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Annual Confer

June 13-1

Loews Sapphire Falls

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Mentoring

The Gift that Keeps on Giving

A session in the Evolution Series



Jess Savidge

Administrative and Communications Manager, Town of Palm Beach, Florida

Jess Savidge is the Administrative and Communications Manager for the Town of Palm Beach, where she leads strategic communications, operational optimization, and technology modernization across the Town Manager's Office, including the Town Clerk's Office and Office of the Mayor and Town Council. Since 2022, she and her team lead public information strategy, agenda and meeting systems, records digitization, website and communications, legislative tracking, Town's strategic plan, and cross-departmental workflow automation. Recent technology projects include meeting management software transition, records management software enhancements, and AI website search to strengthen transparency. She formalized the Town's project-based internship program, including student-led technology implementation, legislative tracking, and proactive communication projects, cultivating future public-sector professionals. Jess volunteered and served as a Florida Sterling Examiner from 2017-2023. Previously, Jess served as the Strategic Improvement Project Manager for the City of Lake Worth Beach and held roles in public finance and project management at National Association of Local Housing Finance Agencies (NALHFA), Montgomery County Office of Management and Budget, and Spectrum Municipal Services. She holds an MPA in Public Finance from American University and a BS in Political Science from the University of Massachusetts, Amherst. While not at the office, Jess relaxes with needlepoint projects, books, exercise classes, and spends time with her husband, three daughters, lovable lab, Marley, and friends.



“Inspire”

“I have always tried to make it clear that basketball is not the ultimate. It is of small importance in comparison to the total life we live...I have lived my life to be a mentor – and to be mentored!-constantly...Many people look at mentoring as some kind of assignment...mentoring can be any action that inspires another”

-John Wooden



Care



"In order to be an effective or care. You must don't have to k square miles and you don't need is the chemical chemistry, or water. Know what care about the about what you about the person sharing with."

- Maya

“Rekindle”

“In everyone’s life, at some time, our inner fire goes out. It is then burst into flame by an encounter with another human being. We should all be thankful for those people who rekindle our inner spirit.”

-Albert Schweitzer





“Give

“You give b
give of your posses
you give of yoursel
give.”

Elevate

“If you want to lift yourself up, lift up someone else.”

— **Booker T.
Washington**



Prepare



"I have had mentors over the years, been invaluable. They have helped opportunities."

Rice

Lead

“Leaders don’t create followers
- they create more leaders”

-Tom Peters, In Search of Excellence





Guido

“A leader takes people where they want to go. A great leader takes people where they do not necessarily want to go, but where they need to be.”

Carter

— Robert

Build

“Mentors build mentors. Leaders build leaders. When you look at it closely, it’s really one and the same thing.”

— *Tony Dungy, former NFL Coach/Speaker/Author*





Prepa

"The best way a mentor can prepare a leader is to expose him or her to new people."

Maxwell



“Leg

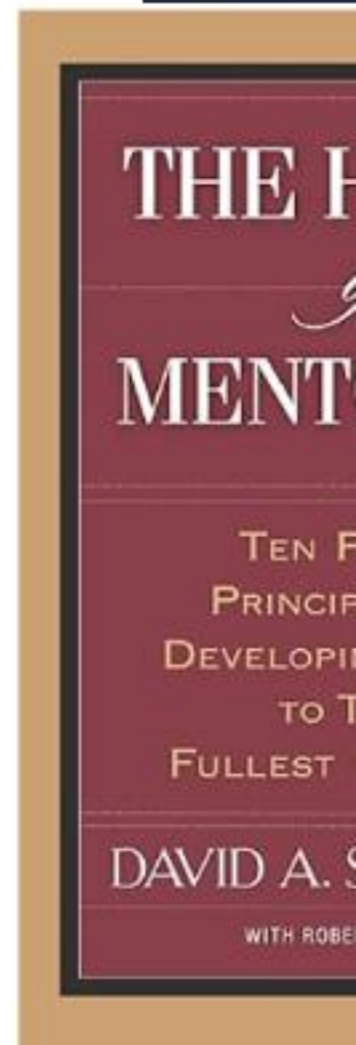
“There is nothing
haven’t learned
Everything in the
passed down...I
as I do, mentoring
own legacy. It is
inheritance you
is why you get up
teach and be ta

- John Wo

Heart

“The heart of mentoring: ‘getting the most out of life isn’t about how much you keep for yourself, but how much you pour into others.’”

-David Stoddard



“Satisfaction”

“What I think the mentor gets is the great satisfaction of helping somebody along, helping somebody take advantage of an opportunity that maybe he or she did not have.

Clint Eastwood, American actor, director, and producer



Town of Palm Beach Student Internship Program





Solving For



Staffing limitations



Succession planning/
talent pipelines



Developing junior staff's
supervisory exposure



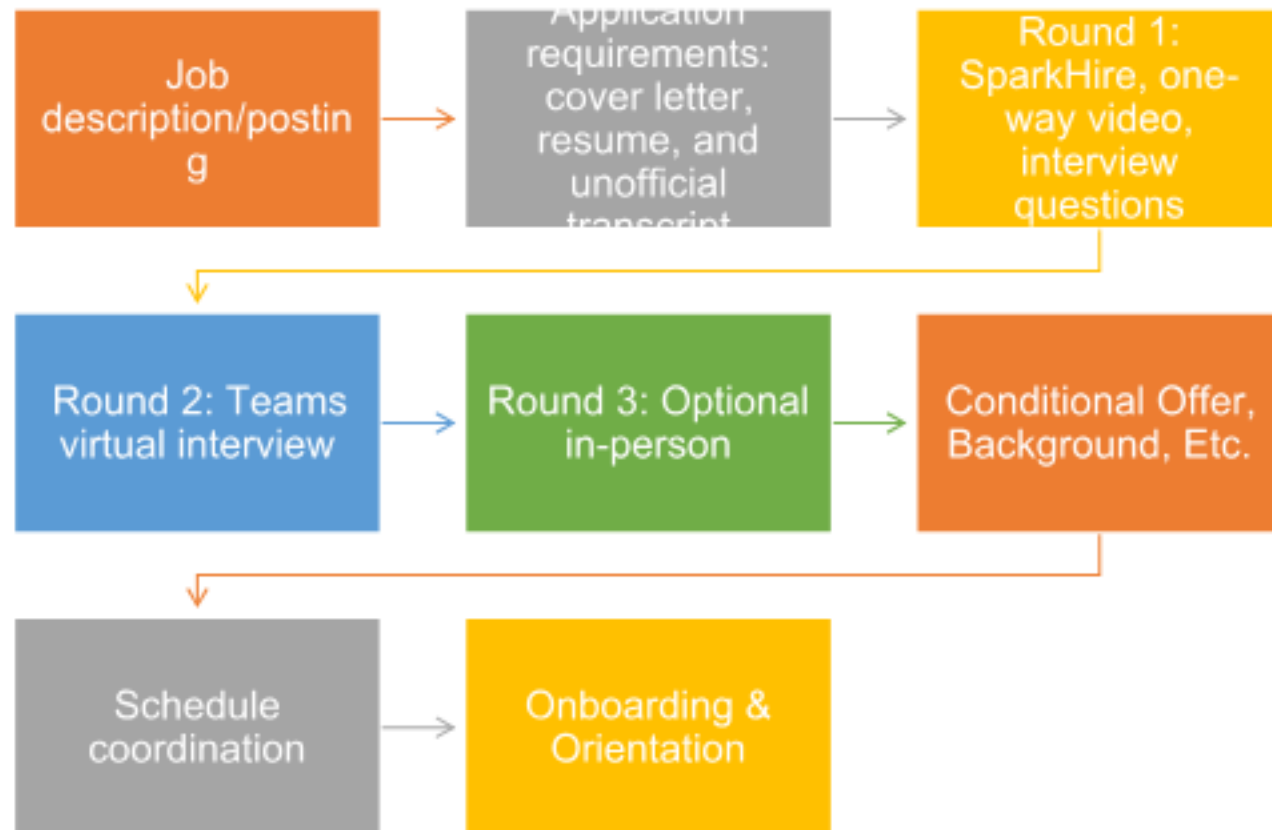
Knowledge management
transfer



Seeking new perspectives



The Process





Step 1 Job Description: Setting the Stage

This internship position is based in the Town Manager's office and will provide a strong understanding of the Town of Palm Beach government structure, community, and policies. The Town Manager's Office has multiple divisions where the intern will experience, including the Town Clerk's Office and the Office of the Mayor and Town Council. Project-based initiatives have been identified for this position to develop and implement, including but not limited to public policy analysis and public meeting administration; the opportunity to explore the full spectrum of municipal clerking through hands-on projects; support public transparency, records management, public meetings, and community engagement; website design and message communication and information campaigns; internal and external news communication; video messaging; strategic planning support; development of education, training, and information materials for new employees, officials, and the community; development of data analysis tools; and development of and support resources, analytics, and reports for new technology solutions.



Step 1 Job Description: Examples

Identified Projects

- Public policy, municipal code, state statute, and administrative
- Public meeting administration
- Application of automation to digital records management
- Draft summaries of public meetings to use as public education
- Develop visual guides that explain public meeting lifecycles (n
- Website content, visual, and infrastructure design.
- Create and execute subject-specific communications and info
- Script information for both internal and external communicati
- Develop and produce video messaging highlighting departmen
- Create an organized catalog of digital imagery.




Orientation & Onboarding

- Extracts

ORIENTATION & ONBOARDING | Public Administration I

Initial training and resources

1. Working Genius
 - a. Take the assessment (email link)
 - b. [Podcast\(s\)](#)
 - c. Hoopla (West Palm Beach library-free) or [Palm Beach County- free audiobooks](#)
2. Orientation resources (please see Katherine for Elected and Appointed SharePoint)
3. FCCMA (6) videos: <https://fccma.org/future-managers-virtual-bootcamp/>
4. Strategic Plan
5. [Glossary](#)
6. Website Training [videos](#), if needed
7. [CivicReady](#) training-How to publish a news release 



Schedule Coordination










11-May	KcD OOO	KcD OOO	KcD OOO	KcD OOO	KcD OOO
					CB OOO
					CS FOO
	Jillian (9-5)	Jillian (9-5)	Jillian (9-5)	Jillian (9-5)	JS PLO
	Mikayla-start (9-3)	Mikayla (10-5)	Mikayla (10-5)	Mikayla (Off)	Jillian (9-5)
18-May					Mikayla (Off)
	KcD OOO			KC OOO	CB OOO
	Jillian (9-5)	Jillian (9-5)	Jillian (9-5)	Jillian (Off)	Jillian (9-5)
	Mikayla (8:30-3)	Mikayla (Off)	Mikayla (10-5)	Mikayla (8:30-3)	Mikayla (Off)
	Gage-start (9-3)	Gage (10-5)	Gage (Off)	Gage (10-5)	Gage (Off)
25-May				JS OOO-Conf	JS OOO-Conf
				CS OOO-Conf	CS OOO-Conf
	HOLIDAY	Jillian (9-5)	Jillian (9-5)	Jillian (9-5)	Jillian (9-5)
	HOLIDAY	Mikayla (8:30-3)	Mikayla (Off)	Mikayla (Off)	Mikayla (Off)
	HOLIDAY	Gage (10-5)	Gage (10-5)	Gage (10-5)	Gage (10-5)
1-Jun					Gage (10-5)
	KcD #10				CB OOO
	KC #10				
	Mikayla (Off)	Mikayla (8:30-3)	Mikayla (8:30-3)	Mikayla (8:30-3)	Mikayla (8:30-3)
	Gage (10-5)	Gage (Off)	Gage (10-5)	Gage (10-5)	Gage (10-5)
	Zoe-start (9-3)	Zoe (8:30-3)	Zoe (Off)	Zoe (8:30-3)	Zoe (8:30-3)



Knowledge Management Tools

HOW TOs

Documents > 0-Resources, Templates ... > How To - All ▾

 Name ▾
 How To - Adding Poli AI to CP homepage.docx
 How To - Administrative Procedure Instructions.docx
 How To - Administrative Procedures- updated in manual and electronic formats.docx
 How To - AGREEMENT LOG Update.mp4
 How To - AIMS - Vehicle Registration - TMO Only.docx
 How To - All Calendaring.docx
 How To - Business Cards.docx
 How To - CivicReady Analytics- public meeting viewership measurement reporting.pdf



Electronic Project Planning Tool



Strategic Plan alignment



Intern is assigned paired with a mentorship and



TMO: Administrative & Operations

+ Add task

Operational Tasks... (WITH PROJECT)

Government Task

- Admin. Process and
- Reviewing existing rule pointers and orders
- Reviewing existing rule pointers again in Florida

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INTERNAL PROJECT... Government Task

Government Task

- Explore Policies
- Add new rules
- Test Policy
- Monitor & Test

0 / 0

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Operational Tasks... (WITH PROJECT)

Government Task

- Admin. Process and
- Create HOW TO
- Update all current Admin. Procedures
- Adopt/ Update State & D. Counsel
- TO DO Run similar Admin. Procedures from

0 / 0

0/0

TMO: Communications

+ Add task

General Sec. & D.C.

Public Relations Plan... (WITH PROJECT)

- Website Redesign
- Add check at hour. Create

0 / 0

0/0

Public Relations Plan... (WITH PROJECT)

Government Task

- Educational campaigns
- How to use the website
- About the board - frequent spotlight and be
- Testimonials and stories
- Highlight the boards and commissioners work
- How to submit a public comment/notice
- How to navigate the website

0 / 0

0/0

INTERNAL PROJECT... Government Task

Government Task

- Quarterly newsletter
- Internal newsletter
- External newsletter

0 / 0

0/0

TMO: Strategic Plan

+ Add task

INTERNAL PROJECT

- Share with LHO
- Dashboard Creation
- Dashboard Content review/updates
- Dashboard Content update
- Document Plan final out
- Colored update/Slide presentation

0 / 0

0/0

INTERNAL PROJECT

Government Task

INTERNAL PROJECT

Government Task

INTERNAL PROJECT

Government Task

INTERNAL PROJECT

Government Task

INTERNAL PROJECT

Government Task

INTERNAL PROJECT

Government Task

INTERNAL PROJECT

Government Task

INTERNAL PROJECT

Government Task

INTERNAL PROJECT

Government Task

TMO: Legislative

+ Add task

Public Relations Plan... (WITH PROJECT)

- Templates: Beginning, updates, final, and implemented

Public Relations Plan... (WITH PROJECT)

Government Task

Legislative Items/Lobby Tools

- Review signed bills, staff, projects to report
- Review signed bills, staff, case reports
- Share with the organization
- Copy/look review the top 5 bills/updates
- Lobby/Track/Status/Reporting

0 / 0

0/0

Completed tasks

1

0/0

0/0

TCO: Public Meetings and Operations

+ Add task

Operational Tasks... (WITH PROJECT)

Government Task

- Non-PR, Non-TCO permit forms
- Implementation updates

0 / 0

0/0

Operational Tasks... (WITH PROJECT)

Government Task

Government Task

TCO permits

- Get TCO permit applications, plus review the
- Draft instructions for how to apply the re
- Guide

0 / 0

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Operational Tasks... (WITH PROJECT)

Government Task

Government Task

Permit FAQs

- Add to Permit FAQ, or website
- Drafting FAQ/Integration in D.C.
- Have help to use

0 / 0

0/0



TMO: Administrative & Operations

...

+ Add task

Operational Efficie... INTERN PROJECT

Governmental Lead...

- Admin Procedures
- Reviewing existing Risk 'policies' and create
- Review existing Risk 'policies' against Emplo...

0 / 2

07/31

INTERN PROJECT Governmental Lead...

- Explore Policies
- Social Media Policy
- Text Policy
- Website/AI Policy

0 / 3

12/31

TMO: Communications

+ Add task

Optimize Tech & Di...

Public Relations Rel... INTERN PROJECT

Governmental Lead...

- Website Redesign
- Add checklist from ClickUp

0 / 1

07/31

Public Relations Rel... INTERN PROJECT

Governmental Lead...

- Educational campaigns
- How to use ParkMobile
- About the beach - lifeguard spotlight and sa
- Landmarks...what it takes
- Highlight the boards and commissions and 1
- How to submit a public comment/Public Me
- How to navigate the website

0 / 6



TCO: Public Meetings and Operations



+ Add task

Optimize Tech & Di...

INTERN PROJECT

Governmental Lead...

Non EPL/Non TCO permit forms

implement updates

2 / 3

06/12

JB



Operational Efficie...

Optimize Tech & Di...

INTERN PROJECT

Governmental Lead...

TCO permits

Test TCO permit applications (aka secret sho

Create instructions for how to acquire the re

Guide

0 / 3

06/12

PA

JB





☰ Interns (items not on planner) ...



Add a task



Polilog

Overdue, Mon, April 20

Weekending BRAGS

Overdue, Fri, April 10 • Thu, April 16 •

> **Completed** 154

☰ Future intern project ideas ...



Add a task





Make a Wish & Dive In

- Create a master wish list of projects that are not everyday operational items that require more focus and research.
- Allow the interns to dive deep into subjects without interruptions, applying the 'privilege of focus' all while learning.



New Perspectives

A fresh approach from smart, inquisitive young people provides a platform for innocent questions that open the door to improvement and to applying different perspectives.





Significant Projects



testing and deploying website AI tools



developing and implementing communication platform



synthesize code into digestible messages



strategic planning alignment and reporting



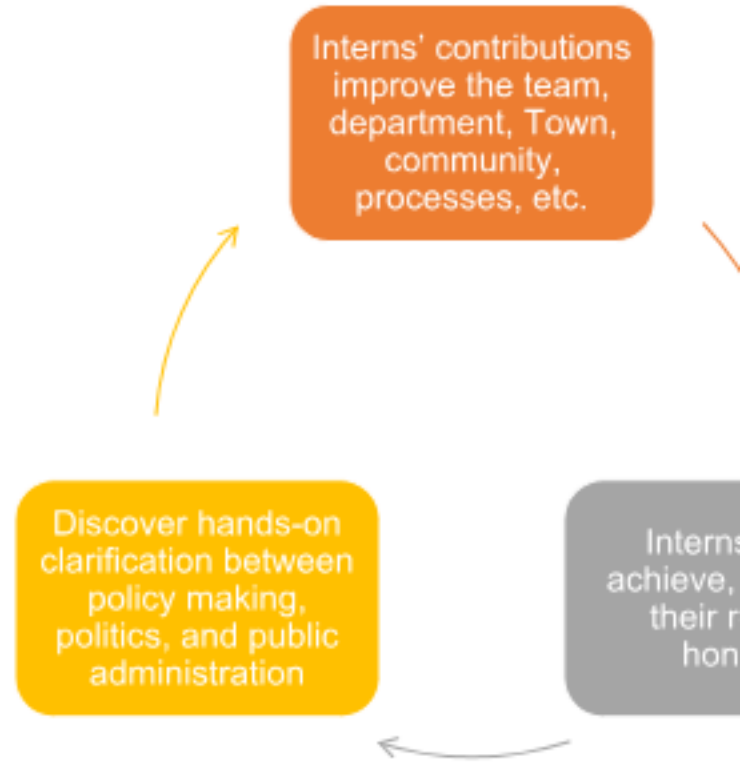
automated reporting to deliver data and dashboards to managers on public requests



website data and content cleanout and clarification



education material for complicated projects





Making a Difference

Interns contributed directly to resident-focused transparency, operational efficiency, and improved digital service delivery.



Ref

Mayor's Office Home TMO Library Town Council Library TCO Library Communications Strategic Plan Planner Outlook

Analytics



This Week's Brags

Big Rocks Moved

- Charitable Solicitation Permit educational materials produced and shared to Venues
- Internal and External Newsletters published
- Search bar fixed for public meetings page
- Finance new call log
- Activated all board members to receive agenda alerts with instructions to board portal
- Business impact estimate addition to CivicClerk*
Proactive hurricane templates complete
- PoliVoice AI launched with daily review and adjustments
- Laserfiche improvements: QC automation activated, simplified categories, and naming convention implemented.

This Week's Goals

- Gtechna/AIMS data review standardization
- Communications HOW TO Knowledge Management
- Town Council Swearing In
- Administrative Procedure software, and cross-referenced published documents.
- Titan software HOW TO.
- CivicClerk HOW TO for development.



Big Rock Examples

Website Modernization & Digital Cleanup

Communications & News Release Production

ADA Compliance & Document Accessibility

Website AI Knowledge System Enhancement

Newsletter & Metrics Development

Emergency Preparedness & Hurricane Season Materials





Obstacles and Time Vampires Examples



Time-Intensive, Manual
Tasks



ADA Formatting Challe



Phone / Customer Serv
Interruptions



Access / Permissions /
Barriers



Waiting on Responses
Departments



Setting Next- Week Priorities Example s



**Start-of-Week Planning
Anchored in Existing Pip**



**Alignment With Upcoming
Calendar Events**



**“Follow-Up” as a Formal
Weekly Task**



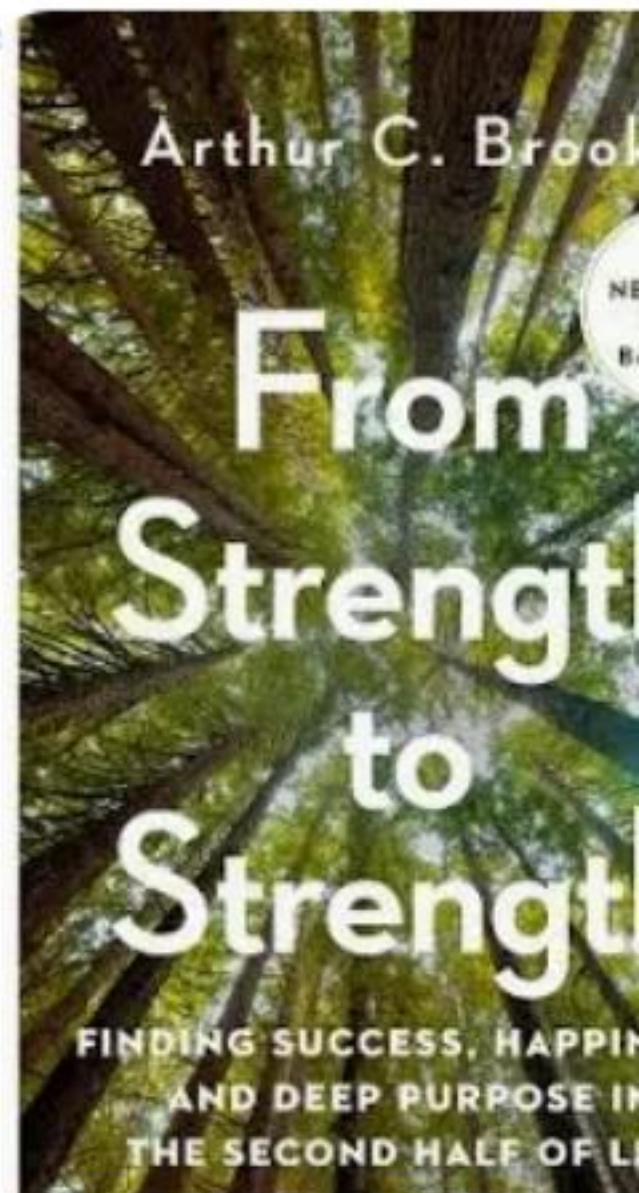
**Goal of “Finishing What
Started”**



**Building Templates, Guides,
and Reusable Tools**



Inspired By





Brooks' Two Curves

- Fluid vs. Crystallized Intelligence
- Success changes form
- Mentorship = Second Curve





Brooks' Two Curves

The "first" and "second" curves represent distinct phases of professional and personal life driven by shifting intelligences.

The first curve, dominant in early adulthood, relies on "fluid intelligence" (innovation) which declines.

The second curve relies on "crystallized intelligence" (wisdom, mentoring) that increases with age.



The First Curve: Fluid Intelligence



Definition: Characterized by raw smarts, fast problem-solving, innovation, and high working memory.



Characteristics: It peaks in late 20s or 30s and declines in one's 40s.



Usage/Examples: Young professionals, tech innovators, analysts, and individuals whose jobs require intense focus and high output.



Synonyms/Related Concepts: Fluid intelligence, resourcefulness, first mountain (referencing similar concepts).



The Second Curve: Crystallized Intelligence

Definition:

Characterized by accumulated knowledge, wisdom, teaching ability, and synthesizing information.

Characteristics:

It increases during one's 40s, 50s, and 60s, last into later life.

Usage/Examples:

Mentors, teachers, consultants, advisors, and leaders who synthesize information rather than inventing it.

Synonyms/Related

Concepts: Crystallized intelligence, eulogy, virtues, second mountain.



Key Takeaways for Transitioning



The Problem: Many people become addicted to the praise and success of the first curve, causing them to feel stuck or irrelevant as it declines.



The Strategy: To remain successful and happy, you must "jump" to the second curve, which involves transitioning from being an innovator to a teacher.



Actionable Steps: Prioritize relationships over professional achievements, cultivate spirituality, embrace decline by letting go of the need for constant rapid output.



Leaving a Legacy



FIRST CURVE BUILDS
RESUME VIRTUES



SECOND CURVE
BUILDS EULOGICAL
VIRTUES



Identity Shift



From
achievement to
contribution



Purpose over
prestige



Helping others
grow



Program Philosophy



PROJECT-
BASED
INTERNSHIPS



THREE
INTERNSHIP
CYCLES



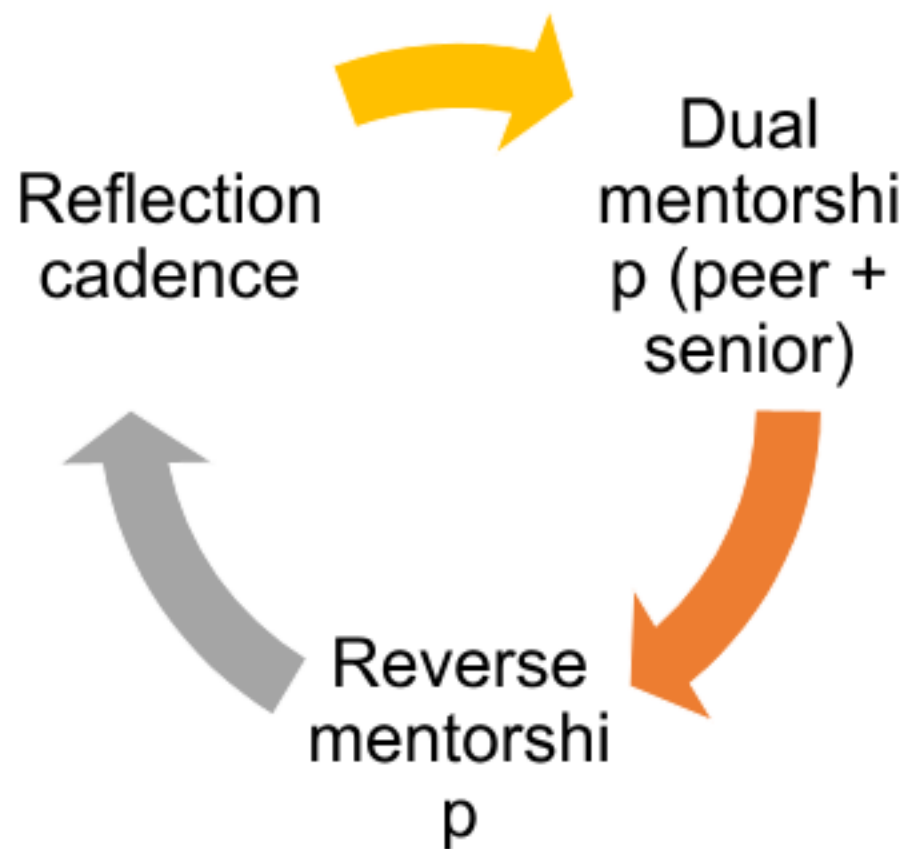
WORKING
GENIUS
FRAMEWORK



TWO
LEARN
MO



Apprenticeship Model





Timeline (5 Phases)





Second-Curve Checklist

Pick 2 fluid tasks

Define mentor-apprentice pair

Create artifact

Weekly BRAGs

Publish work

Pass the Torch

Ready to
take the
next step
on your
mentoring
journey?

Please visit

<https://www.fgfoa.org/mentoring>





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