1. **How to Request Communication Services**

When communicating about your request it's important to be clear and concise.

- First, please complete the [communications request form](#). Once complete, the Communications Manager will receive an email.
  - Be clear about your timeline and any deadlines
  - Be open to suggestions, including alternative approaches. The Communications team brings expertise and a toolkit of ideas, streamlined solutions, and creative ways to communicate information.

2. **Media Relations Guidelines**

If you receive a message or inquiry from a member of the media, it is crucial that you promptly inform the Communications Manager.

- Media inquiries must be forwarded to the Communications Manager within 24 hours of receiving them. **Please do not respond directly to press. The Communications Manager will guide the next steps.**
- The Communications Manager is responsible for assisting staff with developing media strategies for projects and announcements, with final approval by the Department Director and the Mayor's Office.
- The Communications Manager is responsible for drafting and distributing press releases; pitching stories; and coordinating responses to media inquiries, including staff interviews.

3. **Communications Planning**

The Communications Manager collaborates with staff to communicate SHR's story through various channels such as media, presentations, LinkedIn, external websites, and other mediums – while managing SHR's brand.

- A successful communications strategy hinges on meticulous planning and execution by all parties involved, although unforeseen circumstances may impact implementation.
- When you begin work on any project that may require communications support (such as an event, report, new policy, training, or a rollout) it is imperative that you engage the Communications Manager as early as possible. The Communications team is a crucial partner every step of the way, especially when it's time to issue a message, launch a project, roll out a policy, or host an event, etc.
- Careful communications planning can help ensure SHR's work has the far and meaningful reach it deserves across the City.

4. **General Writing Support**

- The Communications Manager can help with editing and revising written material, such as a memo, report, article, email, etc., to ensure language accessibility, clarity, and other elements such as tone and accuracy.
- Provide a first draft editable document for review. Consider whether the communication is proactive, which refers to communicating in advance to inform others of important information, or a reactive message, which typically takes place after the fact and is responding to a situation.
- When drafting copy, be sure to consult writing and branding resources, including City branding and guidelines, SHR Style Manual, and AP Stylebook.

5. **Communications Project Timelines**

We want your project to be a success. To achieve this, we request sufficient time for concept development, editing, design, and review. Here are some standards:

- Start with your deadline or event date and work back. Build in a cushion for the unexpected. If you are working on a tight timeline, remain flexible and open to negotiation.
- Be clear about any dependencies or factors that could impact the timeline, such as other projects, approvals, resources, vendors, consultants etc.
- Provide regular progress updates and communicate any changes to the timeline.
- Be responsive to requests for information or feedback, delays can impact the project timeline.
- Please collaborate the Senior Executive Assistant about timing and dates before including a timeline for the Department Director.
- Note that approvals for citywide, all-staff messaging, executive letters, etc. are **submitted once a week preferably on Tuesdays.**

The following table provides estimated timelines for completion of various projects—from the point of submission to completed product.

Project Turnaround Times	
Request complete	Amount of time to
Website file upload	1 week
Social media	1 week
Blog/News posts	2 weeks
Graphic design (logos, flyers, images)	2 weeks
Website updates	2 weeks
Copyediting	2 weeks
Press releases and media advisories	2 weeks
Communications strategy	3 weeks

Final Project Approval Times	
Request complete	Amount of time to
Communications Manager review	48 hours after final project review
Business Operations (CoS, SEA, etc.) review	48 hours after Communications Manager review
Department Director review	24-72 hours after Business Operations
Total Review Time	**5-7 business days minimum**
Please note and consider the additional time that it may take for edits and feedback based on review and other circumstances (OOO, appointments, competing priorities).	

6. Editing Feedback

When providing feedback on work, constructive and objective feedback is given. To help with this process:

- Use concrete examples or suggestions.
- Avoid using overly critical or negative language and focus on the work rather than the person.
- Offer to be available for further discussion or clarification if needed.

7. Email Broadcast Protocols

When sending email broadcasts, it's important to be thoughtful and considerate of how many emails we send citywide.

- Use clear and concise language, avoiding unnecessary jargon or complex sentences.
- Keep the message focused on the main point or purpose and avoid including too much additional information or links.
- Include an interesting lead, call to action, or next steps, and provide any necessary instructions or links.
- Consider the timing and frequency of your emails so that we may avoid sending too many emails in a short period of time.
- Check for any red flags:
  - Labor relations concern – LR Division Director
  - Legal, Contractual, Finance – Business Operations Division
  - Human Resources – Service Delivery Division
  - Benefits – Benefits Unit
  - Learning and Accountability (Learning and Development or HRIU)
- There must be a point of contact email for communications.
- Check all links and ensure linked page content is up to date.

8. New Employee Notifications

New employees may be introduced by the Division Director/Manager or SHR_Communications.

- Please collaborate with SHR Communications to have the employee profile uploaded to the SHR Collaboration site.

- Email should be approved by the Division Director w/ Cc: SHR_Communications before broadcasting – if it is being sent by a Manager.
- Remember to Bcc: the distribution list(s) and Cc: the new employee

Memo

Date: August 10, 2022
To: Seattle Human Resources Department
From: Kimberly Loving, Acting Director
Subject: SHR Future of Work FAQ

Q. Can I work remotely while I am out of state for a personal reason?
A. No, personal time off should be covered with applicable leave. Any request to make temporary changes from an approved AWA should be discussed with your supervisor. Hourly employees should seek approval before working any overtime hours and ensure their timesheets accurately reflect all hours worked.

Q. On my scheduled day in the office, can I work 4 hours in the office and 4 hours remotely?
A. Yes, SHR will require at least 4 hours in the office for employees in office day. Hourly employees should discuss the schedule arrangements with their supervisor in advance. SHR is continuing to look at any modified work shift in conjunction with business needs, FLSA rules, union rules (when applicable), or other City of Seattle directions when considering employee schedules.

Q. Who is eligible to work a 9/80 or 4/10 compressed work week schedule?
A. Hourly employees continue to be eligible to work reduced work schedules based on Personnel Rule 9.1 – Alternative Work Schedule. Compressed work week schedules need to be requested and approved by management prior to implementation.

Q. If I am on a 9/80 or 4/10 schedule, can my day off every other week be one of my remote days?
A. No, the two-day minimum in the office requires employees to be in the office a minimum of two days per work week. This would require employees on a 9/80 and a 4/10 to alter their in-office day to meet the two-day minimum.

Q. What if one of my in-office days falls on a holiday? Do I have to make up an in-office day?
A. No, SHR will not require employees to change their remote days when a holiday falls on a day they are scheduled to work in-office.

Q. Do I have to work out of SMT on my scheduled in-office days, or can I work from another City location?
A. Employees can work at a City location other than SMT with advanced supervisor approval and based on business needs.

Q. How should I code my timesheet for in-office vs. remote work time?
A. SHR employees should continue to use payroll codes TE for telework hours and TO for OOC telework hours. In-office regular work hours should be coded as AA, and in-office OOC hours should be coded as CA.

Q. What is a "work cafe"? Where are workplace cafes located in SMT?
A. A work café provides café-style tables in an open area to allow tenants to meet with co-workers or other business associates on a first come, first served basis. Work cafes are located on SMT levels 3, 4, and 6.

Q. Can my in-office work hours vary from core business hours?
A. The City's core business hours are from 8 am to 5 pm. Any requests for hourly employees to work outside the core business hours must be discussed and approved by your supervisor.

Q. Will masks be required in the office?
A. At this time, masks are strongly recommended but not required within the SMT. Employees and visitors may continue to wear masks if they choose, and masks will be made available. No one will be punished, harassed, or retaliated against for choosing to wear or not wear a mask.

Q: The AWA platform is only allowing to use 10/12 as an effective date. What date do I use?
A. Employees should choose 10/12 as the start date for their AWAs and make a note in the comment box that the effective date is 10/17.

*For questions pertaining to parking, the parking discount benefit, ORCA cards, or commute options, please visit the City's MyTrips website for more information.

*For questions pertaining to COVID-19 testing protocols, please visit the City's Return to Worksite SharePoint page.

*For questions pertaining to COVID-19 Safety Protocols in City Facilities, please visit FAS at Your Service.

How to Review an Alternative Work Arrangement

This guide is for managers and directors reviewing and responding to Alternative Work Arrangement (AWA) requests. When an employee submits a request for a new or renewed AWA, the manager and director of the employee is automatically notified via email to review the request. Below is the process for reviewing an employee request, and considerations when determining the approval of a particular AWA request.

Step 1: Open the AWA Request

You likely received an email with information about a new AWA request requiring your attention. You can access these requests in two ways:

1. Via direct link in the automated system email sent at the time of submission
2. Accessing the AWA Application Homepage

On the homepage is the "View/Approve Staff Requests" button for managers and supervisors to view all requests for their staff.   If there are some requests that are pending your approval, you'll see the count of awaiting requests in the green circle on the button.

Seattle Human Resources

Alternative Work Arrangement Request & Agreement

? Question / Feedback

Overview

This document memorializes the agreement between an employee and the employee's manager to establish an Alternative Work Agreement (AWA), pursuant to the City of Seattle Alternative Work Arrangements Guidelines as well as associated Personnel Rules and any applicable collective bargaining agreements.

Instructions

Please complete each section of this AWA Request form. Your request will be routed to your immediate supervisor/manager and your division director or business unit officer for their review and approval. Please make sure your Employee ID is correct to ensure proper processing. Do not begin your requested AWA schedule until you receive a confirmation email informing you that your request has been approved.

View My Requests

Submit AWA Request

View/Approve Staff Requests 5

Step 2: Review Request Details

The "Staff Requests" screen will default to display requests awaiting your approval. You can also view Pending, Approved, Denied requests for all of your staff by selecting different filter options (or select "View All" to view everything). To review a request, select the approval to be reviewed by clicking on the right arrow for the appropriate request record.

When you open the request in need of review, you will see four tabs at the top of the page:

You should **review Sections B and C**, and **complete Section D** to finish the review process. Using the navigation arrows at the bottom of the screen, review the details of the submitted request and proceed to "Section D: Management Approval"

Step 3: Approve or Deny the Request

Once you (supervisor or director) review the request details, either approve or deny the request. Use "Section D: Management Approval" to complete this action.

You will use the drop-down menu to select "Approved" or "Denied", along with a signature (typed), date, and comments. If you are the director, you will see the decision that was made by the supervisor who previously reviewed the request. You will not be able to override or change the supervisor's determination. The "Comments" field will be required if the request is denied. Upon rejection, the employee receives a denial notification with the comments. The form will not submit if a request is denied without comment.

NOTE: The screenshot above will look similar for supervisors.

LMC celebrates 6th annual graduating class

Special to The Sun

BELLE GLADE — At a time when the nation is experiencing a growing physician shortage, Lakeside Medical Center, Palm Beach County's only rural teaching hospital, celebrated the graduation of five residents from its Family Medicine Residency Program.

Stephanie Dardanello, hospital administrator, welcomed the more than 130 attendees on Friday, June 22, at the Wanderers Club in Wellington. This is the sixth class of residents to graduate from the program, which was established at the acute-care facility in Belle Glade in 2011 and is one of the few of its kind to focus on the health care needs of rural, underserved areas.

"Through your training, you've learned to identify the importance of improving health disparities and expanding access to care for all, including the most vulnerable," said Darcy J. Davis, chief executive officer of the Health Care District of Palm Beach County, in a video address played at the event. "You've embraced the Health Care District's commitment to delivering high-quality care."

The five graduates, Bralin Bean, Roberteen H. McCray, Stephen Perez, Tyler Provost and Elena Herschdorfer-Rodriguez, all doctors of osteopathy, completed a rigorous, three-year curriculum that included rotations in emergency medicine, women's health care, pediatrics, psychiatry, general surgery, internal medicine, community and sports medicine, cardiology, dermatology, women's health, radiology, orthopedics, ENT, urology, ophthalmology and critical care.

Lakeside Medical Center, which is accredited by The Joint Commission and owned and operated by the Health Care District, is the program's primary clinical training site.

"It is my hope you will always practice the art of compassion as physicians and that you be the very best you can be despite any challenges you may face along the way," said Nikerson Geneve, Lakeside Medical Center's family medicine residency program director and director of medical education.

The graduation comes at a time when physicians are in great demand. Just this past April, the Association of American Medical Colleges published a report that shows by 2030 the United States could see a shortage of 120,00 physicians and, of that number, as many as 49,000 primary care doctors. "The community in the Glades is so unique," said Dr. McCray, who plans to practice primary care in Orlando. "There were things I saw that we only saw in textbooks. And what I learned about being compassionate and caring is to take the time to treat the medical issues and also the social issues."

"If I had to do it all over again, I'd do it at Lakeside Medical Center," said Dr. Bean, who plans to pursue sports medicine in Miami. "Always listen to your patients. I don't think anyone will teach you more than them."

"Please know that our bonds as residents will stay with us forever, no matter

Special to The Sun/**Courtesy photo**
From left are Daniel Padron, chief medical officer of Lakeside Medical Center; Stephanie Dardanello, hospital administrator; graduates Tyler Provost, Stephen Perez, Roberteen H. McCray, Bralin Bean and Elena Herschdorfer-Rodriguez; Nikerson Geneve, Family Medicine Residency Program director; and Luis M. Perezalonso, medical director of the Emergency Department.

where our journeys take us," said Dr. Perez, chief resident, who plans to join a primary care practice in Fort Lauderdale.

"I commuted four hours round-trip every day to Lakeside Medical Center," said Dr. Herschdorfer-Rodriguez, who plans to practice primary care in Port Charlotte. "I would not trade this experience for the world."

Daniel B. Kairys, M.D., Lakeside Medical Center's chief of sur delivered the keynote speech about preceptors like himself and their impact on the residents.

"I hope what you have learned from the physicians who have trained you will stay with you, carry with you and be the voice in your head as you're taking care of patients in the future," said Dr. Kairys.

Following the ceremony, the five graduates, along with Dr. Geneve, took part in coating the program's five incoming residents: J.D. Adame, Quanecia Beasley, Sonya Dusseault, Kerlan St. Prix and Christal Santos-Landeros. "For the new interns, I re-

member this moment three years ago," said Dr. Provost, who plans to practice sports medicine in Boynton Beach. "It's a little scary, but lean into it. That's how you're going to get the most out of this experience."

Among the event attendees was Dan Liftman, staff assistant to U.S. Rep. Alcee L. Hastings. The Rev. Robert Rease, chairman of the Lakeside Health Advisory Board, which governs Lakeside Medical Center, delivered the invocation, and Donia Roberts, Lakeside Health Advisory Board member and former chairwoman, presented the graduates with their certificates. Also attending the graduation were numerous preceptors and prior graduates.

James T. Howell, assistant dean of professional relations and professor of public health at Nova Southeastern University's College of Osteopathic Medicine, helped establish the residency program at the hospital and delivered the closing remarks: "Be proud of your residency. You were very, very well-trained."

The Family Medicine Residency Program is funded by a grant from the State of Florida's Agency for Health Care Administration. The program's academic and community partners include Nova Southeastern University's College of Osteopathic Medicine and the Florida Department of Health for Palm Beach County.

For more information about Lakeside Medical Center, visit www.lakesidemedical.org or call 561-996-6571.

South Bay's Food Truck Expo unites the community

By Antorris Williams
Special to The Sun

The City of South Bay presented its residents with a new experience by hosting "The Gourmet Food Truck Expo" on Wednesday, June 20, at Tanner Park in South Bay. During the event, many residents, including parents and children, elected officials, city employees and other community members, were spotted in line waiting to order or pick-up food from several different food trucks.

"The City of South Bay has always been a family-oriented community," said Leondrae Camel, city manager of South Bay. "The Gourmet Food Truck Expo in South Bay will further enhance the familial atmosphere of this tiny yet powerful community and bring about more togetherness in the city," he added.

Moreover, the Gourmet Food Truck Expo was birthed from city leadership and employees listening to the residents' request to bring something new to the tri-city area.

While local communities out east have had success in hosting similar events through the years, Economic and Business Development Director Nepoleon Collins felt it was time to bring an organized community-based event to the Glades area.

"The purpose of the event is to promote unity within the community in a calm environment, while providing quality food selections and soft music in the background," said Mr. Collins.

He added that many of the residents were excited to experience the event in their community because they no longer must travel to enjoy an event of this caliber.

On the third Wednesday of each month,

residents can expect to see food trucks lining the pasture at Tanner Park because the expo is now a monthly initiative taken on by the city.

City Manager Camel said he believes that this will open many doors for future activities in South Bay because he thinks that as people are getting away from the big-box stores and chain restaurants, their direct-impact relationship with individual business owners will directly affect the community's economic development.

From seafood egg rolls to brisket nachos, cheesesteaks and chicken wings – the third Wednesday of every month will be known as "Food Crush Wednesday" to the South Bay residents participating in the gourmet food truck experience.

The next expo will take place on Wednesday, July 18, from 5 to 9 p.m.

GCHS Class of 2008 celebrates 10 years of being alumni

Special to The Sun

BELLE GLADE — The Glades Central High School (GCHS) Class of 2008 sprinkled accents of maroon and gold throughout the Crescent City of New Orleans on Thursday, June 7, through Sunday, June 10. Over 40 students, spouses, friends and former staff members descended upon the "Big Easy" to celebrate the graduates' 10-year reunion titled "#TheGlowUp: Ten Years of Raider Alumni Status."

Dynesha Wade, a 2008 Glades Central H.S. alumna, was a driving force behind pushing the officers and committee to provide a fun-filled, quality, affordable and inclusive reunion. "I am one for all and all for one, because if one wins we all win," said Ms. Wade in reference to hosting an award-winning reunion.

Over the course of 18 months, the class members collected dues, hosted fundraisers and held meetings to plan their weekend getaway. The money collected and donated was enough to finance the Glades Central Community High School Cynthia Bostic-Ellick and Christopher McMichael Scholarship, a book stipend named after both class sponsors and awarded to 2018 Glades Central H.S. graduate Adrian McRae. The dues remitted also covered all reunion-related expenses and other social activities the class participated in.

"People think this was easy, but it was hard work," said Antorris Williams, 28, who has been the class president since 2004. "You have to use two-way communication, be transparent, prevent delusions of grandeur from taking over, consider everyone's finances and have experience in hotel contracting and event planning," he added.

During their stay in New Orleans, the Raider alumni hosted an innovative array of events. From their musical icebreaker and mixer/social to the rooftop day party, masquerade gala, and excursions to the French Quarter, The riginal Cajun Seafood restaurant, Manchu food store, the Riverwalk, Harrah's Casino, Cafe Du Monde and the Seventh Ward, they spent their reunion time laughing, smiling, reminiscing and enjoying the comfort of being a cohesive class 10 years later. Throughout the weekend, individuals and groups could be spotted with one of their two class shirts on street cars, using Lyft or Uber, eating and enjoying the cultural climate of the French Quarter (specifically Bourbon and Frenchman streets). They could also be seen on Snapchat with custom geofilters enjoying the amenities of the hotel and vibrance of New Orleans. The alumni also collectively honored the memory of fallen classmates Leonard King and Lakeisha Michel.

"We came together as a class, and stayed together like family," said De'Angelo Bolden, a 2008 Glades Central H.S. alumnus. "It has been 10 years, and it still feels like our senior year because we are setting an example that requires raising the standard," he added.

Raider reunions are sure to continue to go amazingly well after this class displayed how teamwork can make the dreamwork. Each participant returned home safely with a wonderful experience of what it was like to reunite as Raiders in New Orleans.

Special to The Sun/**Courtesy photo**
Classmates met at the Mississippi River after purchasing beignets from Cafe Du Monde.

Special to The Sun/**Courtesy photo**
Several members of the alumni pose in front of the New Orleans 300 Year Celebration signage.

Special to The Sun/**Courtesy photo**
Sorority sisters Joykeria Pitman (left) and Dynesha Wade reunited at the "L'Affaire Blanche" All White Party.

Special to The Sun/**Courtesy photo**
Kasey Graham, Kharryunna McCloud, Antorris Williams and Tabatha Jones (from left to right) at "A Night in the Crescent City" gala.

BG native named to Dean's List

Special to The Sun

TALLAHASSEE — Vashod Vereen of Belle Glade was named to the Tallahassee Community College Spring 2018 Dean's List.

Vereen was among more than 1,000 students named to the Spring 2018 Dean's List. To qualify, students must earn a semester grade point average of 3.5 or higher.

Tallahassee Community College is con-sistently ranked as one of the top community colleges in the nation. Every semester, thousands of students choose TCC as the next step in their education journey. With our Associate in Arts degree for transfer to a state university in multiple tracks, as well as over 70 different degree and certificate programs that encompass a variety of fields, TCC has a wide range of educational pathways for students from all walks of life.
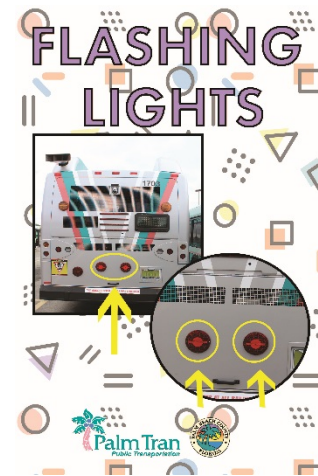
PT Stat Initiative: Summary

Flashing Lights

One issue identified through PT Stat was a significant number of rear-end collisions. A unique idea was brought to the forefront by a PT Stat team–adding flashing lights to the tails of buses. During October 2015 through September 2016 there was a spike in rear-end collisions, reaching a total of 73. Palm Tran **retrofitted buses with "flashing lights"** on the tails limiting and preventing rear-end collisions. Since implementation, Palm Tran has had six reported rear-end collisions involving the buses that have been retrofitted with flashing lights. The focus is the visibility of buses. The additional retrofitting costs Palm Tran $240 per bus including parts and labor. The indirect benefits include less accidents, safe transporting of passengers, and a reduction in FMLA associated with rear-end collisions. The reduction of costs and litigation is a financial benefit associated with implementing this project. The cost savings extend far beyond the costs of adding the flashing lights to the bus. One of the innovative aspects of this project is that it was developed and installed in-house. Within a few months, Palm Tran experienced no rear-end collisions involving the buses with rear flashing lights. Palm Tran's metric shows a tremendous reduction in rear-end collisions, with the rear lights of all 157 buses retrofitted to date. This program can be reasonably integrated into other agencies.

Examples of PT Stat Initiatives

Rise to Ride

"Rise to Ride" is a Palm Tran marketing message used to encourage passengers to stand up or move towards the bus so the bus operator will know the passenger's intent to board. The tips for Rise to ride are: plan ahead, arrive early, be ready, cycle load, keep it moving, and safety first. Rising to ride makes the passengers more visible to the bus operator. The implementation of the Rise to Ride interior card on all 157 buses reduced pass up complaints and assists with keeping the bus on time.

Scripts

Customer service representatives were equipped with call scripts example to assist with calls. Since the implementation of the scripts, Palm Tran has seen a reduction in concerns for fixed-route for four months in a row. Customer concerns is a metric tracked as part of the PT Stat program.

Outreach

In January 2018, Palm Tran launched its new Route 4 Extension. The promotion and outreach for the route extension was executed by "street teams." The teams visit active senior citizen communities, local municipalities and schools to promote the new route with rack cards, a brochure map, and other promotional items. The efforts of the street teams led to an incredible 90 percent increase in ridership for this route. The PT stat ridership teams proposed and implemented the street team's concept.

Infographics
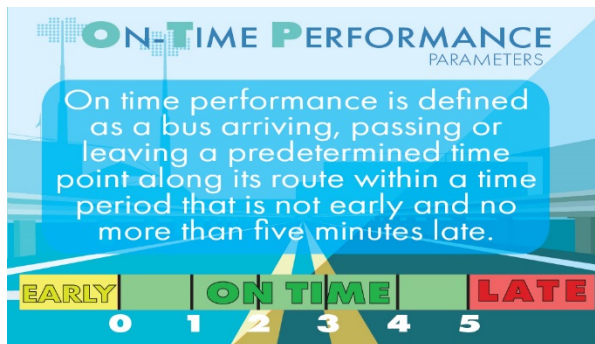
Palm Tran produces infographics and print media based on data, suggestions, and solutions shared within PT Stat team meetings. On-Time Performance (OTP) cards were designed for bus operators to keep with them at all times. The card's content is based on OTP standards and expectations with supporting text and visuals. The purpose is to improve OTP, which is tracked by a PT Stat team. Another infographic project in progress involves Palm Tran Connection which is the county's paratransit provider. As a result of PT Stat, Palm Tran is placing Americans with Disabilities Act of 1990 (ADA) clients ride free signage on 241 paratransit vehicles and stickers on paratransit vehicles that share tips for riding. Performance reports are also displayed on digital monitors, e-mailed to all staff members and posted on bulletins throughout Palm Tran facilities. The goal is to improve customer satisfaction and reduce demand on costly paratransit services.