a less competitive salary, the traditions, practices, routines, and habits of government work will need to change. The next generation has a preference for flexibility, self-directed work, rapid upward mobility, and a highly collaborative environment.

Local government leaders need to have a sense of urgency about the challenges and changes ahead. Organizational transformation is needed and requires leadership.

MANAGING A DIVERSE WORKFORCE

A multi-generational and increasingly diverse workforce offers both opportunities and challenges. Older workers bring experience and know-how to the job, essential to high performance. Younger workers bring energy, new ideas, and technology savvy, attributes that are equally important. With four to five

generations already coexisting in the workplace, local managers need to be cognizant of the similarities, differences, and nuances of each generation and find creative ways to accommodate them. Managers also need to build trust and communicate effectively to gain everyone's commitment to organizational goals.

Themes that emerged from interviews with local government managers, academics, and HR experts and from a literature review conducted for this project include:

- Transforming local government human resources policies and practices is at the heart of building the workforce of tomorrow and requires commitment from the top.
- Next generation workers are motivated by more than money. They want opportunities to do something worthwhile, so they will examine an organization's values and culture when considering a position.
- Flexible work practices can enhance retention for workers at all career stages. Younger workers expect the flexibility to work anytime from anywhere to get the job done—and older workers appreciate such flexibility as well.
- Technology will shape how work is organized, the nature of employment relationships, how employees communicate with each other and constituents, and the skills needed for many jobs. Younger employees are drawn to employers that provide the most up-to-date technology.
- Developing the next generation of leaders is vital to building and sustaining a talented workforce of tomorrow.

Graduate and undergraduate students responding to a survey administered by the Center for State and Local Government Excellence (SLGE) for this project offered similar themes:

- Most students have a favorable opinion of local government, are likely to pursue local government career options, and are attracted by the opportunity to make a difference in the community and people's lives.
- Students who said they aren't likely to pursue local government career options cited too much bureaucracy, constraints on what can be accomplished, not enough creative flexibility, slow hiring processes, and a greater interest in the non-profit sector.
- More than 50 percent of respondents said they expect to stay in a local government position for five years or less (compared with an average tenure of 71 years for local government employees between 2000 and 2014), and a majority said they plan to work in a variety of sectors throughout their careers.
- Internships provide important work experience to students seeking local government jobs. 50 percent of students are already in internships and 19 percent are seeking those opportunities.
- Professional development is a top priority for students, particularly employer-paid conferences, service on committees and task forces, and external training opportunities.

ACTION STRATEGIES

The interviews conducted by SLGE for this project identified six strategies to guide local governments in building the workforce of tomorrow.

1. Reinvent human resources to become flexible, nimble, creative, can-do, strategic, and staffed by skilled employees who champion people management issues and set the workforce agenda. The local government manager should be a key advocate for this transformation.
2. Revamp antiquated policies and practices to meet the needs and expectations of a changing workforce and to compete successfully in the talent race.

3. Make government an employer of choice by building a brand that tells the great story of public service.
4. Focus on talent management, leadership development, and succession planning to prepare for workforce transitions, build needed bench strength, and grow future leaders.
5. Create a culture that values and engages employees in meaningful ways.
6. Leverage technology, data, and automation to improve government operations and provide employees with the tools they need to be highly productive and successful.



Winning the Talent Race

Which organization is most likely to hire the talented graduate student? One organization takes weeks or even months to respond. After the first interview, the organization sends a second-round interview invitation with a packet that includes a copy of the budget, an organization chart, and a job description. Another organization quickly responds to an application, schedules a first-round interview, and invites the applicant for a second interview. The packet that comes for the second interview includes glowing recommendations from individuals about what a difference the organization has made to them.

Bob O'Neil, ICMA executive director, tells this exact story about a 2015 graduate who had applied to five nonprofit and five government positions. Unfortunately, all five governments responded slowly with bureaucratic information that failed to convey any excitement about the opportunity to work in local government. The nonprofits moved quickly and marketed themselves much more effectively.

With four to five generations in the workforce today and the continued wave of retirements over the next decade, the challenges of attracting and retaining

talent have never been greater. Slow, stodgy, and standardized practices simply won't work. The governments that will win the talent race are those that adapt to changing times, anticipate their workforce needs, share great stories about the opportunities of working for their organizations, and invest in and engage their employees. Local government managers need to make the case for change and champion it.

The following sections identify **six strategies** that emerged from conversations with practitioners, academics, and HR experts about the workforce of tomorrow.

ACTION STRATEGIES

1. Reinvent HR

"In a world of increased volatility, uncertainty, complexity, and ambiguity, HR issues matter more than ever."

Dave Ulrich, William A. Schiemann, and Libby Sartain¹

Often seen as the "rule police" and the "agency of no," the human resources department of tomorrow must be flexible, nimble, creative, can-do, strategic,

"If you're going to be a good employer, you have to be a good listener."

Debra Figone, former city manager, San Jose, California

"I expect our HR agency to be so great that department heads and supervisors want to partner with us on the front end to meet their workforce needs."

Rebecca Hunter, Commissioner,
Tennessee Department of Human
Resources

and staffed by skilled employees who champion people management issues and set the workforce agenda. Human resources professionals will need to overcome hurdles of limited resources and a perception that they have legacy mindsets or low expectations about their role in the organization. Local government managers need to assume a leadership role to ensure that human resources evolve to meet changing workforce needs. That leadership role includes working with elected officials to agree up front with the framework for change.

Tom Calo, of Salisbury University and a former public and private sector HR director, says transforming HR is at the heart of building the public sector workforce of tomorrow. "Human resource policies and practices affect employee behavior and attitudes," Calo said. "They are a window into the organization and its culture."

Five guiding principles for reinventing HR to support the workforce challenges of the future and become "stewards of the people processes"² are:

- **Make human resources a core business function** that addresses strategic workforce issues more than employee transactions.
- **Promote HR innovation** by encouraging and supporting a "let's try it" approach to recruiting, retaining, and rewarding employees.
- **Raise the competence, skills, and stature of HR staff** to become workforce advisors and resources, rather than enforcers, by investing in training and professional development.

- **Connect HR practices and expectations to the organization mission and priorities** to ensure that all human resources work is aligned with and supports where the organization is going.
- **Embrace flexibility and rapid response** to make HR a go-to resource on workforce and people management issues.

Changing the environment within which HR operates is mission critical. This means raising expectations about the role of HR in the organization. HR staff who see themselves as vital front-line resources, rather than backroom paper pushers or enforcers, are more likely to step up to the strategic opportunities.

2. Revamp Antiquated Practices

Cool Company X allows employees to set their own hours, dress however they like, and work from home. Supervisors give their employees lots of space for getting the work done and encourage collaboration to meet agreed-upon goals.

How many local governments are like Cool Company X?

Daniel Pink says traditional work practices and reporting relationships put some local governments at a disadvantage in the race for young talent. "Millennials are more fluent about their preferences than boomers," Pink said. "They prefer self-directed work—the ability to work on what they want when they want with people who share a collaborative purpose."

Peter Cappelli of the Wharton School believes this is a “moment of enormous opportunity” for organizations to examine and revamp HR practices to meet current needs. “Little has been done in the past few decades to examine the value of widely used practices that are central to how companies operate,” Cappelli writes. “By separating the effective from the worthless, HR leaders can secure huge payoffs for their organizations.”³ Recognizing the need for change, many state and local governments are already implementing policies and practices that:

- **Support and promote work-life integration and balance.** Many employees want to be able to better manage their work and home lives so that they can be happy and successful in both places. Employees prefer to work on their own clock rather than a company clock, while staying in close touch with supervisors and co-workers who share responsibilities. “The line between work and home life is more blurred today,” said John Wilson, corporate cultural strategist in Edmonton, Alberta. Technology is essential to successful work-life balance along with clear performance goals that define desired results and timeframes. Perhaps most important is trust between the supervisor and employee that the work will get done. The measure of performance success is results achieved, rather than hours in the office, a traditional schedule, or “presenteeism.”
- **Create broad outcome-based systems and practices.** Traditional HR systems try to standardize everything—pay ranges and starting salaries, job titles, and position descriptions. Examples of successful outcome-based practices include

(1) broader compensation bands that support flexibility in how pay is set and performance rewarded; (2) tailored position descriptions that define specific results to be achieved for each job rather than standard groupings and generic responsibilities; (3) titles that fit the job rather than the structure, including sometimes allowing employees to select titles that are easily understood by external partners/audience; and (4) wider range of job types—full time, part time, short term, contract, shared.

More than 80 percent of all local government workers are still full-time, just as they were 20 years ago. As long-time baby boomer employees retire from full-time positions, that trend of primarily full-time work is likely to change. In some cases, outsourcing or hiring part-time employees may be the best options for getting the work done, particularly for highly technical jobs in which skills and requirements may change faster than local governments can adapt. A transition plan to phase in needed changes is essential to success.

- **Expedite hiring processes.** Speed matters, particularly when seeking top talent. Tools and processes that maximize hiring efficiency include social media for recruitment outreach; fast-track hiring at face-to-face and virtual job fairs (walk in, meet the right people, interview on-site or online, and walk out with a job prospect); virtual connections with hiring managers on Facebook; immediate responses to job applications; and electronic first-round interviews.

“Talented people need organizations a lot less than organizations need talented people”

Daniel Pink, Author

- **Phase out seniority-driven systems.** Reward systems based on seniority aren't great motivators—only incentives to hang around. As part of a comprehensive overhaul of its HR system, the State of Tennessee is transitioning to a performance-based reward system that deliberately differentiates employee performance based on discrete individual goals. The new pay-for-performance system provides three ratings—valued, advanced, and outstanding, with pay increases tied to those ratings—and eliminates all longevity pay.

3. **Make Government an Employer of Choice**

"Loyalty and commitment will trump money every single day."

Simon Farbrother, city manager, Edmonton, Alberta.

Winning the talent race requires marketing government as a great place to work—an employer of choice—rather than posting job descriptions and hoping talented people will find them. "The most important factor in becoming an employer of choice is to build a great brand that defines what it means to work for this organization and what this organization stands for," said Libby Sartain, former HR director at Southwest and Yahoo. Company stock and profit-sharing options give some companies a huge advantage in the talent race, making government branding even more important.

Governments are only beginning to understand the importance of building their brand, often having left their identities as employers up to chance or to outdated perceptions of government work. "Many people picture government as a 1950s or 1960s environment," Pink said. "They form opinions where they have the most interactions (DMV, garbage collection,

potholes, parking) and think less about it when they are enjoying a park."

In fact, government has a great story to tell about what it offers to talented people—a sense of purpose, a mission that matters, being able to serve the public with integrity, interesting work, internal mobility, and job variety—factors that are regularly cited in surveys and research about what next generation workers are seeking in jobs and careers. "People long for meaningful work and the opportunity to make a difference," said John Wilson of Edmonton, Alberta. "We offer incredibly meaningful work, and that value proposition is very attractive to young workers."

Edmonton, which was selected as one of Alberta's top employers in 2015, meets potential new employees where they are—Facebook, LinkedIn, Twitter, and a "talent hub" on the city website that invites potential employees to be part of an organization that allows you to "think outside the box, surround yourself with smart colleagues, and perform at your best." The city has a three-member HR outreach team that works on attracting, retaining, and developing a diverse, productive, engaged, and talented workforce to meet business needs and build a workforce that reflects the make-up of the community. The outreach team has focused particularly on Canada's fast-growing aboriginal population which is also the country's most underemployed group.

Marketing government as an employer of choice starts with a careful look at job descriptions and advertisements. Does the job sound dull and bureaucratic or

does it convey the excitement of public service and the opportunity to make a difference in people's lives?

Government often undersells its accomplishments. Building the brand depends on telling the good news stories about exciting government work, starting with K-12 children and continuing through college and graduate school and in the community at large.

The Tennessee Department of Human Resources has invested in a marketing campaign to position state government as an employer of choice in anticipation of the retirement of as much as 50 percent of its workforce (more than 20,000 current employees) within the next decade or sooner. Employee surveys are used to identify "bright spots" about government work that can be used in marketing state employment. HR Commissioner Rebecca Hunter, previously director of HR for Hamilton County, Tennessee, said there is a healthy sense of competition among agencies to highlight their good stories.

4. Focus on Talent Management, Leadership Development, and Succession Planning

As more baby boomers retire, will local governments be ready?

HR directors responding to a recent IPMA-HR survey said succession planning is their top challenge, but only 27 percent are doing it. The press of day-to-day activities, lack of top leadership commitment, and a smaller workforce with less time to devote to new initiatives were mentioned as obstacles to succession planning.

Purposeful, intentional, and strategic attention to talent management and succession planning are keys to preparing for workforce transitions, building needed bench strength, and growing future leaders.

- Talent management addresses the people side of the equation—identifying and investing in high-potential employees to meet future workforce needs, create growth opportunities, and ensure that the most talented employees stay because they see a bright future in the organization.
- Succession planning focuses on identifying mission-critical positions, assessing expected turnover in those positions, and planning for smooth transitions when employees resign or retire.

Not all positions are mission critical and routine turnover is part of the reality, especially since research shows that many young employees value mobility over long-term careers. That's why identifying the star performers and matching them with opportunities down the road is so important. "Really good organizations focus on talent review by asking, 'What ready talent do we have for what roles, who do we really need to retain, and why?'" said Libby Sartain.

The impact of lost institutional knowledge and know-how when long-time employees in mission-critical jobs leave is hard to anticipate and even harder to replace. Figuring out how to transfer that knowledge and experience before it walks out the door is an important part of succession planning. Approaches to capturing institutional know-how include:

"We talk about how people leave, delayed retirement. We've got to find someone who has figured out how to stay young."

Neil Reichenburg, executive director
IPMA-HR

"Telling a young person, 'Go home now, go to school and get your education, and then when you're 30, you can come back and work for us.'"

Rebecca Ryan, Live First, Work Second

Young people expect different things. Personnel policies assume a career in public service.

David Osborne, Principal, Public Strategies Group

- Formal mentoring programs to help employees learn the ins and outs of succeeding in the organization
- Job shadowing
- Experiential learning
- Interim assignments for younger workers
- Short-term engagement of retirees for transitional projects to transfer institutional knowledge.

Employee training and leadership development, which are vital components of recruiting and retaining a talented workforce, sometimes fall victim to budget constraints. Tennessee HR Commissioner Hunter tells the story of a CEO and CFO who were working to balance a tight budget. The CFO suggests cutting training and development saying, "If we train them, they just leave." And the CEO asks, "But what if we don't train them, and they stay?"

With 30 percent of its workforce eligible to retire today, growing to 50 percent in five years, Hunter said the state knew it needed to invest in developing future leaders. The state provides a range of leadership development opportunities designed to identify and nurture future leaders, build employee motivation and commitment, and engage employees in meaningful ways. The program is a powerful retention tool because it lets employees know that they are valued and have a future in the organization. "We sometimes get so focused on performance that we forget about people," Hunter said. "We need to constantly nurture people and ideas."

Tennessee was one of the first state governments to create a chief learning officer position who works closely with agency heads to design and implement the talent management process and leadership development programs.

Important targets for leadership development in today's multi-generational workforce are first-line supervisors and middle managers, to ensure they are ready to embrace and guide new employees that are driven by the opportunity to make a difference and build on the promise of the work that brought them to public service.

For employees, a visible leadership development program tells them that there are opportunities for internal mobility and growth if they invest in the organization. Providing those kinds of opportunities for really talented people is important to building the workforce of tomorrow.

5. Create a Culture that Values and Engages People

"Cities must look for values and character in addition to skills and experience." Debra Figone

Here's what some HR experts and practitioners say about organizational culture:

- "Culture matters. Every organization has a culture. You can either respond to it or influence it." Simon Farbrother, city manager, Edmonton, Alberta.
- "Culture is what draws people to a company. It is something that fuels being able to do well in

the company." Libby Sartain, former HR director at Southwest and Yahoo.

- "An organization policy manual tells what the organization culture is and how people relate to each other. You can't change culture and behavior without changing HR policies and procedures." Tom Calo, Salisbury University.
- "How we develop our culture is the biggest lever we have for achieving organizational goals and meeting the challenges of the future." John Wilson, corporate culture strategist, Edmonton, Alberta.

Every organization has a culture. Sometimes it's more background music. Sometimes it changes like the weather. And sometimes it is a centerpiece for how the workplace thrives. A culture that provides a framework for action, guides behavior, engages employees, encourages collaboration, and builds employee commitment and loyalty helps make an organization an employer of choice—and a great place to work.

Developing a culture that permeates the organization and touches all employees is a "process, not a project," says Edmonton City Manager Farbrother. Edmonton has a corporate culture office, 400 volunteer culture ambassadors from the city's workforce, a culture advisory group, and an annual staff event—all designed to connect employees to the city's mission and create an environment in which employees are actively engaged in decision making, know they are valued resources whose work matters, and are proud to work for the city.

An inclusive culture, flexible HR practices, leadership development opportunities, and access to great technology tools all support employee engagement. IPMA-HR Executive Director Reichenberg believes organizations shouldn't be afraid to do engagement surveys because they provide useful information and send the right message to employees. Other engagement approaches include:

- Reduced layers of decision making that give employees more say in setting priorities and defining directions
- Sustained and meaningful opportunities for organizational involvement such as Edmonton's culture ambassadors and Tennessee's leadership advisory council
- Collaborative teams for getting work done
- Employee events that foster a sense of belonging
- Ongoing communication and feedback systems to ensure that employees are well informed about organizational priorities and issues affecting them.

Operating in a union environment requires special attention to engagement, particularly during changing times. Unions are sometimes seen as protectors of traditional work practices and obstacles to new initiatives such as succession planning. But engagement can break down barriers and change traditional mindsets. Edmonton has engaged union leaders in its culture journey, including inviting them to participate in leadership training opportunities.

Technology and technology support are important to any culture change and should be a focus of any effort to change the culture.

Simon Farbrother, city manager, Edmonton, Alberta.

“Government and business will move to automate anything that is automatable.”

Daniel Pink, Author

6. Leverage Technology, Data, and Automation

Technology has changed the way governments operate, how work is organized, the nature of employment relationships, and the skills needed for many jobs. Apps, mobile devices, social media, cloud computing, open source data, and more are part of local governments' technology arsenal and are integral to day-to-day work.

Technology, data, and automation create both opportunities for and challenges to address workforce needs:

- Local governments must continue to invest in technology to keep pace with rapid changes—as much as their tight budgets will permit—and build internal IT staff capacity.
- Deepening the organization's expertise in data analytics, for example, can help governments make more strategic decisions about what works and what is most cost effective.
- Automation may change the nature of or need for some jobs, making assessment of the long-term life of jobs an important component of workforce planning.
- Technology enables employees to work from anywhere, but many HR systems are not set up to deal with a work environment that includes virtual employees.
- HR professionals must become technology savvy to keep pace with changes and leverage technology, data, and automation to support HR and organizational goals. “The days of HR technology

sitting in the basement running PeopleSoft are over.”⁴

- Technology is a particularly powerful tool for recruitment because it offers easy ways to connect with large target audiences and expedite hiring processes.
- Many young employees are ahead of older workers on technology. Senior staff need to value their technology smarts and unleash them. Reverse mentoring is an effective way for younger workers to coach older workers.
- Too much reliance on technology to communicate can make it difficult to build strong relationships that are essential for a positive organizational culture.

A Blueprint for the Future

These workforce strategies cannot be achieved overnight and will require constant vigilance and advocacy from local government leaders to succeed.

While many strategies and practices can be adapted from one community to the next, regional differences will require special attention. Housing costs, for example, have become an impediment to hiring and retaining employees in some places. Creativity and innovation will be needed to address many specific issues, such as changes to the compensation package or the development of a new housing strategy.

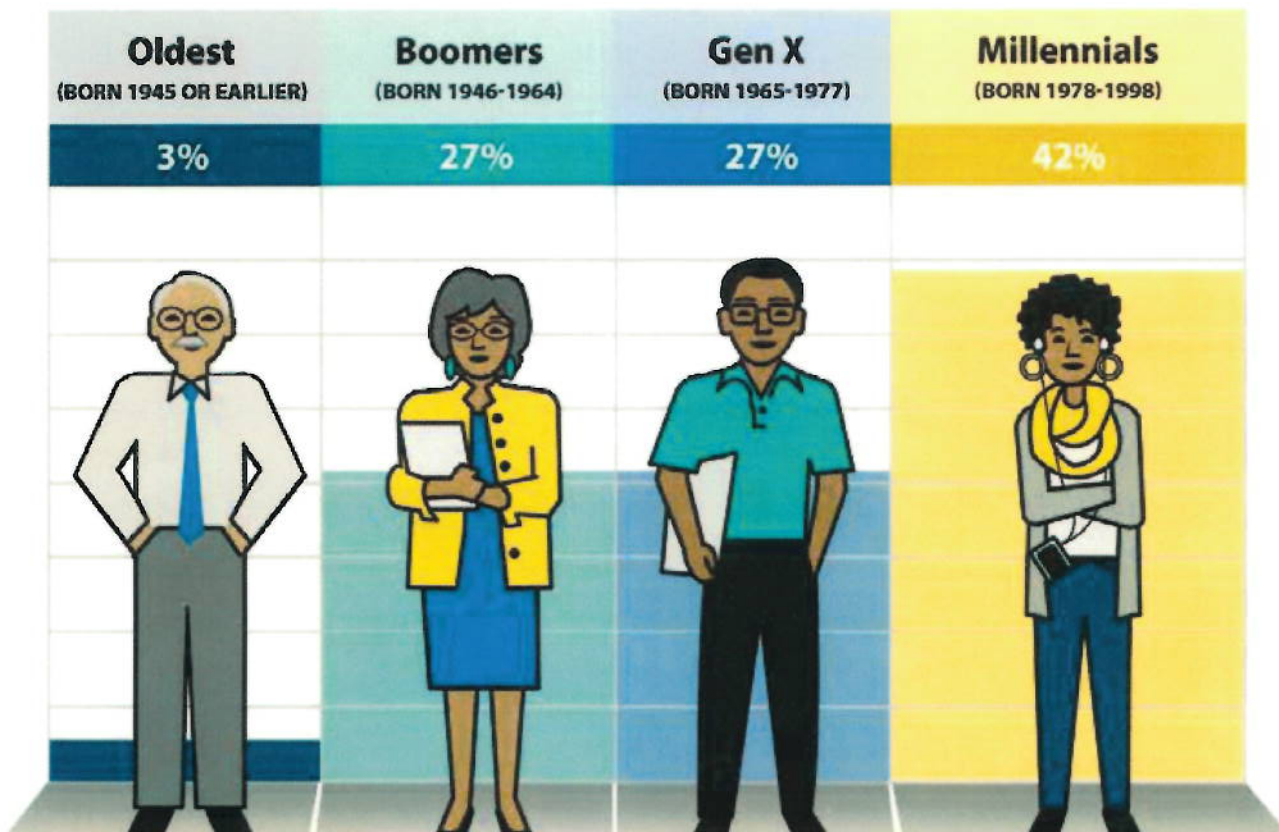
Evolving demographics underlie all of the workforce challenges. For example, between 2014 and 2060, the portion of the U.S. population of Hispanic

origin is expected to increase from 17 percent to 29 percent, those of Asian origin from 5 percent to 9 percent, and African Americans from 13 percent to 14 percent.⁵ These changes come at a time when local government workforces are much less diverse than the U.S. population. In 2014, about 12% of the workforce was of Hispanic origin; 3% was of Asian origin; and 14% was African American.⁶

Societal trends will also affect human resources strategies. There are likely to be more sourcing options for talent, from partnerships with nonprofits to outsourcing and shared employees. These workforce shifts may follow a broader societal movement of relying on individuals working as freelancers or independent contractors. As workers who take entrepreneurial approaches accept local government positions,

they may be inclined to take more initiative to tackle problems. That initiative can pay dividends for organizations that are strapped for resources, and may also pose challenges for government leaders who need to ensure there is proper oversight and good communication with key stakeholders.

There is much to learn from organizations that already have had success in implementing effective workforce strategies, whether dealing with onboarding new employees or reinventing human resources. Some governments have become learning organizations that develop everyone's talents and skills. Knowing where there are current and future skills gaps and having a plan to address them is essential, as is having a strategy to address any systemic changes to human resources practices that are needed.



U.S. Working Population: 2020 Projection
17% will be 56-74 years old; 27% will be 43-55 years old; 56% will be 18-42% years old.

Why Local Governments Are Talking about Millennials

Shifting demographics make succession planning a high priority

BY ELIZABETH KELLAR

Demographic shifts explain why organizations are paying so much attention to Millennials. In just four years, people born in 1978 or later will make up 56 percent of the workforce. The percentage of baby boomers—27 percent of the workforce in 2016—will decline to 17 percent in 2020, and Gen X will hold steady at 27 percent of the workforce.

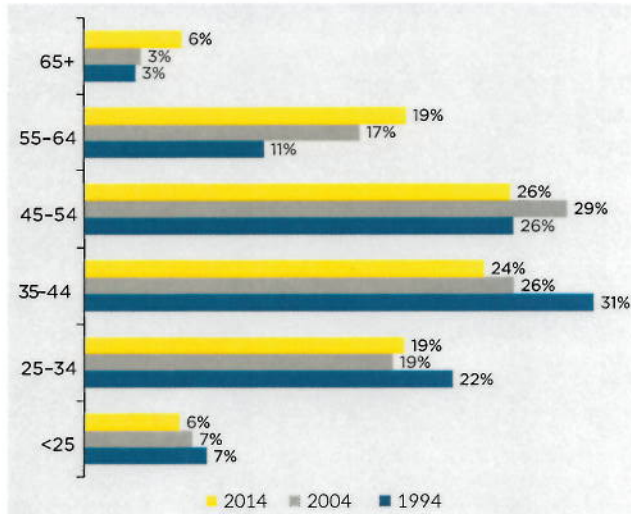
How does today's local government workforce stack up with these broader demographic shifts? The average age of the local government worker today is 45, three years older

than his or her private-sector counterpart. Twenty-five percent of local government workers are 55 years of age or older. As these older workers reach retirement age, more opportunities open up for younger workers. There also is more competition for well-educated, experienced, and skilled candidates.

A number of underlying trends and issues add to recruitment challenges:

- Fewer affordable housing choices
- Less generous benefits for new hires

Age Ranges of the Local Government Workforce



Source: SLGE analysis of <https://cps.ipums.org/cps/0>

- Fewer younger workers employed in local government
- Some younger workers come from families or cultures without a tradition of public sector work
- Increased level of education and skills required for jobs

- Low unemployment rate, especially for educated workers (in July 2016, 2.5 percent unemployment for those with a Bachelor of Arts degree).

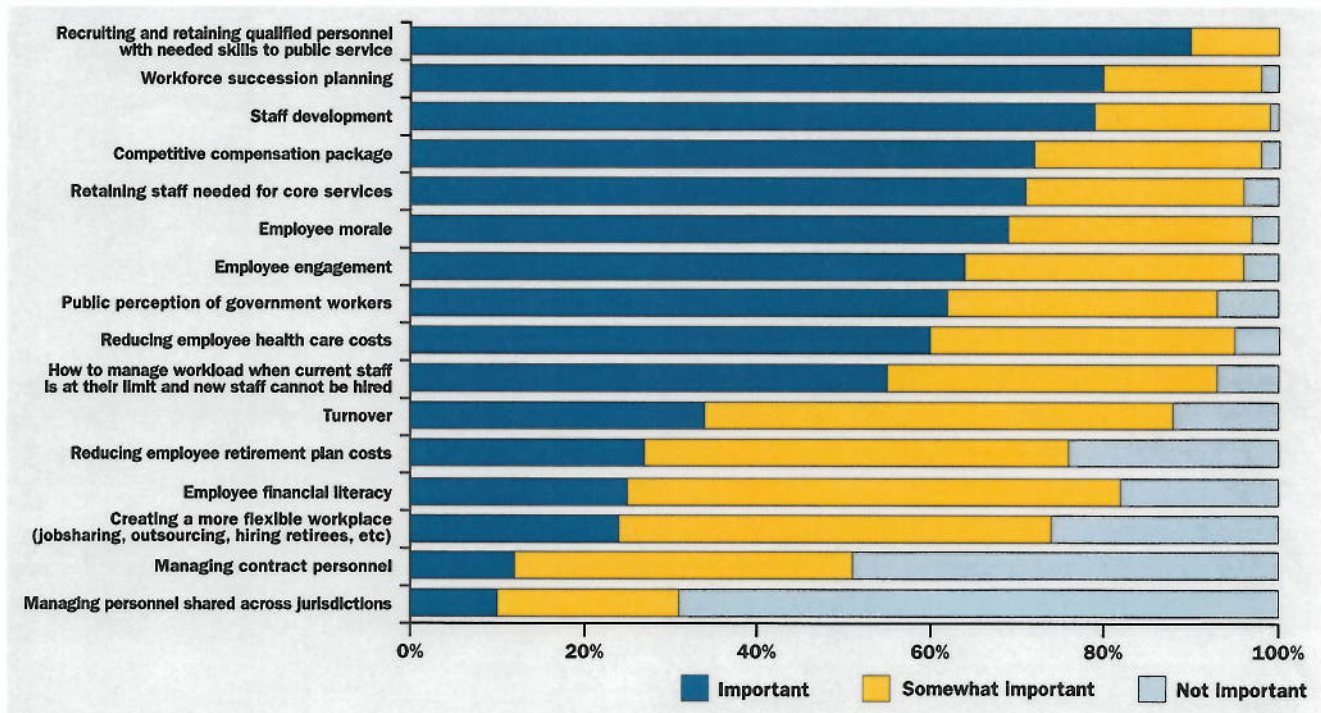
With an aging workforce and more competition for talent, it is not surprising that the top issue in the 2016 Center for State and Local Government Excellence's (SLGE) annual workforce trends report is recruitment and retention.¹

What Do Younger Workers Want?

Younger workers expect flexible work environments, quick responses to the job applications, up-to-date technology tools, and continuous feedback. To find out more about the career plans and preferences of the future local government workforce, SLGE distributed an online survey to students from Arizona State University, the University of North Carolina, the University of Washington, the University of Kansas, and the University of Colorado Denver in May 2015. SLGE also sent the survey to ICMA student chapters. A total of 185 students completed the survey.

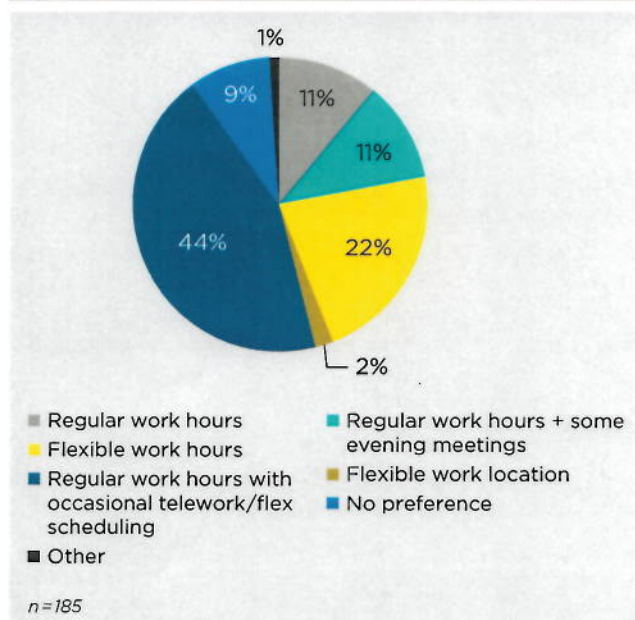
A majority of respondents (75 percent) were pursuing a Master of Public Administration, and 11 percent were working on a Bachelor of Science degree. More than half of the respondents (56 percent) had a favorable opinion of local government and 36 percent had a very favorable opinion. Not surprisingly, 80 percent of these respondents

Looking ahead, which workforce issue are important to your organization? (n=330)



Source: State and Local Government Workforce: 2016 Trends.

Job Schedule Preferences



Source: *Workforce of Tomorrow*, Center for State and Local Government and Local Government Research Collaborative, December 2015

plan to or say they may pursue local government career opportunities.²

When these future local government professionals assess career opportunities, 75 percent rank the ability to achieve professional goals and 72 percent rank making a contribution to society as the most important factors. When they are job hunting, they rate these attributes as most important:

- Competitive salary (59 percent)
- Opportunity to make a difference (58 percent)
- Opportunities for promotion/advancement (57 percent)
- Work-life balance (52 percent).³

Asked about their job schedule preferences, 44 percent prefer regular work hours with occasional telework or flex scheduling, and 22 percent prefer flexible work hours.⁴

Competing for Talent

While local governments may not be able to match private sector salaries, they offer attractive benefits and meaningful work. Most local governments need to do a more effective job in marketing their organization as a great place to work, write appealing job ads, use social media more effectively, and streamline their recruitment practices.

Local governments offer meaningful work that makes a difference in people's lives. Making sure that current employees see opportunities to learn and grow is just as important as bringing new employees into the organization. Engaged employees who have good supervisory skills are essential to bringing new talent into the organization.

With the aging local government workforce, succession planning is a top priority,⁵ yet only 27 percent of human resources managers say they are doing it, according to Neil Reichenberg, executive director, International Public Management Association for Human Resources.⁶

The dramatic shift in generations requires a disciplined approach to ensure that local governments have the talent they need to meet society's needs. Government leaders need to examine their current demographics, talent gaps, and development needs and craft a succession plan that helps their organizations be better prepared for the changes ahead.



ELIZABETH KELLAR is president/CEO, Center for State and Local Government Excellence, Washington, D.C. ekellar@icma.org

ENDNOTES

1 *State and Local Government Workforce: 2016 Trends*. Survey findings of the members of the International Public Management Association for Human Resources and the National Association of State Personnel Executives, conducted by the Center for State and Local Government Excellence, May 2016.

2 Kellar, Elizabeth; Franzel, Joshua; Snowden, Amber, and Becker, Christine, *Workforce of Tomorrow*, p. 25, Local Government Research Collaborative and the Center for State and Local Government Excellence, December 2015.

3 Ibid, p 27.

4 Ibid, p. 28.

5 *State and Local Government Workforce: 2016 Trends*.

6 SLGE Retirement Security Summit, "The New Social Contract with Employees," June 11, 2015 <https://www.youtube.com/watch?v=Vv-J2mkdkl8>.

SURVEY FINDINGS

State and Local Government Workforce: 2016 Trends

May 2016

State and Local Government Workforce: 2016 Trends

Recruiting and retaining qualified personnel (92 percent), succession planning (80 percent), and staff development (79 percent) are ranked as the most important issues for the second year in a row by state and local government human resources managers. Governments continue to have difficulty recruiting for a range of positions, including finance, IT, skilled trades, and public safety. The skill sets they most need in new hires are interpersonal, technology, and written communication skills.

Hiring is a growing trend. The percentage of governments hiring has increased to 77 percent in 2016, an increase from 27 percent in 2013, 66 percent in 2014, and 73 percent in 2015. For this year's survey, 41 percent report hiring contract and temporary workers.

Governments are experiencing an uptick in retirements. Fifty-four percent (54 percent) of respondents report that retirements were higher in 2015 than in 2014. Twenty-one (21 percent) of retirement-eligible employees are delaying their retirements, a notable decline from a rate of 46 percent in 2009.

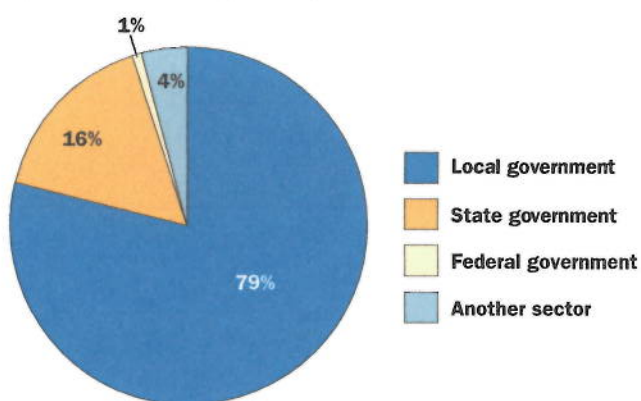
Twenty-one (21 percent) of respondents' governments made changes to their retirement benefits over the past year and 52 percent made changes to health benefits. Offering a competitive compensation package was rated as important by 69 percent of respondents and 85 percent report that their benefits are competitive with the labor market.

A majority of respondents report that their governments offer flexible schedules (59 percent) or flexible hours (51 percent) and 22 percent offer regular telecommuting for eligible employees.

This report reflects the survey responses of members¹ of the International Public Management Association for Human Resources (ipma-hr.org) and National Association of State Personnel Executives (naspe.net). The online survey was conducted from March 15 to April 7, 2016 by the Center for State and Local Government Excellence (slge.org) with 331 members submitting responses.

Participants

1) You work for... (n = 330)²:

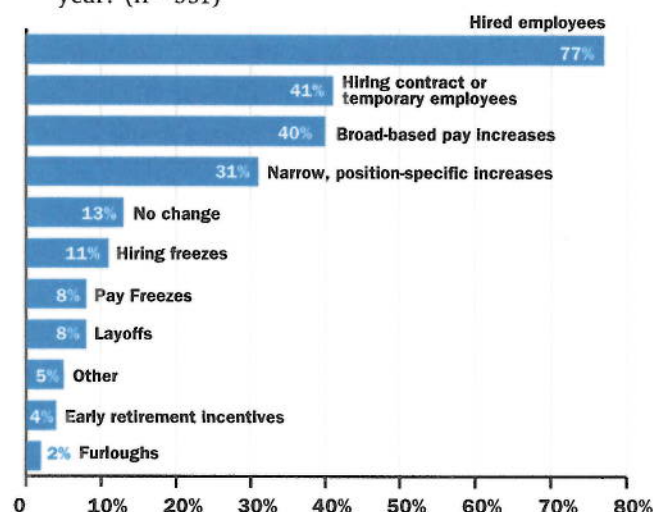


¹ Sent to 3958 IPMA-HR and 120 NASPE members

² (n = number of respondents to each question)

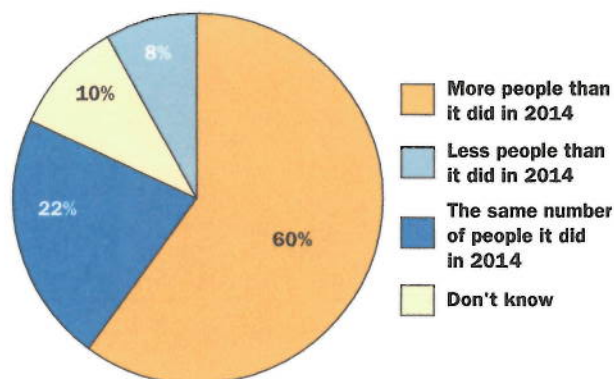
Workforce Changes

2) Which of the following workforce changes has your government implemented over the past year? (n = 331)

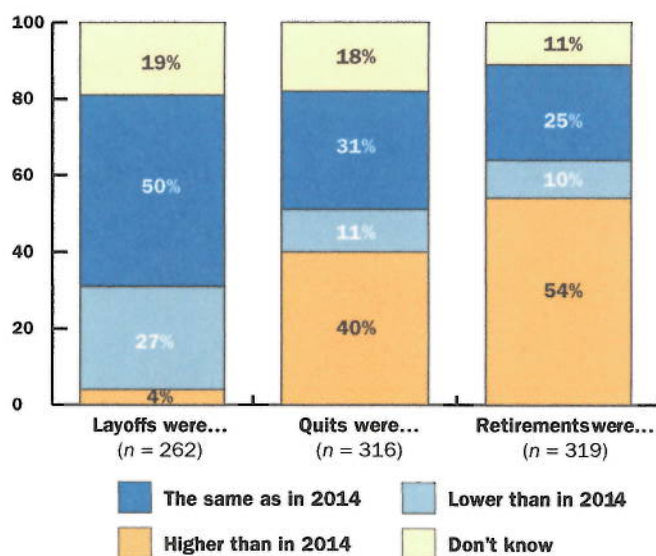


Note: "Other" changes offered were: longevity increases for unrepresented, non-exempt staff; 1% cost of living adjustment for all employees; pay for performance reinstated; position eliminations; increased tuition reimbursement and paid parental leave; delayed hiring; implemented career ladders and created new pay scales.

3) In 2015 your government hired... (n = 330)

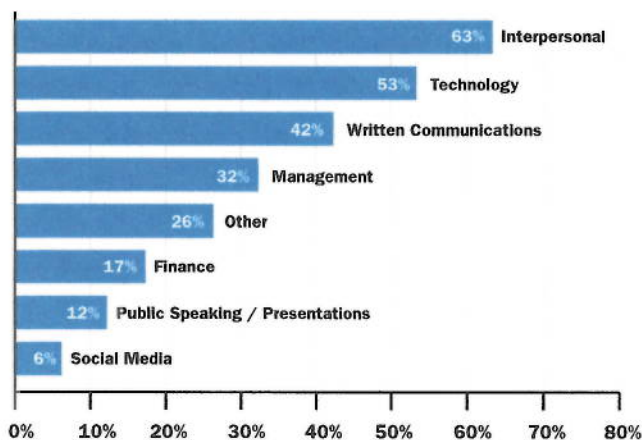


4) Regarding your government's workforce separations...



Skill Sets

5) What skill sets are most needed in new hires? (n = 323)



Note: "Other" skill sets offered were: verbal communication; analytical; administrative; emotional intelligence; innovative/adaptable/resourceful/resilient; leadership; politically savvy; customer service; collaborative; social/diversity awareness; business results; business acumen; critical thinking; good work ethic; coping skills.

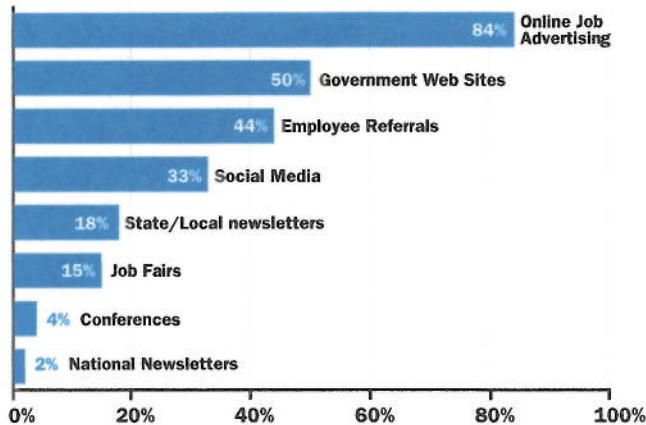
Unfilled Positions

6) What positions, if any, do you continue to have a hard time filling in the current economic climate? (n = 273)

- Accountants
- Building Inspectors
- Corrections Officers
- Dispatchers
- Engineers (all types)
- Finance (all types)
- Firefighters
- Information Technology Professionals
- Management (all levels)
- Mechanics
- Mental Health Professionals
- Nurses
- Physicians
- Police Officers
- Public Works
- Seasonal Employees
- Skilled Trades (all types)
- Social Workers
- Water Treatment Plant Occupations (all types)

Recruitment Practices

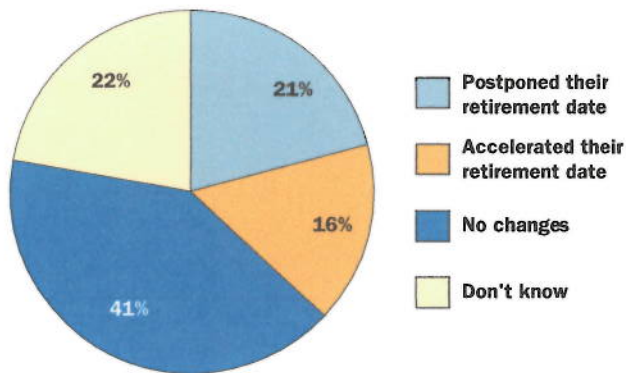
7) What recruitment practices are most successful in reaching qualified candidates? (n = 327)



Note: "Other" practices offered were: professional organizations/associations; presentations at schools; league of cities web site; newspapers; Federal Job Service Center; radio advertisements; university web sites and events; recruiters.

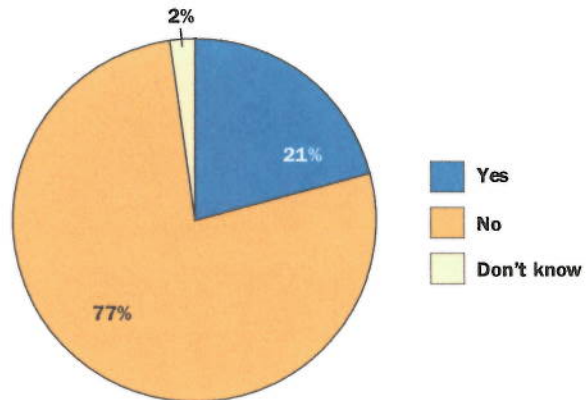
Postponed Retirements

8) What changes, if any, have your retirement-eligible employees made regarding their plans for retirement? (n = 329)

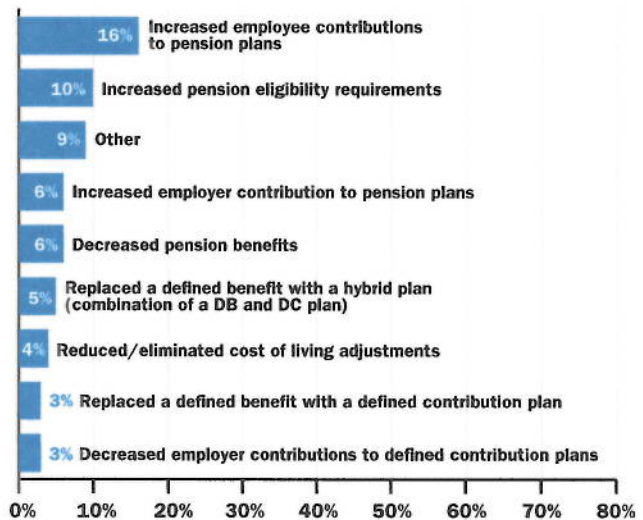


Retirement Plan Changes

9) Over the past year, has your government made any changes to the retirement benefits you offer to your employees? (n = 329)

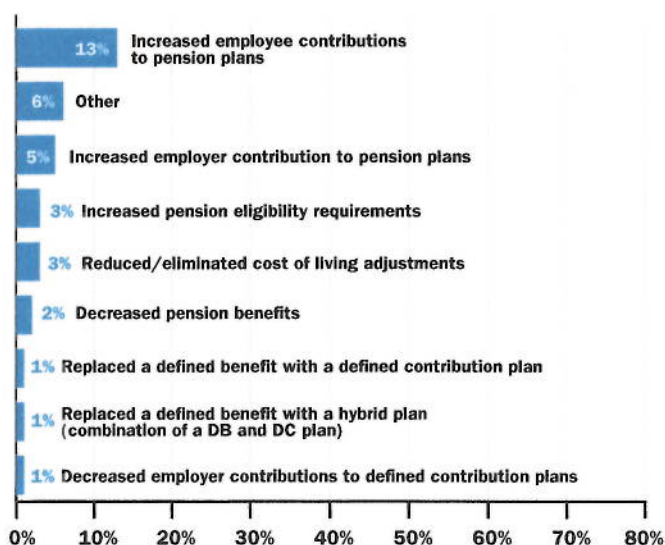


10) If your government has made changes to the retirement benefits, has it made any of the following changes to retirement benefits for new hires? (n = 264)



Note: "Other" changes offered were: instituted voluntary ROTH post-tax contributions; created new employee type (limited term with DC); reduced vesting period; increased vesting period; changed providers.

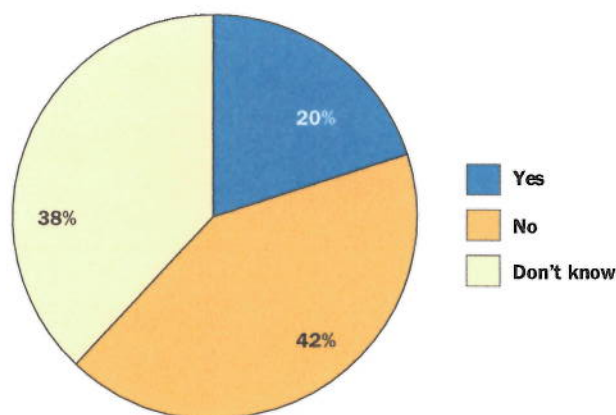
- 11) If your government has made changes to the retirement benefits, has it made any of the following changes to retirement benefits for current workers? (n = 264)



Note: "Other" changes offered were: early retirement for public safety; changed providers; instituted voluntary ROTH post-tax contributions; lowered vesting requirements; implemented multi-tier system; added employer contribution outside of regular DB plan.

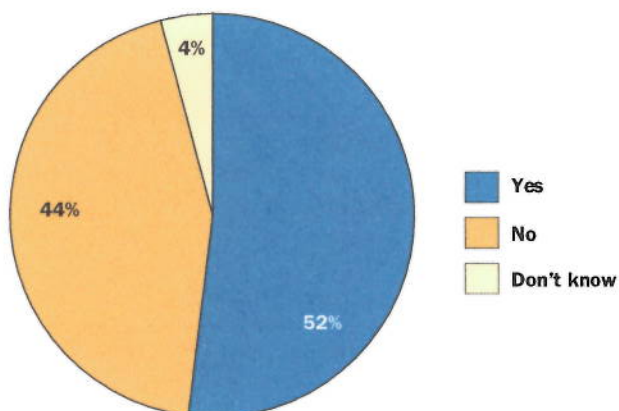
Retirement Preparedness

- 12) Do you feel your employees are prepared financially for their retirement? (n = 329)

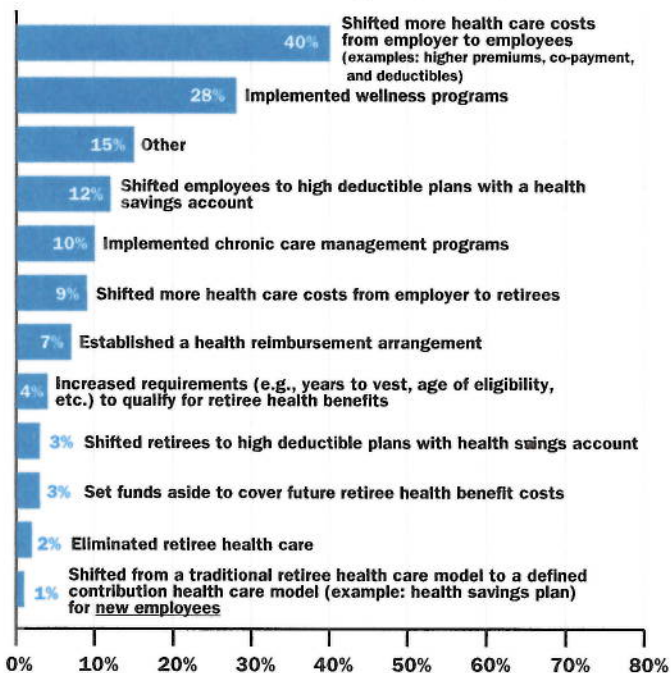


Health Care Plan Changes

- 13) Over the past year, has your government made any changes to the health benefits you offer to your employees and retirees? (n = 329)

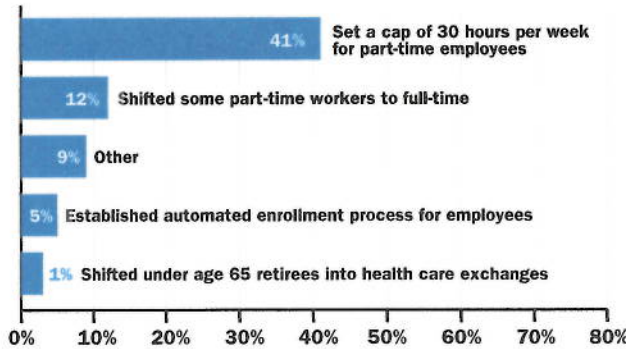


- 14) If your government has made changes to the health benefits, what changes? (n = 268)



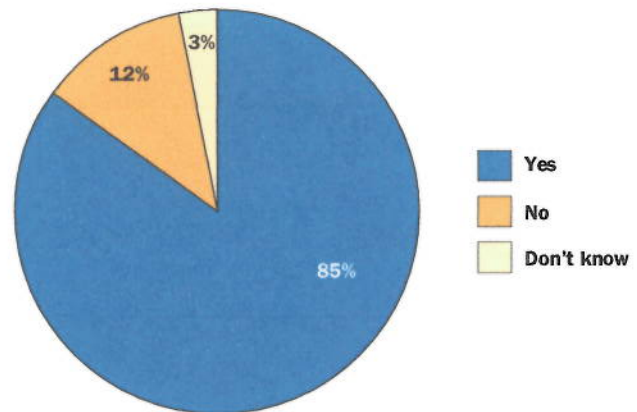
Note: "Other" changes offered were: went partially self-funded; conducted a physician performance/cost analysis – employees pay lower co-payments at higher performing doctors; limited eligibility; implemented on-site medical clinic; added additional retiree health plan; implemented tobacco surcharge; changed carriers; changed network plan; increased contribution to FSA if employee signed up for family coverage; added tiered hospitalization plan; implemented spousal exclusion clause; increased employee OPEB contribution for new hires; moved to a municipality-owned, pooled, self-insured company; reduced number of plan options; increased number of plan options; increased contributions to HSA.

- 15) Has your government made changes to health benefits related to the Affordable Care Act? (n = 303)

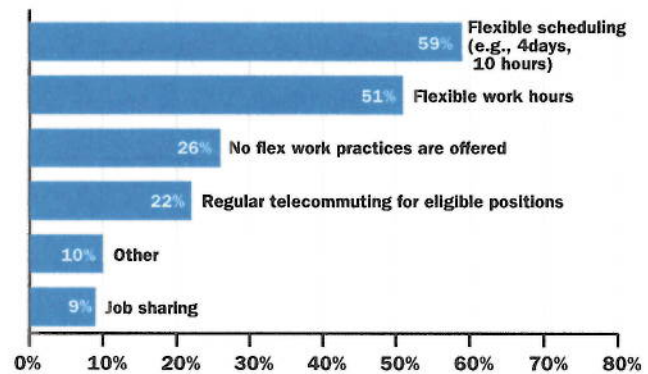


Note: "Other" changes offered were: temporary staff no longer than 6 months; better defined part-time groups; aligned medical plans under one deductible; RX out of pocket maximum; lowered incentive to employees waiving medical coverage; provide coverage to greater portion of employee population; increased notification of health care benefit options to employees without automatic health care options; offer health benefits to qualified temp employees.

- 17) Do you feel the benefits compensation you offer your employees is competitive with the labor market? (n = 330)



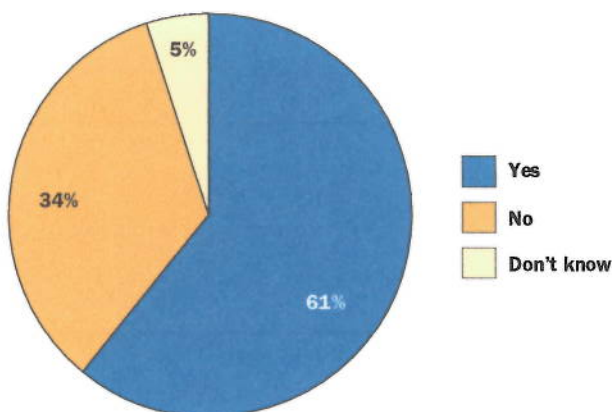
- 18) What flexible work practices does your organization offer? (n = 328)



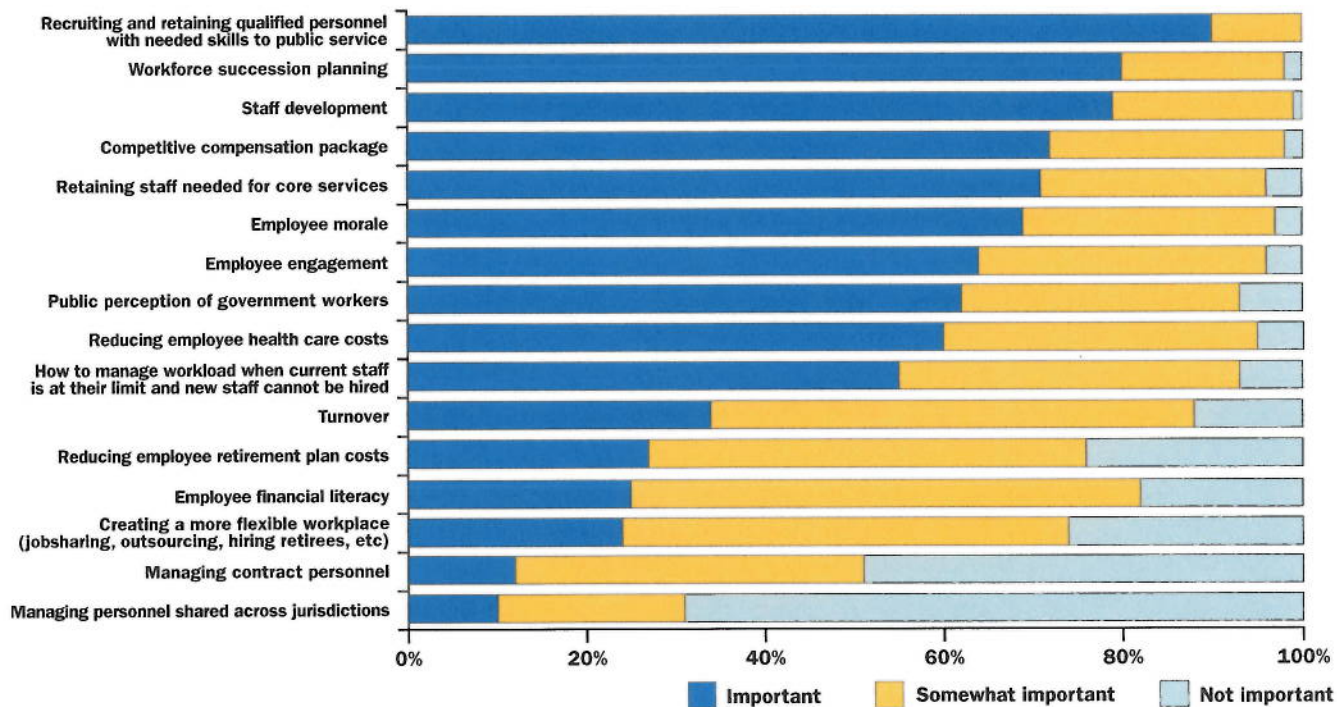
Note: "Other" flexible work practices offered were: work from alternative work locations; the ability to work different shifts.

Workforce Issues

- 16) Do you feel the total wage compensation you offer your employees is competitive with the labor market? (n = 330)



19) Looking ahead, which workforce issues are important to your organization? (n = 330)





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Helping state and local governments become knowledgeable and competitive employers

About the Center for State and Local Government Excellence

The Center for State and Local Government Excellence helps state and local governments become knowledgeable and competitive employers so they can attract and retain a talented and committed workforce. The Center identifies best practices and conducts research on competitive employment practices, workforce development, pensions, retiree health security, and financial planning. The Center also brings state and local leaders together with respected researchers and features the latest demographic data on the aging work force, research studies, and news on health care, recruitment, and succession planning on its web site, www.slge.org.

The Center's five research priorities are:

- Retirement plans and savings
- Retiree health care
- Financial education for employees
- Talent strategies and innovative employment practices
- Workforce development

wanda.kimsey@gmail.com
to crussell@flcities.com

Wed, May 24 8:07 PM

St. Petersburg College Capstone Project

Dear Carol,

This morning I met with Mr. Bill Horne, City Manager, City of Clearwater, regarding my Capstone Project for Public Policy and Administration. Mr. Horne is also a Senior Mentor for the St. Petersburg College, ICMA Student Chapter of which I am a member.

My Capstone Project is promoting the City of Tarpon Springs Emergency Management Plan as a model that provides shelter space for families for city personnel who are responsible for protecting the public during emergency and disaster events. With the hurricane season approaching, it is a timely subject and I am inquiring into the possibility of submitting an article for your "News for City and County Managers."

The City of Tarpon Springs is one of the unique governmental agencies who has incorporated into their Personnel Manual, Policies and Procedures Section, providing shelter space for families, and pets of city personnel required to report for work, before, during and after a disaster event. These responder employees know their families will be safe in an emergency situation. Tarpon Springs has an excellent plan in place ensuring the families of these employees can be safely housed in the City-designated shelter.

Please let me know what additional information you may need from me regarding the possibility of writing an article for the "News for City and County Managers."

Thank you so much for your assistance, and I look forward to hearing from you soon.

Best regards,

Wanda Kimsey
Student, St. Petersburg College
Public Policy and Administration Program
813.625.7401
wanda.kimsey@gmail.com

Sent from Windows Mail

On Thu, May 25, 2017 5:14PM "Wanda Kimsey" wanda.kimsey@gmail.com wrote

Thank you Carol. Will have everything to you before July 24.

Again, thank you for all of your assistance!

On May 25, 2017 4:52 PM, "Carol Russell" <crussell@flcities.com> wrote:

Yes. My Executive Director would like an article about your capstone project and then post the capstone project on the website under our research paper section.

Carol Russell
Executive Assistant
Florida City and County Management Association
P.O. Box 1757
Tallahassee, FL 32302
Phone: [\(850\) 701-3607](tel:(850)701-3607)
Fax: [\(850\) 222-3806](tel:(850)222-3806)

From: Wanda Kimsey [mailto:wanda.kimsey@gmail.com]

Sent: Thursday, May 25, 2017 4:49 PM

To: Carol Russell <crussell@flcities.com>

Subject: RE: St. Petersburg College Capstone Project

Carol,

Do you want the entire Capstone? Before I sent you the email, I checked with my Professor and he approved my sending you the information I mentioned to you.

If that information will be appropriate for you, I will get it to you before your deadline.

Thank you so much!

On May 25, 2017 4:37 PM, "Carol Russell" <crussell@flcities.com> wrote:

If you would like we can hold off until the July 31st newsletter. My deadline will be the Friday before.

Thanks,

Carol Russell
Executive Assistant
Florida City and County Management Association
P.O. Box 1757
Tallahassee, FL 32302
Phone: [\(850\) 701-3607](tel:(850)701-3607)
Fax: [\(850\) 222-3806](tel:(850)222-3806)

mlecouris@ctsfl.us
to wanda.kimsey@gmail.com

Tue, May 30 9:15 AM

RE: Capstone Project

Hi Wanda, the gym cost about a million dollars to build and it is ok to include contact information. Good look and look forward to the see the finished product. Mark

From: Wanda Kimsey [mailto:wanda.kimsey@gmail.com]
Sent: Thursday, May 25, 2017 8:39 PM
To: Mark LeCouris
Subject: Capstone Project

Hi Mark,

Wanted to touch base to let you know that I will be writing an article promoting the City's Emergency Management Plan as a model that provides shelter for city personnel who are responders, to the "News for City and County Managers" regarding my Capstone Project. The article should be in the July/August Newsletter and will also be posted on their website.

Have a few more questions, if you could help me. Do you know how much it cost to build the gymnasium in 2001? I did stop by the Recreation Center after my meeting with Chief Young, and had a very nice meeting with Duffy Smith.

Also, I sent an email to Ms. Kniffen asking how many employees register annually for the employee shelter survey.

Would like to include your contact information in my article. Is this okay with you? Of course, I will keep you updated and provide you a copy prior to me submitting the article. Still planning on attending the Board meeting on June 20th.

Again, thank you for all of your help.

Best regards,

Wanda Kimsey
SPC Student
Public Policy and Administration
813.625.7401

jkniffen@ctsfl.us
to wanda.kimsey@gmail.com

Thu, Jun 1 10:47 AM

RE: Capstone Project - Employee Shelter Survey

Good Morning Wanda,

The numbers of employees and their families who register fluctuates each year. Last year we had only 45 people register with 57 pets. The year before we had 112 people and 40 pets. In 2004, we had a lot of people who didn't register, but arrived at the shelter for Hurricane Charlie, as it was predicted to hit Tampa Bay, but turned east at the last minute. We may have more again this year due to people's experience with Hermine and Matthew. Our employee shelter is not equipped to handle special needs individuals, but we stock extra supplies for those people who don't bring sufficient resources for themselves.

Hope this helps,

Jane Kniffen

From: Wanda Kimsey [mailto:wanda.kimsey@gmail.com]
Sent: Wednesday, May 24, 2017 12:20 PM
To: Jane Kniffen <jkniffen@ctsfl.us>
Subject: Capstone Project - Employee Shelter Survey

Good Afternoon Ms. Kniffen,

I left you a detailed voicemail message saying I would follow-up with you in email.

Currently I am enrolled at St. Petersburg College in the Public Policy & Administration program working on my Capstone Project. My project is promoting the City of Tarpon Springs Emergency Management Plan as a model that provides shelter space for families for city personnel who are responsible for protecting the public during emergency and disaster situations.

Mr. LeCouris gave me a copy of the 2016 Employee Shelter Survey that you send out. Could you please tell me how many employees register annually? Just need a total number of how many people would stay at the gymnasium in the event of an emergency. Also, do you have a number for how many pets are registered?

Thank you so much for your assistance.

Regards,

Wanda Kimsey
813.625.7401
Wanda.kimsey@gmail.com

Wanda Kimsey

894 Royal Birkdale Drive
Tarpon Springs, FL 34688
813.625.7401
wanda.kimsey@gmail.com

Profile

Unique work experience with a proven history of exceptional performance in analyzing and finding solutions to problems while maintaining a high degree of discretion and diplomacy. Over 30 years experience as an administrative professional with excellent communication and organizational skills. Utilized independent judgment and maintained excellent working relationships with the public, elected officials, news media, managers, students, staff, and all levels of professionals.

Experience

St. Petersburg College Clearwater, FL

April 2010– Present

Student Support Specialist

Performs a variety of counseling support duties which includes academic programs, placement tests, internships, and other related programs.

- Deliver presentations to students providing them with support information to enhance their learning experience at St. Petersburg College.
- Proactive in solving customer problems while addressing their questions and concerns.
- Proficient at multitasking to ensure assignments are completed timely.
- Provide organizational information and services to students, and prospective students while serving as a liaison with other college departments and administration.

Pinellas County Government Clearwater, FL

November 1975 – February 2009

Executive Assistant/Agenda Coordinator

Worked as Executive Assistant for Pinellas County Commissioners from 1978 - 1997 and 2004 - 2008.

Worked as Agenda Coordinator to County Administrator from 1997 – 2004.

- Assisted public in finding solutions to solving their problems. As part of this process it was imperative to know the laws, rules, regulations and operations of Pinellas County Government.
- Communicated and interacted as a key liaison with outside agencies, municipalities, citizens, news media, county departments, agencies, and elected officials. Work entailed dealing with political, confidential, and sensitive issues requiring a high degree of discretion and diplomacy.
- Responsible for reviewing, evaluating, editing, proofreading, and distributing all Board of County Commissioner agenda items and information. Coordinated proper contract review by the appropriate departments, and the county attorney's office.
- Developed agenda guidelines and provided on-going training to over 30 departments and 150 employees.
- Interacted regularly with the county attorney's office to ensure appropriate statutes, ordinances, and information were current and up-to-date, regarding committees and boards that required appointments of elected officials, county commissioners, and the public.

Education

St. Petersburg College

B.S. Degree, Public Policy and Administration

Expected Graduation December 2017

A.A. Degree

2012

- Graduated Cum Laude

Volunteer / Community Service

- Cypress Run Homeowners Association, Board of Directors/Secretary 2013 - Present
- Republican Club of Tarpon Springs, Treasurer/Secretary 2015 - 2016
- The Gathering with Jesus, Volunteer 2012 – Present
- International City/County Managers Association (ICMA) Member student chapter 2017 – Present