



City of Pensacola

CITY COUNCIL

Workshop Session Minutes

May 9, 2019

8:30 A.M.

Hagler/Mason Conference Room

CALL TO ORDER

Council President Terhaar called the meeting to order at 8:35 A.M. ***for a workshop session of the City Council and Mayor Robinson for the purpose of Strategic Planning and Priority Setting.***

Council Members Present: Andy Terhaar (left 9:46; returned 9:58), P.C. Wu (arrived 8:50; left 12:02; returned 1:03), Jewel Cannada-Wynn, Ann Hill, Jared Moore (left 2:06), Sherri Myers

Council Members Absent: Gerald Wingate

Also Present: Mayor Grover C. Robinson, IV

SELECTION OF CHAIR

Council President Terhaar indicated since they have a facilitator for this workshop session he will turn the meeting over to him to be conducted informally without the need for a chair to recognize speaker. He encouraged Council Members to ask questions as needed.

No objections.

DETERMINATION OF PUBLIC INPUT

Council President suggested public input be heard following Council's discussion.

No objections.

DISCUSSION

1. [19-00246](#) STRATEGIC PLANNING SESSION AND PRIORITY SETTING

City Administrator Holley provided opening remarks and then introduced the workshop facilitator, John Streitmatter with *Leadership Research Institute*.

Mr. Streitmatter thanked Council Members and Mayor Robinson for meeting with him (individually) in the weeks prior to this session. He indicated today is the beginning of a process. To start, the focus is on discussing mission and values as a city which will enable the leadership to set priorities and goals, and into the future evaluate outcomes and results. Setting priorities provides for a map and working plan for accomplishing goals through designation and allocation of resources such as dollars and people. Publicly discussing and setting these priorities and goals and then providing progress updates on decisions while obtaining input also provides for citizen engagement.

Mr. Streitmatter provided an interactive workshop session with overhead slides engaging discussion based on (previous/individual) meetings and taking notes on a large easel. Discussion took place freely and informally among City Council Members and Mayor Robinson with Mr. Streitmatter capturing the focus of each segment.

➤ MISSION

Break: 9:28 A.M. – Reconvened: 9:46 A.M.

Mayor Robinson reconvened the workshop (in Council President Terhaar's brief absence). Based on comments from citizens during the break, he suggested it would be appropriate to call on public input following discussion of each segment.

No objections.

➤ MISSION discussion continued.

Following focused discussion, public input was heard from the following individuals:

Carolyn Grawi
Rand Hicks
Theresa Blackwell
Dorothy Dubuisson
Butch Hansen

Mr. (?) Kimbrough
Ron Helms
Dan Lindemann
Terry Horn

Wrapping up prior to breaking for lunch, Mr. Streitmatter indicated he will work to roughly draft *Mission* values verbiage in order to move forward with the afternoon segment focusing on priority setting.

Lunch break: 11:22 A.M. – Reconvened 12:02 P.M.

➤ PRIORITY SETTING

Mr. Streitmatter began the discussion by referencing recommendations from the *Mayoral Transition Team Report* (attached). After little progress was made in fleshing out recommendations within the report, Mayor Robinson suggested, instead of focusing on the Report, continuing discussion based on individual comments and ideas.

Break: 1:50 P.M. – Reconvened: 2:08 P.M.

➤ PRIORITY SETTING discussion continued.

Public input was heard from the following individuals:

Dorothy Dubuisson

Neil Richards

Mr. Streitmatter provided a couple of different exercises for Council Members and Mayor Robinson to work through in order to focus priorities and goals. (Hand-out was provided - - attached.)

Wrapping up discussion, **City Administrator Holley indicated Mr. Steitmatter will provide a draft document from today's session for review and comments and then provide a draft proposal for Council's consideration at an upcoming meeting. Further, Mayor Robinson indicated the draft document will be made available on the City's website for public review and input. Council President Terhaar indicated he will work with City Administration to bring the draft proposal for consideration at the June 13th Council meeting.**

ADJOURNMENT

There being no further discussion the workshop was adjourned at 2:35 P.M.

Attachments:

- 1) Hand-out related to *Mayoral Transition Team Report Recommendations*
- 2) Hand-out referenced for exercises related to *Critical Values for City Government*
- 3) Workshop Sign-in Sheet



What do you believe are the most critical 3- 4 values for City Government?

Transparency

- We exist to serve the people and people should have visibility into what we're doing, and why.

Service

- We are in service of the people:
 - Good service experience
 - Listen to citizens
 - Find ways for citizens to make a contribution to solutions.

Accountability

- We're using the people's money and we should be able to demonstrate where it went and what we got for it.
- Fiscal responsibility:
 - Fulfill the core mission of the government.
 - Focus resources on the things that are the most important priorities.
 - Measurable outcomes – Need to manage our limited resources by measuring impact so that we're assured of seeing the outcomes we expect from our investments and resources.

Compassion

- Need to be mindful of all of our citizens' unique circumstances – especially those that are often forgotten or at the lower end of the economic spectrum
- We need to look out for all the citizens and districts, and distribute resources equitably

Focus

- Deliver on our core mission
- Facilitator in many other domains, not leader. Education and Transportation system are examples of critically important domains where the Government should facilitate progress with those who have those domains as their primary mission

City of Pensacola Strategic Planning – Transition Team Recommendations One Pager

Chairman's Summary

- Create a mission, vision, values and an employee code of ethics for the City of Pensacola.
- Conduct and follow a strategic plan for the City of Pensacola.
- Modernize and publicize a city organizational structure.
- Create a city dashboard with measurable goals across all departments.
- Conduct an employee engagement survey with all city employees.
- Strive to unify the Mayor's office and City Council in working relationship and messaging from City Hall.
- Invest and budget for training and development of city employees.

Crime and Safety

- Make a dedicated investment in training and development of first responders.
- Complete a comprehensive compensation, equipment and staff level study.
- Create a committee to address panhandling with a solution by June 15.

Economic Development

- Adopt the covenant for the community.
- Increase awareness of the city's "One-Stop Development" meeting that currently takes place.
- Clearly define the functions of the city's Economic Development department.
- Create an objective measurement protocol for Economic Development.
- Create monthly startup fairs for local businesses.

Education

- Create an Education Leadership Council for the city, county & School District.
- Clearer communication about education on city platforms.
- Create a mentor program for city employees.
- Create a more accessible, consistent, and affordable Memorandum of Understanding (MOU) for non-profits to the various community centers.

Environment

- Create form-based standards for key commercial areas to create more environmentally-friendly spaces.
- Complete a greenhouse gas inventory of city operations.
- Set an aggressive renewable energy goal for Pensacola.
- Form an additional crew to clean stormwater inlets.

Finance

- Engage open discussion about the budget with City Council, city employees, and citizens.
- Create a succession plan for seasoned city finance employees.
- Establish goal setting and measurement throughout the organization.
- Evaluate city assets and create a capital improvement plan.
- Consider a referendum to permanently maintain the local option sales tax.
- Create a citizen's review committee of the Urban Core CRA District.

Governance

- Accountability: Create city-wide Mission, Vision and Values that drive a more deliberate culture. Create Standards of Behavior that align with the Mission, Vision, and Values.
- Collaborative Communication: Implement quarterly leadership and employee forums.
- Engagement: Implement an annual employee engagement survey and provide a leadership academy for emerging, new, and seasoned leaders.
- Performance Management: Create a consistent disciplinary process and implement the Korn Ferry Hayes compensation analysis.
- Reward and Recognition: Expand recognition programs to be more department specific, institute incentives through performance-based bonuses and review current benefit plan against competitive options.

Governmental Efficiency

- Implement a user friendly software program.
- Streamline inconsistencies in the land development code.
- Implement tracking system & upgraded tech for inspection services.
- Evaluation of current city boards and term limits.

Legal

- Independence and adequate staffing/funding for our city's legal needs.
- The City Attorney's Office should provide legal counsel to: Executive Mayor, City Council, city boards and commissions, city departments and City enterprises.
- The Office of the City Attorney should provide appropriate representation for the city in all legal proceedings and should supervise and manage all outside counsel and any special counsel which may be utilized for their specific knowledge and expertise.

Neighborhoods

- Create an office/department for neighborhoods.
- Open key community centers on weekends.
- Increase police presence in neighborhoods.
- Improve neighborhood infrastructure (flooding/lighting/reduce speeding).

Traffic and Walkability

- Adopt Complete Streets.
- Improve user experience of parking.
- Create a position solely responsible for bike/pedestrian safety.
- Formulate the Pensacola Bicycle Blueprint.
- Make walkability and livability a regional effort.

Transparency

- Separate and create two clear, defined roles for Public Information and Public Affairs.
- Trust our city department leaders to share expertise.
- Mandatory public records training for city staff.
- Website upgrade

Black = Internal / Operational Item

Blue = Combination of Both

Green = External / Strategic Item

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