



Panama City Candidates 2023 Municipal Election

Candidate	Office	Responded to Questionnaire
Brenda Lewis-Williams	Panama City Mayor	Yes
Greg Brudnicki	Panama City Mayor	Yes
Michael Rohan	Panama City Mayor	Yes
Janice Lucas	Panama City Commissioner Ward 2	Yes
Michelle Bryant	Panama City Commissioner Ward 2	Yes
Billy Rader	Panama City Commissioner Ward 3	No
Brian Grainger	Panama City Commissioner Ward 3	Yes
Bruce Lang	Panama City Commissioner Ward 3	No

BAY COUNTY CHAMBER OF COMMERCE 2023 MUNICIPAL CANDIDATE QUESTIONNAIRE

Candidate Name	Greg Brudnicki
Office	Panama City Mayor
Have you attended a Public Leadership Institute/Political Leadership Institute (hosted by a Chamber of Commerce or Economic Development Council)?	Yes.
Have you ever run for or been elected to public office? If yes, please describe.	Held office of Mayor for 6 terms.
Describe your civic involvement. Please include any Boards on which you serve and any positions of leadership.	Mayor for 12 years. I served on many boards for many years prior to becoming an elected official. Had to resign after being elected because of potential conflicts
Why are you running for office?	To continue the job of rebuilding Panama City after the catastrophic hurricane which destroyed our city. last year the New York Times said that Panama City was the eighth best city in the United States to move to. We are doing something right and I want to continue to do something right to make this the Premier city in Northwest Florida
What skills or qualifications do you possess that make you the best choice to serve in this position?	My vast background in accounting and finance. My background in banking. My background in running a successful business for 45 years. There is no substitute for strong leadership and proven experience. The fact that I have led the city through 2 hurricanes, Covid 1 and 2, and the largest wild fire in history of the state.
What do you consider to be the top three (3) issues facing your city (listing in order of importance)?	1.Managing the 400plus million dollars that the city is receiving from the state and federal government in a prudent and judicious manner so our citizens get every benefit afforded them after suffering so much devastation 2 To continue to work feverishly to attract more businesses and jobs to the community like

	<p>FedEx and Suzuki. To be creative with tax incentives to compete with other cities. 3. To continue to partner with our school system, healthcare systems, and business community to create an environment that defines Panama City as a premier city to live, work and raise a family.</p>
<p>If elected, how do you plan on measuring your performance to report to your constituents?</p>	<p>By following through with citizen driven process the public put in place after the hurricane. We have a revitalization plan for Downtown, Glenwood, Millville, and St Andrews.</p>
<p>What role should local governments play in attracting new and supporting the existing business community?</p>	<p>We must be proactive and create incentives like we did for Bay City across from the mall. It has been wildly successful and because of our plan continues to expand and grow.</p>
<p>Which legislative priorities in the Bay County Chamber's 2023 Legislative Agenda do you support? Why?</p>	<p>I support the reduction of the business rent tax. I support the importance of protecting Florida's home rule and opposing Evers to remove reduce this authority. I fully support the reinstatement of the QTI I absolutely support that trial Gulf Coast oppose any legislation that would divert Triumph funds away from the original eight counties established by the gulf coast, economic quarter act in 2013. I support 2022 a better way for a brighter bay, education, initiative. I support any and all efforts to expand Florida State University's footprint, and continued development and expansion of all of its programs. I support the continued funding for the pipeline and line funds to meet program needs at Gulf Coast State College for nurses and other medical professionals. I oppose the consolidation of the local workforce development boards, especially in northwest Florida, and encourage legislature to maintain the local boards in their current regional designation as well as address, poorly performing boards were needed. I fully support the development and funding of a new</p>

	<p>performing arts and event center downtown Panama City within a walkable location of dining shopping marina and new hotel on the Panama City marina. Opposing any action, expanding offshore, drilling or wind energy areas in the Gulf of Mexico within or east of the military mission line and request a legislative solution to extending the moratorium or implementing an indefinite ban on all offshore energy development when the current extension sunsets in 2032. I support all efforts to definitively determine the feasibility of permanently re-opening east, pass and allocation of state and federal funds toward the permanent solution should studies deem its reopening feasible. Every one of these priorities is good for all of the county and all the citizens. That is why I support them.</p>
<p>In the Chamber's 2023 Business Plan, workforce development remains a key objective. How do you plan to attract and retain a vibrant and talented workforce?</p>	<p>By working hand-in-hand with the school system, and both of our colleges so that they have a curriculum base that feeds the job market with a trained skilled workforce. By continuous improvement in our school system and colleges, we will build bench strength so that we can fill every job and attract more and more industry.</p>
<p>Another important issue identified in the Chamber's Business Plan and Legislative Priorities is affordable workforce housing. What ideas do you have to address workforce housing?</p>	<p>There are currently 1900 homes planned for the liberty subdivision with 200 on the ground. There are 300 homes plan for the park brook subdivision along with 120 town houses. Sweet Bay just expanded their footprint going from 3500 to 4200 residences with nearly 400 on the ground. The Morningside subdivision of 231 is 160 more homes. The city participated on all of these projects by providing incentives, such as roads, or infrastructure help to expedite them. There are 400 apartments being built on Jenks Avenue and 15th St. Saint Joe has built 240 apartments off star Avenue. There is a 600 unit apartment project in the development stage on Nehi Road. Public housing is being rebuilt at the park at</p>

	<p>Massalina, which will consist of senior, market rate, and section 8 units. Fletcher, black across from the county offices on 11th St. will be the same blend with 164 units. Our team will continue. It's housing development – friendly attitude to keep up with our expanding and wonderful growth.</p>
<p>What is the largest budget you have overseen and how did you prioritize spending?</p>	<p>250 million plus. You have to define wants and needs. You have know how to measure return on investment. You have to know the difference between ordinary and necessary. The most important thing to remember is you are spending the public's money. Don't forget it.</p>
<p>Some people in our community say that we have traffic problems. What do you think? How would you mitigate those concerns or change the situation?</p>	<p>We are in the process of expanding Highway 98, 231 is going to be widened, Highway 390 is in the process of being six lane and should be finished within the next six months. If a city is growing and a county is growing having a traffic problem is a good problem to have.</p>
<p>Public education remains important to the Chamber. Share your thoughts on challenges and opportunities facing our local public education system and how you can help.</p>	<p>The city is working hand-in-hand with the school system, and the healthcare system to make sure that they are centers of excellence. A city is defined by its school system and healthcare system. We are constantly in touch with both of these factions, and will continue to aid in any and all endeavors that they take on to become centers of excellence.</p>

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Candidate Name	Brenda Lewis-Williams
Office	Panama City Mayor
Have you attended a Public Leadership Institute/Political Leadership Institute (hosted by a Chamber of Commerce or Economic Development Council)?	No
Have you ever run for or been elected to public office? If yes, please describe.	No
Describe your civic involvement. Please include any Boards on which you serve and any positions of leadership.	My civic involvement has been in the arena of education. As a volunteer advocate for students engagement and welfare to become functional and productive members of society. Advocating for the financial needs of the school, specifically Patterson Academy. My leadership skills are borne from the rigors of being an educator and exercising safe skills.
Why are you running for office?	To take a witticism from Flip Wilson-“A pothole made me do it.”
What skills or qualifications do you possess that make you the best choice to serve in this position?	First of all, this is my first time running for this position, but involvement in politics is a given regard dress of the the occupation. Given this, I believe my position statement in and of itself is a qualifying factor. My position statement focus- 1. Managerial responsibility and integrity predicated upon Industry Best Practices. 2. Financial and fiscal responsibility and integrity predicated upon Industry Best Practices. 3. Equalization of services for all communities.
What do you consider to be the top three (3) issues facing your city (listing in order of importance)?	1. Managerial responsibility and integrity predicated upon Industry Best Practices. 2. Financial and fiscal responsibility and integrity predicated upon Industry Best Practices. 3. Equalization of services for all communities.

<p>If elected, how do you plan on measuring your performance to report to your constituents?</p>	<p>The yardstick measurement is consistent to evaluation of department efficacy in demonstrating accomplishments of standards that have been set forth, whether new or existing.</p>
<p>What role should local governments play in attracting new and supporting the existing business community?</p>	<p>In an effort to attract new businesses, the community as a whole must be surveyed to determine and foster congruent relationship. The infrastructure must be rehabilitated to attract new business for sustainability of said businesses, the same applies for existing business community. The infrastructure for sustainability involves people, transportation, infrastructure and affordable sustainable housing. Should these four components be accomplished, then a healthy business environment is produced to functionality.</p>
<p>Which legislative priorities in the Bay County Chamber's 2023 Legislative Agenda do you support? Why?</p>	<p>The legislative priorities are interdependent upon each other. Each agenda item is thread that builds the tapestry of the existence of community. My observation- to not heed the fundamentally of each agenda item would be an egregious affront to community.</p>
<p>In the Chamber's 2023 Business Plan, workforce development remains a key objective. How do you plan to attract and retain a vibrant and talented workforce?</p>	<p>In order to effectuate the attractability of talent, investment in sustainable training programs must be initiated. This would require partnering with local and non-local educational institutions. Training is key, but incentives is also key. In offering incentives such as comparable salaries and affordable housing is tantamount to attracting a workforce that affords the community longevity of engagement.</p>
<p>Another important issue identified in the Chamber's Business Plan and Legislative Priorities is affordable workforce housing. What ideas do</p>	<p>Prospective employers engage in a partnership with the prospective employer and financial institutions to afford the potential employee monies for a down payment for a home lower interest rates respectively.</p>

<p>you have to address workforce housing?</p>	
<p>What is the largest budget you have overseen and how did you prioritize spending?</p>	<p>The responsibility of an 88k annual budget. Spending priority was predicated upon personnel compensation, insurance, equipment and supplies. Spending per Best Practices should be prioritized predicated upon the greater need to maintain a functioning infrastructure. A functioning infrastructure addresses the prioritization of four components to satisfactorily accommodate the community. The components are the people, mass transportation, utilities and affordable housing.</p>
<p>Some people in our community say that we have traffic problems. What do you think? How would you mitigate those concerns or change the situation?</p>	<p>This is a conundrum of sorts. As more people move into the area traffic congestion will most certainly increase. Increasing lanes on major thoroughfares would be beneficial, but not immediate. Initiating a mass transit system could possibly alleviate the amount of vehicular traffic.</p>
<p>Public education remains important to the Chamber. Share your thoughts on challenges and opportunities facing our local public education system and how you can help.</p>	<p>The greatest challenge is to maintain a highly effective teaching pool. Recruitment Incentives to encourage and maintain teaching pool, such as competitive salaries for existing teachers. Encourage parental participation, volunteer consistently and engage business partnerships.</p>

BAY COUNTY CHAMBER OF COMMERCE 2023 MUNICIPAL CANDIDATE QUESTIONNAIRE

Candidate Name	Michael Rohan
Office	Panama City Mayor
Have you attended a Public Leadership Institute/Political Leadership Institute (hosted by a Chamber of Commerce or Economic Development Council)?	No
Have you ever run for or been elected to public office? If yes, please describe.	Ran for mayor 4 years ago.
Describe your civic involvement. Please include any Boards on which you serve and any positions of leadership.	Retired orthopedic surgeon Civic involvement:40 years of Emergency Room coverage at the 2 local hospitals. Staff physician Health South Rehabilitation Hospital Staff physician Bay Medical Center Staff physician Gulf Coast Hospital Knights of Columbus Kiwanis Club Soccer Boosters Bay High Team Doctor Bay High Organized athletic physicals for high schools St. Dominics, St. Johns & Sts Peter & Paul Catholic Churches Physician Special Olympics Physician Cerebral Palsy Clinic Sponsored several youth soccer teams Sponsored gymnastics program Precinct leader Republican Party Bay County St. Andrews Medical Clinic-volunteer physician
Why are you running for office?	To bring a more transparent level of government for our city for all of the citizens. I will empower the citizens to become an integral part of their city.
What skills or qualifications do you possess that make you the best choice to serve in this position?	Intelligence, decision making experience utilized every day as a surgeon, honesty, good people skills, especially listening and solving problems. I have a desire to help all of our citizens and our city attain the highest success possible.

<p>What do you consider to be the top three (3) issues facing your city (listing in order of importance)?</p>	<p>Infrastructure, Marina, Taxes</p>
<p>If elected, how do you plan on measuring your performance to report to your constituents?</p>	<p>I plan on having open forms with constituents. I would allow constituents more time to discuss their concerns at commission meetings and find a solution to their problems if one exists. If there is no solution, I would attempt to work with them to find the best alternative.</p>
<p>What role should local governments play in attracting new and supporting the existing business community?</p>	<p>Local governments should encourage an outstanding quality of life. This will attract new business and support the existing business community.</p>
<p>Which legislative priorities in the Bay County Chamber's 2023 Legislative Agenda do you support? Why?</p>	<p>Not aware of the legislative priorities of the Bay County Chamber.</p>
<p>In the Chamber's 2023 Business Plan, workforce development remains a key objective. How do you plan to attract and retain a vibrant and talented workforce?</p>	<p>Improve schools Encourage vocational education Maintain safety in the home and workplace. Same rules for everybody.</p>
<p>Another important issue identified in the Chamber's Business Plan and Legislative Priorities is affordable workforce housing. What ideas do you have to address workforce housing?</p>	<p>Same as prior answer related to business plan. These items will all address workforce housing.</p>

<p>What is the largest budget you have overseen and how did you prioritize spending?</p>	<p>Orthopedic office of about \$600,000 per year. Everything gets paid as it becomes due. Necessities go to the head of the line.</p>
<p>Some people in our community say that we have traffic problems. What do you think? How would you mitigate those concerns or change the situation?</p>	<p>Smart decisions by the city when it allows zoning changes within the city. Working with local and state officials before there is a problem.</p>
<p>Public education remains important to the Chamber. Share your thoughts on challenges and opportunities facing our local public education system and how you can help.</p>	<p>Need more business people involved in the school boards and superintendents office. Vocational ed has been ignored and needs to be re emphasized. Everyone doesn't need to go to college but all need an education.</p>

BAY COUNTY CHAMBER OF COMMERCE 2023 MUNICIPAL CANDIDATE QUESTIONNAIRE

Candidate Name	Janice Lucas
Office	Panama City Commissioner Ward 2
Have you attended a Public Leadership Institute/Political Leadership Institute (hosted by a Chamber of Commerce or Economic Development Council)?	Not recently.
Have you ever run for or been elected to public office? If yes, please describe.	Two unsuccessful runs for office: 2006 Democratic Nominee for Florida House District 6 seat 2009 Ward 1 candidate for Panama City Commission
Describe your civic involvement. Please include any Boards on which you serve and any positions of leadership.	2016- 2022-Past President Bay Arts Alliance, Board member 2018- 2020 Panama City Alumnae Chapter of the Delta Sigma Theta Sorority, President 2012-2014 Florida Reading Association, Member 2011– 2014International Reading Association, Member 2006-2014Bay County Reading Association, Member 2006-2008Bay County Historical Society, Member 2005-2014Association of Bay County Educators, Member 2005-2008Reading Leadership Team, A. D. Harris 2005-2010Bay County Audubon Society, Member 2005-2010United Way of Northwest Florida, Board Member, Chair Community Needs Assessment 2004-2010Bay Democrats Executive Committee, Precinct 38 Captain 2004-2007Bay County Chamber of Commerce, Board Member 2002 - PresentHomer Jackson Scholarship Fund, Chair
Why are you running for office?	I am a candidate for the Ward 2 Commission seat in order to engage citizens in rebuilding Ward 2, to seek solutions for affordable housing that's sustainable, and provide facilitator leadership for economic development for Panama City.
What skills or qualifications do you	As a servant leader for more than 30 years, I have built relationships and made connections to help our

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<p>possess that make you the best choice to serve in this position?</p>	<p>city grow and develop. From being a newspaper reporter at The News Herald, an associate professor at Gulf Coast State College, a Bay District Schools teacher and literacy coach to founding and leading a nonprofit from startup in 2014 to revenues of over \$600,000 in 2022, I possess the skills, relationships and connections necessary to represent Ward 2 and be a thoughtful, strategic decision maker for the City of Panama City.</p>
<p>What do you consider to be the top three (3) issues facing your city (listing in order of importance)?</p>	<p>1. Fixing the infrastructure 2. Affordable/ workforce housing that is sustainable 3. Economic development</p>
<p>If elected, how do you plan on measuring your performance to report to your constituents?</p>	<p>1. Increase citizen engagement as measured by A. Ward 2 voter participation B. Establishment of and citizen participation in citizen workshops on how PC government works 2. Recruitment/Establishment of businesses and jobs in Ward 2 3. Real progress toward affordable workforce housing</p>
<p>What role should local governments play in attracting new and supporting the existing business community?</p>	<p>Government is not one big checkbook or the entity bearing the sole responsibility for economic and business development. The roles government can play are 1. Set policies that support business recruitment and expansion. The current referendum exemplifies how government can do this. 2. Facilitate business development through the four CRAs in Panama City that have job growth as a specific goal.</p>
<p>Which legislative priorities in the Bay County Chamber's 2023 Legislative Agenda do you support? Why?</p>	<p>I support the following 2023 Legislative Agenda priorities as outlined for -Business and Economic Development -Workforce Development and Education -Quality of Life</p>
<p>In the Chamber's 2023 Business Plan, workforce development remains a key objective. How do</p>	<p>Currently, through the LEAD Coalition of Bay County, I partnering with FSU, PC Quality of Life, Panama City Housing Authority, and Bay District Schools to create community-based technology clubs to be offered at</p>

<p>you plan to attract and retain a vibrant and talented workforce?</p>	<p>community centers and churches. This effort is designed to cultivate local talent for tech jobs by increasing the skilled labor force. We need more projects and programs to close the skills gap of the existing labor force. I support the referendum to offer tax incentives to new and existing businesses. I also support efforts to educate and mentor businesses.</p>
<p>Another important issue identified in the Chamber’s Business Plan and Legislative Priorities is affordable workforce housing. What ideas do you have to address workforce housing?</p>	<p>The problem is bigger than any one entity and requires a facilitated, collaborative effort to develop the solutions needed on a large scale to develop housing that people who work everyday can afford. By working together with the business community, we can develop win-win solutions to addressing the various facets of the affordability crisis—increase of affordable products, higher salaries, and innovative practices working in similar communities.</p>
<p>What is the largest budget you have overseen and how did you prioritize spending?</p>	<p>The 2022 budget of the LEAD Coalition of Bay County is \$600,000, and I grew that budget from \$64,000 in 2015. That is the largest budget that I have overseen. Budget priorities are mission driven first by the organization overall mission that directs our grant and private funding applications and secondly by the terms of those deliverables.</p>
<p>Some people in our community say that we have traffic problems. What do you think? How would you mitigate those concerns or change the situation?</p>	<p>We are in a period of growth as we rebuild from Hurricane Michael. That rebuilding includes repairs to infrastructure that cause traffic detours and congestion. This, unfortunately, is a part of growth. We can learn from other communities who have been down this path. And we can be innovative by looking at traffic patterns to determine detour routes that can ease congestion.</p>
<p>Public education remains important to the Chamber. Share</p>	<p>Our public education system is a key factor in attracting business to Panama City/Bay County. Right now, it’s hurting our efforts. A major challenge is the</p>

your thoughts on challenges and opportunities facing our local public education system and how you can help.

teacher and personnel short followed closely by low educational attainment of the students. As a former Bay District Schools teacher and literacy coach, I know first hand the challenges our education system faces. That experiences also equips me with frontline knowledge to be a part of the solution.

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Candidate Name	Michelle Bryant
Office	Panama City Commissioner Ward 2
Have you attended a Public Leadership Institute/Political Leadership Institute (hosted by a Chamber of Commerce or Economic Development Council)?	No
Have you ever run for or been elected to public office? If yes, please describe.	No
Describe your civic involvement. Please include any Boards on which you serve and any positions of leadership.	Michelle has been active over the last 3 years working with the community with a focus on Seniors, Veterans, and the Underserved Former Executive Director DADSRA Executive Director of The One of Bay County Former Treasurer and Board of Directors Member of Dementia Pathways Community Member of Basic of NWFL Member of Downtown North CRA Advisory Board NAACP Member League of Women Voter Member MLK NPO Board Member Kiwanis Club Member National Black MBA Association WOVEN (Women Veteran Network) Member
Why are you running for office?	Michelle has spent the last ten years working in public service leadership and running 2 small businesses. After Hurricane Michael, she started a journey into learning more about local government. During this journey, she was able to see the neglect and lack of resources in Ward #2. the community that she was raised and loved so dearly. Michelle decided to run to do her part in ensure the success of the community and the equitable distribution of resources to Ward#2. As a bold leader who leads by example in every aspect of her life, she know how to achieve goals, develop strategies for success, collaborate effectively, and maintain a high level of emotional

	<p>intelligence to work well with others. Michelle is running in the 2023 Panama City Commissioner Ward #2 Election. as she believes that her life has led her to this moment to do her part in molding Ward #2 into an even more beautiful, thriving, and well developed community for its residents to work, live, and play!</p>
<p>What skills or qualifications do you possess that make you the best choice to serve in this position?</p>	<p>Michelle has spent her 20 plus years in leadership: - Obtaining her Masters of Business Administration (M.B.A.) -Providing support to Private and Government Agencies -Serving in the United States Army and now an advocate for Disabled Veterans - Reducing Medicare Fraud in FL with FCSO -Acquiring over a million dollars in Commercial Contracts - Securing fiscal responsibility and positive revenue gains for financial and healthcare clients -Creating curriculum and programs for Business Education Departments -Educating, Coaching, and Inspiring hundreds of leaders across the country In my backyard of Panama City Michelle has: -Helped families get the help they needed after Hurricane Micheal -Fed Seniors Weekly for free -Held Health Fairs for the Community -Offered and provided free tutoring to 1st-8th grade students -Provided National Youth sports to the Area -Created Cultural Diverse Events to increase Quality of Life -Started Home buying classes to bring homeownership to Glenwood, Millville, and St. Andrews -Supported Youth Entrepreneurship Training -Partnered with agencies on the front line to offer services such as housing, food, business support, etc. -Attended City Commissioner Meetings, Planning Board Meetings, CRA Advisory Board Meetings, and Monday Morning Meetings with the City Manager Meetings over the past 3 years -Held Glenwood Quarterly Farmers Market giving away free produce -Provided mentorship and Pop-Up Business Days for Small</p>

	<p>Businesses -Housed veterans, single moms with the support of private home owners</p>
<p>What do you consider to be the top three (3) issues facing your city (listing in order of importance)?</p>	<p>The top 3 issues facing Panama City are: -Fiscal Responsibility -Infrastructure -Affordable Housing In addition there are 3 top issue that Ward #2 is facing - Economic Development/Growth -Clean and Safe streets -True Affordable Housing.</p>
<p>If elected, how do you plan on measuring your performance to report to your constituents?</p>	<p>Michelle plans to measure her performance to report to her constituents by reviewing the outline goals that she hoped to accomplish for campaigning. Looking to stay true to why the community voted for her. She will also measure by reviewing her availability to the community, the level of trust gained by constituents, and an open discussion with constituents on how well she is performing with a public report card. As a Commissioner, I work for the community and it is my job to ensure that the work that I do is in line with what the community wants and needs.</p>
<p>What role should local governments play in attracting new and supporting the existing business community?</p>	<p>The local government should play a huge role in attracting new and existing businesses. Our local government has access to fiscal incentives to include grants, tax credits, and other incentives to increase and produce business opportunities. It should be a top priority of local government to promote economic development on all sides of the city/community. If Panama City is to become the premier city of the panhandle it must take a committed approach to securing sustainable businesses, top demanding businesses, and businesses of the future to bring the city to the next level.</p>
<p>Which legislative priorities in the Bay County Chamber's 2023 Legislative Agenda do you support? Why?</p>	<p>The top legislative priorities in the Bay County Chamber's 2023 Legislative Agenda that Michelle Support is listed below: Business and Economic Development -State funding of Enterprise Florida, Inc. (EFI) and incentives for high-wage job creation and capital investment. These programs and projects</p>

diversify Florida's economy through innovation and attract industries that will have a multiplier effect on the economy. Quality of Life -Development and funding of a new performing arts and events center in downtown Panama City within a walkable location to dining, shopping, marina and new hotel on the Panama City Marina. Workforce Development and Education -Continuing our 2022 A Better Way for a Brighter Bay Education initiative that encourages the business community's involvement in our public schools. Current resolutions include: 1) support for school-based mentoring and; 2) targeted bringing business experience at the school board level. In order for Bay County to become the premier city of the panhandle it must attract and retain high-demanding jobs to improve the lives of its local residents as well as to attract new residents to our beautiful city. It has been discussed on many levels rather City Hall, School Boards, or in local communities, we need to create a culture where our talent can stay in our city vs. having to leave to find sustainable employment. Bay county needs to diversify its workforce to stay competitive with other cities. In addition, Quality of Life is key in any city especially a beautiful city such as Panama City. Our downtown is our crown jewel and it should be development in a way that attracts not only our locals but visitors from all over. While tourism is important so is the quality of life for our locals to be able to live, work, and play in our own backyard. The last priority A Better Way for a Brighter Bay is one of the most important if not the most important legislative item on the agenda. It truly takes a village to grow an entire community and to reach that milestone, we as leaders, business leaders must reach back to help our students reach their goals and to help them become successful. Not every child has access to resources to

	<p>help them navigate the many life choices available so being able to mentor students and provide real life education to a student will be a reward that will have a long lasting effective on our community.</p>
<p>In the Chamber's 2023 Business Plan, workforce development remains a key objective. How do you plan to attract and retain a vibrant and talented workforce?</p>	<p>In order to attract and retain vibrant and talented workforce, my goal would be to address the pressing issue of affordable housing. We will not be able to attract/retain the talented workforce needed if a decent housing component is not in place. As a business owner, I have had many conversations on what is preventing certain industries from coming to the area and it has been the lack of affordable housing an issue that is we are facing all across this country. My goal would be to work with high-demand industries and work with our housing industries to ensure as a city we have what we need to attract a talented workforce and create a robust process to bring the workforce with a matching housing component. Bring in the workforce that has salaries that match the rising cost of housing. Bring industries that have longevity, employee growth, and salaries that can provide what is needed to keep a talented workforce in our city</p>
<p>Another important issue identified in the Chamber's Business Plan and Legislative Priorities is affordable workforce housing. What ideas do you have to address workforce housing?</p>	<p>Some of my ideas include: Staring the already Infill Program that the city is starting to offer developers/contractors to build homes on lots that the city owns to create an uptick in housing options for working adults. Create housing with mix units that can accommodate the diverse workforce that we have. Housing for students, low/middle income, veterans, seniors., etc.. And create a housing component that encourages positive reinforcement with our local workforce. Another idea is to create micro-unit single residents. This idea provides a housing component of shared housing with a shared workforce. This might require ordinances and regulation changes but it would offer a solution to</p>

	<p>providing affordable workforce housing with the incentive to create new homeownership.</p>
<p>What is the largest budget you have overseen and how did you prioritize spending?</p>	<p>The largest budget that I have overseen was over \$700,000 annually. I was able to prioritize by having a full understanding of what were our departments live expenses. Expenses that were needed to keep our department stable and on budget. I also prioritized by focusing on what the goal was monthly/incrementally in the event of any financial challenges. Forecasting allowed allocation according to how effective a program was performing so that if changes were needed, they were made based off long term goals. Spending was prioritized based off: Need Performance Forecasting</p>
<p>Some people in our community say that we have traffic problems. What do you think? How would you mitigate those concerns or change the situation?</p>	<p>We absolutely have traffic problems in our community. the last 2 weeks I have witnessed an accident every single day. While the accidents are not ok, it does show that as a community we have grown since Hurricane Michael. To truly mitigate these issues we need to conduct an assessment of how our traffic is currently flowing and where housing developments are being built. We need overpasses and turning lanes on all of our major highways. When traffic has to stop for someone to make a right turn, it shows that our streets do not have the proper engineering to keep traffic flowing. We need more turning lanes and a traffic light system that works to keep our traffic flowing at our city busy hours.</p>
<p>Public education remains important to the Chamber. Share your thoughts on challenges and opportunities facing our local public education</p>	<p>Many of the challenges and opportunities that our local public education system face have been discussed as they are the same as other industries in Bay County. Due to the lack of affordable housing and national pay rates, our schools will continue to face issues attracting and retaining talented teachers/workforce. When you look at the national average of a teacher salary in Florida we are behind at</p>

system and how you can help.

paying teachers their worth. But when you look at the cost of living, it matches with most even the bigger cities. Why the disconnect? We need to find ways to be creative and spend wisely in attracting and retaining effective teachers. Make teaching an honorable profession and not one of regret. Providing teachers more classroom management and fair pay will organically create opportunities for an improved public education system. Create a true parent-teacher environment that includes curriculum building within the community. A successful system must align itself with the standards that it has set forth for the community the education system resides. If we are going to be a premier city we must offer a premier education system. If we want high paying jobs that attract a particular workforce then we must elevate our education system by implementing a model collaboration (teacher+student+parent+community leader/business mentor). With a model collaboration we can address/prevent pitfalls that a student may face. There are so many opportunities we can explore to create a robust education system in Bay County. And the Chamber is doing a great job assisting and leading the way!

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Candidate Name	Brian Grainger
Office	Panama City Commissioner Ward 3
Have you attended a Public Leadership Institute/Political Leadership Institute (hosted by a Chamber of Commerce or Economic Development Council)?	I have not. Though, I would love to attend the next one.
Have you ever run for or been elected to public office? If yes, please describe.	This is my first time running for any office. It has been an enriching and educational experience.
Describe your civic involvement. Please include any Boards on which you serve and any positions of leadership.	While serving in the Air Force, I was a member of several boards and volunteer actions. Since retiring, I have been active with Bayside Church. In regard to leadership, my entire last 12 years in the Air Force were served in positions of leadership from small teams to entire squadrons. I currently manage cyber security professionals across the United States with a team budget of just over \$11M. My leadership style is transformative and collaborative, and I maintain a servant-leadership mindset.
Why are you running for office?	I love Panama City and want to see it flourish. I believe Panama City needs a unified plan for the future, and that plan should rest upon sound fiscal policy. I want to make the city more small business-friendly through a review of ordinances and policy revisions. We need to protect and provide for our children, now and in the future.
What skills or qualifications do you possess that make you the best choice to serve in this position?	I was born and raised in Panama City, am a retired Air Force veteran, a devoted husband, a father of 3 teenagers, a business owner, and a homeowner. I have an MBA, and my career provides ample time to take care of city issues. I have the ability to analyze complex problems with multiple stakeholders. Within my Air Force career and even now as a cyber security

	<p>manager, I made tough decisions that heavily impacted people and missions. I also have the ability to explain the reasoning behind those decisions to detractors. All of these experiences culminate in a skillset that is well suited to civic service.</p>
<p>What do you consider to be the top three (3) issues facing your city (listing in order of importance)?</p>	<p>Fiscal responsibility - there is no plan for infrastructure replacement and repair. This is not something Panama City faces alone; many cities in the US have failed to take on the massive task of planning for repair and maintenance. We are going to receive \$440M in funding for infrastructure repair. I want to address what we do after the money has been spent.</p> <p>Small Businesses - When we look for a large company to relocate here and help us economically, we sometimes forget our amazing small businesses. Small businesses, in the aggregate, are an incredible economic engine. If we focus on our small businesses and get some outdated city ordinances out of the way, we can revitalize current businesses and draw others in with expansion. A city with a solid small business presence will attract larger businesses.</p> <p>Protect and provide for our children - Ward 3 has two city parks, Venetian Sunset Park and Harvey Dee Mathis Park. Both are in dire need of repair and hazard mitigation. Pocket parks are needed throughout many of our neighborhoods. Finding funding is always an issue. We could request Harders Park from the county and use Destination PC funding to help build out Harders to make it sports tourism friendly, and as the tourism money comes into use, it to build a large indoor sports complex. As the money continues to come, we can fund smaller parks for residential areas. Look to our neighbors in Foley AL for a great example of how this can work.</p>
<p>If elected, how do you plan on measuring your</p>	<p>The city is sorely lacking in communication with the average resident. I've walked around many neighborhoods, and many times I've been told it was</p>

<p>performance to report to your constituents?</p>	<p>the first time anyone has been at their door. I will be transparent and communicative as much as possible. I will have a regular meeting where anyone in Ward 3 can come and air grievances or concerns with the city. I will use social media to help facilitate communications with Ward 3 residents, and I'll mail occasional newsletters to the few residents who do not have internet access (I've met three so far.)</p>
<p>What role should local governments play in attracting new and supporting the existing business community?</p>	<p>I hope the property tax referendum passes because it will significantly encourage businesses to locate or expand locally. I've talked with six entrepreneurs who tried to open their companies within Panama City but found it too complicated. Five opened their businesses elsewhere, and the sixth is still searching. Part of this is due to a lack of information, a lack of one point of contact, and others are due to old ordinances, policies, and procedures. This is the opposite of what local governments should be doing. Local government should set a standard and then make the environment as business-friendly as possible while maintaining the standard.</p>
<p>Which legislative priorities in the Bay County Chamber's 2023 Legislative Agenda do you support? Why?</p>	<p>I honestly agree with all of the priorities. However, these are my favorites: Anytime we can lower taxes, I am a fan - continued reduction of business rent tax As we found during COVID, state pre-emption can keep government overreach at bay - protecting Florida's Home Rule Deepwater-Horizon was horrible and I do not support any legislation that would negatively impact Triumph Gulf Coast I support state funding of Enterprise Florida - the more jobs there are in Florida, the better for all of us. I am familiar with how states attract high-impact companies through my current work in cyber security and understand how companies benefit from tax breaks and grants. I support A Better Way for a Brighter Bay - many times, students do not know the depth of the niche careers available to them. Also gaining some business</p>

	<p>experience while still in school prepares students for the workforce and primes some to become entrepreneurs. Studying reopening the East pass - inshore charters would be great as well as emerald water in the bay again Lastly, our fisheries have been too protected and many times, trying to target fish through schools of protected fish becomes frustrating - I oppose HR 4690.</p>
<p>In the Chamber's 2023 Business Plan, workforce development remains a key objective. How do you plan to attract and retain a vibrant and talented workforce?</p>	<p>Vibrant and talented people are attracted to vibrant and talented areas. Panama City has started urban beautification, and small businesses downtown have greatly increased the "quality of place." I believe St Andrews has done a great job of finding their identity in the "Salty St Andrews" style of marketing. I support Destination PC in expanding its offerings beyond tourism to market the city as a great location for talented workers. Business incubators are amazing at getting small startups and freelancers to bud and grow. Lastly, when possible, use local talent and businesses for city initiatives as this helps to create a talent-retention atmosphere.</p>
<p>Another important issue identified in the Chamber's Business Plan and Legislative Priorities is affordable workforce housing. What ideas do you have to address workforce housing?</p>	<p>We need somewhere for a vibrant and talented workforce to live. With a record low inventory of housing post-Michael and another potential demand increase with the resettlement of Tyndall AFB, we are looking at a massive housing crisis. As for the Sadowski Trust: SAIL has been funded with \$150M and SHIP has been funded with \$250M. Both of these programs work to provide relief for homebuilders and homebuyers. While a blessing, these are not enough. Local home builders should be encouraged through local affordable housing programs.</p>
<p>What is the largest budget you have overseen and how did you prioritize spending?</p>	<p>In my roles in the Air Force, I have overseen hundreds of millions of dollars in equipment. Currently, I oversee \$11M in budget for my staff. I prioritize spending by matching highly qualified individuals with market-rate compensation plans. I ensure they are</p>

	<p>98% billing to customers and offer training and certifications to increase their knowledge and business value. Spending order is needs, wants, and then wishes.</p>
<p>Some people in our community say that we have traffic problems. What do you think? How would you mitigate those concerns or change the situation?</p>	<p>Other places have it worse, though that does not mean we should disregard our traffic issues. I want to look at traffic light synchronization and arming our traffic engineers with AI systems to calculate, model, and provide the best flow of traffic. Several patterns can be utilized city-wide to help traffic flow through our four main corridors and as traffic increases or decreases, those patterns can be applied.</p>
<p>Public education remains important to the Chamber. Share your thoughts on challenges and opportunities facing our local public education system and how you can help.</p>	<p>Challenges: old and outdated buildings, lack of parental engagement, burdensome requirements levied on teachers, lack of authority in classrooms, and children are being passed upwards without being held to standards which does not help the student, the teachers, or society as a whole. Opportunities: engagement with the environment (we have forests, ocean, and lakes), partnerships with the military, FSU and GCSC partnerships, and partnerships with local businesses. Further expansion of partnership with Haney. Charter schools are also great option. I would help facilitate some of those partnerships. I have many friends in education here in Bay County and would rely on their council and expertise as they are closest to the students. I have already looked to get a cyber security course installed at a local school. Cyber.org provides everything a school needs to teach cybersecurity K-12. I would also champion market rate pay for people in high-paid careers to teach their respective subjects in schools.</p>