APPENDIX

PORT PANAMA CITY
2024 STRATEGIC MASTER PLAN GOALS, OBJECTIVES, AND POLICIES

Goal 1: Economic Growth

The primary goal of Port Panama City's 5-year Master Plan is "Economic Growth." This goal is pivotal in charting the course for the Port's future development and ensuring its continued relevance in regional and global trade. As a vital hub for cargo handling and transportation, Port Panama City recognizes that economic growth is not just about boosting its own prosperity but also about serving as a catalyst for the economic well-being of the surrounding community and the broader region. To achieve this goal, several interconnected objectives have been set in motion. In the 5-year and 10-year outlook, these objectives collectively serve as a blueprint for Port Panama City's development and growth. They are not merely standalone initiatives but are closely interlinked, working together to drive economic expansion, create jobs, and stimulate regional prosperity.

Objective 1.1: **Additional Cargo Capacity:** Increasing cargo capacity is fundamental to supporting economic growth. The Port aims to enhance its infrastructure and waterside access to handle a greater volume and variety of goods efficiently.

Policy 1.1.1: The Port shall expand its general cargo activities by modernizing warehouse facilities. Facility modernization shall include the renovation or construction of the infrastructure needed to accommodate the types of vessels and cargo the Port anticipates attracting. These improvements shall include strengthening bulkheads and aprons; upgrading warehouses; providing additional storage, laydown, and transfer areas; and adding cargo-handling equipment needed for efficient general cargo operations.

Policy 1.1.2: The Port shall expand and improve its container-handling capabilities including additional reefer storage, new container inspection facilities, container storage reconfiguration, improved yard density, on-port traffic operations, strengthened bulkheads and aprons, and purchase of cargo handling equipment.

Policy 1.1.3: The Port shall improve waterway access by deepening and widening channels, harbors, and turning basins to capture a broader cross-section of liner services which in recent years have increased their fleet sizes. This offers shippers expanded opportunities to move commodities, access broader markets through the Port, and remain competitive in the Gulf of Mexico.

Objective 1.2: **Cargo Growth and Diversification.** Ensuring sustained economic growth requires diversifying cargo types, reducing reliance on specific industries, and accommodating various goods from bulk commodities to containerized cargo. Growing with existing customers and developing new partnerships shall lead to greater economic opportunities.

Policy 1.2.1: The Port shall expand bulk-handling capabilities and shall pursue opportunities to add commodities both liquid and dry. Facility improvements and expansion, to be phased in accordance with demand, shall include additional on-port bulk or liquid bulk facilities and laydown storage, as well as continued expansion of bulk transfer facilities at the Intermodal Distribution Center (IDC).

Policy 1.2.2: The Port shall continue to expand breakbulk cargo handling with improved warehouse storage, laydown storage, and consolidation of operations.

Policy 1.2.3: The Port shall continue the expansion of the container terminal and implement efficient operational capabilities.

Policy 1.2.4: The Port shall support and/or pursue customers to utilize the expanded infrastructure.

Policy 1.2.5: The Port shall strengthen its leadership team with a Business Development Manager to increase cargo activity, maximize the utilization of the Port's physical capacity and revenue potential, and develop new markets that will generate additional tonnage and deep-draft waterborne trade for the Port.

Objective 1.3 **Trend Prediction:** Staying ahead of industry trends and market dynamics is necessary for the Port to adapt proactively, seize emerging opportunities, and mitigate potential risks.

Policy 1.3.1: The Port shall maintain industry and market trend analysis of cargo trade lanes to identify potential shifts and expanded opportunities.

Policy 1.3.2: The Port shall engage tenants, users, and hinterland industries in discussions to be aware of potential and future business plans.

Objective 1.4: **Property Development and Acquisitions:** Expanding the Port's footprint and infrastructure is vital for accommodating increasing cargo volumes and fostering a dynamic business environment.

Policy 1.4.1: The Port shall explore strategic land acquisition opportunities to expand and improve operations and revenue generation.

Policy 1.4.2: The Port shall evaluate the best revenue-generating opportunities for existing terminals, developed and undeveloped land, and future land purchases.

Policy 1.4.3: The Port shall consider existing and future office space requirements and commercial lease opportunities for Port staff, tenants, stakeholders, and agency partners. The Port shall consider resource needs for management, operations, and the highest and best use of Port properties.

Policy 1.4.4: The Port shall consider development opportunities for the Patronis Point property.

Policy 1.4.5: The Port shall partner with stakeholders and adjacent landowners to explore opportunities for cargo expansion, revenue generation, and mutual benefits for access and trade.

Policy 1.4.6: The Port shall evaluate parking and access for commercial and passenger vehicles to provide best land use, revenue generation, safety, and operational efficiency.

Objective 1.5: **Short-Sea Shipping:** Promoting short-sea shipping can reduce congestion, cut transportation costs, and create new supply chain solutions; thereby, fostering economic growth and environmental sustainability.

Policy 1.5.1: The Port shall explore business opportunities with customers to move cargo that utilizes short-sea shipping methods.

Policy 1.5.2: By analyzing potential domestic commodity movements via short-sea shipping, the Port shall seek to engage sister ports, private terminal operators, and potential new customers to promote access to Panama City and regional inland markets.

Objective 1.6: **Tenant and User Service Improvements:** Providing top-notch services to Port tenants and users is essential for retaining and attracting businesses and partners. The Port's primary responsibility is to its existing tenants and users. To assist tenants and users to better serve their customers, the Port shall continue improving core infrastructure supporting job creation and economic opportunities.

Policy 1.6.1: As an operating port, it is imperative that excellent customer relations are a priority and are reflected in day-to-day staff interactions with Port tenants and users.

Policy 1.6.2: The Port shall provide efficient and comprehensive services to facilitate the business needs of Port tenants and users, as well as serve as a model for potential new partners. The Port shall evaluate opportunities to upgrade, modernize, and invest in facilities, equipment, and technology.

Policy 1.6.3: Where advantageous, the Port shall partner with tenants and users to improve infrastructure or operational efficiencies.

Objective 1.7 **Off-Port Opportunities:** Recognizing that the Port's influence extends beyond its immediate boundaries, exploring off-port opportunities is key for generating additional economic benefits for the surrounding community.

Policy 1.7.1: The Port shall work with economic development entities and interests to market the Intermodal Distribution Center (IDC) to potential customers who shall utilize maritime services.

Policy 1.7.2: The Port shall work with economic development partners to explore off-port commercial, industrial, and manufacturing locations to utilize Port services.

Policy 1.7.3: The Port shall work to explore off-port opportunities within the region. The Port may own, acquire, or lease property within the City of Panama City and within ten miles of the City limits. To seek a broader regional investment approach for the greater Panhandle area, legislation would need to be enacted by the Florida Legislature to delete this provision or modify it. The Port shall pursue the enactment of a Local Bill to amend the Port's enabling legislation.

Objective 1.8: **Infrastructure Investment and Development:** Investments in modern infrastructure are prerequisites for handling larger vessels, increasing efficiency, and maintaining a competitive edge in the global market.

Policy 1.8.1: The Port shall work to increase berth and container yard capacity, acquire new equipment, expand the container freight station, install paving to handle heavy equipment, improve the rail yard, redesign the interchange gate, increase bulk storage, assess energy needs, and implement further capital improvements.

Policy 1.8.2: The Port shall develop the East Terminal facilities to accommodate new business opportunities, explore shore power options, and make other infrastructure improvements, as needed, for better tenant and user service.

Policy 1.8.3: The Port shall evaluate and determine cargo operations and storage locations at all three Port terminals to improve safety and efficiency, and support current and future development needs of the Port.

Objective 1.9: **Supply Chain Sales Strategy:** Developing a sales strategy for the supply chain is necessary to attract new shippers and customers, creating mutually beneficial economic relationships.

Policy 1.9.1: The Port shall review trade data, customer trends, regional economic developments, industry and manufacturing business expansions, and complimentary component opportunities.

Policy 1.9.2: Understanding the future business plans of current and potential tenants and users shall enable the Port to assess complementary Port uses to explore potential partnership

Objective 1.10: **Workforce Training and Professional Development:** A skilled workforce is the backbone of the Port's operations. Training and professional development initiatives ensure that the workforce remains competitive and adaptable.

Policy 1.10.1: The Port shall encourage workforce proficiency through ongoing professional training and certification of its employees.

Policy 1.10.2: As an operating port, the skilled and unskilled labor on the docks is essential to servicing customers. Ensuring the availability of trained personnel as technology and physical changes evolve shall be accomplished by training and education programs, where appropriate.

Objective 1.11: **Multi-State Economic Approach:** Port Panama City recognizes that its economic footprint extends across state lines. Collaborating with neighboring states and regions can yield opportunities for cross-border economic growth.

Policy 1.11.1: The Port shall explore regional distribution, cargo, and container-related industries to determine potential partners.

Policy 1.11.2: The Port shall work with economic development entities in the Southeast to evaluate, explore, and seek opportunities to expand existing or attract new cargo to the Port.

Policy 1.11.3: As dually noted in Policy 1.7.3, the Port may own, acquire, or lease property within the City of Panama City and within ten miles of the City limits. To seek a broader regional investment approach for the greater multi-state area, legislation would need to be enacted by the Florida Legislature to delete this provision or modify it. The Port shall pursue the enactment of a Local Bill to amend the Port's enabling legislation.

Objective 1.12: **International and Domestic Trade Partnerships:** Building strong trade partnerships at both domestic and international levels is fundamental to expanding the Port's market reach and driving economic growth.

Policy 1.12.1: The Port shall seek and maintain professional partnerships and alliances with professional entities and businesses engaged in the domestic movement of goods.

Policy 1.12.2: The Port shall continue to explore partnerships with businesses from countries around the globe including spot markets, existing markets, or adding new trade routes.

Goal 2: Resiliency

Resiliency stands as another pillar in the comprehensive Master Plan for Port Panama City, underscoring the Port's unwavering commitment to ensuring its capacity to withstand and rebound from a wide array of challenges. Nestled along the northern Gulf Coast, Port Panama City faces unique and complex threats, both natural and man-made. This section delves into the overarching goal of resiliency and its associated objectives, shedding light on the critical importance of fortifying the Port's defenses, protecting its assets, and maintaining its pivotal role in regional commerce. Through each specific objective, it becomes evident that resiliency is not merely a goal but a required strategy to secure the Port's future.

Objective 2.1: **Protection from Natural Hazards:** The Gulf Coast is susceptible to natural disasters like hurricanes, tornadoes, and flooding. In addition, the Port's location places it in a state-designated Coastal High Hazard Zone. Protecting against these natural hazards is essential for the Port to maintain its functionality, preserve valuable assets, and sustain its role in regional commerce and trade.

Policy 2.1.1: A Coastal High Hazard Zone designation requires knowledge of state requirements. The Port shall keep informed on related state and local policies and procedures.

Policy 2.1.2: The Port shall consider impacts of potential natural disasters on existing and future port infrastructure. In addition, the Port shall work with state and federal entities, where appropriate, to ensure that resiliency plans and funding opportunities are considered when developing infrastructure plans.

Policy 2.1.3: The Port shall see that all buildings are designed and constructed in accordance with the Florida Building Code or as approved by the City of Panama City.

Policy 2.1.4: In cooperation with local, state, and national entities, the Port shall maintain an up-to-date Facility Security Plan (FSP), emergency management plan, and an evacuation contingency plan in coordination and consistent with City and County emergency plans.

Objective 2.2: **Protection from Man-Made Hazards:** Port Panama City is interconnected with various industries, which can introduce man-made hazards. Effective protection is necessary to prevent disruptions caused by accidents.

Policy 2.2.1: The Port shall maintain its FSP and emergency response plan to include man-made crises.

Policy 2.2.2: An educated workforce on the commodities, processes, and equipment utilized by tenants and users shall provide the Port with the basis for responding to man-made disasters and crises.

Policy 2.2.3: On-going safety drills shall allow the Port to evaluate response times and effectiveness.

Policy 2.2.4: Coordination and training with off-port response teams regarding emergency management processes in the case of man-made crises shall be a priority.

Objective 2.3: **Emergency Management:** An efficient emergency management system enables the Port to respond swiftly and effectively to unforeseen crises.

Policy 2.3.1: The Port shall work with the appropriate entities to ensure coordination in the case of any potential natural or man-made disasters. The Port shall designate emergency management personnel for activation in the case of natural or man-made disasters.

Policy 2.3.2: In cooperation with local, state, and national entities, the Port shall maintain an updated emergency management plan. The Port shall keep its hurricane evacuation contingency plan up-to-date, ensuring that it is consistent with City, County, and State emergency plans.

Objective 2.4: **Post-Disaster Redevelopment:** Plans for post-disaster redevelopment ensure that the Port can swiftly resume operations, prevent economic stagnation, and support the community's recovery.

Policy 2.4.1: The Port shall utilize the post-disaster redevelopment procedures defined in the County's Hazard Mitigation Strategy and the City's Post-Disaster Redevelopment Plan to reduce or eliminate exposure of human life and property to natural hazards.

Policy 2.4.2: The Port Emergency Management Plan shall provide an approach and methodology for post-disaster resumption of trade and normal business operations. The Port shall coordinate with state and federal partners and regional economic development entities to align public relations strategies, implement recovery activities, and resolve interruptions to commerce.

Policy 2.4.3: The Port shall work with state and federal entities to determine assistance for infrastructure and economic recovery.

Objective 2.5: **Water-Dependent Uses:** Promoting water-dependent uses is essential for the Port's growth and economic sustainability. These activities not only diversify revenue streams but also solidify connections to the waterways.

Policy 2.5.1: Maintaining water access whether maintenance dredging, deepening, or new construction shall be essential for water-dependent uses to flourish at the Port.

Policy 2.5.2: Encouraging manufacturing and industrial entities to use waterborne transportation as a mode of conveyance shall support multimodal Port facilities providing opportunities for economic resilience.

Goal 3: Transportation Efficiencies

An efficient transportation system emphasizes the Port's commitment to optimizing its logistical operations. Port Panama City serves as a hub for regional commerce and maximizing on-port and off-port transportation efficiencies to improve the efficient, cost-effective, and safe flow of goods is designed to ensure a sustainable, competitive future.

Objective 3.1: **Waterway, Channel, and Intercoastal Access:** The Port must ensure unrestricted access to the waterways and intercoastal routes, as it underpins efficient cargo movement and supports the growth of maritime commerce in the region.

Policy 3.1.1: The Port shall undertake maintenance dredging, as required, to ensure safe navigational conditions for vessel calls.

Policy 3.1.2: The Port in coordination with the U.S. Army Corps of Engineers (USACE) shall expand and deepen the East Terminal Harbor, Turning Basin, and Channel to 36 FT + 2 FT MLLW. This meets Objective 3.1 to improve water access for future berth expansion and increased vessel calls at the East Terminal.

Policy 3.1.3: The Port shall coordinate with the USACE and the Florida Department of Environmental Protection (FDEP) to develop a dredge material management plan that addresses its long-term material storage needs. These needs include the ongoing maintenance of the Port's approach and branch channels, as well as its harbor and turning basin areas.

Objective 3.2: **Highway Access and Connectivity:** Seamless highway access is vital for the Port's ability to efficiently connect with major transportation routes. Improving this access enhances the flow of goods and strengthens the Port's position as a strategic logistical hub.

Policy 3.2.1: The Port shall continue to improve its internal roadway network at all three terminals to serve operations and facilitate efficient traffic circulation.

Policy 3.2.2: The Port shall continue to improve West Terminal gate access and truck parking facilities.

Policy 3.2.3: The Port shall work with the Florida Department of Transportation (FDOT), the Bay County Transportation Planning Organization, and potential private entities such as SRM, Eastern Shipbuilding, and adjacent partners to gain priority funding for needed improvements to roads over which Port truck traffic must travel. Such roads include the East Avenue SR 389 Redevelopment and Expansion; US 231 and Highway 98 Flyover; US 77 Flyover; and Six-lane Expansion of US 231.

Objective 3.3: **Rail Service and Connectivity:** Robust rail connectivity enables the swift movement of freight to and from the Port, reducing road congestion, and enhancing transportation efficiency.

Policy 3.3.1: The Port shall continue to maintain and improve on-port rail facilities needed to serve Port users. Rail facilities provided to Port tenants shall be maintained in accordance with ongoing contractual obligations.

Policy 3.3.2: The Port shall work with the Bay Line Railroad (G&W) to identify and pursue improvements to the off-port rail infrastructure which could facilitate goods movement to and from all Port terminals and properties.

Policy 3.3.3: The Port shall work with the Bay Line Railroad (G&W) to enhance interchanges with the CSXT, the Norfolk Southern, and other connecting railroads.

Objective 3.4: Strategic technology investments play a strong role in modernizing operations, optimizing cargo tracking and handling, and improving communication with stakeholders bolstering Port Panama City's competitiveness.

Policy 3.4.1: The Port shall enhance West Terminal freight movement efficiencies by redesigning gate access and employing integrated technology advancements across all Port facilities where applicable.

Policy 3.4.2: The Port shall regularly review administrative, security, financial, operational, and other physical software and hardware system infrastructure for technology upgrades and new installations.

Objective 3.5: **Reduce Operational Inefficiencies:** Minimizing operational inefficiencies through streamlined processes and enhanced supply chain coordination is a high priority for Port Panama City to lower costs and expedite cargo handling.

Policy 3.5.1: The Port shall assess existing and future parking to provide the highest and best land use for cargo operations, storage, and utilization. The Port shall consider parking solutions for tenants, staff, visitors, and the public to support space optimization.

Policy 3.5.2: The Port shall work with current users to evaluate all Port properties including associated facilities, infrastructure, technology, wayfinding, and connectivity to maximize utilization, enhance traffic flow, and optimize ingress and egress.

Objective 3.6: **Multimodal Transportation:** Promoting and enhancing multimodal transportation diversifies transportation routes and modes, strengthens resilience, and fosters a more efficient and sustainable logistics network.

Policy 3.6.1: To take better advantage of the Gulf Intracoastal Waterway (GIWW), the Port shall explore opportunities to develop additional intracoastal connections, if appropriate, to meet the demand of Port users or to serve new industrial and manufacturing facility development in the region.

Policy 3.6.2: The Port shall explore opportunities to utilize Marine Highway 10 (M-10) for the domestic transport of goods to and from the Port.

Policy 3.6.3: To support sustainable business expansion, the Port shall work with railroad and trucking companies to encourage a seamless transfer of goods by expanding transload opportunities, cross-docking, distribution, multimodal transfers, and attracting regional manufacturing. Diversifying freight movement opportunities supports resilient business practices.

Goal 4: Stewardship and Sustainability

Stewardship and sustainability are core principles for Port Panama City, reflecting a commitment to responsible practices, environmental protection, and community engagement. This section delineates specific objectives driving these efforts, emphasizing their importance in preserving resources, conserving energy, and fostering a sustainable coexistence with the coastal environment and local community.

Objective 4.1: **Resource Preservation and Protection:** Port Panama City prioritizes safeguarding natural resources and the coastal ecosystem to ensure the Port's long-term viability while preserving the environment and biodiversity.

Policy 4.1.1: The Port shall evaluate specific and cumulative impacts on coastal resources before undertaking maintenance and expansion activities and shall take measures to minimize or mitigate impacts.

Policy 4.1.2: In carrying out its day-to-day operations and its expansion activities, the Port shall conserve, protect and, where possible, enhance coastal resources, including living marine life and wildlife habitat. It shall cooperate with federal, state, regional, and local agencies in developing sound environmental policies and measures to minimize the environmental impacts of Port development and operations to the extent consistent with Port development and expansion needs.

Policy 4.1.3: The Port shall limit specific and cumulative impacts on estuarine water quality with the continued implementation of its stormwater management plan and provide reasonable assurances that the Class III water standards for St. Andrews Bay in proximity to the Port shall not be violated.

Policy 4.1.4: The Port shall identify and provide best management practice guidelines for staff and tenants to observe in conducting their operations with respect to natural resource preservation and protection.

Policy 4.1.5: The Port shall consider local environmental interests, impacts, and concerns during the implementation of its Capital Improvement Plan.

Policy 4.1.6: The Port shall work with local, state, and federal agencies to comply with the provisions of in-water and upland governing permits.

Policy 4.1.7: The Port shall explore opportunities to utilize mitigation banking as a resource for implementing its capital plan and best environmental management practices.

Policy 4.1.8: Restoration of dredged holes or borrow areas in proximity to the Port within the St. Andrews Aquatic Preserve.

Objectives 4.2: Energy Conservation and Diversification: Energy conservation and the pursuit of renewable energy sources are essential considerations for the Port. Reducing energy consumption and diversifying energy sources contribute to operational sustainability, cost savings, and reduced environmental impact.

Policy 4.2.1: The Port shall be proactive in implementing energy conservation measures that promote sustainability and resiliency.

Policy 4.2.2: As energy sources evolve, the Port shall be proactive in pursuing the diversification of its product mix to engage developing flows of energy commodities.

Policy 4.2.3: The Port shall consider the installation of shore power facilities for their tenants and users, as well as other operational improvements related to energy consumption.

Policy 4.2.4: The Port shall consider truck parking, queuing, and standing idling areas to minimize emissions.

Policy 4.2.5: The Port shall initiate efforts to reduce greenhouse gas emissions. These efforts shall include over time converting Port and tenant infrastructure and facilities to promote energy-efficient designs.

Policy 4.2.6: When transitioning, replacing, or purchasing new vehicles and cargo handling equipment, the Port shall consider emissions, energy type used, future energy business needs, and renewable sources.

Objective 4.3: Asset Management and Preservation: Effective asset management is essential for maintaining and extending the lifespan of the Port's infrastructure. Preserving assets through regular maintenance and upgrades ensures the Port's reliability and longevity.

Policy 4.3.1: The Port shall provide adequate maintenance and upkeep of its in-water, upland facilities, cranes, and terminal handling equipment to derive the greatest service life from its existing and future infrastructure and assets. The Port shall continue to refurbish aging infrastructure to preserve design life expectancy.

Policy 4.3.2: The Port shall regularly inspect its underwater facilities, such as bulkheads, to observe and correct any deterioration.

Objective 4.4: **Coastal Environmental Stewardship:** Coastal environmental stewardship is central in mitigating potential ecological impacts and ensuring the sustainable coexistence of the Port and the coastal environment.

Policy 4.4.1: The Port shall maintain regulatory or management techniques intended to protect coastal wetlands, living marine resources, and wildlife habitat on property owned or managed by the Port.

Policy 4.4.2: The Port shall continue communications and information exchange with entities responsible for ecosystem management, stewardship, and coastal resource management.

Objective 4.5: **Green Initiatives:** Port Panama City is focused on green initiatives, including emissions and waste reduction programs, to reduce its environmental footprint and enhance its reputation as an environmentally responsible partner in the community.

Policy 4.5.1: The Port shall coordinate and work with local community partners to support and pursue green initiatives.

Policy 4.5.2: The Port shall encourage tenants and users to propose, initiate, and implement green initiatives at the Port.

Policy 4.5.3: The Port shall develop and upgrade equipment and infrastructure to support alternative fuel integration. This includes, but is not limited to facilities for production storage and fueling.

Objective 4.6: **Community Engagement:** Engaging with the local community is a fundamental aspect of Port Panama City's sustainability efforts, fostering mutual understanding, strengthening relationships, and incorporating community interests into stewardship initiatives.

Policy 4.6.1: The Port shall communicate with local community environmental resource entities regarding its development plans.

Policy 4.6.2: The Port, when applicable, shall educate and inform the community through its website regarding past, present, and future stewardship efforts.

Policy 4.6.3: To maintain a public engagement presence, a specific staff position shall be identified with the responsibility to implement media and public relations efforts.

Policy 4.6.4: The Port shall work to become Green Marine Certified which is an environmental certification program offering a comprehensive framework to benchmark and reduce its environmental footprint.

Goal 5: Safety and Security

The safety and security goal and its objectives stand as foundational pillars for the Port's operations. This section focuses on the primary goal of ensuring a safe and secure environment, emphasizing key objectives such as employee safety training, hazardous material handling, cybersecurity, and physical security measures. These initiatives are pivotal in maintaining a secure workplace, mitigating risks, and ensuring uninterrupted port operations. Each objective outlined plays a vital role in fortifying Port Panama City's commitment to safety and security, safeguarding its workforce, assets, and operational integrity.

Objective 5.1 Port Panama City prioritizes ongoing safety training to equip its workforce to handle operational challenges effectively and maintain a culture of workplace safety.

Policy 5.1.1: The Port shall maintain an employee safety program to provide a safe and healthy work environment for all employees.

Policy 5.1.2: The Port shall promote safety awareness by involving employees directly in safety and health programming efforts through safety-related orientation and training. The Port shall institute periodic reviews of operational program compliance, safety incidents, or existing hazardous conditions.

Policy 5.1.3: The Port shall encourage tenants and users to conduct business-specific safety training for employees.

Objective 5.2: **Hazardous Materials Training and Handling:** Given the nature of Port operations, specific training for the proper handling of hazardous materials is a priority. Ensuring all personnel are well-trained in the safe handling of such materials significantly minimizes potential risks and ensures compliance with stringent safety standards.

Policy 5.2.1: In addition to operational safety training, training for hazardous material handling for all Port users is encouraged to minimize potential accidents.

Policy 5.2.2: All employees, Port tenants, and users shall be familiar with safety procedures and report incidents to Port management.

Objective 5.3: **Port Cybersecurity:** Port Panama City prioritizes robust cybersecurity measures to safeguard critical systems and data, preventing potential cyber threats that could disrupt port operations and compromise sensitive information.

Policy 5.3.1: The Port shall institute and maintain cybersecurity protective measures for software, hardware, and training. It shall develop standard operating procedures and regular security reviews to ensure asset protection is in place and operational for physical and virtual infrastructure.

Policy 5.3.2: The Port shall communicate and coordinate with local, state, and federal partners such as the Florida Ports Council (FPC), FDOT, Florida Department of Law Enforcement (FDLE), Florida Wildlife Conservation Commission (FWC), U.S. Coast Guard (USCG), and other law enforcement to maintain the highest level of threat verification, identification, and understanding.

Objective 5.4: **Port Security:** Ensuring physical security within the Port premises is a top priority to protect personnel, assets, and maintain smooth operations, building trust with stakeholders and partners.

Policy 5.4.1: All Port employees, tenants, and users shall comply with security procedures and requirements and report suspicious circumstances and actual incidents to Port management.

Policy 5.4.2 The Port shall institute regular reviews of its terminal footprints to evaluate the best safety and security infrastructure and procedures.

Policy 5.4.3: The Port shall maintain an approved USCG Seaport Facility Security Plan pursuant to federal law.

Policy 5.4.4: The Port shall participate in the appropriate USCG Area Maritime Security Committee (AMSC).

Goal 6: Governmental Coordination

Governmental coordination is central to the Port Panama City Master Plan, reflecting the Port's commitment to working closely with various government agencies and industry partners. This section focuses on governmental coordination and its specific objectives, emphasizing consistency with local plans, coordination at local, state, and federal levels, participation in economic development councils, collaboration with industry agencies and port authorities, and working with multi-state agencies. These objectives are vital for aligning the Port's growth with the community's vision, streamlining regulatory processes, and ensuring the Port's contribution to regional and national economic development.

Objective 6.1: **Comprehensive Plan Consistency:** The Port understands and values Plan consistency with respective State and Local Government Comprehensive Plans; thereby ensuring that the Port's development is reflective of the goals and visions of the state and local community.

Policy 6.1.1: The Port shall provide its 2024 Update to the Port Panama City Strategic Master Plan to the City of Panama City for review and consideration for Local Government Comprehensive Plan amendment and state plan approval.

Policy 6.1.2: The Port shall provide the approved Strategic Master Plan to the FDOT District 3, the FDOT Seaport Office, and the Florida Seaport Transportation and Economic Development Council (FSTED).

Objective 6.2: **Local, State, and Federal Coordination:** The coordination of efforts across local, state, and federal levels enables efficient communication, streamlined regulatory processes, and paving the way for the Port's expansion and economic prosperity.

Policy 6.2.1: The Port shall post the Port Authority adopted Strategic Master Plan and related materials on the Port Panama City website.

Policy 6.2.2: The Port shall provide updates to economic information, infrastructure development plans, land use compatibility, and other related issues as appropriate, reflecting the intent and accomplishments of Plan Goals on the website.

Objective 6.3: **Local and Regional Economic Development Councils:** Active participation in local and regional economic development councils allows Port Panama City to contribute to and benefit from economic growth initiatives that strengthen the local and regional economy.

Policy 6.3.1: The Port shall share with local and regional economic development councils Port expansion and rehabilitation plans to collaborate on goals and support economic initiatives.

Policy 6.3.2: The Port shall encourage local and regional economic development councils to attend Panama City Port Authority Board meetings to update the Port on their activities.

Objective 6.4: **Industry Agency and Association Coordination:** Collaboration with industry agencies and associations ensures that Port Panama City remains informed about industry trends, best practices, and regulations, enabling it to stay competitive and meet evolving industry demands.

Policy 6.4.1: The Port shall continue participation in related professional and industry associations and events.

Policy 6.4.2: The Port shall review expertise and competitors' operational best practices to employ those relevant to Port operations.

Objective 6.5: **Port Authority Coordination:** Effective communications among port authorities offers collaboration between neighboring ports, as well as statewide ports, optimizing logistical operations.

Policy 6.5.1: As a member of the Florida Ports Council, the Port shall utilize the resources of the Council, as applicable, for collaboration and information.

Policy 6.5.2: National and regional port organizations offer a broader perspective on trends, best practices, and operational efficiencies. Keeping informed and participating in their membership shall offer the Port additional resources. The Port shall engage with these entities, when and where appropriate.

Objective 6.6: **Multi-State Agency Coordination:** Coordination with multi-state agencies is essential for Port Panama City's growth and operations, as it ensures compliance with regulations and enhances economic opportunities that extend beyond state boundaries, reinforcing the Port's significance in the regional and national economy.

Policy 6.6.1: The Port shall undertake a continual review of regional and multi-state industry development, trends, and manufacturing to determine if multi-state opportunities may be beneficial. Communication with multi-state agencies may yield regional and national business opportunities.

Policy 6.6.2: The Port shall engage local and state agencies in discussion of multi-state marketing and business development opportunities.

Goal 7: Financial Stability

The goal of Financial Stability underlines the Port's commitment to prudent financial management and sustainable growth. This section focuses on the primary goal of financial stability and its specific objectives, including the Capital Improvement Plan, responsible budgeting, flexible funding options, and grant pursuit. These objectives are instrumental in ensuring the Port's long-term financial health and its ability to invest in infrastructure and adapt to changing economic conditions, reinforcing its role as a significant contributor to the regional and global economy.

Objective 7.1: **Capital Improvement Plan:** Port Panama City places a strong focus on a well-defined and strategic Capital Improvement Plan, ensuring efficient allocation of resources for infrastructure development, maintenance, and modernization.

Policy 7.1.1: The Port shall prepare a Capital Improvement Plan annually to reflect budgetary and market changes, prioritizing its project implementation to obtain the best return on investments, and shall comply with state mandates for the submission of its annual Capital Improvement Plan to its local governing body, the City of Panama City.

Policy 7.1.2: The Port shall utilize its website, local press releases, and social media platforms to inform the community of its expansion plans.

Objective 7.2: **Responsible Budgetary Process:** A responsible and transparent budgetary process is essential for Port Panama City, enabling sound fiscal management and resource allocation that align with the Port's strategic goals.

Policy 7.2.1: The Port shall keep abreast of tariffs and fee charges by Gulf Port Association members and shall maintain a competitive fee structure.

Policy 7.2.2: The Port shall prepare a briefing for respective state legislators, FDOT leadership, and congressional delegation in the fall of each year to reacquaint them with the Port's economic impact on the region, support to job growth, and the importance of support and funding to its future growth and responsible budgeting.

Objective 7.3: **Flexible Funding Opportunities:** Actively seeking and leveraging flexible funding opportunities provides Port Panama City with the financial agility to adapt to evolving economic conditions and unexpected challenges.

Policy 7.3.1: The Port shall pursue diverse funding opportunities to accelerate the rate at which it can implement the Capital Improvement Plan.

Policy 7.3.2: The Port shall explore opportunities for public/private partnerships in the development of transportation corridors, maritime and freight industries, and manufacturing facilities.

Objective 7.4: **Grant Pursuit:** Pursuing grants is vital to securing additional financial resources for key projects and initiatives to support the Port's growth, infrastructure needs, and overall financial stability.

Policy 7.4.1: The Port shall actively seek grant funds from local, regional, state, and federal sources.

Policy 7.4.2: The Port shall hire or designate professional staff or hire consultant support to pursue grant opportunities.