

APALACHICOLA CITY COMMISSION
Agenda Item
Meeting Date: May 5, 2026

SUBJECT: City Commission Strategic Plan Introduction

AGENDA INFORMATION:

Agenda Location: New Business
Item Number: 4
Department: Administration
Presenter: Attorney Hartman/ Manager Anderson

BRIEF SUMMARY: The City Commission requested a strategic visioning project be undertaken to receive input from the community and help shape future commission focus areas. Due to the potential turnover of three commission members in the November election, a shortened timeline (2-year) plan was proposed and approved by the commission. C4 Strategies was selected to facilitate this project and this is an introductory meeting with the commission and community. Mr. Chapman will introduce himself, review what is being undertaken, seek commission and community input, relay the timeline and objectives, and provide responses to any questions the commission may have.

RECOMMENDED MOTION AND REQUESTED ACTIONS: N/A

ATTACHMENTS: Project Description; and DRAFT Project Schedule of Events/Timeline

STAFF'S COMMENTS AND RECOMMENDATIONS: Staff recommend that the commission receive this briefing to better understand the phases of this project, associated timelines, and resources required for it to be accomplished successfully.

FUNDING SOURCE: COST: \$7,500. General Fund, Governing Body Professional Consultants line item

Project Description

The City of Apalachicola's Two-Year Action Plan is to be developed through a structured, three-phase strategic planning process facilitated by C4 Strategies, LLC. The methodology is designed to be collaborative and inclusive, integrating input from City leadership, departmental staff, community stakeholders, governmental partners, and the general public.

Phase 1 – Research, Preparation, and Logistics establish the foundation for the planning process. C4 Strategies conducts a thorough review of the City's recent budgets, audits, capital improvement plans, and performance reports to gain a comprehensive understanding of current operations and priorities. Individual interviews are also conducted with each City Commissioner, the City Manager, the Finance Director and multiple departmental staff. During this phase, a stakeholder focus group is to be identified consisting of City staff, community leaders, civic and philanthropic organizations, and governmental partners. Logistical planning for the on-site workshop is also to be completed in coordination with City staff during this phase.

Phase 2 – Stakeholder Engagement and Workshop Facilitation begins with a formal introduce the planning project at a public meeting and invites community input. This is followed by an intensive two-day stakeholder focus group workshop. On Day One, participants conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of the City. On Day Two, participants develop Strategic, Achievable, Measurable, Results-Oriented, and Timely (SMART) Goals. The outcomes of the focus group workshop are to be compiled into a draft document and presented to the City Commission for review and authorization to proceed.

Phase 3 – Plan Development, Public Comment, and Adoption process engages City Department leads in developing measurable, time-targeted objectives aligned with the SMART Goals established in Phase 2. C4 Strategies compiles these objectives — along with corresponding key performance measures — into a Draft Two-Year Action Plan. The draft will then be presented to the City Commission, at a public meeting to also include a public comment period, and consideration by the City Commission for final adoption. The final document will be formally submitted to the City Manager.

The adopted Two-Year Action Plan is structured to be reviewed and updated annually as part of the City's regular operating and capital budgeting process, ensuring the plan remains a living document responsive to the evolving needs of the Apalachicola community.

Project Update: City of Apalachicola 2-Year Action Plan

Date: April 26, 2026

Status: On Schedule – Some Action items Due in Two Weeks as noted below

C4 Strategies, LLC has begun the initial research and interview actions of Phase 1 of the scope of work. Items in progress or completed are as follows:

1. City budget review
2. City audit review
3. City current grants and aide report
4. Commission interview questions development
5. Scheduling Interviews with Elected Officials and Key Staff
6. Initial City visit and tour
7. Dates, time, and locations for the two-day focus group
8. Identify and invite stakeholders for the two-day focus group event, and City staff presentation materials on status of the City developed
9. Town Hall and Initial Draft Presentation to City Commission – June 2026*

*This action begins Phase 2 of the project

Project Schedule of Events

City of Apalachicola | Two-Year Action Plan Development | C4 Strategies, LLC

Final Submission Deadline: June 18, 2026 **Commission Adoption Vote:** July 7, 2026 Revised: April 2026

Color Key

- Phase 1 — Research & Preparation
- Phase 2 — On-Site Facilitation
- Phase 3 — Collaboration & Adoption
- Milestone / Key Deliverable
- Commission regular meeting (1st Tuesday) — voting action
- Commission workshop (3rd Tuesday) — no vote
- Virtual coordination activity
- Action required by City staff
- C4 Strategies unavailable

Commission Meeting Schedule

Meeting Type	Frequency	Day	Authority
Regular Meeting	Monthly	1st Tuesday of each month	Official votes and formal action
Workshop	Monthly (optional)	3rd Tuesday of each month	Discussion and review only — no binding votes

Week / Date	Mode	Activity / Deliverable
APRIL 2026 — Phase 1: Research & Preparation (Virtual)		
Apr 7–11	Virtual	Receive & review research documents Annual budgets, audits, CIPs, annual reports — Phase 1 research begins
Tue Apr 7	Regular Mtg	Commission regular meeting — C4 Strategies not yet on agenda; project not yet kicked off

Apr 14–18	Virtual	Background research & agency review Analyze financials, CIPs, performance metrics; prepare Commissioner interview questions
Apr 14–18	Virtual	Schedule Commissioner & staff interviews Coordinate individual 1:1s with each Commissioner, City Manager, Finance Director
Apr 21–25	Virtual	Commissioner & key staff interviews Individual interviews conducted virtually — City Manager and Finance Director included
Apr 21–25	Virtual	Draft stakeholder focus group list City depts, community orgs, governmental partners identified
Tue Apr 21	Workshop	Commission workshop (optional) — available if City needs to discuss project introduction
LATE APRIL — Official Project Kickoff (On-Site begins Apr 27)		
Apr 27–30	On-Site	MILESTONE: Official project kickoff — Apalachicola site visit Meet City Manager & staff; confirm stakeholder list; finalize logistics for Phase 2 workshop
Apr 27–30	On-Site	Finalize Phase 1 preparation Confirm workshop venue, dates, catering; review FL Statute public notice requirements with City staff
MAY 2026 — Phase 2: On-Site Facilitation		
Tue May 5	Regular Mtg	Commission regular meeting — workshop has not yet occurred; no Phase 2 action items
May 4–7	On-Site	Public town hall meeting Open community introduction to project; collect public wish-list items
May 4–7	On-Site	Confirm stakeholder focus group & materials Finalize invitations; City staff prepares financial overview presentations for workshop
May 11–14	On-Site	MILESTONE: Two-day stakeholder focus group workshop Day 1: SWOT Analysis Day 2: SMART Goals Development
May 11–14	On-Site	MILESTONE: Workshop draft transmitted to City Manager SWOT + SMART goals summary document; City Manager places on next available Commission agenda
Tue May 19	Workshop	Commission workshop — reviews SWOT + SMART goals draft; discussion only, no vote (C4 Strategies unavailable but City staff presents)
May 15–25	Unavailable	UNAVAILABLE — C4 Strategies Commission uses May 19 workshop to discuss draft; formal vote to proceed to Phase 3 reserved for Jun 2 regular meeting
May 26–Jun 1	Virtual	Phase 3 preparation — virtual reengagement C4 Strategies reconnects with City Manager; prepares for Jun 2 Commission action; begins coordinating Department Director assignments
May 26–Jun 1	City Staff	ACTION REQUIRED: Post public meeting notice City staff must post notice for June public comment town hall by Jun 1 to satisfy FL Statute requirements

JUNE 2026 — Phase 3: Collaboration, Draft Plan & Public Comment		
Note: C4 Strategies is unavailable June 19 through July 5. Final adoption vote is scheduled for July 7, 2026.		
Tue Jun 2	Regular Mtg	COMMISSION VOTE: Approve proceeding to Phase 3 — C4 Strategies and City staff present workshop outcomes for formal action
Jun 2–6	Virtual	Assign objectives to Department Directors Following Commission approval, C4 Strategies guides Directors in developing measurable, time-targeted objectives
Jun 6–13	Virtual	Compile DRAFT Two-Year Action Plan Integrate departmental objectives + key performance measures; deliver draft to City Manager by Jun 13
Tue Jun 16	Workshop	Commission workshop — C4 Strategies + City staff present DRAFT Two-Year Action Plan; gather feedback; public comment town hall same week
Jun 15–18	In-Person	Public comment town hall One community meeting on DRAFT plan; collect written and verbal public input
Jun 15–18	Virtual/In-Person	Refine plan & summarize public comments Incorporate Commission and public feedback; coordinate final revisions with City Manager
Jun 18	Virtual	MILESTONE: Final Two-Year Action Plan submitted to City Manager Delivered as Microsoft Word + Adobe PDF; ready for Commission adoption vote on July 7
Jun 19–Jul 5	Unavailable	UNAVAILABLE — C4 Strategies Final plan is in City Manager's hands; Commission adoption vote scheduled for July 7 regular meeting
JULY 2026 — Final Adoption		
Jul 6	Virtual	C4 Strategies Back in Office from Travel Available to support City Manager and staff in preparation for July 7 adoption vote
Tue Jul 7	Regular Mtg	COMMISSION VOTE: Final adoption of Two-Year Action Plan — plan transmitted to City Manager for implementation upon approval
Jul 7+	Complete	Post-adoption: plan transmitted for implementation Final adopted plan reproduced and distributed as desired; structured for annual review during budgeting process

Key Dependencies: (1) City staff must post the June public comment town hall notice by June 1 to comply with Florida Statute public notice requirements. (2) The May 19 Commission workshop allows the Commission to review and discuss the Phase 2 draft while C4 Strategies is unavailable, ensuring the June 2 regular meeting vote can proceed without delay. (3) C4 Strategies returns from travel on July 5 — back in office one day prior to the July 7 adoption vote.