



PALM COAST HUMAN RESOURCES

PROGRESS REPORT

Presented by:
Renina Fuller - Director



City of PALM COAST

Human Resources Department

To: Lauren Johnston, City Manager
Date: 10/10/2025
Department: Human Resources Department
Director: Renina Fuller
Reporting Period: 4th Quarter FY 2025/Annual Summary

Department Summary

The mission of the Human Resources Department is to prioritize our employees by delivering exceptional service and fostering a positive workplace culture. We are dedicated to enhancing the employee experience, driving engagement, and supporting professional growth. It is our job to make our employees our priority.

The HR Department is integral to achieving the city's strategic goals, managing personnel activities for a workforce of over 640 employees. Our commitment to collaboration, innovation, and mutual respect empowers our employees with the tools and resources they need to succeed. The department is responsible for managing and supporting the organization's employee lifecycle. Its primary goal is to ensure the organization attracts, retains, and develops skilled employees while fostering a positive and productive work environment. The department oversees recruitment, employee relations, training and development, compensation and benefits, performance management, and compliance with labor laws and regulations. Additional responsibilities include risk management, employee safety, and employee health, wellness, and employee engagement.

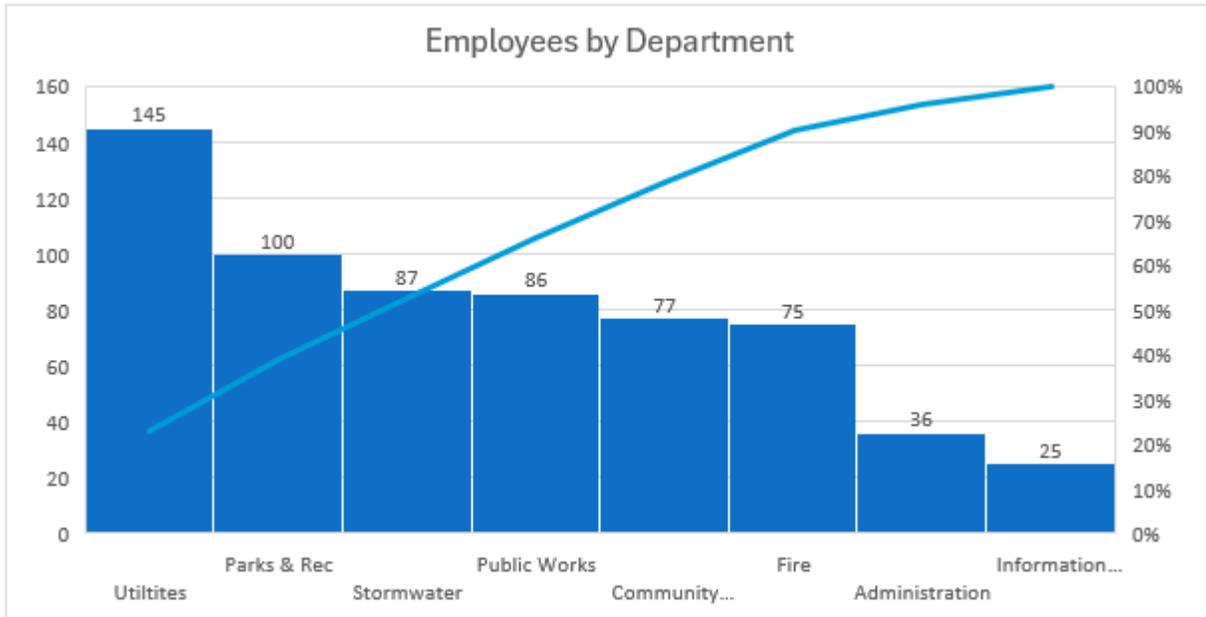


Progress Report



City of PALM COAST

Human Resources Department



The HR team is pleased to report the successful completion of our strategic goal to review, update, and approve city policies for legal compliance before the Q4 deadline of October 1, 2025. This effort has significantly reduced the city's risk and established a strong framework for all employee policies, procedures, compliance management.

Accomplishment

Policy Review and Compliance (Completed: 10/1/2025)

- **Challenge:** The team was tasked with a comprehensive review of all company policies and procedures to ensure alignment with current and upcoming federal, state, and local labor laws.
- **Action:** The HR team collaborated with legal counsel to conduct a detailed audit of the employee policies and procedures. This involved reviewing and revising existing policies, as well as creating new ones where gaps were identified.
- **Result:** All policies were legally reviewed, updated, and officially approved ahead of the October 1st deadline. This achievement ensures the organization is protected from potential litigation and maintains regulatory compliance, minimizing legal and financial risk.

Another goal was to identify a policy management system. Fortunately, we have secured approval and begun implementation of a new policy management system. This project is on track for a January 2026 rollout and will further streamline policy administration and compliance management.

Policy Management System Implementation (In Progress: Rollout by January 2026)

Progress Report



City of PALM COAST

Human Resources Department

- **Challenge:** With updated policies, the need for a modern, efficient system to manage, distribute, and track employee acknowledgment of these documents became a priority.
- **Action:** The HR team researched, evaluated, and presented a business case for a new policy management system. The team's recommendation to purchase the system, part of the NeoGov software suite, was approved. Implementation efforts have since begun, including system configuration, data migration, and training program development.
- **Result:** The acquisition and ongoing implementation of the new policy management system will automate administrative tasks, create a verifiable audit trail for compliance, and provide a centralized, accessible location for all employees to reference up-to-date policies. The successful rollout by January 2026 will establish a scalable and more efficient process for the entire organization.

The HR team will continue to focus on the successful rollout of the new policy management software. Our focus will be on user training and communication to ensure a smooth transition and full adoption across the company. We are confident that this new system will further enhance our operational efficiency and bolster our commitment to compliance.

Recruitment & Staffing

The department continues to strengthen its hiring processes through the implementation of **NEOGOV**, which supports job advertising, candidate screening, interviewing, and onboarding. Efforts also focus on developing talent acquisition strategies and forecasting future workforce needs to ensure the city remains fully staffed with qualified professionals.

Employee Relations

HR is committed to maintaining a positive workplace culture by effectively resolving employee concerns and promoting open communication. The department continues to advance initiatives that foster respect and belonging across the organization.

Training & Development

Ongoing professional development opportunities are offered to help employees expand their skills and advance their careers. HR also coordinates leadership development and succession planning programs to prepare future leaders and ensure organizational continuity.

Compensation & Benefits

The team administers payroll, benefits, and retirement programs, ensuring accuracy and compliance. In partnership with Brown & Brown, HR successfully rolled out new benefits effective October 1st. Continued efforts focus on maintaining equitable pay structures aligned with legal and market standards.

Performance Management

The department supports a culture of continuous improvement by managing performance appraisal systems and providing regular feedback to employees. One major issue with the Munis performance management module is evaluations will not lock causing HR to manually monitor and track evaluations.

Progress Report



City of PALM COAST

Human Resources Department

Key Performance Indicator Updates:

New hire turnover rate is a crucial HR metric that measures the percentage of new employees who leave within their first year. This will be calculated using both voluntary (resignations) and involuntary (terminations). Industry standards suggest a retention rate of 90% or higher which corresponds to a desired turnover rate of 10% or less.

Human Resources KPI	KPI Goal	ACTUALS	SUMMARY
Annual Retention Rate for New Hires	90%	85%	In the public sector, a good benchmark for first year retention is between 80-85%.
Formula:	Number of New Hires Retained after 1 Year / Total Number of New Hires x 100		
Improvement Action:	In FY2025 we modified our onboarding, and re-started meeting with each new full-time employee to review their benefits one on one. These meetings did not make an impact on our retention rate.		

Employee nonparticipation in well-being programs is common, yet the underlying reasons are often not well understood. Developing a systems-based framework to identify and analyze these factors can guide strategies to boost engagement. Our goal is for wellness programs to support employee health and well-being, reduce medical costs, and enhance overall productivity.

If FY25, we began measuring employee participation rates for our wellness programs. We were pleased to see an encouraging 10% increase in participation from the previous year. Additionally, in FY25, we surveyed some staff members to learn what their interests are and provide input on preferred activities. We continue to refine our programs and activities to ensure participation and interest.

Progress Report

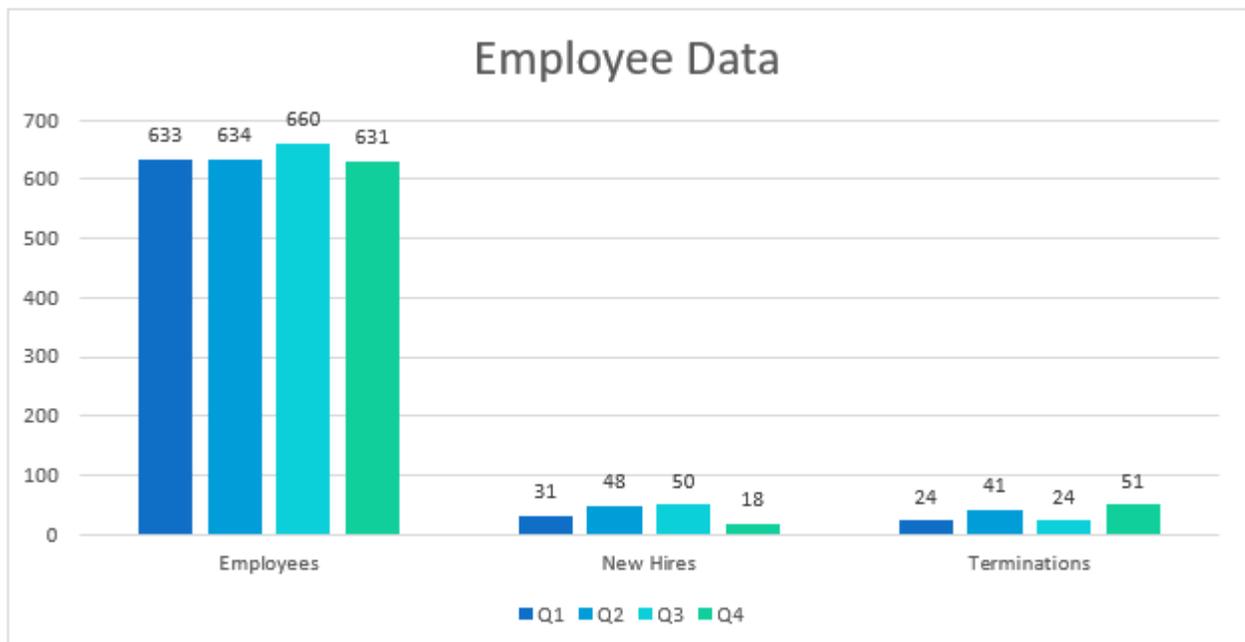


City of PALM COAST

Human Resources Department

Human Resources KPI's	KPI Goal	ACTUALS	SUMMARY
Employee Health and Wellness Participation Rate	Increase participation rate quarterly. Goal is 50% of full-time workforce	Q1 – 18.08% Q2 - 8.78% Q3 – 60.25% Q4 – 11.06% Total: 25%	A systems-based approach to evaluating well-being program nonparticipation can help identify factors contributing to employee nonparticipation and lead to targeted policy and practice changes that encourage greater employee engagement.
Formula:	Number of Employees Participating in Health/Wellness Programs / Total Number of Employees x 100		
Improvement Action:	Promote wellness initiatives, offer incentives, and create a culture of health and well-being.		

During FY25, HR processed 148 new hires and 140 terminations, with an average workforce of 640 employees throughout the fiscal year.

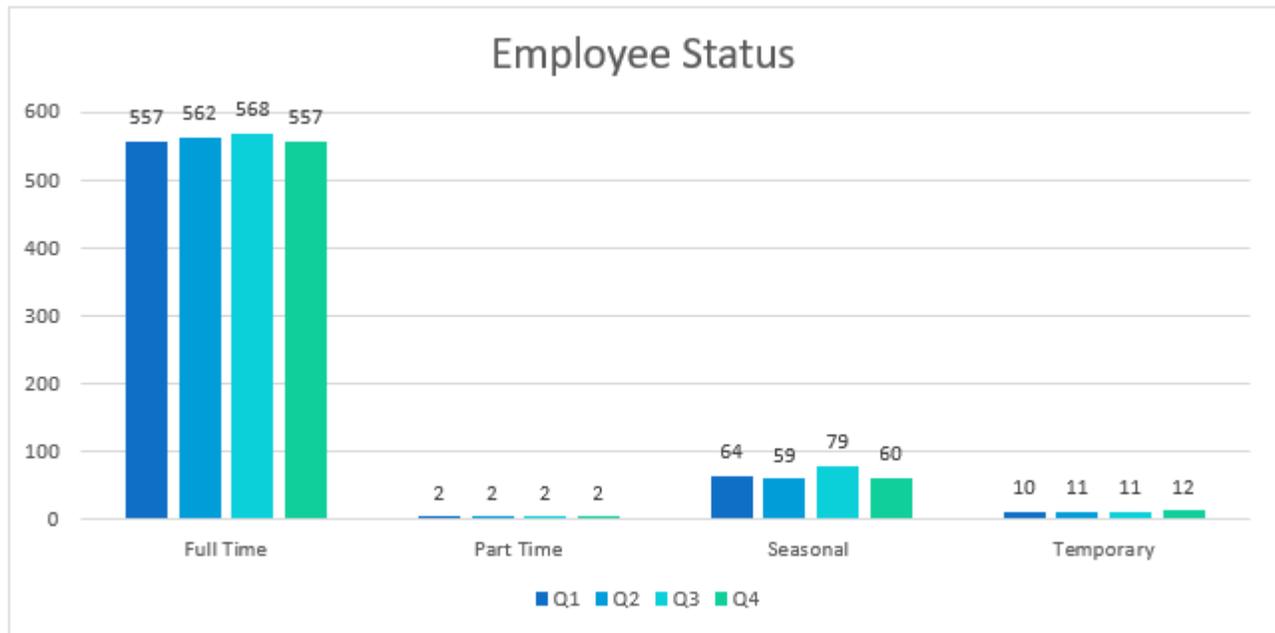


Progress Report



City of PALM COAST

Human Resources Department



Workers' Compensation

Health and safety are critical to maintaining a productive and thriving workplace. Reducing workforce injuries not only protects employees but also minimizes costs related to workers' compensation, lost productivity, and legal risks. Below are some strategies we are incorporating to reduce workforce injuries

1. Reinforce safety-first culture
2. Implement preventative measures
3. Increase training and awareness
4. Strengthen Post-Incident Procedures

The safety team continues to meet monthly to discuss incidents and how to mitigate future safety issues.

Progress Report



City of PALM COAST

Human Resources Department

Injury by Department - FY 2025

Description	1st QTR	2nd QTR	3rd QTR	4th QTR	TOTAL
Administration	0	0	1	0	1
Comm. Dev. - Code Enforcement	1	2	0	0	3
Comm. Dev.	1	0	0	2	3
Customer Service	0	0	0	0	0
Financial Services	0	0	0	0	0
Fire	3	1	1	3	8
Information Technology	0	0	0	0	0
Parks & Rec.	1	1	1	0	3
PW	2	1	5	4	12
SW & Engineering	1	5	0	1	7
Utilities	3	0	5	0	8
TOTALS:	12	10	13	10	45

Random Drug/Alcohol Screens

In our effort to maintain a safe and drug-free workplace, we use a computer-based random generator to select random employees for drug and alcohol tests. This generation will encompass 25% of non-DOT and 10% of DOT drivers at the city. This enables the City to receive a discount on our policies with FMIT. In FY2025, we conducted 208 CDL-DOT and Non-DOT drug screens.

Risk & Safety Management

Risk Management

In Q4, risk management rolled out a new risk tracking system utilizing the Salesforce software. Two new dashboards with workflows were created for risk claims management and workers comp claims. By developing the system in-house, the city anticipates significant time savings for staff as well taxpayer savings.

Progress Report



city of PALM COAST

Human Resources Department

Ongoing Risk Assessment

Risk Management continues to proactively assess risk-prone situations, implement mitigation strategies, and develop plans to reduce the City's liability exposure. The creation of the Risk & Safety Administrator role allowed for substantial savings since the Safety position was not filled. The safety responsibilities were included in the Risk & Safety Administrator position requirements providing more efficiency and increased transparency city-wide. The division's focus has expanded beyond claims processing to include Safety, Training, and Risk Mitigation.

In Q4 Risk was the project manager for the City-wide Risk and Efficiency Assessment with the Plante & Moran. The Risk division is shifting from a reactive to a proactive risk management approach, with a long-term focus on improved safety, improved safety training, and cost savings.

Department Highlights:

In addition to attending all full-time position interviews, the human resources department processed 811 personnel action forms, 521 evaluations, and 103 promotions.

Progress Report



City of PALM COAST

Human Resources Department

Wellness Health and Morale Team (WHAM)



Summary of FY 2025:

In October 2024, WHAM hosted a Pumpkin Carving and Halloween Costume Contest for both individuals and departments. These events provided an opportunity for departments to enjoy themselves while showcasing their creativity. October also marked Breast Cancer Awareness Month. City employees were encouraged to wear pink on Fridays and participate in a lunch-and-learn session focused on breast cancer awareness.

In November 2024, the lifestyle improvement program launched as a 5-week series aimed at motivating and educating participants on adopting healthier lifestyles. Eighteen employees completed the program.

In December 2024, departments and individuals embraced the holiday spirit through a decorating contest. The competition for office decorations was especially fierce. Additionally, a holiday sweater contest attracted over 20 creative submissions. On December 13, the city held its annual Employee Honors Event to celebrate staff for their years of service and dedication. During the event, employees received service awards. The Day Maker of the Month program has become a valuable addition to the city's culture. Outstanding nominations for Employee of the Month culminated in the selection of the city's first Employee of the Year, a testament to the program's success.

Progress Report



City of PALM COAST

Human Resources Department

January marked the beginning of our Biggest Loser Challenge, which culminated with 11 participants successfully completing the 12-week program. Also, wellness was a key focus in Q2, offering employees a range of opportunities to prioritize their health and well-being.

On April 25 we oversaw Take Your Kids to Work Day. We had 23 curious kids participate in a tour of the city. From City Hall to Public Works, Parks and Recreation, Utilities, Stormwater, and Fire. Each department showcased what they do each and every day to keep our city going.

In May, WHAM hosted the Public Service Employee Appreciation Breakfast. All directors participated in serving our wonderful employees IHOP. After connecting with different departments, as a gift to our employees, each employee received a lunchbox.

In June, we sent out the Innovation and Efficiency challenge. We received 27 inspiring ideas spanning across all departments, with motivation to move us towards a brighter future. Our winners will receive a day off.

Safety Awareness was the focus for June. HR team members, Lisa, Tim, and Sam collaborated to host a Sun & Heat Safety Lunch & Learn. With the number of employees working outside, and hot Florida summers, it was crucial to spread awareness to our team. We had 39 participants, and they left with knowledge and a cooling towel.

In July, Wellcents held weekly webinars and had weekly giveaways. On August 1st we held our Benefits Fair and had 25 participating vendors as well as a blood drive. August was very busy with the open enrollment.

Each month the team strives to host a lunch and learn with a health or wellness topic. September focused on Prostate cancer awareness, as this is the most common cancer in men. The men left with knowledge about prostate cancer, being proactive about detection, and overall men's health.



Progress Report