

WORKSHOP PANAMA CITY BEACH CITY COUNCIL AGENDA

NOTE: AT EACH OF ITS REGULAR OR SPECIAL MEETINGS, THE CITY COUNCIL ALSO SITS, EX-OFFICIO, AS THE CITY OF PANAMA CITY BEACH COMMUNITY REDEVELOPMENT AGENCY AND MAY CONSIDER ITEMS AND TAKE ACTION IN THAT LATTER CAPACITY.

SPECIAL MEETING/WORKSHOP DATE: JUNE 18, 2020
MEETING TIME: 9:00 A.M.

CALL TO ORDER



1. ROLL CALL.
2. INVOCATION – COUNCILMAN JARMAN.
3. PLEDGE OF ALLEGIANCE – COUNCILMAN JARMAN.
4. PUBLIC COMMENTS- NON-AGENDA ITEMS (LIMITED TO THREE MINUTES).

5. STRATEGIC PLANNING WORKSHOP.

6. COUNCIL COMMENTS.
7. ADJOURN.

PAUL CASTO	___ X ___
PHIL CHESTER	___ X ___
GEOFF MCCONNELL	___ X ___
MICHAEL JARMAN	___ X ___
MARK SHELDON	___ X ___

I certify that the Council members listed above have been contacted and made aware of the item on this agenda.

 Interim City Clerk Date

IN ACCORDANCE WITH EXECUTIVE ORDER 20-139 COUNCIL CHAMBERS WILL BE OPEN FOR PHYSICAL ATTENDANCE, BUT LIMITED TO 50 PERSONS.

E-mailed to interested parties and posted on the website on: 06/17/20 12:00 P.M. =

NOTE: COPIES OF THE AGENDA ITEMS ARE POSTED ON THE CITY'S WEBSITE WWW.PCBGOV.COM THIS MEETING WILL BE LIVE-STREAMED ON THE CITY WEBSITE AND CITY FACEBOOK PAGE "CITY OF PANAMA CITY BEACH-GOVERNMENT".

NOTE: ONE OF MORE MEMBERS OF OTHER CITY BOARDS MAY APPEAR AND SPEAK AT THIS MEETING.

If a person decides to appeal any decision made by the City Council with respect to any matter considered at the meeting, if an appeal is available, such person will need a record of the proceeding, and such person may need to ensure that a verbatim record of the proceeding is made, which record includes the testimony and evidence upon which the appeal is based. Sec. 286.0105, FS (1995).



City of Panama City Beach

June 11, 2020

TO: Mayor and City Council

FROM: Tony O'Rourke, City Manager

Re: Strategic Planning Workshop

On Thursday, June 18, 2020 from 9 a.m. – Noon, in the City Council Chambers, the City Council will engage in a strategic planning workshop to facilitate the development of a Strategic Plan for Panama City Beach. To assist the City Council, members of the City staff and community members, who have previously been engaged in strategic planning focus groups, will assist the City Council in defining its vision, mission, core values, strategic priorities and key intended outcomes. While only the members of the City Council will vote to determine key elements of the strategic plan, it will include engagement and input from key stakeholders.

To enhance the strategic planning working, I have attached the following materials for City Council review:

- Strategic Planning Workshop Agenda
- SWOT Analysis Guide
- Strategic Plan Focus Group Work Product
- Strategic Planning Steps and Proposed Timetable

Please let me know if you have any questions about this material or need additional information about the scheduled strategic plan workshop.



Strategic Planning Workshop Agenda

Thursday, June 18, 2020

9 a.m. – Noon, City Council Chambers

- Welcome/Introductions
- **Purpose:** To assist the City Council in formulating a Strategic Plan that:
 - ✓ Will examine the present
 - ✓ Envision a desired future state
 - ✓ Choose how to get there
 - ✓ Make it happen
- **SWOT Analysis:** Organization/Community
- **Vision** – What does the community aspire to be?
- **Mission** – What is the City organization’s purpose?
- **Core Values** – What does the organization and community stand for? What principles will guide its behavior and beliefs?
- **Priorities** – What are the key strategic priorities we must focus on to achieve the community vision?
- **Key Intended Outcomes** – Identify outcomes necessary to advance and support the strategic priorities and community vision and organizational mission.
- **Next Steps**
 1. Draft Strategic Plan June 19-July 13
 2. Review with Community and Organization
 3. Focus Groups July 14-21
 4. Schedule for City Council Review August 6

VISION, MISSION, & VALUES

Vision (*What does the community aspire to be?*)

Mission Statement (*What is our purpose?*)

Values (*What is important to us?*)

1. _____
2. _____
3. _____
4. _____
5. _____

ENVIRONMENTAL SWOT SCAN: COMMUNITY
Identify Community Strengths, Weaknesses, Opportunities and Threats

Strengths: _____

Weaknesses: _____

Opportunities: _____

Threats: _____

ENVIRONMENTAL SWOT SCAN: ORGANIZATION

Identify Community Strengths, Weaknesses, Opportunities and Threats

Strengths: _____

Weaknesses: _____

Opportunities: _____

Threats: _____

Strategic Priorities

Please prioritize your community and organizational issues. What is the most important over the next three years? Second most important? Third most important?

COMMUNITY ISSUES

PRIORITY

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ORGANIZATIONAL ISSUES

PRIORITY

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**STRATEGIC
PLANNING
9 STEP
PROCESS**



Strategic Plan: A Roadmap to a Desired Destiny

A tool to guide decision-making and resource allocation to achieve the community vision, mission and priorities.

Community and Organizational S.W.O.T. Analysis

A review of the strengths, weaknesses, opportunities, and threats of the community and organization.

Vision Statement

An aspirational statement that articulated the desired future state of the community.

Mission Statement

A statement of the City's purpose and how it will achieve its vision.

Values

The qualities and norms that reflects the essence of being Panama City Beach.

Strategic Priorities

The vital few strategies/goals that will guide City Council and community policy-making and resource allocation to move the community toward fulfilling its mission and vision.

Key Intended Outcomes (KIO's)

To ensure results are and accountability, KIO's are built into the Strategic Plan as a guidepost and marching orders.

Strategic Plan: A Roadmap to a Desired Destiny

Performance Metrics

Key performance measures per strategy are selected to monitor and measure plan performance and progress.

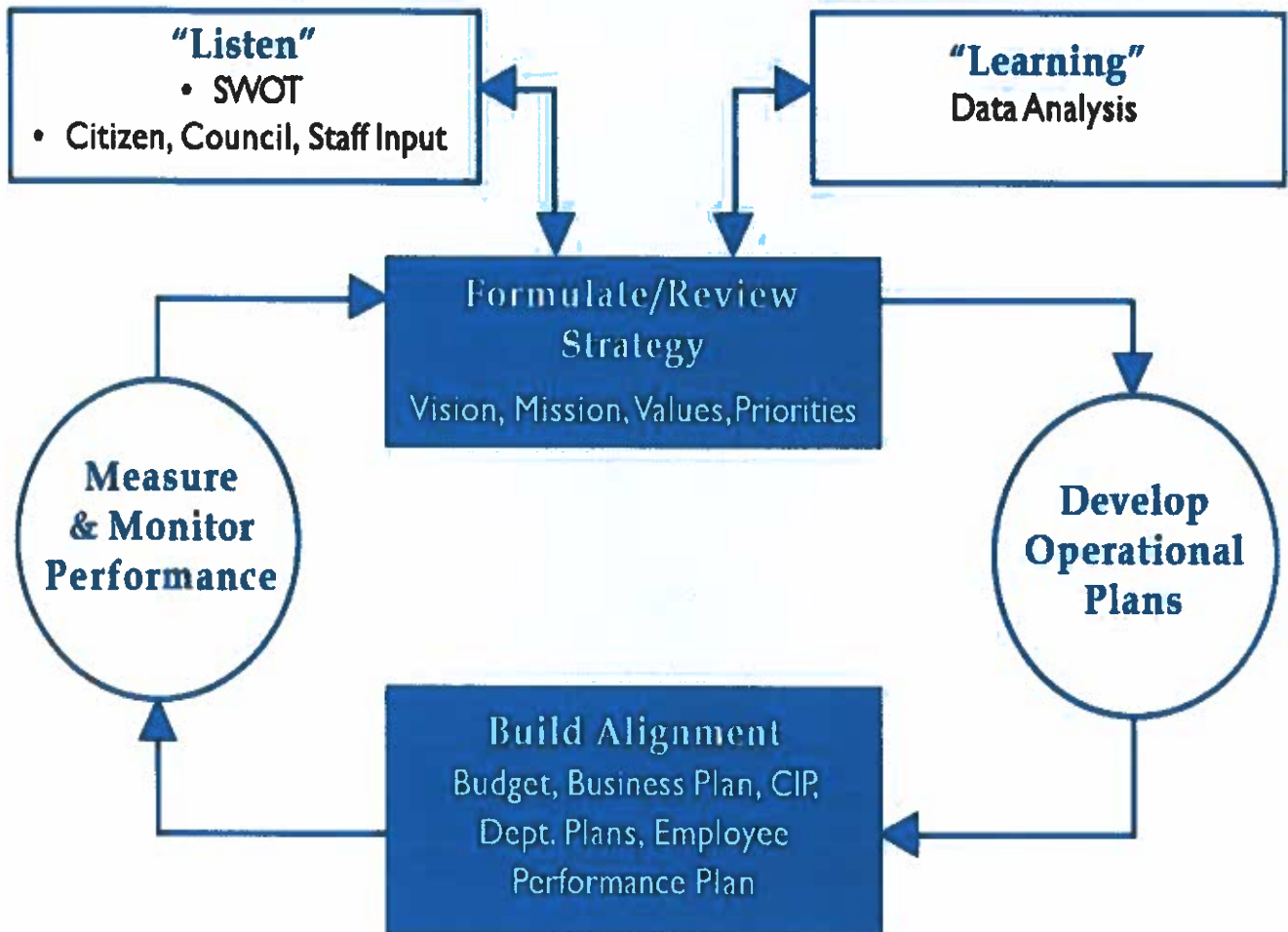
Alignment

Simply producing a Strategic Plan does not ensure success. That requires integration and alignment of the Strategic plan under the current City policy-making, budget decisions, and day-to-day government

operations. The Strategic Plan relies on an Annual Business Plan, operating and capital budget, department operating plans, and staff performance plans to ensure its integration and alignment with the City's day-to-day activities and decision making.

- **Annual Business Plan** - breaks the Strategic plan into shorter, more actionable units.
- **Department Business Plans** - are formed on how the department operations move the dial on the "how" and "what" for achieving key intended outcomes in the Strategic Plan.
- **Staff Performance Plans** - identify who is responsible for achieving department goals, strategic key intended outcomes and performance measures.
- **Budget** - focuses on City Council strategic priorities and lines desired key intended outcomes to the day-to-day management of the city.
- **Plan Review/Revision** - Periodically review and revise the Strategic plan to ensure it is guiding decision making and aligning the organizational resources and activities to achieve the community's desired vision.

Strategic Plan: A Roadmap to a Desired Destiny



Strategic Plan Policy Making Framework

- **Environmental Impact**

How will the proposed plan or action demonstrate responsible environmental stewardship?

- **Quality of Life Impact**

How will the proposed plan or action contribute to keep Panama City Beach unique and vibrant?

- **Social Equality Impact**

How will the proposed plan or activity foster an inclusive and socio-economic diversity?

- **Economic Impact**

How will the proposed plan or activity contribute to a diverse and sustainable economy and support the ability to provide public services?

Employee results

Community

Strengths

- Airport
- Beach
- Community Support
- Diversity
- Events
- Location
- Recreational Activities
- Resorts
- Water Access

Weaknesses

- Lack of community understanding of police/fire
- Lack of tech jobs/skilled labor
- No hospital
- No professional sports
- No revenue diversification (tourism dependent)
- No major events/attractions
- Traffic
- Transportation/Roads

Opportunities

- Arts/Convention Center
- Business recruitment
- FBR traffic improvements
- Growth in year-round population
- Need for large amusements
- Room to grow
- Sports team facilities/pro & semi-pro teams
- Sustainable economic industry/Industrial growth

Threats

- Bad publicity
- Drugs/criminal element
- Growth in year-round population
- Infrastructure challenges
- Misperception of City image
- Natural disasters
- Over-reliance on 1% business tax
- Public safety hazards
- Residents v. tourist balance of needs

Organization

Strengths

- City facilities
- Customer service
- Employee knowledge
- Employee loyalty
- Employee retention
- Leadership
- Organization flexibility
- Progressive mindset
- Positive mindset
- Public trust
- Retirement program
- Strong financially
- Teamwork

Weaknesses

- Antiquated infrastructure
- Hiring process
- Lack of quality recruitment/retention
- Lack of specialized police/fire units
- Lack of staff
- Outdated communications efforts
- Over-reliance on outside agencies
- Over-reliance on tourism
- Political changes
- Promotion/merit raise process
- Silo effect — no interdepartmental communication/no knowledge of other departments
- Ten-year vesting
- Unaffordable family health insurance

Opportunities

- Better technology/more tech savvy
- Communications
- Equitable employee pay
- Equitable merit pay/advancement opportunity
- Establish purchasing agent
- Increase tourism via sports
- Leadership development
- Need more training/training facilities
- More public/private partnerships
- Organization's ability to provide service
- Streamline hiring
- Tuition reimbursement for education
- Utilize social media to educate public

Threats

- Budget instability
- Citizen attitudes/unrealistic expectations
- Cyberattacks
- Elected officials
- Employee burnout/low morale
- Natural/manmade disasters
- Opposed to change
- Pay/Insufficient promotion/retention
- Transition from small to medium size town

Employee results

Vision

- To be a family-oriented haven of opportunity with supportive infrastructure, diverse income and career opportunities, affordable housing, and health, wellness, and recreation opportunities for all.
- In 30 years PCB will still be the world's most beautiful beaches and a safe family destination for all ages. PCB will have sidewalks and less traffic flow. The City should see more tourists walking and pedaling their bikes.
- A Panhandle Disney World with no ticket required: lots of landscaping, multi-modal transportation, great restaurants and resorts, lots of diversity in arts, jobs and people, large groups of people spontaneously bursting into song and dance.
- A safe and strong community which evolves and grows along with the generations of residents and guests.
- A safe, uniquely beautiful family-friendly community in which to live, learn, work, visit and play.

Mission

- Strong leadership with community relationship, planning for present and future expansion.
- Master plan with community business partnerships to provide funding of sidewalks and bike lanes. Increase of spending to provide year round police and sanitation to maintain beautiful beaches.
- To fulfill the community vision by providing the highest quality services in a fiscally responsible and ethical manner.
- To serve with integrity and compassion while safe-guarding community trust.
- To be a quality service provider with excellence as our standard.

Values

- | | | |
|----------------------|-------------------------|-----------------------------------|
| • Approachable | • Excellence | • Responsibility |
| • Character | • Family-oriented | • Safety |
| • Civility/Courteous | • Fiscal responsibility | • Teamwork |
| • Commitment | • Humility | • Transparency/Open Communication |
| • Dependability | • Integrity/Honesty | • Visionary |
| • Discipline | • Passion | |
| • Empathy | • Paycheck | |
| • Ethical | • Professionalism | |

Strategic Priorities

- | | |
|---|--|
| • Attractive community | • Improve technology |
| • Beach/natural resource protection | • Infrastructure |
| • Economic development | • Leadership development |
| • Employee training facilities | • Planning |
| • Employee professional development | • Quality of life events |
| • Financial health | • Safety |
| • Improve communication | • Transportation improvements/make multi-modal |
| • Improve employee pay/benefits/recruitment/retention | |

Community results

Community

Strengths

- Airport
- Beaches
- Financial Strength
- Growth/Pro-business
- Leadership
- Natural resources
- No state tax
- 1% tax revenue
- Public-private partners
- Quality of life
- Recreational activities
- Schools/education
- Strong community
- Tourism
- Undeveloped land

Weaknesses

- Gov. history of favoritism/nepotism
- High cost of living v. low pay
- Infrastructure
- Lack of affordable housing & workforce housing
- Lack of professional jobs
- Limited beach parking
- No enough police/high turnover
- No hospital
- Overbuilding
- Police/fire coverage
- Substance abuse
- Tourism dependent/no economic diversity
- Traffic
- Traffic lights/flow

Opportunities

- Affordable housing
- Annex all of island
- Bay Pkwy development
- Better communication with citizens
- Brand repositioning
- Cultural development
- Expanding feeder market
- Government transparency
- Hospital
- Lack of major sports events/variety of sports
- Lack of smart roadway planning
- Lifestyle
- More diverse economy/recruit industry
- Public-private partnerships
- Sector plan growth
- Traffic
- Lack of job skills

Threats

- A few bad apples — 100 milers
- Balancing resident v. resort needs
- Beach parking/local access
- Commercial v. residential in development
- Cost of living v. wages
- Crime/Not enough police/disregard for laws
- Disasters
- Excessive government regulations
- High cost of living
- Growth in year-round population
- Lack of diversity in economy
- Lack of parental involvement in education
- Lack of affordable housing
- Misperception of City image
- Need for convention center
- Part-timer attitudes
- Public safety hazards
- Roads/infrastructure/Traffic
- Wastewater Treatment Plan

Organization

Strengths

- City Manager form of government
- First responder response
- Good customer service
- Good facilities
- Inclusive governing
- Leadership experience
- New blood
- Survivor mentality

Weaknesses

- Budget revamp needed
- Competitive bidding lacking
- Hard for community to learn city processes
- No transparency
- Past elected officials' bad attitudes, lack of inclusion/respect
- Sexism/little to no diversity

Opportunities

- Clarify City's development vision
- Improve budget process
- Lack of citizen knowledge of City government
- Lack of citizen knowledge if in City limits
- Make changes in building codes
- Need better communication with citizens
- Streamline development processes
- Upgrade IT

Threats

- Political unwillingness to do things
- Plan for economic downturns/disasters like COVID-19 and hurricanes

Community results

Vision

- To be a year-round beach community and destination focused on families, safety, friendliness and activities.
- A safe family-friendly and inclusive community which values residents, visitors and businesses, while contributing to and maintaining a high quality of life.
- To be a city in step with its citizens providing the most memorable and safe place to live or visit at the world's most beautiful beaches.
- A community which pursues culture, wellness & lifestyle while attracting residents and tourists alike. Balancing economic growth through diversified, decent endeavors.
- Create a year-round active economy with diversified housing opportunities while maintaining a safe, family-friendly environment.

Mission

- Facilitate the community vision in a consistent manner moving the city forward to benefit the long-term mission.
- Our mission is to provide a high-quality, safe environment for residents, tourists and businesses through effective partnership.
- The City of Panama City Beach partners with our community for the stewardship and delivery of innovative services while preserving, protecting and enhancing the quality of life for us and our visitors.
- Facilitate cooperation in community partners while maintaining health, safety and welfare standards in a cost-effective way.
- Effective leadership to provide predictable consistent, responsible growth while providing the flexibility to grow and allocate resources responsibly to maintain quality of life.

Values

- | | | |
|-----------------------------|------------------------|--------------------|
| • Aesthetics | • Fiscally responsible | • Resiliency |
| • Consistency | • Innovative | • Respect/Civility |
| • Diverse Interests | • Integrity/Honesty | • Safety |
| • Efficiency | • Leadership | • Service |
| • Environmental Stewardship | • Passionate | • Trust |
| • Ethical | • Public Education | |
| • Family | • Quality | |

Strategic Priorities

- | | |
|--|--|
| • Affordable housing | • Financial accountability |
| • Brand PCB as year-round community | • Infrastructure |
| • Communications/Outreach | • Long-range financial planning |
| • Community involvement; Involve citizens in decision-making | • Preparedness |
| • Convention Center | • Public safety (100 miles) |
| • Create inclusive environment for all | • Pursue funding beyond taxes in cooperation with other entities |
| • Diversified economy | • Smart development/growth |
| • Economic development/diversity | • Transportation System |
| • Enhance wellness & healthcare | • Workforce sustainability |
| • Expand STEM education | |