

Monday  
July 22, 2013  
Gautier, Mississippi

**BE IT REMEMBERED THAT A REGULAR MEETING of the Mayor and Council of the City of Gautier, Mississippi was held July 22, 2013 at 3:30 PM in the City Hall Municipal Building, 3330 Highway 90, Gautier, Mississippi.**

**Those present were Mayor Gordon Gollott, Council Members, Hurley Ray Guillotte, Casey Vaughan, Mary Martin, Rusty Anderson, Adam Colledge, City Manager Samantha Abell, City Clerk Cynthia Russell, City Attorney Robert Ramsay and other concerned citizens. Absent Council Member Johnny Jones**

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**AGENDA  
MAYOR AND COUNCIL ANNUAL RETREAT  
CITY OF GAUTIER, MISSISSIPPI  
CITY HALL COUNCIL CHAMBERS  
July 22, 2013 @ 3:30 PM**

- I. Call to Order**
  - 1 Prayer**
  - 2 Pledge of Allegiance**
- II. Agenda Order Approval**
- III. Announcements (None)**
- IV. Presentation Agenda (None)**
- V. Public Agenda**
  - 1 Agenda Comments**
- VI. Business Agenda**
  - 1 Order authorizing the City to enter into a service agreement with Burns Cooley Dennis, Inc. for Construction Materials Testing Martin Bluff Road Bridge Replacement**
  - 2 Order authorizing the City to request additional funding from Gulf Regional Planning Commission for the Martin Bluff Road Widening and Improvement Project STP-9194-00(008)LPA/105069-801000**
  - 3 Motion to enter into a Work Session and suspend Roberts Rules of Order**
  - 4 Discuss Mayor and Council Roles and Responsibilities Manual**
  - 5 Strategic Planning Session**
- VII. Consent Agenda (None)**

**STUDY AGENDA  
CITY OF GAUTIER, MISSISSIPPI  
July 22, 2013**

- 1      Discuss Citizen Comments**
- 2      Discuss Council Comments**
- 3      Discuss City Manager Comments**
- 4      Discuss City Clerk Comments**
- 5      Discuss City Attorney Comments**

**Recess until July 23, 2013 at 3:30 PM**  
[www.gautier-ms.gov](http://www.gautier-ms.gov)

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**Motion was made by Councilwoman Mary Martin to amend the agenda to add Business Items 3 – Authorization for City Manager to purchase easement south of Martin Bluff Road from Dirt Movers Inc. Motion was seconded by Councilman Colledge and unanimously carried. Councilman Johnny Jones was absent.**

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**Announcements**

**None**

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**Presentation**

**None**

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There came for consideration of the Mayor and Members of the Council of the City of Gautier, Mississippi, the following:

**ORDER NUMBER 175-2013**

**IT IS HEREBY ORDERED** by the Mayor and Members of the Council of the City of Gautier, Mississippi, that the City of Gautier is hereby authorized to enter into a service agreement with Burns Cooley Dennis, Inc. for Construction Materials Testing martin Bluff Road Bridge Replacement.

**IT IS FURTHER ORDERED** that the City Manager or City Clerk is authorized to execute any and all documents necessary.

Motion was made by Councilman Colledge seconded by Councilwoman Martin and the following vote was recorded:

|              |                                                                                                           |
|--------------|-----------------------------------------------------------------------------------------------------------|
| <b>AYES:</b> | Gordon Gollott<br>Mary Martin<br>Hurley Ray Guillotte<br>Casey Vaughan<br>Rusty Anderson<br>Adam Colledge |
|--------------|-----------------------------------------------------------------------------------------------------------|

|              |      |
|--------------|------|
| <b>NAYS:</b> | None |
|--------------|------|

|                |              |
|----------------|--------------|
| <b>ABSENT:</b> | Johnny Jones |
|----------------|--------------|

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**MAYOR**

**ATTEST:**

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**CITY CLERK**

**PASSED AND ADOPTED** by Mayor and Members of the Council of the City of Gautier, Mississippi, at the meeting of July 22, 2013.

**CITY OF GAUTIER  
MEMORANDUM**

**To:** Samantha Abell, City Manager  
**From:** Tricia Thigpen, Deputy City Clerk  
**Through:** Cindy Steen, City Clerk  
**Date:** July 18<sup>th</sup>, 2013  
**Subject:** Burns Cooley Dennis, INC.

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**REQUEST:**

City Council authorization is requested for the City of Gautier to enter into a service agreement with Burns Cooley Dennis, Inc. for Construction Materials Testing Martin Bluff Road Bridge Replacement. Estimated cost \$1,310.00.

**BACKGROUND:**

Burns Cooley Dennis, Inc will be providing the needed materials testing services for the Martin Bluff Road Bridge Replacement. The bridge will be replaced with culverts. Burns Cooley Dennis will provide services related to density testing of the soils placed around the culverts.

**RECOMMENDATION:**

Based on the attached information, City staff recommends that City Council authorize entering into a service agreement with Burns Cooley Dennis, INC. for Construction Material Testing Martin Bluff Road Bridge Replacement.

**ATTACHMENT(S):**

Burns Cooley Dennis, Inc Proposal

# BURNS COOLEY DENNIS, INC.

## GEOTECHNICAL AND MATERIALS ENGINEERING CONSULTANTS

### Branch Office

14140 Dedeaux Road, Suite C  
Gulfport, MS 39503  
Phone: (228) 832-0690  
Fax: (228) 832-0930

### Corporate Mailing Address

Post Office Box 12828  
Jackson, MS 39236  
[www.bcdgeo.com](http://www.bcdgeo.com)

### Corporate Office

551 Sunnybrook Road  
Ridgeland, MS 39157  
Phone: (601) 856-9911  
Fax: (601) 856-9774

July 17, 2013

City of Gautier  
3330 Highway 90  
Gautier, Mississippi 39553

Revised Proposal No. G13-053

Attention: Samantha Abell  
City Manager

Re: Proposal for Construction Materials Testing  
Martin Bluff Road Bridge Replacement  
Gautier, Mississippi

Ms. Abell:

Thank you for your consideration of our firm in providing the needed materials testing services for the project. Mr. Jeff May, P.E. of Michael Baker requested this proposal. Mr. Chad Jordan, P.E. of ClearWater Solutions, LLC requested that the proposal be revised and sent to the City of Gautier.

The project includes the replacement of an existing bridge on Martin Bluff Road. The bridge will be replaced with culverts. We would provide services related to density testing of the soils placed around the culverts. We understand that work should take the City's crews 3 days to complete. We have been asked to make two trips to the site to perform testing.

We would work with the owner's field representative and contractor's field manager(s) to accommodate schedules, including later hours or early mornings and weekends, but request that we receive prior day's notification of needed testing. Invoices would be submitted monthly.

We have not been provided a construction schedule. We were provided design quantities, plan drawings, and a budget by Michael Baker Corp. to estimate the fee for providing testing services. We would invoice all field and laboratory testing on an hourly basis.

The following cost estimate is based on our understanding of the amount budgeted for testing for the project. The personnel rates include the use of vehicle and equipment as necessary to complete the assigned work.

Bailey Cooper would serve as the technical supervisor for field services for this project. All testing work would be performed under the direction of Jeff Williams, P.E. Please contact us if you have any questions. We look forward to providing testing services on this project.

Very truly yours,  
BURNS COOLEY DENNIS, INC.



Jeffrey W. Williams, P.E.  
Principal

bc/JWW/fyl

Copies Submitted: (1) Addressee

Attachments: Estimate

Estimated Fees for Soil Compaction Testing  
 BCD Revised Proposal G13-053 - Martin Bluff Road  
 July 17, 2013

| <b>Soil Field and Laboratory Testing</b>             | <b>Estimated<br/>No. Hrs.</b> | <b>Unit<br/>Rate</b> | <b>Fee</b>                |
|------------------------------------------------------|-------------------------------|----------------------|---------------------------|
| Technician for Field and Lab Testing                 | 18                            | \$ 55.00             | \$ 990.00                 |
| Senior Lab/Field Supervisor for Project Coordination | 2                             | \$ 70.00             | \$ 140.00                 |
| Technical Typist                                     | 1                             | \$ 50.00             | \$ 50.00                  |
| Senior Project Engineer for Report Review            | 1                             | \$ 130.00            | \$ 130.00                 |
| <b><i>Estimated Total Fee</i></b>                    |                               |                      | <b><i>\$ 1,310.00</i></b> |

Notes:

- 1 Personnel rates include the use of vehicle and nuclear density gauge for soil testing.
- 2 Laboratory soil testing would be invoiced by the hour.

There came for consideration of the Mayor and Members of the Council of the City of Gautier, Mississippi, the following:

**ORDER NUMBER 176-2013**

IT IS HEREBY ORDERED by the Mayor and Members of the Council of the City of Gautier, Mississippi, that the City is hereby authorized to request additional funding from the Gulf Regional Planning Commission for the Martin Bluff Road Widening and Improvement Project STP-9194-00(008)LPA/105069-801000.

IT IS FURTHER ORDERED that the City Manager or City Clerk is authorized to execute any and all documents necessary.

Motion was made by Councilwoman Martin, seconded by Councilman Colledge and the following vote was recorded:

|              |                                                                                                           |
|--------------|-----------------------------------------------------------------------------------------------------------|
| <b>AYES:</b> | Gordon Gollott<br>Mary Martin<br>Hurley Ray Guillotte<br>Casey Vaughan<br>Rusty Anderson<br>Adam Colledge |
|--------------|-----------------------------------------------------------------------------------------------------------|

|              |      |
|--------------|------|
| <b>NAYS:</b> | None |
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|                |              |
|----------------|--------------|
| <b>ABSENT:</b> | Johnny Jones |
|----------------|--------------|

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**MAYOR**

**ATTEST:**

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**CITY CLERK**

**PASSED AND ADOPTED** by Mayor and Members of the Council of the City of Gautier, Mississippi, at the meeting of July 22, 2013.

**CITY OF GAUTIER  
MEMORANDUM**

**To:** Samantha Abell, City Manager  
**From:** Chandra Nicholson, Director of Economic Development and Planning  
**Date:** July 19, 2013  
**Subject:** Request to Gulf Regional Planning Commission for Additional Funding for the Martin Bluff Road Widening and Improvement Project  
(STP-9194-00(001)LPA/105069-801000)

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**REQUEST:**

The Economic Development and Planning Department requests City Council authorization to request additional funding from the Gulf Regional Planning Commission for the Martin Bluff Road Widening and Improvement Project.

**BACKGROUND:**

A need for additional funding has been identified since the City now has a better defined scope for the project, and constructions costs have increased since the original TIP estimate was prepared. See attached letter of request for details.

**DISCUSSION:**

The proposed revised funding amount is \$5,160,006.00 (\$4,128,005 Federal/\$1,032,001 Local) which is an increase of \$3,990,006.00

**RECOMMENDATION:**

City staff recommends that City Council approve the request to the Gulf Regional Planning Commission for additional funding for the Martin Bluff Road Widening and Improvement Project as presented.

City Council may:

1. Approve the request for additional funding as presented; or
2. Approve the request for additional funding with changes; or
3. Decline the request for additional funding.

**ATTACHMENT(S):**

Letter to Gulf Regional Planning Commission requesting additional funding

*Mayor*  
*Gordon F. Gollott*

# *City of Gautier*

## *Gautier, Mississippi*

*City Manager*  
*Samantha D. Abell*

*City Clerk*  
*Cynthia Russell*

*Council*  
*At Large Mary F. Martin*  
*Ward 1 Johnny Jones*  
*Ward 2 Hurley Ray Guillotte*  
*Ward 3 Casey C. Vaughan*  
*Ward 4 Charles "Rusty" Anderson*  
*Ward 5 Adam D. Colledge*



*3330 Highway 90*  
*Gautier, MS 39553*  
*Phone: (228) 497-8000*  
*Fax: (228) 497-8028*  
*Email: [gautier@gautier-ms.gov](mailto:gautier@gautier-ms.gov)*  
*Website: [www.gautier-ms.gov](http://www.gautier-ms.gov)*

July 23, 2013

Mr. David Taylor  
Gulf Regional Planning Commission  
1232 Pass Road  
Gulfport, MS 39501

RE: Gautier Martin Bluff Road Widening  
STP-9194-00(008)LPA/105069-801000  
Jackson County, Mississippi  
Request Increase in Project Funding

Dear Mr. Taylor:

The City of Gautier would like to request an increase in project funding for the Martin Bluff Road project which is currently listed on the TIP. The funding currently listed is \$1,170,000 (\$936,000 Federal/\$234,000 Local).

The city now has a better defined scope for the project and construction costs have increased since the original TIP estimate was prepared. In addition, right-of-way cost will be more than anticipated which will require the use of the earmark funds solely for preconstruction activities. The city would also like to include a multi-use pathway as part of the project. The proposed revised funding amount is \$5,160,006 (\$4,128,005 Federal/\$1,032,001 Local), which is an increase of \$3,990,006.

Please make this revision at your earliest convenience so we can move forward with revising our MOU with MDOT. If you have any questions please call Chandra Nicholson at 228-806-1285 or if you prefer you can e-mail her at [cnicholson@gautier-ms.gov](mailto:cnicholson@gautier-ms.gov). Thank you for your consideration and assistance in this matter.

Sincerely,

Samantha Abell  
City Manager

cc: David Seyfarth, MDOT District 6 Special Projects Engineer  
Chandra Nicholson, Director Economic Development & Planning  
File

# MARTIN BLUFF ROAD WIDENING

## PROJECT BUDGET July 18, 2013

| Description                        | Total         |       | Local Share | Earmark (2008  |              | Earmark | STIP      |
|------------------------------------|---------------|-------|-------------|----------------|--------------|---------|-----------|
|                                    | Estimated     | Costs |             | Appropriation) | Safe-Tea Lu  |         |           |
| Preliminary Engineering (Design)   | \$ 611,800    | \$    | -           | \$ 611,800     |              | \$      | -         |
| ROW Negotiations                   | \$ 135,700    |       |             | \$ 135,700     |              | \$      | -         |
| ROW Legal Fees                     | \$ 60,000     |       |             | \$ 60,000      |              | \$      | -         |
| ROW Appraisals                     | \$ 58,300     |       |             | \$ 58,300      |              | \$      | -         |
| ROW Review Appraisals              | \$ 32,450     |       |             | \$ 32,450      |              | \$      | -         |
| ROW Property Costs                 | \$ 4,307,000  | \$    | 1,105,250   | \$ 801,750     | \$ 2,400,000 | \$      | -         |
| Utility Relocations                | \$ 100,000    | \$    | 20,000      |                |              | \$      | -         |
| Construction                       | \$ 4,690,915  | \$    | 938,183     |                |              | \$      | 3,752,732 |
| Construction Engineering & Testing | \$ 469,092    | \$    | 93,818      |                |              | \$      | 375,273   |
| <hr/>                              |               |       |             |                |              |         |           |
| Total                              | \$ 10,465,257 | \$    | 2,157,251   | \$ 1,700,000   | \$ 2,400,000 | \$      | 4,128,005 |
| <hr/>                              |               |       |             |                |              |         |           |
| Total Available/Req'd Share        | \$ 5,036,000  | ???   |             | \$ 1,700,000   | \$ 2,400,000 | \$      | 936,000   |
| % Split                            |               |       |             | 100/0          | 80/20        |         | 80/20     |
| <hr/>                              |               |       |             |                |              |         |           |
| Budget Shortfall                   |               | \$    | -           | \$             | -            | \$      | 3,192,005 |

There came for consideration of the Mayor and Members of the Council of the City of Gautier, Mississippi, the following:

**ORDER NUMBER 177-2013**

**IT IS HEREBY ORDERED** by the Mayor and Members of the Council of the City of Gautier, Mississippi, that the City Manager is hereby authorized to initiate sewer drainage easement for \$1,000 to Dirt Movers Inc for bridge on Martin Bluff.

**IT IS FURTHER ORDERED** that the City Manager or City Clerk is authorized to execute any and all documents necessary.

Motion was made by Councilwoman Guillotte, seconded by Councilwoman Martin and the following vote was recorded:

|              |                             |
|--------------|-----------------------------|
| <b>AYES:</b> | <b>Gordon Gollott</b>       |
|              | <b>Mary Martin</b>          |
|              | <b>Hurley Ray Guillotte</b> |
|              | <b>Casey Vaughan</b>        |
|              | <b>Rusty Anderson</b>       |
|              | <b>Adam Colledge</b>        |

|              |             |
|--------------|-------------|
| <b>NAYS:</b> | <b>None</b> |
|--------------|-------------|

|                |                     |
|----------------|---------------------|
| <b>ABSENT:</b> | <b>Johnny Jones</b> |
|----------------|---------------------|

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**MAYOR**

**ATTEST:**

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**CITY CLERK**

**PASSED AND ADOPTED** by Mayor and Members of the Council of the City of Gautier, Mississippi, at the meeting of July 22, 2013.

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**Motion made by Councilman Vaughan to enter into a Work Session and suspend Roberts Rule of Order. Motion seconded by Councilwoman Martin vote was unanimously carried. Councilman Jones was absent.**

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**Discussed Mayor and Council Roles and Responsibilities Manuel**

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# Mayor & Council



## Roles and Responsibilities Manual

City of Gautier  
3330 HWY 90  
Gautier, MS 39553  
(228) 497-8000  
[www.gautier-ms.gov](http://www.gautier-ms.gov)

*Composition: July 2013*

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## **WELCOME**

The City of Gautier Staff are pleased that you have become a member of the City's governing body. Our community relies on the dedication of individuals with pride in their community and the initiative to become involved in the local municipal government process.



As a member of the City Council, you will be asked to make policy decisions, enact laws, levy taxes, and act for the benefit and best interest of the City of Gautier. You will be performing a valuable service by addressing community issues and needs as you represent your constituents. It is a service that is needed and that carries with it great responsibilities, which, hopefully, this manual will help you meet without feeling overwhelmed.

City officials look forward to your contribution as we all work together to provide efficient municipal services that are responsive to local needs and expectations. The City Council appreciates your willingness to work in this capacity and hopes your experience will be stimulating, enjoyable and satisfying. May you be productive in this endeavor.

## INTRODUCTION

This handbook has been prepared to help elected officials of the City of Gautier in carrying out the duties and responsibilities of public office. It is intended to be used for reference purposes only. This publication is based on state and federal legislation, general local government reference works, other detailed municipal manuals and similar publications dealing with municipal governments that have been published by the League of Mississippi Municipalities.



In the various sections of this manual, information has been provided on the basic structure of city government, as well as some guidance on conducting council meetings, advice on how to govern the City of Gautier effectively, descriptions of how the city is organized, details of what is required for public hearings, and information on creating a budget. In addition, some actions that public officials sometimes do not realize could create criminal liability are listed in the hope that such problems are best avoided through receiving good information.

Finally, the City Council has established a number of committees, commissions and boards to review city programs, projects and community issues. These groups provide greater community participation and can be a valuable source of information as they make recommendations to the City Council on specific areas. These bodies are all organized either through city ordinance or state statutes, which also prescribe their duties and authority.

If you have questions regarding your role, authority or area of responsibility within the aspect as a member of the City Council of the City of Gautier, please feel free to direct your questions or concerns to the City Attorney and do not hesitate also to receive clarification or assistance from the offices of the City Manager.

# VALUES

⌘ PEOPLE ⌘ INTEGRITY ⌘ PROSPERITY

**We value** government action that is taken openly and believe that responsive government is our first priority. We encourage citizen participation for the betterment of our community and strive to conduct business with integrity to instill public trust.

## Quality of Life

**We value** a safe, family friendly environment in which to build our future and conduct business. We foster recreation, public safety and youth activities, and encourage support of the arts, libraries, and education. We believe in sound economic development, high standard infrastructure and responsible planning for sustainable growth.

## Excellence

**We value** excellence in all things. Professionalism, accountability, and innovation drive our commitment to excellent customer service.

## Employees

**We value** a work environment that emphasizes teamwork, respect and dignity and supports our employees in their efforts to provide excellent customer service.

## Diversity

**We value** diversity in the workplace and in the community.

# VISION/MISSION

Gautier's mission statement and values were adopted with input from citizens and employees during the 2012 strategic planning process.

## **Vision**

We strive to achieve efficient and responsible service; a highly trained, competent workforce; and responsible stewardship of resources.

## **Mission**

To enhance the quality-of-life of the citizens of Gautier and our neighborhoods by providing exceptional government services.

- I. Provide a safe environment through the development of partnerships with citizens, community groups and law enforcement, emphasizing crime prevention and a variety of programs aimed at youth.
- II. Create a vibrant community by expanding our economic development efforts striving to improve education, and growing our recreational, cultural, arts and library programs.
- III. Be innovative in seeking solutions, be bold in taking on the challenges of our community and use the entire range of resources, skills and technology available throughout the community for the betterment of all.
- IV. Sustain the economic, environmental and physical health of our community by supporting new medical and health care services; creating a program of sustainable development and fostering continued job creation.
- V. Continue to enhance the quality of life for our residents by embracing our small town spirit, ensuring we maintain strong neighborhoods, valuing and strengthening intergenerational ties among citizens and providing a range of services that support the whole community.
- VI. Encourage community maintenance to aesthetically improve the City.
- VII. Recreational Waterfront. Cultivate public and private investments along the Coastline.
- VIII. Focus on the Town Center Master Plan and I-10/HWY 57 Corridor. Promote economic renewal and strategic development.
- IX. Environmentally Sustainable Local Government Policies. Develop and implement pro-environmental policies.
- X. College Park Community Revitalization. Stimulate further redevelopment

opportunities.

- XI. Operational Performance and Efficiency. Focus on improving efficiency and performance.
- XII. Promote Public Safety. Reduce violent crime among youth and adults
- XIII. Customer Service. Maintain and improve the quality our customers' experiences while recognizing that the City is involved in many other important activities, these eight initiatives will be our focus as we plan future activities and deploy resources.

## **GENERAL INFORMATION FOR NEWLY ELECTED COUNCIL**

- According to the city ordinances, the Council meetings are to be held every 1<sup>st</sup> and 3<sup>rd</sup> Tuesday of each month, usually starting at 6:30 pm. These times may be adjusted as necessary to meet scheduling needs and the time demands of scheduled agenda items. The agenda and packets of backup information are available Thursday in-office, and will be delivered to your home by the Gautier Police Department on the Friday prior to the scheduled meeting.
- It is the responsibility of each council member to come to the meetings fully prepared. This means that you should be reading through the entire packet of information made available to you. If you have any questions regarding the information please contact City Hall to research the answer to your question prior to the meeting.
- Each council member has a mailbox at City Hall. It is the responsibility of each council member to periodically check his or her mailbox.
- Each new Council member needs to visit the payroll department in City Hall to fill out the necessary employment forms such as the W-4, I-9 etc...
- Be sure to familiarize yourself with the 'Personnel Policy Manual', '5-Year Strategic Plan' and the 'City of Gautier Annual Budget'.
- The Gautier City Council conducts their meeting according to 'Roberts Rules of Order'. Please familiarize yourself with the "Meeting Procedures Fundamentals" booklet in your packet. It is also highly recommended that each new Council member attend the Public Official's Workshop that is offered through the Mississippi Municipal League.
- At times the Council will convene in a closed session. Confidentiality is extremely important and should be strictly adhered to. Items discussed in closed session should not be shared with other persons outside the realm of the Council Chambers. Closed sessions are entitled "executive sessions" and are only permissible in specific instances. Refer to the City Council Handbook for state statutes regarding allowable use.
- Council members will be appointed to chair at least one civic committee/board. It is very important that you develop open and regular communication with the City Manager and volunteer committee members in order to gather information to help you effectively volunteer on a public committee/board.

## LEGISLATIVE BRANCH



### Powers of Mayor and City Council

Gautier is governed by a council consisting of councilmen and the mayor. The council serves as the legislative arm of city government. Individual councilmen are not empowered to act on behalf of the city, and can only exercise power when a quorum of the council is present. The mayor is a member of the council and presides over its meetings. In the mayor's absence the mayor pro-tem presides over meetings.

In contrast to other city offices, the Mississippi Annotated Code does not provide a list of duties for individual councilmen, although the City Council has full legislative (or policy-making) authority. In addition, the City Council appoints the City Manager and confirms appointments made by the Mayor. It has authority for the management and control of City property; management and control of city finances and highways; the power to act for the government and good order of the City, for its commercial benefit, and for the health, safety, and welfare of the public. The Council enacts ordinances, resolutions and motions; creates committees, boards and commissions; approves and amends the annual budget; levies taxes, approves the paying of claims made against the city; grants licenses issued by the city; and enters into contracts on behalf of the city. It may carry out its powers by license, regulation, suppression, borrowing of money, taxation, special assessment, appropriation, fine, imprisonment, confiscation, and other necessary and convenient and legal means.

The City Council does not enjoy executive (or administrative) powers of city government, which are carried out by the City Manager, who serves at the pleasure of the Council.

### Appointments by City Council (Subject to Council Confirmation)

#### **Legislative (Policy-Recommendation or Advisory) Boards:**

- Planning Commission
- Civil Service Commission
- Recreation Advisory Committee
- Technical Review Committee

#### **Administrative (Decision-Making) Boards:**

- Library Board (decision-making on most matters of Library operations)
- Election Committees
- EOC

## EXECUTIVE / ADMINISTRATIVE BRANCH

The city manager is a statutorily created position. To further consolidate the municipal services and create efficiency measures, the offices of City Clerk and Treasurer/Comptroller were placed under the direction of City Manager for the City of Gautier.

The City Council appoints the City Manager on the basis of merit, who serves for a four year renewable term at the pleasure of the Council. The City Manager is the head of city administration, and possesses and exercises executive and administrative powers of city government. The City Manager has no legislative powers. The City Manager is removable by a 2/3<sup>rds</sup> affirmative vote of the entire membership of the City council.

### Powers of City Manager

The City Manager shall carry out the directives of the Mayor and City Council that may require administrative implementation and shall promptly report the results obtained and any difficulties encountered. The City Manager shall direct, coordinate, and expedite the activities of all city departments, except where such authority is vested by Mississippi State Statutes or city ordinances and resolutions in boards, commissions or other city officers.

He or she shall be responsible for the administration of all day-to-day operations of the city government, including monitoring of city compliance with Mississippi State Statutes, regulations, city resolutions and ordinances. The City Manager shall serve as an ex-officio member of all boards, committees and commissions of the city. (*See ordinances for complete list of duties*)

The Clerk duties are set forth by statute. Although the duties for city clerk's vary somewhat from municipality to municipality, they are in large part the same. Generally speaking, the clerk is entrusted with the care and custody of the corporate seal and all papers and records of the city. The city clerk oversees the office of the court clerk and is required to attend governing body meetings and keep a full record of the proceedings. The clerk is responsible for maintaining a minute book, and "ordinance book," and is also required to keep a record of all licenses and permits granted and record all bonds, in appropriate books. The clerk shall draw and sign all orders upon the treasury and keep a full account thereof in appropriate books. The clerk shall carefully preserve all receipts filed with the clerk. The clerk shall keep an accurate account with the treasurer and charge the treasurer with all tax lists presented for collection and with all moneys paid into the treasury. The clerk shall keep all records in the clerk's office open to inspection at all reasonable hours. The clerk is authorized to administer oaths and affirmations required by the state. This list of responsibilities of the clerk is not all-inclusive, but summarizes the duties as set forth by the Mississippi State Statutes.

Generally speaking, the treasurer/comptroller is responsible for collecting all city, school, county and state taxes, receiving all moneys belonging to the municipality or which by law are directed to be paid to the treasurer, and paying over the money in the treasurer's hand according to law. The treasurer must deposit municipal funds upon receipt into the public depository designated by the governing body and keep a detailed account in suitable books in such manner as the governing body shall direct. The treasurer shall keep in separate books an account of all fees received. The treasurer must make, at times specified by statute and as required by the governing body, a verified report to the governing body of moneys received and disbursed and of the condition of the treasury per Mississippi State Statutes.

The City Attorney represents the City Manager/Clerk/Treasurer in all areas wherein the City Manager/Clerk/Treasurer has exclusive or final authority.

Appointments by City Manager (Not Subject to Council Confirmation)

- City Clerk
- Deputy Clerks
- Treasurer/Comptroller

## **JUDICIAL BRANCH**

The Mayor and Council appoint the municipal court judge and the city attorney. A municipal court is a true court of law and an integral part of the state court system. Municipal courts are also unique in many respects. Some of this uniqueness is revealed by taking a closer look at a municipal court jurisdiction and powers.

The term “jurisdiction” as applied to courts of law, including municipal courts, is used to describe the authority of a court to hear and decide a case or legal issue presented to it. The term encompasses many things, including territorial jurisdiction and subject matter jurisdiction. A municipal court is authorized to hear and decide actions for violations of municipal ordinances of the municipality that operates the court. Since a municipality ordinance is only enforceable within the boundaries of the municipality that enacted the ordinance, the territorial jurisdiction of a municipal court is the same as the geographical boundary of the municipality that operates the court.

The Municipal Court enters judgment or dismisses matters that come before it as the court deems just. Ordinance violations cited by police officers, the building inspector or fire inspector, are all referred to the jurisdiction of the Municipal Court. Most traffic law violations are also matters for the Court’s determination. All judgments entered by the court are reviewable by the Circuit Court if an appeal is brought within twenty days of any judgment.

The City Attorney represents the City as Prosecutor in all matters brought before the Municipal Court.

## **CHAIN OF COMMAND**

All individual department heads and staff employees of the City of Gautier report to and are responsible to the City Manager. The City Attorney coordinates with the City Manager on executive and administrative matters, and reports to the Council on legislative matters.

The members of Boards report to the Chair or President of such Board, usually a department director or community planner. All members of all Boards regardless of who appointed them and what function they serve within the City's governmental structure, are part of the executive branch, making the City Manager an appropriate resource and informational source for all Boards and the appropriate final stop for questions and concerns. If a legal concern or need should arise, the boards should vote on whether it needs to seek the services of the City Attorney, who will then represent the Boards at the consent of Council, unless prohibited from doing so due to a conflict of interest.

The City Council members are responsible to the constituents. If a problem arises outside the anticipation of the 5-Year Strategic Plan, the council member reports to the council as a whole to direct the City Manager to take action. Or, most often, contact the City Manager who will conduct a response to the problem through the proper chain of command. The City Attorney represents the City Council in all areas wherein the City Council has exclusive or final authority.

### Chain of Command

The chain of command is important to a good council member. Sometimes the chain of command of an organization can be a little confusing. This simple question/answer illustration of the chain of command might help you:

1. *Who manages the people you serve?* The direct line staff.
2. *Who manages the direct line staff?* Supervisor / Department Heads.
3. *Who manages supervisors / department heads?* The City Manager.
4. *Who manages the City Manager?* The Mayor and Council.
5. *Who manages the mayor and council?* Each other.

A good council member learns to respect this chain of command. For example, if you want to arrange a meeting directly with the people you serve, it would be a good idea to contact your city manager—who will make arrangements through supervisors and direct line staff.

### The Council / Staff Connection

The following examples are true incidents of what the council/staff relationship should not be.

- One council member got a letter from a staff member complaining about the city manager. He took the letter to the Mayor who promptly called a council meeting to discuss the complaints—without informing the city manager. The council later solicited complaints from other staff members while the city manager was out of the city.
- Another council decided to examine staff personnel files. They simply wanted to understand more about what staff were accomplishing so they would be “assured that the city manager was doing a good job.”

### What's the Council's Relationship to Staff?

Two simple rules of thumb for Council / Staff relations are:

1. All communication between the staff and council should be channeled through the city manager.
2. Councils do not manage staff, administrators do.

Here are some basic do's and don'ts for individual council members in your relationship with staff...

- Don't make commitments to staff. Only the **Full Council** can do that.
- Don't act as a superior or supervisor to staff (that's your city manager's job)
- Do volunteer to help your organization—but in the same capacity and power as any other volunteer.
- Do go through proper channels—your city manager/administrator—when volunteering to help on a special event or project that will affect day-to-day operating procedures.
- Do show concern for the well-being of staff.
- Do remind staff members, when they contact you, that they should follow the chain of command when they have a problem—and that they should not take their problems directly to the council members.

## How Should You Handle Staff Grievances?

QUESTION: “Do staff have a right to appeal grievances to the council?”

ANSWER: Personnel management is the city manager/administrator’s job. The personnel policy handbook establishes procedures for the administrative handling of personnel grievances. Unless there’s a policy to the contrary, staff grievances should not go to the council. When the council listens to staff grievances, you may actually be settling one problem and creating a couple of serious new problems:

- Grievances that go to the council give staff mixed signals about who’s in charge. If they can appeal any administrative decision to the council, the administrator’s authority with staff is greatly weakened.
- If the city manager makes a decision on a staff grievance and the board reverses that decision, the relationship between council and the city manager will be strained. The Council/Administrator team must speak with one voice that says “the city manager manages staff.”
- Here are some answers to questions about the council/staff relationship that council members frequently ask.
  - “How can council members know what’s going on if we can’t work with staff?” You can work with staff through the city manager. Ask your city manager to report-or ask him/her to invite staff members to each council meeting to explain their programs and answer your questions.
  - “What part should the council play in hiring staff?” The council hires the best person to administer the organization and then delegates all other staff hiring to the city manager. The council should not interview or evaluate staff. These are the city manager’s jobs.
  - “Shouldn’t staff have a part in the evaluation of the city manager?” No. The council hires the city manager and has the responsibility for evaluation. It would be very difficult for staff to remain objective when evaluating their “boss.”

## The Council’s Relationship to Staff Can Be Tricky

Question: “As council members, a couple of us decided to attend a few staff meetings-mainly to show that we are interested in what goes on in the organization we govern. But we seemed to have stirred up a hornet’s nest because the city manager says it’s inappropriate for us to get involved directly with staff. Why can’t we do this?”

Answer: Nobody ever said that it was easy to be a good council member. Sometimes an issue comes along that reaffirms how hard it really is-like the question of a council member's relationship to staff.

On one hand, you're told you should get more involved because council members are responsible for the organization. But then you're told you shouldn't short-circuit the chain of command by bypassing your city manager when you go directly to staff.

The point is not that council members shouldn't have any relationship to staff. The point is that the staff/council relationship is so sensitive, council members have to be alert to problems, which can quickly grow out of this relationship.

### Responsibility Chart for the City Manager and Council

The council team works best when everyone understands who's responsible for what. Some decisions can only be made by the council. Other decisions should be delegated to the city manager. Still others should be joint decisions by both the council and city manager.

*The problem is, council teams don't always iron out who's responsible for what before they're confronted with a decision.*

The items below are typical decisions your board team might have to make in the future. Here's your chance to assign responsibility before you face the issues. As a council/city manager team, discuss this list and decide how you would assign the responsibility for each decision. Label each item with one of the following:

- A = Administrator has complete authority to make the decision.
- I = Administrator has authority to act and then Inform the council.
- P = Administrator must seek Prior approval from the council to act.
- C = Only the Council may make the decision.

- 1) Decided where to deposit your organization's funds.
- 2) Discipline an employee who arrives at work intoxicated.
- 3) Send the Comptroller to a three-day leadership conference at your organization's expense and on work time.
- 4) Establish maintenance and appearance standards for building facilities and grounds.
- 5) Explore the possibility of a merger with another organization.
- 6) Purchase a large new phone system with budgeted funds.
- 7) Arrange for an audit of your organization's finances.
- 8) Decide which services/programs to cut to meet budget demands.
- 9) Retain a consultant to help staff set up a new computer system.
- 10) Retain legal counsel for organization.
- 11) Recruit a person for a department director position.

You may add more items to the list to iron out "who should be responsible for what."

Your Administrator/City Manager Fills These Management Functions:

- 1) **PLANNING.** Although the council makes long-range plans (2-10 years), the administrator is responsible for making short-term plans to fulfill the current year's budget and objectives. Some council members are tempted to tell the administrator what equipment to purchase. But if it is budgeted, the administrator along with the department head, should decide how to spend the money. It's the council's role to plan for the needs of the future years.
- 2) **ORGANIZING.** An administrator must organize an internal structure to help him or her deliver your organizations services effectively and efficiently. Frequently, council members want a say in what kinds of staff positions are created. For example, a council member might think your priority should be to hire a public relations person-yet the administrator may want to hire a business manager. As a manager, your administrator should be able to create the kinds of positions and internal structure he or she deems necessary. For this reason, Mississippi Annotated Code allows council to create or remove positions only upon recommendation of the city manager.
- 3) **STAFFING.** Your administrator is in charge of hiring and firing staff members. The council is in charge of hiring and firing the administrator. As a council member, you judge your administrator for performance of the entire organization-not of individual staff. Let your administrator assess the performance of individual staff members.
- 4) **DIRECTING AND LEADING.** An administrator motivates staff. He/She should inspire them, give them direction and communicate will with them. Although council members are leaders of the entire organization, they are not leaders of the staff. Your administrator directs and leads staff. As a council member, you direct and lead your organization through your administrator.
- 5) **CONTROLLING.** The administrator measures and corrects the activities of staff members and controls the spending of the current budget. The council controls how much is allocated for line items in the budget, such as "staff payroll." It's tempting for council members, when they see that something is not quite right, to jump in and try to control what goes on. For example-if expenses are too high, a member might want to order a reduction in staff or change the operations of a particular department. That would be wrong, however, because the administrator is in charge of controlling staff and how the current budget is spent.  
**The most important point for council members to learn is to stand back and give the administrator the opportunity to manage and fulfill the responsibilities of the administrator's role within your organization.**

### Who's Responsible-The Council or Administrator?

Here are some recommendations for who should be responsible for the various activities and decisions made by your organization...

| <b>AREA</b>                                              | <b>COUNCIL</b>                                                          | <b>ADMINISTRATOR</b>                                                                  |
|----------------------------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Long-Term goals (more than 1 year)                       | Approves                                                                | Recommends and provides input                                                         |
| Short-Term goals (less than 1 year)                      | Monitors                                                                | Establishes and carries out                                                           |
| Day-To-Day Operations                                    | No Rule                                                                 | Makes all management decisions                                                        |
| Budget                                                   | Approves                                                                | Develops and recommends                                                               |
| Capital Purchases                                        | Approves                                                                | Prepares Requests                                                                     |
| Decisions on building, Renovation, leasing and Expansion | Makes decisions and Assumes responsibility                              | Recommends (could also sign contracts if given authority)                             |
| Supply Purchases                                         | Establishes policy and Budget for supplies                              | Purchases according to council policy and maintains an adequate audit trail           |
| Major Repairs                                            | Approves                                                                | Obtains estimates and prepares recommendation                                         |
| Minor Repairs                                            | Policy should include amount that can be spent without council approval | Authorizes repairs up to prearranged amount                                           |
| Emergency Repairs                                        | Works with Administrator                                                | Notifies Mayor and acts with concurrence from Mayor or council                        |
| Cleaning and Maintenance                                 | No Role (oversight only)                                                | Sets up Schedule                                                                      |
| Fees                                                     | Adopts Policy                                                           | Develops Fee Schedule                                                                 |
| Billing, Credit and Collections                          | Adopts Policy                                                           | Proposes policy and implements policy                                                 |
| Hiring of Staff                                          | No Role                                                                 | Approves all Hiring                                                                   |
| Staff Deployment and Assignment                          | No Role                                                                 | Establishes                                                                           |
| Firing of Staff                                          | No Role                                                                 | Makes Final Termination Decisions                                                     |
| Staff Grievances                                         | No Role                                                                 | The Grievances stop at the administrator                                              |
| Personnel Policies                                       | Adopts                                                                  | Recommends and administers                                                            |
| Staff Salaries                                           | Allocates line item for salaries in budget                              | Approves salaries with recommendations from supervisory staff and per union contracts |
| Staff Evaluation                                         | Evaluates only appointed positions                                      | Evaluates all other staff                                                             |

Yes, there will probably be some problems along the way, you have to expect them. But evaluate your administrator's performance as a manager by assessing what the entire organization has done. As long as you get what you want and need from your administrator, let the administrator do it his/her way.

### Council Learns Not to "Second Guess" the Administrator

Several council members from Oklahoma were shocked when they each got a letter from a disgruntled person who had been served by their organization. "It was quite a surprise," says one council member. "We'd never heard any complaints about our administrator or organization before."

Her first reaction was similar to other board members: get the problem on the agenda for the next board meeting and hash it out. "It was a very delicate issue," she explains. "Here was what appeared to be a very valid complaint about our administrator and an appeal to us for help. At the same time, we've always placed full confidence in our administrator."

"We all learned a lot from that episode," the council member explains. "Council members should be sensitive to public appeals and complaints, but we should also give the administrator a chance to handle problems first."

"Council members have a right and responsibility to be informed about what goes on in the organization we're elected to govern, but we hired the administrator to make the management decisions and we should allow him/her to do that."

"Of course, the administrator makes mistakes once in a while, just as we all do. If the decisions are frequently bad, the administrator is subject to dismissal. Otherwise, we shouldn't be second-guessing everything he or she does."

*Council members should be sensitive to public appeals and complaints. But they should also give the administrator a chance to handle the problem first.*

### A Temptation to Fix Things

There was recently an interesting situation that happened to a California council member whose educational background is in finance and accounting. After he was elected to council, he discovered what he thought was a weakness in the municipalities accounting system. So he promptly rolled up his sleeves and personally engineered some internal changes.

Now you can't blame the council member for wanting to correct the situation. These days, many council members are elected because of their technical skills. If you have some skills in finance, it's only natural that you would want to straighten things out, push the bookkeeper aside, and do it yourself.

In fact, your administrator might want to do the same thing! But if your organization already employs a bookkeeper, it's his or her job to run things right.

Good administrators give staff direction and then stand back to let them do the job. Employees should be given a chance to correct a problem once it's pointed out to them.

Also, the administrator, not council members, is ultimately responsible for correct and timely financial reports. Administrators should also be given the chance to correct problems within the organization.

Remember, the council hired an administrator to manage day-to-day activities and to fix things. If something in your organization looks like it needs fixing and you want to help, point it out to your administrator and say you'd be would be available as a volunteer if additional advice is needed. Ask for feedback on how the problem is being solved. But don't jump in and fix it yourself without being asked.

#### How Many Bosses Should Your Administrator Have

"There are six council members," an administrator told me recently, "and I feel like I have six different bosses!" "Council members are always on the phone telling me to do this or do that. One says I should wait to purchase a computer system and have the full board review it first. But another tells me to go ahead and buy it now while the price is right, without waiting for council approval."

Council members cannot act as individuals. They must speak with one voice so the administrator can have one boss, not six.

#### The Administrator is the Manager, Even in a Crisis

Sooner or later your council could find itself in the middle of a crisis, a building fire, a staff scandal, a liability lawsuit. When a crisis strikes, unwanted public attention is sure to follow on its heels. And just as quickly, council members will become the focus of public pressure to get the problem solved. The temptation for council members to take immediate action is strong.

But a crisis shouldn't suddenly change the way your council operates. It is not the time to make new policies in the midst of crisis. It is time to fall back on policies you already have and let them work. Council members should ask themselves, can the council really do anything about this situation by holding a clumsy meeting to try to make emergency decisions as a group?

What should the council do when a crisis strikes?

- Keep yourself informed from the right source, your City Manager. Of course there will be public pressure on the council to do something about the problem; this just means that the council members need to make sure that they are accurately informed about the issue so they can tell the public what's being done.
- Support your Administrator. Get questions out of the way at council meetings and then back the administrator during the crisis. Tell the administrator you appreciate the work being done to solve the problem and make sure the public sees the support.

- The administrator was hired to manage at all times, not just when things are going well. It doesn't make sense to pull that responsibility away. You need to support the administrator not give him or her more problems.
- Operate as a council not as individuals. Designate one person, probably the mayor, to be the media spokesperson on matters unrelated to personnel. When you speak to the public, voice the official council stand, not your own individual opinion. Council members can influence the public and help keep a crisis in hand or under control.

### The Golden Rule of the Council/Administrator Team

Support of the administrator is the responsibility of the council. Communication is the responsibility of the Administrator.

Good relations between the Council and the Administrator can break down when you neglect this golden rule. It will help you to remember:

- Council Members support their administrators by letting them know what they want by providing direction.
- Council Members support their administrators by ensuring that money is available to carry out policies.
- Administrators carry out the council's plans; they're the managers of the organization.
- Administrators must provide feedback and recommendation for new actions so the council may know how things are going.

Support and Communication.... they're necessities for every municipality.

### RULES OF PARLIAMENTARY PROCEDURE

Rules of procedure for individual governing bodies vary. However, most City councils have adopted Robert's Rules of Order Newly Revised, or similar parliamentary rules.

#### What is Parliamentary Procedure?

It is a set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion.

#### Why is Parliamentary Procedure Important?

Because it's a time tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization. Today, Robert's Rules of Order newly revised is the basic handbook of operation for most clubs, organizations, and other groups. So it's important that everyone know these basic rules.

Organizations using parliamentary procedure usually follow a fixed order of business. Below is a typical example:

- Call to Order.
- Roll Call of Members Present.
- Approval of Minutes of Last Meeting.
- Officer Reports
- Committee Reports
- Special Orders-Important business previously designated for consideration at this meeting.
- Unfinished business.
- New Business.
- Announcements
- Adjournment

The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership take action or a stand on an issue. Individual members can:

- Call to Order.
- Second Motions.
- Debate Motions.
- Vote on Motions.

#### How are Motions Presented?

1. Obtaining the floor
  - a. Wait until the last speaker is finished.
  - b. Rise and address the Chairman by saying "Mr. Chairman or Mr. Mayor"
  - c. Wait until the Chairman recognizes you.
2. Make Your Motion.
  - a. Speak in a clear and concise manner.
  - b. Always state a motion affirmatively. Say, "I move that we..." rather than, "I move that we do not..."
  - c. Avoid personalities and stay on your subject.
3. Wait for someone to second your motion.
4. Another member will second your motion or the Chairman will call for a second.
5. If there is no second to your motion it is lost.
6. The Chairman states your motion.
  - a. The Chairman will say, "it has been moved and seconded that we..." Thus placing your motion before the membership for consideration and action.
  - b. The membership then either debates your motion, or may move directly to a vote.

- c. Once your motion is presented to the membership by the chairman it becomes “assembly property”, and cannot be changed by you without the consent of the members.
7. Expanding on Your Motion.
- a. A time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
  - b. The mover is always allowed to speak first.
  - c. All comments and debate must be directed to the chairman.
  - d. Keep to the time limit for speaking that has been established.
  - e. The mover may speak again only after other speakers are finished, unless called upon by the Chairman.
8. Putting the Question to the Membership.
- a. The Chairman asks, “Are you ready to vote on the question?”
  - b. If there is no more discussion, a vote is taken.
  - c. On a motion to move the previous question may be adapted.
9. Voting on a Motion.
- The method to vote on any motion depends on the situation and the by-laws of policy of your organization. There are five methods used to vote by most organizations, they are:
- 1. By Voice—The Chairman asks those in favor to say, “aye”, those opposed, “no”. Any member may move for an exact count.
  - 2. By Roll Call—Each member answers “yes” or “no” as his/her name is called. This method is used when a record of each person’s vote is required.
  - 3. By General Consent—When a motion is not likely to be opposed, the Chairman says, “If there is no objection...” The membership shows agreement by their silence, however if one member says, “I object”, the item must be put to a vote.
  - 4. By Division—This is a slight verification of a voice vote. It does not require a count unless the chairman so desires. Members raise their hands or stand.
  - 5. By Ballot—Members write their vote on a slip of a paper, this method is used when secrecy is desired.

## ROBERT'S RULES OF ORDER SIMPLIFIED

A simplified description of Robert's Rules of Order appears in Preparing for Takeoff. Taken from Brian O'Connell's *The Board Member's Book*, it describes the motion; the second; the discussion, debate, and clarification; the vote; and a restatement of the motion. The next level of detail in Robert's Rules involves a situation in which the board may want to make some changes in the original motion before the vote. In the course of the discussion it may become obvious that the motion doesn't quite say what the board now has in mind. The following rules of order depict how a slightly more complicated scenario might unfold:

- The motion.
- The second.
- The chairperson restates the motion.
- Discussion, clarification, and debate.
- Someone moves that the original motion be amended, and another person seconds the idea. (At that point the maker and seconder of the original or main motion will usually agree to the amendment even though a vote on the amendment has not been taken. Technically, once a motion has been made and seconded, it involves the whole assembly, but if no one offers objection to the amendment, no vote is usually taken.)
- If the persons who moved and seconded the original motion do not agree to the amendment or if anyone else voices objection, there is discussion, clarification, and debate on the amendment itself.
- After the group has adequately considered the amendment, the chairperson restates the motion to amend, and the group votes on the amendment.
- Once the amendment has been accepted or rejected, the group returns its attention to the original motion.
- If the amendment passes, the main motion is now known as "the original motion as amended." If the amendment is defeated, the motion is simply the original motion.
- Debate then proceeds on the original motion. It could be amended again, in which case the new amendment would get informal or formal consideration.
- When the amendments have been disposed of, the board votes on the original motion (as amended, if that's the case). Although the amendment process complicates the motion process slightly, it is simply the group's way of deciding whether the original motion needed some changes before it reflected the combined view of what should be done.
- When the motion is brought to a vote, members may abstain from voting. However, those members should explain for the record why they wish to abstain. The most City reason for abstaining is that a potential conflict of interest exists. The inability of a member to reach a decision is generally not an acceptable reason for abstaining.
- If the main motion is defeated, the same basic proposal cannot be brought forward again at the same meeting. This is designed to keep the losers from filibustering by bringing the same motion up again and again. (There is an

exception. If one person who was on the winning side of the vote realizes that he or she may have made a mistake, such as misunderstanding what the motion called for, he or she can move for reconsideration, at which point the board decides whether to allow reconsideration.)

- The motion to “table” is often used improperly in an attempt to suppress a measure. You can, however, use this motion in the appropriate manner to your group’s advantage. The group may wish to lay aside discussion and action on a question temporarily until some other question is disposed of. You may do this by moving that the question be “tabled.” By so doing you retain the privilege of resuming consideration of the tabled question at any time.

### Policy Guidelines for Council Procedure

- a. To avoid interruptions, members, when recognized, should indicate the course their remarks will follow and perhaps verbally, or otherwise, indicate they have concluded.
- b. Motions on the floor should not be modified by statements such as, “that’s all right” or “I’ll include that change.” Preferably, motions should be prepared in advance and should incorporate suggested changes prior to being made. Changes to a motion should be in the form of amendments.

*Adopted from “Conducting Orderly Meetings,” Ralph E. Houseman, The Municipality, Feb. 1972.*

- c. Committee chairmen should report committee actions and move adoption of recommendations, regardless of their position on the committee vote. The committee chairman may speak against the action during debate on the subject.
- d. Legislative action should be taken only by ordinance, resolution or bylaw. Unless otherwise specifically required by law, any action may be taken either by resolution or by motion. In matters of urgency, a resolution may be presented verbally in motion form together with instructions for later written preparation of the resolution.
- e. Whenever feasible, any member who intends to offer a resolution should arrange to have it prepared in writing by the municipal attorney and circulated with the agenda in advance of the meeting at which it is to be offered. Similarly, any member who intends to offer a motion should prepare the motion in writing and arrange to have it circulated with the agenda in advance of the meeting at which it is to be offered.
- f. Members offering motions, resolutions or ordinances should introduce them in the forms shown below:

## MAIN MOTION

- 1) I MOVE \_\_\_\_\_

## AMENDMENTS

- 2) I MOVE to amend the motion by inserting \_\_\_\_ between \_\_\_\_ and \_\_\_\_.
- 3) I MOVE to amend the motion by adding \_\_\_\_ after \_\_\_\_.
- 4) I MOVE to amend the motion by striking out \_\_\_\_.
- 5) I MOVE to amend the motion by striking out \_\_\_\_ and inserting \_\_\_\_.
- 6) I MOVE to amend by striking out the motion and substituting the following \_\_\_\_.
- 7) I MOVE that this motion be referred to the \_\_\_\_ committee (commission).

## PREVIOUS QUESTION

- 8) I MOVE the previous question (2/3 vote) (stops debate and orders an immediate vote).

## RECONSIDER

(In order same day motion is made or at next regular meeting)\  
(Mover must have voted with majority)  
(Not permitted in committee of the whole)

- 9) I MOVE to reconsider the vote by which \_\_\_\_ was voted. I voted with the majority.

## AWARD OF CONTRACTS

- 10) I MOVE that the bid of \_\_\_\_ be approved for award, pending the signing of the contract and furnishing of required bonds, and that the city manager be authorized and directed to sign and the clerk to countersign the contract for and on behalf of the city.

## INTRODUCTION OF ORDINANCE (FIRST READING)

- 11) I MOVE the introduction of an ordinance entitled (read from the agenda).

## ADOPTION OF ORDINANCE (SECOND READING)

- 12) I MOVE the adoption of an ordinance entitled (read from the agenda).

## ADOPTION OF RESOLUTION

- 13) I MOVE the adoption of a resolution entitled (read from the agenda).

## CLAIMS

- 14) I MOVE that the (council) accept the recommendation of the (city) attorney and (deny) (pay) the claim of \_\_\_\_ in its entirety.

## PLANNING

- 15) I MOVE that the (council) adopt the findings of the planning commission made in Resolution No. \_\_\_\_ and further move the introduction of an ordinance entitled (read from the agenda).
- 16) I MOVE that the (council) disapprove the findings of the planning commission made in Resolution No. \_\_\_\_ and deny the application for change of classification of \_\_\_\_.

## **PUBLIC HEARINGS**

In their conduct of public business, governing bodies find it necessary or desirable to perform investigations into matters of concern to determine the need for legislation and what its nature should be if required. Investigations and hearings into the conduct or affairs of municipal officers are also sometimes undertaken at the direction of the governing body. This chapter describes the general procedures and legal powers and duties of governing bodies or their committees in conducting investigations and administrative reviews.

### Public Hearings

One procedure frequently employed in investigating city affairs in preparation for final legislative or administrative action on matters of special concern is the public hearing. Of course, all meetings of the city governmental bodies must be open to the public unless the subject matter falls within one of the exemptions prescribed by the open meetings law. However, public hearings are specifically required by certain state statutes.

Except when constitutionally protected rights of specific individuals are involved or when the applicable statute imposes other requirements, public hearings are subject to no special rules of procedure. However, the presiding officer prior to commencement of the hearing should announce those Quasi-Judicial rules of etiquette and order, which shall govern the hearing. If time limits are to be imposed on appearances at the hearing, this fact should be stated in the notice to the public and also in any notice sent directly to interested persons. This notice procedure will allow those persons desiring to appear whose presentations might exceed their allotted time to prepare written statements or consolidate their presentations with other speakers.

If you, as a member of a governing body, are required to conduct a hearing or review matters relating to individual employees, officers or citizens, you should initially consult with the municipal attorney to determine whether constitutional rights may be involved or if the state or federal statutes or agency regulations impose requirements or restrictions on the conduct of the hearing. Failure to observe constitutional rights of citizens, employees or other persons may result in liability for damages or injury suffered by such persons.

When process is due, the following procedures may be applicable, although in certain cases less formal procedures may be sufficient.

1. A written statement of the reason for the proposed action informing the affected individual of the right to a timely and impartial hearing.
2. A hearing upon request in which:
  - (a) The individual may present arguments in person or by an attorney.

- (b) The individual is given an opportunity to face and question opposing witnesses, including the right to request the presiding officer to subpoena witnesses.
- 3. A decision based upon the evidence presented at the hearing and the statement of charges.
- 4. A brief written statement of the final determination together with a recitation of the reasons for the determination and the facts on which the decision maker relied.

## **EFFECTIVE GOVERNING**

In a democracy the need to evaluate and balance all interests is a challenge and frustration facing most elected officials. City councils and village boards in Mississippi are no exception to this rule.

### **Decision-Making**

The fundamental job of a governing body member is to make policy decisions for his or her municipality. Unless decisions are based on full, relevant and accurate information and with a clear objective in view, the results are likely to be mediocre at best and meaningless at worst. In fact, in view of the part-time, temporary involvement of most local governing body officials in Mississippi, the political pressures under which local decisions must be made and the frequent lack of up-to-date, accurate, verifiable information available to these decision-makers, the process has worked surprisingly well.

Decisions of local governing bodies generally fall into three categories: 1) those regarding projects or facilities; 2) those with respect to services, and 3) those relating to the need for regulations affecting the health, safety or welfare of the municipality's residents. See Wright, J. Ward, and Benson, Virginia, "Your Local Economy: Does City Hall Play a Role?", Nation's Cities, September 1972, p. 45.

The process of making decisions with respect to any of these three principal areas of municipal activity can be divided into six stages:

**"Need.** The process whereby it is determined that something needs to be done. Such determination is usually based on an awareness of community conditions.

**"Solutions.** The process of determining which government is responsible, what resources are available, what the scope of responsibility is, and the manner in which an answer to the problem should be formulated.

**"Projects.** The development of plans for specific allocations of resources to specified agencies to undertake given actions for specified purposes.

**"Approval.** The official act by which action is authorized and resources are allocated.

**"Administration.** The action of management in issuing directives, supervising activities, reviewing results, and making required adjustments.

**"Evaluation.** The process of reporting and reviewing, whereby the policy-makers may determine the success or failure of the programs, in whole or in part, in meeting the needs defined in the first stage."

Unfortunately, substantial impediments frequently exist which diminish effective

city council or village board involvement in all stages of a decision. These include, among others, the existence of semi-independent agencies financed and/or sanctioned by state and federal largess and laws which may have progressed to the fourth stage of the process before bringing a project to the council or board for consideration and approval. In addition, there may be a large time span over which projects or issues may extend, resulting in numerous changes in the composition of the decision-making body or a change in attitude of the citizenry or even a change in need for the project or service itself which can hamper effective decision-making.

Perhaps, in view of these impediments, governing body officials may have to console themselves with the satisfaction of having made informed and intelligent decisions after thorough study and deliberation even if in retrospect the particular project, service or rule fails to achieve its anticipated goal.

### Data Gathering and Technical Assistance

Merely identifying stages in the normal evolution and denouement of a municipal project does not guarantee effective decision-making. Effective decision-making is the result of having sufficient data to provide the basis for making rational choices between alternative courses of action. Effective decision-making also requires a refining, sifting and winnowing of the issues and data, the creation of an atmosphere conducive to making decisions in an unhurried and judicious manner and the weighing of potential consequences of alternative decisions or courses of action. Finally, effective decision-making requires the creation of a local administrative system that will guarantee that decisions made by the governing body will be carried out as intended.

Gathering data or background information is generally the role of governing body members individually and collectively and of municipal departments and administrative heads.

Individually, council members can obtain data and background information on the need for specific projects, services or rules by reading the municipal code and charter and publications such as this; by receiving reports from the manager, department heads, boards, commissions and committees; by listening to their constituents and to citizens at public hearings; and by observing and viewing conditions in their own wards or districts.

Collectively, the council may wish to procure the advice of the municipal attorney; of bond counsel; of the municipal engineer or a consulting engineer on particular issues or projects. Information can also be obtained from state or federal agencies or associations.

Sometimes a special study committee of citizens and/or governing body members may be used to obtain background data on the need and desirability of a particular action by the governing body. In addition, a public hearing may be called for this purpose.

It should be kept in mind that the information gathering process is not in itself the solution. It is merely the initial step. The final decision rests with the members of the governing body, and a problem or need is seldom resolved merely by collecting facts and data. Indeed, it has been suggested that the practice of Congress and the state legislature of separating the public hearing part of the process from the decision-making part leads to more efficient and more effective governing body determinations.

## **MAKING IT WORK**

The types of problems confronted by your board can sometimes seem so burdensome that you wonder why you ever got involved. Try to keep in mind that the conflicts and problems that you tackle are important to the community you serve. When you work out the problems as a group, you will make healthy decisions. Keep in mind, too, your commitment to the board, your colleagues' commitment, the importance of your contribution, and the importance of making sound decisions.

As your board tries to make the best possible decisions, use the following “rules of thumb” to help you get over the hurdles:

- **Separate the people from the problem.** You and your colleagues aren't questioning each other's good intentions or personal integrity. You are discussing options for making the best possible decisions. Don't think about what you may not like about the person sitting across the table from you. Instead think about what he or she is saying, about the points that person is trying to make. If a colleague seems to be attacking your integrity, try to get that person back on track by asking him or her to make the point.
- **Focus on mutual interests and shared goals.** When your board seems to have bogged down, sometimes it is helpful to step back and think about the goals you have set for it. Keep in mind that you all have agreed on these goals, that you do have mutual interests, and that you are all serving the same constituency. Remember what is important!
- **Invent options for mutual gain.** Is there a compromise with which everyone will feel satisfied? Think about all that has been said throughout the debate. Can the best aspects of everybody's ideas be incorporated into a plan? Ask your colleagues why a particular approach is not satisfactory and why other approaches are.
- **Be open, honest, and willing to listen.** Examine your own approach to dealing with conflict. Are you really listening to what your colleagues are saying? Are you thinking about the implications? Are you considering them? Don't be afraid to state your concerns. Be honest by revealing what you see as the options and by explaining what you see as shortcomings in the suggestions of others.

## **GUIDELINES FOR COUNCIL MEMBERS**

Each Council member should work to establish a good relationship with other members. The success or failure of efforts may be dependent upon the degree of cooperation evident among the individual members of the Board.

Each member should keep in mind these important points:

- Show respect for another's viewpoint.
- Allow others adequate time to fully present their views before making comments.
- Be open and honest.
- Make new members welcome and help them become acquainted with their duties.
- Strive to minimize polarization and factions among members.
- Each Council member receives public input and citizen participation in City government by the following means:
  - **Reviewing Recommendations.** Council members receive information from Boards and the public on matters spanning a wide range of interests and needs. Board members review and make recommendations to City Council on matters within their scope of responsibility. They perform as a citizen's advisory arm of City Council, focusing attention on specific areas of the City. However, certain Boards may take final action in prescribed areas. These bodies give the citizenry an opportunity to voice their opinions on City programs and policies.
  - **Assisting with Goal Identification.** One primary responsibility of Council membership is to formulate City goals. What do people say they want in their City? How can this be translated into a set of compatible, consistent, long- and short-range City goals? Advisory groups, staff and citizens can help with the decision-making process, but remembering the distinction between wants and needs is a policy decision and therefore, ultimately rests with City Council.
  - **Representing General Interests.** The Council must be careful to represent general interests of the City, not special interest groups. Council members must work with the City Manager. They should not become directly involved in the administration or operation of City departments, and should not direct the administrative staff to initiate programs, conduct studies or establish official policy without

approval of the City Council as a whole. Members, however, are encouraged to review and comment on relevant department programs as they affect the community.

- **Holding Open Meetings.** All meetings of the Council must be open to the public pursuant to the open meetings law. The intent of the law is to ensure actions be taken openly and that deliberations be conducted openly. Furthermore, the Council must announce a time, place and date for holding any regular or special meetings. (See the section on Open Meetings and Open Records in this Manual. If you have questions or concerns, please contact the City Attorney.)
- **Participating.** Election to the City Council provides an opportunity for genuine public service. Although the specific duties of each Board vary widely, there are certain responsibilities City to all members. The following is a summary of important responsibilities that will assist in maximizing one's contribution to the City.
- **Understanding the role and scope of responsibility of the Council** may sometimes appear to be a daunting task with the sometimes conflicting goals of properly representing the City, being concerned with the entire community, keeping the lines of communication open, being conscious of your relationship to the rest of the City Council and City staff, and establishing a good relationship with other members.

But by being open and honest at all times, while being aware that, in the public's eye, you represent the City you serve, your ultimate contributions to policy decisions should express your sensitivity to the diverse viewpoints held in the City.

## **Council Members Code of Ethics**

Adhere to the code of ethic for councils. It is included here for your information.

- I will be motivated primarily by an earnest desire to serve my municipality and the people of my community in the best way.
- I will endeavor to attend all council meetings.
- I will recognize that the expenditure of municipal funds is a public trust, and I will endeavor to see that all such funds shall be expended efficiently, economically and for the best interest of the municipality.
- I will not use the municipality or any part of a municipal program for my own personal advantage or for the advantage of my friends and family.

- I will do everything possible to maintain the integrity, confidence and dignity of the office of a council member.
- I will listen to what other members of the council and other individuals or groups may have to say before making final decisions.
- I will endeavor to avoid rancor and bitterness, to observe proper decorum and behavior, to encourage full and open discussions in all matters with my fellow members of the council, to treat them with respect and consideration and not withhold or conceal from them any information or matter in which they should be concerned.
- I will make no derogatory remarks, in or out of council meetings about members of the council or their opinions, but I reserve the right to make honest and respectful criticism.
- I will recognize that authority rests with the council in legal session and not with individual members of the council.
- I will abide by majority decisions of council once they are made and will accept and support them as long as I remain a member of the council.
- I will not discuss confidential business of the council in my home, on the street, or in my office, the place for such discussions being the council meeting or committee meeting thereof.
- I will endeavor to keep informed on all local, provincial and national developments of municipal significance.
- I will consider it unethical to pursue any procedure calculated to embarrass a fellow council member, a member of the municipal staff or another local government body.
- I will associate myself with members of other councils both personally and in conferences for the purpose of discussing municipal problems and co-operating in the solution of them.

#### Council Members Should Never

- Talk too much and listen too little.
- Publicly criticize a council decision that was voted on and passed by the majority of the council, but that you did not specifically support.
- Demonstrate to fellow council members that you have all the answers for every issue.
- Refuse to change your mind on any issue regardless of the evidence presented.

- Fail to read council packets and prepare for the council meetings.
- Divulge information from an executive council meeting.
- Refuse to compromise when decisions have stalemated.
- Ridicule past council members and the decisions made by the council before you became a member.
- Hold grudges about fellow council members when they do not agree with you.
- Try to dominate conversation at every council meeting.
- Resent the salary of the chief executive or staff because it is more than you or your spouse makes.
- Arrive late and leave early.
- Remind fellow council members “that it has always been this way in the past.”
- Appear at park sites or facilities giving orders to employees.
- Want the agency to be a haven for hiring friends and the politically deserving.
- Constantly criticize and question council policies and the executive decisions, and compulsively dissent on almost every issue.
- Do not try to know or understand other people who serve on the council with you. Team building begins by knowing your teammates.
- Have no interest in being educated on being a good council representative.

## **COUNCIL RELATIONS**

1. Representing the Council. Council members cannot individually commit the City to positions without a vote or consent of the Council. Individual Council members should not insert themselves into or position the council on issues without a Council vote. It is inappropriate to commit to things that the whole Council may not be aware of or approve. Members should refer such matters to the administrative staff for review and later recommendations back to the Council.
2. Complaints from Citizens. When individual Council members receive citizen complaints, these should be referred to the Administration staff for investigation and resolution immediately. A vast majority of complaints concerns enforcement issues, which must ultimately be addressed by the staff anyway. Personal Council involvement in enforcement or interpretation of ordinance, policies or laws could subject the Council to later problems. The Administrative staff enforces zoning, ordinances, basic services, personnel matters, etc., and through the separation of duties the City Council establishes the rules by which the staff function.
3. More on Handling Complaints. Do not wait to bring up citizen complaints at Council meetings... these should be handled as quickly and routinely as possible by proper referral to staff. Do not “invite” complaints to be dealt with at meetings. Council will not appreciate a “staged” show, and the complainant may not appreciate the delay involved.
4. Media Relations. From time to time, the media (particularly the press) will ask for commentary about a City Council action or position on an issue. To the extent that the Council has taken an action or position, the Mayor will serve as spokesman unless the City Attorney has been designated by the Council President. In these situations, the “Council’s” position is to be disclosed, as opposed to individual opinions. Of course, individual opinions are individual opinions and may not express the opinion of the Council as a whole.
5. Approval of Minutes. Council minutes are considered “action minutes”. They convey a brief summary of discussion and action taken on items of business. They do not contain lengthy discourse from testimony given or all of this would be expensive, time consuming, and unnecessary. Spelling and grammar errors should only be brought to the Clerk’s attention outside of the meeting.
6. Ordinance/Resolution Preparation. The City Administrative staff and/or the City Attorney prepare all ordinances and resolutions for Council consideration. Council’s concern in review of such legal documents should be whether or not they adequately convey the “substance” desired. The legal format of such instruments, code section numbering, etc. is rightfully within the City Attorney’s purview...not the Council’s. Ordinance

preparation is the City Attorney's job. They should not be prepared at the meeting by the Council.

7. Private Disputes. On occasion, individual City residents or neighborhoods will come forth with problems of a purely private nature. These typically include nuisance complaints, work hours for contractors, boundary line disputes, fence problems, etc. The City should not get involved. Intercession in such matters will needlessly consume time and taxpayers' dollars and could potentially expose the City to liability. If you are not clear whether a reported "problem" is properly within the City's jurisdiction, the best thing to do is ask the staff for a determination and ask that they report back to the Council.
8. Policing Problems. It is the Council's responsibility to police and correct any problems among Council members. Council should not expect the Administration to do this for them.

## **CITY COUNCIL/CITY MANAGER AND STAFF RELATIONS**

1. Everybody's Equal. All Council members will receive the same information about a matter... particularly as it relates to business items for your consideration as a body. No one will receive different or "special" information that would tend to put one Councilperson at an advantage over the others. Staff reports, per se, will be prepared for the entire Council to avoid such problems.
2. Favoritism. We all know that individual Council members may have more of an interest in some departmental functions than others. However, that should not give cause for staff to show special deference to certain Council members. Every Council member is to be treated equally; no favoritism is to be demonstrated. Be cooperative and responsive, but do not play favorites.
3. Lobbying Council Members. Individual Council members are not to be lobbied by Department heads for support of their projects, budget requests, etc. Department heads work for the City Manager, and it is he/she that the Department heads or staff must lobby. Their programs must stand on its merits, as opposed to their success in lobbying and lining up Council votes. The City has a chain of command and must adhere to it.
4. Council Orders. As the Municipal Code requires, no Council member is to individually "order" the City Manager, Department Heads, and others to do anything. Only a majority of the council may instruct the City Manager to do something.
5. Use of Resources. Staff resources are limited. Those resources the City has are fully devoted to carrying out Council-determined priorities and programs. There are no resources available to pursue individual Council members' special requests. Resources will be used as a matter of establishing a proper relationship with the entire Council. There will be a number of occasions when a Councilperson will call or request information. To the extent that it is available, the information is to be furnished. However, staff is not to launch into a special research effort that could divert limited resources from working on the priorities of the entire Council.
6. Incomplete Staff Work. There are always a number of proposals for various projects under consideration and review by staff before presentation to the City Council for a decision. While these matters are "in process" at the

staff level, it is inappropriate for the staff to “consult” with individual Council members on their “preference” for possible recommendations.

7. Council Member Involvement in Negotiation Meetings. At any one time, staff can be involved in various meetings with citizens, consultants, unions, prospective developers, etc. The subject matter runs the gamut from complaints to researching Council reports, possible development scenarios, and the like. The City Council hires staff to perform these functions, and they have repeatedly reaffirmed this position. There may be a few situations that would call for meetings where a designated Council member and a staff member would both be involved. These situations will be few, and the entire Board will/should formally authorize this approach. Otherwise, Council intercession in such staff meetings and negotiations is inappropriate.
8. Office Visits. Council members are welcome to frequent City Hall. Usually, these visits will be for business matters (to ask a question, forward a complaint, etc.). “Social” visits will be made from time to time. These are fine. However, “socializing” is discouraged to the extent that it interferes with staff’s schedule or disrupts normal staff activities and workflow. For the Council members: do not disturb or demand the attention of the entire office staff. Likewise, the administrative staff should not let this happen.
9. More on Visitations. It is not appropriate for Council members or board/committee member to assume a “staff role” while you are in City Hall. Staff has a proper role, and elected officials have a proper role. Please do not, as a Council member, answer telephones, work behind the counter, review plans with developers and contractors, respond to inquiries or complaints, or try to operate as a “staffer”.
10. City Manager Contact. The Council member’s primary contact is the City Manager. Questions, requests for information, etc. should be made through him/her, not individual Department Heads or other staff people. There are good reasons for this approach: the City Manager will then know what is going on, and he/she properly can determine which department(s) should become involved. In addition, it is a good way for the City Manager to assess the responsiveness and effectiveness of the departments. A further advantage is that many of the issues addressed in these guidelines will not become problems for the City Manager or Council.
11. Personnel Complaints. As a Council member, you may receive complaints about City personnel. These complaints, however severe they may or may not seem, should be turned over to the City to investigate and resolve. In some cases, disciplinary action may be required, and protection of the City rights and employees’ rights is a paramount consideration in dealing with employee complaints. The City Manager is the City’s Personnel Officer, so please turn over any employee complaint to him/her for internal investigation and disposition.

## **OPEN MEETINGS AND OPEN RECORDS**

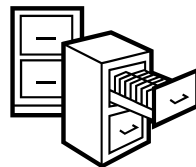


The following information has been included to help guide all City officials and in their duties to the public in creating an open government and informed electorate. This manual is distributed to provide guidance with respect to compliance with open meetings and open records laws. Both areas of law have been the source of much litigation and opinions of the Attorney General, and therefore, the application of the laws can be quite fact-based and complicated.

Please be aware that e-mail received and sent and instant messaging that pertains to City and Council business is a public record and a hard copy should be filed with the City Clerk, or the e-mail should be forwarded or copied to the City Clerk's e-mail address.

In addition, please be aware that online chats, instant messaging and forwarded e-mails involving other members of the Council are likely to be viewed identically as the use of the telephone, and therefore, the same concerns about conducting meetings by walking quorums that can put the City and Council members at risk of violating the open meetings law may apply. Please do not construe this as a prohibition of these kinds of communications, however. These comments are provided for the purpose of informing members of the precautions that may be appropriate in certain situations as they arise.

Please review this guidance and if you have any questions, concerns or you wish to review additional information on Open Meetings and Open Records laws, please contact the City Attorney. Therefore, if you have a question regarding the propriety of a contemplated action or practice with respect to the application of these laws, please do not hesitate to make a request for a legal opinion. In addition, although most "infractions" of the laws and their application may appear minor at the time, the violation of these laws can result in prosecution and possible other costs and remedies, including under some circumstances, the payment of attorney fees.



### **OPEN RECORDS LAW**

The context in which your official duties relate to the open records laws is somewhat limited. Basically, all governmental records are presumed to be open to the public, and access to those records may not lawfully be denied to persons asking for such access, unless the records custodian can show the proper exceptions to the law. Moreover, records are defined very broadly, and they are much more than simply the agendas and meeting minutes of commissions, boards, and the Council.

Fortunately, no member of a commission, board, or the City Council needs to concern him or herself with the rules for determining whether records under an open records request need to be turned over to the public. Law assigns the City Clerk as the official records custodian for all commissions, boards, and the Council. The City Clerk knows the proper procedures to be followed in determining which records have to be disclosed upon request, and which records may lawfully be denied to the public.

Where all members of commissions, boards, and the City Council need to be concerned with the open records law is at the front end of the records access question, rather than at the back end. You, as members of these governmental bodies, need to be aware that you may be held responsible for seeing to it that all public records are placed on file with the City Clerk.

And since public records are not simply written communications generated by the governmental body itself, it would always be a wise practice to have placed on file with the City Clerk all written communications to you, whether they are letters, reports, or memos. (If, however, these documents were generated by city administration, you can rely on the fact that they are already on file with the City Clerk, since the City Clerk is also the record custodian for city administration.) In addition to all written communications, recorded communications also are public records, as are computer files and fax documents.

Although the governing body, whether it is the Council, a commission, or a board, is the authority responsible for turning over all public records to the records custodian, the individual member in each of these bodies presumed to have the primary responsibility for compliance with the law is the presiding officer of each body. Therefore, if communications that are records come to a governing body as a whole, individual member should look to their chair or president to fulfill the responsibility for filing these records with the City Clerk. The responsibility becomes an individual one, however, if a record is given to only one member of the body.

The following examples are intended to illustrate how the open records law would apply to you and your duties as a public official or board member:

- a. You are stopped on the street by a citizen who wants to talk to you about how a particular item on an upcoming agenda should be decided. To remind yourself of the concerns and the conversation, you jot down some notes for your own personal use. Are these notes a public record that needs to be filed with the City Clerk? No. Personal notes used only by you are not public records and there is no public right of access to them. However, if you pass along your notes to other members of your body, they then have become public records and need to be filed with the City Clerk.
- b. You are stopped on the street by a citizen who wants to discuss how you should decide a particular item on an upcoming agenda. A few days later, the same person follows up with a letter sent to the entire board, of which you are a member, but you are not the presiding officer. Is the letter a public record? Yes. Do you

have to file it with the City Clerk? No. Does the presiding officer need to file it with the City Clerk? Yes. Will it hurt anything for you to file it as well? No.

- c. You received a letter apparently addressed only to you that is urging you to vote or take action in a particular manner. No agenda has been formally made that encompasses the action being requested, but it is an action you are lawfully empowered to make and it is foreseeable that at some time in the future, you might be discussing the matter. You do not know whether anyone else in your body received the same letter. Is this a public record? Yes. Do you need to do something with the letter? Yes. You have two options. The first is to share the letter with the other members of your body by mailing them copies or by giving them copies at the next meeting of your governmental body. The second option is to file the letter with the City Clerk. Under the first option, the presiding officer would ultimately be responsible for filing the record. Under the second, you are responsible for filing the record.
- d. Someone calls your home answering machine and leaves a recorded message. Is this a public record? No.
- e. Someone sends you a fax on your company's fax machine relating to your duties to the City. Is this a public record? Yes.
- f. Your governing body meets in a properly noticed and convened closed session. Are the minutes of the closed session a public record that must be filed with the City Clerk? Yes.
- g. Your board wants the cable TV people to come and videotape your meeting so members not in attendance can view the meeting at a later date. Is this videotape a public record? Yes. What if the cable TV people record a meeting that has nothing to do with city government? Is this a public record? No.
- h. One final word of caution, since you are not charged with making the determination of what records are actually released to the public under the law, it would be wise not to assume that all records placed on file are necessarily available as public information. It is the records custodian's responsibility to make that determination, and to make the appropriate information public, if requested. The rules for making these determinations are beyond the scope of this memo.

## OPEN MEETINGS LAW

Your individual responsibilities under the open meetings law are more complicated and more varied than those under the open records law. These responsibilities relate to conducting governmental business in the open so that the public knows what is being discussed, deliberated, decided, by whom, when, where and why. The legislature has incorporated the policy of openness into the legislation and has codified the notion that this law, like the open records law, will be liberally construed in favor of openness, rather than in favor of the government's other concerns for efficiency, expediency, or lack of controversy. The court decisions and the Attorney General opinions relating to the open meetings law have stretched the meaning and application of the law beyond the words of the statutes, and the law has been rewritten to broaden its application to more circumstances, rather than fewer.

Put simply, the law requires that all business of governing bodies be conducted at meetings that have been properly noticed to the public and the media, and that the notice sets forth in detail the items of business to be discussed or decided, and when the meeting will occur, and where the meeting will be held, and that the place of the meeting must be reasonably accessible to all members of the public wishing to attend. These meetings are required to be in open session, unless the proper prior notice of a closed session has been posted and stated at the meeting, and unless the legally authorized exception to openness has been met. Penalties for violation of the law can range from prosecution by the District Attorney, fines, and costs, to some other remedies that may include voiding the action taken contrary to the open meetings law, injunctions, declaratory judgments, and possibly attorney's fees.

Unfortunately, the law has been the source of much litigation and many opinions of the Attorney General, so as with the open records law, if you do not believe you know whether a contemplated action or practice would be in violation of the open meetings law, please do not hesitate to ask for a legal opinion, since the law's application is always to individual facts in particular circumstances, and the duty to obey the law is an individual duty of each and every city official who is a member of a board, commission, or the Council.

The following examples are intended to illustrate the application of the open meetings law to particular circumstances to help you to decide whether your contemplated actions would be in compliance with the law. However, if you are ever in doubt, please seek a legal opinion.

### Public Notice

Taking action at a meeting that has not been properly noticed is a violation of the open meetings law, and these violations can be found against individual members who took action, even though they did not have any part in posting notice of the meeting. Therefore, it is important that all members of all governing bodies know the requirements of meeting notices.

Following standard procedures for giving public notice is the best defense against violating the open meetings law on the grounds that inadequate public notice has been given. The standard procedure for giving notice of a meeting involves writing the agenda in a manner that lists the time and place of the meeting, and the items of business in enough detail to give the public an idea of what will occur at the meeting. This detail should deal with all of the following, when applicable:

- a. Will there be a public hearing?
- b. Is there an item of business that will only be discussed, but no decision will be made?
- c. Will a decision of some sort be made?
- d. If a decision is made, will it be in the form of a recommendation, or an actual, final decision of the body that will not be referred on to another body for a final decision?

- e. Is there going to be a closed session, and if so, what is the specific statutory exemption that authorizes such a closed session, and what will the discussion in closed session be about?

The City Clerk's standard procedure for giving required notice includes:

- a. Supply the agenda to the City Clerk by Monday morning the week before your meeting so it can be published.
- b. Supply the agenda to the other official newspaper of the City.
- c. Post copies of the agenda at City Hall, the library, and the Post Office at the same time that the agenda is posted at the meeting place.

Unfortunately, circumstances sometimes arise that make it impossible to conduct the business of the government and to comply with the standard procedures for providing notice. The following examples will illustrate what to do under those circumstances.

- a. You are the presiding officer of a governmental body and you find out that an emergency item of business needs to be acted upon at your next meeting, but the agenda has already been published and the meeting notices have already been posted. What do you do? You write an amended agenda that must be posted at least 24 hours in advance of the meeting. You also have copies of the amended agenda available to the public at the start of the meeting.
- b. You are the presiding officer and you don't find out about the emergency item until after it is too late to comply with the 24-hour meeting notice requirement, but the item is so urgent, and you can show good cause why it has to be acted upon immediately without another 24-hour delay to post notice of another meeting. What do you do? Under these circumstances, which are quite rare, you can still act on the emergency item if you follow the amended agenda procedures listed above, and if you can provide the required notice to the newspapers and to the public a minimum of 2 hours in advance of the meeting.
- c. You are the presiding officer and an item of business comes to your body through discussions that may be straying from the agenda. It seems to be logical to pursue the new area of discussion. Do you allow the discussion to continue, even though it does not fit the agenda? In almost all cases, no. It is the presiding officer who will be presumed to be responsible for keeping the discussion and business of the body on track with the public notice and agenda. Even if no real harm comes of the discussion because no immediate decision is being made and the discussion will likely continue at a later meeting with proper notice, it is still possible that the presiding officer may be found to be in violation of the open meetings law. And, if a vote is taken, anyone participating in the decision may also be found to be violating the open meetings law, and the action taken may be voided as well.
- d. However, there is an exception to this rule if it falls within a legitimate emergency that could not wait 24 hours for proper notice as listed under 1 above, and if the presiding officer did not know about the emergency at least 2 hours before the meeting, so the procedures under 2 above could not be followed. The probability of this exception becoming anything but extremely rare is quite small.
- e. You are a member of the body and the discussion has obviously strayed from the agenda and the lawful business of your body at the otherwise properly noticed

- meeting. How do you protect yourself from any allegations that you have participated in a violation of the open meetings law? You call for a point of order and state that the discussion is not proper to pursue at this time, given that it is not public noticed and not on the agenda. If order is not established by the presiding officer after you have taken this step, and if the presiding officer has not established the rare exception that would allow the urgent item to continue to be pursued, then you should not participate by making any motions or seconds on the item, and it would be prudent to abstain from any vote.
- f. You are a member of the body that is about to consider whether to go into a previously noticed closed session. You note that the presiding officer has not stated at the meeting the statutory authority allowing a closed session, and the presiding officer also has not stated with some specificity the subject matter of the contemplated closed session. What do you do prior to a vote on a motion to go into closed session? You point out to the presiding officer that the above stated requirements have not been met, and ask the presiding officer to announce the authority and the reason for the closed session prior to a vote on the motion.
  - g. You are a member of a body that votes to go into closed session, but no notice has been made, no emergency exception can be shown, and no announcement of the authority and the subject matter has been made. You vote not to go into closed session, but a majority of the members vote to go to closed session. What do you do? You are not lawfully required to leave the meeting to preserve your defense that you have not violated the law. You have established your defense by voting against the closed session, and you can maintain your defense if you do not participate in any decision made in closed session. However, it would be in your interest to state during the open session your reasons for your opposition to the closed session so it can be recorded in the minutes.

### Public Access

Whether sufficient public access is provided for meetings of governing bodies should usually not be an issue, since most meetings are held either at the public library or the public works building or at another pre-established city-owned or city-controlled building that, under most circumstances, should meet the reasonable access requirements of the law.

However, there are times when meeting where you usually hold your meetings may be a problem under open meetings law. These situations are quite unlikely, but you need to be aware of them. The first situation may be a case where a particularly large amount of public interest is likely and foreseeable by the presiding officer, and this public interest might generate attendance at the meeting that could not be accommodated by the usual meeting place. If such a circumstance is foreseeable, it is fully possible to move the meeting to another, larger location and still comply with the law if it is done no later than two hours prior to the meeting, and proper notice to the public and media has been made, and if the previously noticed meeting location is posted with a notice of the new location.

The second situation where accessibility difficulties may occur is when someone inadvertently neglects to make sure a public entrance to the building where the meeting is occurring is kept unlocked at all times. This may become an issue if the building used is open for other functions at the start of your meeting, but it closes

for those functions prior to the end of your meeting, such as the library. The presiding officer should always make sure that the entrance to the building used for the meeting is left unlocked throughout the entire meeting.

Other situations may sometimes arise that you may need to avoid if you wish not to be in violation for participating in an otherwise properly noticed meeting, if it can be shown that no reasonable access has been provided to the public. One such situation would be moving the normal meeting place to a place located outside the City of Gautier. Meeting in a different municipality, or in a different county, would be extremely difficult to justify under the open meetings law reasonable access provisions. There may be some rare, narrow circumstances, such as a retreat, to justify moving the meeting from the City, but no presiding officer of any governmental body should make such a decision on meeting place without seeking a legal opinion.

In addition, moving the meeting location to a private building or a private home is also very risky business under the reasonable public access requirements of the law. There is an Attorney General opinion that exists on the question of a town board meeting at a private home. The reasoning in that opinion was such that many town boards lack adequate public facilities for meetings, and under those circumstances, if proper notice is made, and if an open invitation to enter the home is extended to all members of the public during all times that the meeting is in session, the meeting would probably not be in violation of the law. However, he went on to state that these meeting places need to be the exception, rather than the rule, and that public policy requires that public meetings be held in publicly controlled buildings whenever possible.

#### What is a Meeting?

The largest area of litigation and Attorney General Opinions center on the question of what constitutes a meeting, which triggers all of the requirements of the open meetings law. The courts and the legislature have dealt with this area of the law and have broadened over time the definition of a meeting to include situations that constitute a meeting that are not intuitively obvious to most casual observers. Therefore, the question of what constitutes a meeting is one that should be uppermost in the minds of all members of governing bodies within the City, because this area is the most likely area to bring about allegations, whether warranted or not, of city officials violating the open meetings law.

The law presumes that if half of the members of a governing body are present, they are at a meeting, unless it is a purely chance event that they are in the same place at the same time, or unless it is a social gathering and no business of the body is being discussed. However, the legislature has declined to state precisely how many members it takes for their presence to be a meeting. And the courts have found that under the right circumstances, it only takes two members for there to be a meeting. And the courts have found that they do not have to be physically in each other's presence. The telephone can serve as the link that constitutes a meeting.

The courts have found that walking quorums exist. This is the situation where one member talks to another member about their body's business. Then one of those members talks to a third member. Only one of these persons knows that he or she has talked to two others about the item of business. The other two do not know that all three members have discussed the business. However, this sort of activity can be found to be a walking quorum and a violation of the open meetings law by all three members.

The courts have also found negative quorums, who constitute a meeting for purposes of open meetings law. A negative quorum exists when members have discussed an item of business and reached a consensus that they will vote against a particular measure, and that they have enough power together to prevent that measure from passing. This negative quorum effect can occur whenever a 2/3 or 3/4 vote of a five-member body is needed and two of the members have discussed the item and reached a consensus to vote against it. The danger of a negative quorum is the most prevalent when decisions are being made by the Council that require a majority for passage.

Therefore, because of the concepts of walking quorums and negative quorums, the "rule of thumb" that no violation of the law will occur if member A only talks to member B can be dangerous, because member A doesn't know that member B is also going to or already has talked to member C, and even if member B only talks to member A, it may be about an item of business requiring a vote that can be blocked by both A and B voting no to the measure.

And finally, the courts have found that meetings in violation of the open meetings law have occurred even when the members have not spoken to each other. This violation can occur if a quorum of one body attends the meeting of another body simply for the purpose of gathering information to use later in its own decisions.

### Conclusion

I hope that this guidance will prove useful as you carry out your duties as an elected or appointed member of a governing body of the City of Gautier. Because the law presumes that persons subject to it know the law, and intent to violate the open meetings or open records laws does not have to be shown for it to be enforced, I hope you will accept these comments in the spirit with which they were intended by me. I want all city officials to be informed to the fullest extent possible so they may function in their roles without concern over possible negative repercussions that may result, even though their actions are well intended.

**Motion made by Councilman Vaughan to recess at 6:15 p.m. until July 23, 2013 at 3:30 p.m. Motion seconded by Councilwoman Martin and vote was unanimously carried. Councilman Jones was absent.**

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**Mayor and Council Retreat continued on July 23, 2013 at 3:30 p.m. Those present were Mayor Gordon Gollott, Council Members, Johnny Jones, Hurley Ray Guillotte, Casey Vaughan, Mary Martin, Rusty Anderson, City Manager Samantha Abell, City Clerk Cynthia Russell, City Attorney Robert Ramsay and other concerned citizens. Absent was Council Member Adam Colledge. Mayor and Council discussed Strategic Plan. Councilman Colledge arrived at the meeting at 3:43 p.m.**

# *Nature's Playground*

Welcome to Gautier, home to the Mississippi Gulf Coast Community College Jackson County Campus. Gautier City Council is proud to present its 5-Year Strategic Plan, adopted September 24, 2012.

## Administration

### City Council Members

HONORABLE MAYOR –  
Tommy Fortenberry

COUNCILMAN WARD 5 –  
Adam Colledge

COUNCILMAN WARD 4 – Scott  
Macfarland

COUNCILMAN WARD 3 –  
Gordon Gollott

COUNCILMAN WARD 2 – Hurley Ray Guillotte

COUNCILMAN WARD 1 – Johnny Jones

COUNCILWOMAN AT-LARGE – Mary Martin



### Appointed Members

CITY MANAGER – Samantha D. Abell

CITY CLERK – Teresa Montgomery, Interim

CITY ATTORNEY – Robert Ramsay

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## **LETTER FROM THE CITY MANAGER**

Though Gautier is now 26 years old, in some respects we're younger than our years. Until recently, economic and political circumstances have impeded Gautier's development as a coastal, college town. Ideally located between the industrial and tourism hubs of the state of Mississippi, with two championship golf courses, thousands of acres of parklands and shorelines, and home to the Mississippi Gulf Coast Community College's Jackson County Campus, Gautier has long been the Gulf Coast tourists' head-scratcher: Why don't we offer more? Gautier has not lived up to our potential. Here's a snapshot why:



At Gautier's incorporation in 1986, the city incurred major capital costs. In 2002, city leaders seized an opportunity to dramatically increase the tax base by annexing the Interstate-10/Highway 57 interchange. The land grabs to the west, and also lands to the northeast, nearly tripled the city's land area and doubled its population. However, the annexation required Gautier assume water and sewer loans and also absorb the Gautier Utility District which had served unincorporated areas. These debts made affording new capital projects difficult.

Three years later, Hurricane Katrina hit the coast. The resulting disinvestment, out-migration, and devastated infrastructure set Gautier back to a government in its infancy. Lacking the political and community organization of its neighboring cities, Gautier failed to capitalize on federal reconstruction dollars after Katrina. Resulting revenue losses and indebtedness created turnover in city leadership that further impeded Gautier's development and also its political influence on a state and national level. In subsequent years, Gautier necessarily focused efforts on providing city services to the annexed areas.

In 2010, Gautier at last began building economic momentum by strategically focusing development efforts on our undeveloped interstate and our town center, and capitalizing on grass-roots community projects. Results are that Gautier is now turning heads for our 16-acre medical campus at I-10 and Highway 57, and

# Nature's Playground

also our town center master plan, anchored by a \$20 million dollar Tax Increment Financing District and plans for a redeveloping mall. In the next year, Gautier will take the same strategic approach towards our water and infrastructure, a recreational waterfront and growing our premier parks and recreation programs.

It is with care and attention that as City Manager, I've organized a team of top-level professionals who come to the table with accomplishments under their belts, their sleeves rolled up and with something to prove for the citizens of Gautier. With a business-friendly Mayor and Council, Gautier has adopted the core principles of *People. Prosperity. Integrity.* We invite you to visit with us, and take part in our growing success.

Sincerely,

*Samantha D. Abell*

City Manager

## INTRODUCTION

What is strategic planning? Simply put, strategic planning determines where an organization is going over the next 3-5 years and how it's going to get there.

In our case, it is an effort to systematically identify the major issues faced by the City and to develop strategies to address them. Strategic planning is a process through which we critically evaluate our strengths and weaknesses, as well as outside opportunities and threats, so that strategic issues can be identified and clearly defined. Strategic issues then are key challenges or policy choices that can be addressed by the City; issues over which the City has some control.

The strategic planning process is as important as the plan itself. The process compels our community to develop a consensual vision of the future. The annual town hall meetings and a web-based needs assessment survey, brings forth a broad spectrum of experiences and perspectives.

Successful planning relies on a solid understanding of where we have been as a community, where we are today, and where we hope to be tomorrow. To this end, staff collected input and data from a variety of stakeholders and asked people to identify what they perceived to be the strengths, weaknesses, opportunities and challenges facing our community.

Gautier city leaders are proud to present the City of Gautier's Strategic Plan, which serves as an organizational blueprint and foundation of how Gautier will become a safe, vibrant, innovative, healthy city, providing the highest overall quality of life possible.



## **COMMUNITY PARTICIPATION**

The public outreach for this strategic planning process was ongoing and extensive. The participatory planning process included a neighborhoods community summit, a citywide Town Hall Meeting, two council retreats, and a web-based needs assessment survey.

Community participation consisted of residents, business owners and members of various nonprofit and other community groups. Sessions were held with all city employees and department directors. City of Gautier department directors and managers have played an integral role in internal strategic planning sessions. The participation process associated with this strategic plan was intense and highly effective.

Several topics were introduced during the sessions to gain input on the following issues:

- State of the Community
- Assessment of External Conditions
- Vision of the Future
- Reality Check
- Assessment of Municipal Services
  - What does the City do well?
  - What does the City need to do better?
- Priority Setting

The community participation process provided the community with an opportunity to provide their input and select their priorities. The results of this process for each of the topics are described in great detail in Exhibit II and III.

The community survey demonstrated that Gautier residents have a strong sense of community pride. This was reinforced by the participants of the town hall meeting. A deep connection to its settler history, the kindred frontiersmen culture of fierce independence and the waterfront way of-life remain important community strengths. There is also a general sense of overall improvement in levels and cost of service provided by the City.

## VALUES

⌘ PEOPLE ⌘ INTEGRITY ⌘ PROSPERITY

**We value** government action that is taken openly and believe that responsive government is our first priority. We encourage citizen participation for the betterment of our community and strive to conduct business with integrity to instill public trust.

### Quality of Life

**We value** a safe, family friendly environment in which to build our future and conduct business. We foster recreation, public safety and youth activities, and encourage support of the arts, libraries, and education. We believe in sound economic development, high standard infrastructure and responsible planning for sustainable growth.

### Excellence

**We value** excellence in all things. Professionalism, accountability, and innovation drive our commitment to excellent customer service.

### Employees

**We value** a work environment that emphasizes teamwork, respect and dignity and supports our employees in their efforts to provide excellent customer service.

### Diversity

**We value** diversity in the workplace and in the community.

## VISION/MISSION

The comments received by the stakeholders through the outreach process were distilled into the five mission statements that implement the Vision, provided below.

### **Vision**

**We strive to achieve efficient and responsible service; a highly trained, competent workforce; and responsible stewardship of resources.**

### **Mission**

To enhance the quality-of-life of the citizens of Gautier and our neighborhoods by providing exceptional government services.

- I. Provide a safe environment through the development of partnerships with citizens, community groups and law enforcement, emphasizing crime prevention and a variety of programs aimed at youth.
- II. Create a vibrant community by expanding our economic development efforts striving to improve education, and growing our recreational, cultural, arts and library programs.
- III. Be innovative in seeking solutions, be bold in taking on the challenges of our community and use the entire range of resources, skills and technology available throughout the community for the betterment of all.
- IV. Sustain the economic, environmental and physical health of our community by supporting new medical and health care services; creating a program of sustainable development and fostering continued job creation.
- V. Continue to enhance the quality of life for our residents by embracing our small town spirit, ensuring we maintain strong neighborhoods, valuing and strengthening intergenerational ties among citizens and providing a range of services that support the whole community.
- VI. Encourage community maintenance to aesthetically improve the City.

- VII. Recreational Waterfront. Cultivate public and private investments along the Coastline.
- VIII. Focus on the Town Center Master Plan and I-10/HWY 57 Corridor. Promote economic renewal and strategic development.
- IX. Environmentally Sustainable Local Government Policies. Develop and implement pro-environmental policies.
- X. College Park Community Revitalization. Stimulate further redevelopment opportunities.
- XI. Operational Performance and Efficiency. Focus on improving efficiency and performance.
- XII. Promote Public Safety. Reduce violent crime among youth and adults.
- XIII. Customer Service. Maintain and improve the quality our customers' experiences while recognizing that the City is involved in many other important activities, these eight initiatives will be our focus as we plan future activities and deploy resources.

## STRATEGIC GOALS & ACTION PLAN

Based on the Vision/Mission statements and in consideration of the community's comments, staff identified seven categories of actions and their applicable strategic goals for this five-year strategic plan. The categories provide an organizational framework for the strategic actions set forth in the following tables, which are the basic elements of this effort and will provide a metric to determine our progress in addressing the concerns, desires and priorities of the community.

### 1. Youth Engagement

Stakeholder Comments: The stakeholders who participated in the strategic planning process identified concerns with limited opportunities and activities for youth as a top priority for immediate action by the City. Their comments included:



- Foster and engage youth by providing activities, programs, facilities, entertainment, recreational, educational and job opportunities.
- Target ages 11 –18 with activities, jobs, youth center and mentors.
- Partner with other organizations such as the school district to provide internships and share recreation facilities.
- Provide safe places for kids to hang out and expand recreational activities.

Mission Reference: Although providing opportunities and programs to foster and engage youth is a component of all Mission statements, the most applicable statements include #1, Safe Community and #4, Quality of Life.

**Strategic Goal Youth 1: Collaborate with stakeholders and service providers to assess existing capacity and programs, identify needs, and make recommendations for improvement and/or expansion.**

**Strategic Goal Youth 2: Collaborate with service providers to continue and expand programs and services that encourage youth engagement, parental education, participation and involvement.**

**Strategic Goal Youth 3: Engage youth in crime prevention strategies and enhance youth programs that promote prevention and diversion from criminal or gang activities.**

# Nature's Playground

| Actions                                                                                                                                                                                       | Deliverable/Completion Metric       | Responsible Department                    | Benchmarks/Completion Date                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------------|----------------------------------------------|
| <b>Youth 1. Collaborate with stakeholders and service providers to assess existing capacity and programs, identify needs, and make recommendations for improvement and/or expansion.</b>      |                                     |                                           |                                              |
| Y.1.1. Conduct comprehensive analysis and capacity building for community-wide youth services.                                                                                                | Comprehensive Report                | Human Resources                           | Initiate Spring 2013<br>Complete Summer 2013 |
| <b>Youth 2. Collaborate with service providers to continue and expand programs and services that encourage youth engagement, parental education, participation and involvement.</b>           |                                     |                                           |                                              |
| Y.2.1. Continue MDOT Summer Youth Program                                                                                                                                                     | Annual Application                  | Human Resources                           | Ongoing each summer                          |
| Y.2.2. Develop a Mayor's Youth Council                                                                                                                                                        | Coordinate with Gautier High School | Human Resources                           | Initiate Winter 2013<br>Ongoing              |
| Y.2.3 Develop an <i>Excellence in Leadership Program</i> whereby a teacher-nominated outstanding student is recognized at the regular Council meeting.                                        | Monthly                             | City Clerk                                | Initiate Winter 2013<br><br>Ongoing          |
| Y.2.4. Develop relationships with youth, sports and recreation groups (i.e. sports leagues and clubs, Boy Scouts, Girl Scouts, Boys and Girls Clubs, etc)                                     | # of youth enrolled                 | Parks & Recreation<br><br>Human Resources | Initiate Fall 2012<br><br>Ongoing            |
| Y.2.5. Provide a summer work fair to eligible youth to fill seasonal and year-round part-time positions for staffing sports, after-school events and other recreational programs and services | Programs offered                    | Human Resources                           | Initiate Winter 2013<br><br>Ongoing          |

|                                                                                                                                                                |                        |                             |                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------|-----------------------------------|
| <b>Youth 3. Engage youth in crime prevention strategies and enhance youth programs that promote prevention and diversion from criminal or gang activities.</b> |                        |                             |                                   |
| Y.3.1. Engage youth in crime prevention to promote prevention and diversion from criminal activities.                                                          | Report to City Council | Police/Crime Safety Officer | Initiate Fall 2012<br><br>Ongoing |

|                                                                                                       |                        |                             |                                   |
|-------------------------------------------------------------------------------------------------------|------------------------|-----------------------------|-----------------------------------|
| Y.3.1. Engage youth in crime prevention to promote prevention and diversion from criminal activities. | Report to City Council | Police/Crime Safety Officer | Initiate Fall 2012<br><br>Ongoing |
|-------------------------------------------------------------------------------------------------------|------------------------|-----------------------------|-----------------------------------|

## 2. Public Safety

Stakeholder Comments: The stakeholders who participated in the strategic planning process identified public safety concerns as a high priority. The issues identified include: presence, responsiveness and costs, more specifically described below.

### Police

**Police Substations:** Build on the City's existing neighborhood policing programs by introducing community substations and strengthening business/police relationships. Retrofitting existing commercial space can be funded with the assets forfeiture fund, at no cost to taxpayers.



Community patrol officers' responsibilities should include, but not be limited to, tracking subjects on probation, Section 8 housing issues, and tracking crime trends. They should also work with Code Enforcement to ensure adherence to City Ordinances in their areas. The officers' knowledge of the areas and relationships with the communities they serve are a valuable tool in assisting the Police Department and improving quality of life throughout the City.

**Increase "community police" presence:** Re-defining patrol beat lines within the next five years would increase visible patrol and reduce response times with additional manpower. One additional FTE (full time employee) would cover three job functions as a receptionist/dispatcher at the Police Department, cross-trained in the Records division and the Court division to assist in these areas as needed. Increasing personnel in both Patrol and Services to accommodate four additional Patrol Officers (1 per shift) to strengthen service to western boundary areas along the Hwy 57, Old Spanish Trail, and I-10 areas.

**Fleet purchase plan:** The police motorcycles need replacing due to high mileage, age and maintenance. To limit cost, the City should seek a five year lease plan through a local lender and the yearly payment made from the assets forfeiture fund, at no cost to taxpayers. Additionally, the Vehicle fleet needs to be

replaced with four to seven vehicles a year for five years, in order to keep fleet current and avoid replacing the entire fleet at one time. The current fleet has 32 vehicles: nineteen (19) 2007 models which have been in service five years and will need to be replaced soon due to mileage and increasing repairs as needed; three 2008 models approaching five year mark; and ten 2010 models which would have about three years to go using a five year plan as a rule of thumb.

**Establish marine training:** Coordinate with the Fire Department for mutual manning of vessel operators and crew to initiate a Marine Patrol using the City's boat on the many waterways within City limits to combat not only water-related incidents but also the prevention of water accessible burglaries and thefts.

**Radio communications:** The City has to find financial abilities to update its communication capabilities into the Digital bands of communication in order for us to communicate with our surrounding Cities, County, State and Federal agencies. Under our current equipment we will no longer be able to communicate with our counterparts after the year 2012. At present our counterparts can come down to our frequencies and talk to us but we cannot go to theirs and initiate these conversations. This is very important during a natural or homeland security disaster.

**Retention of personnel:** Seek out funding for Public Safety through Grants for operations so that City general funds can be used for salary adjustments to ensure officers are paid commensurate with neighboring communities, to retain incumbent full time employees (FTE's) and reduce the cost of training of new officers.

## Fire Safety

**New Fire Station:** With the approval of the 2010 bond issue, the City provided funding for a new fire station for the City's western service area. The proposed fire station is expected to be built on Brown Road approximately 3/10 of a mile east of Highway 57. This proposed fire station will reduce response times for our citizens in the extreme western portion of the City and will also help to improve our overall fire rating with the Mississippi Rating Bureau. This fire station is currently projected to have a fire engine and will be staffed in a manner consistent with available funding. As usual, this fire station will respond to emergencies of all-perils. Recently the City Council approved the appointment of an architect for the design phase of the project and the fire station is currently in the design process.

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Construction will start the fall of 2012 and be completed by late summer 2013.

**Additional Personnel:** Along with the new fire station comes a need for additional firefighters. The Mississippi State Rating Bureau recognizes a minimum of three (3) firefighters on all fire apparatus capable of fire suppression operations to prevent additional deficiency

points being awarded. It is therefore necessary to budget for a minimum of three (3) firefighters per shift, equal to nine (9) total firefighters. Volunteer programs are also being explored. New personnel will receive initial training including State Certification.

**Staffing for Adequate Fire & Emergency Response (SAFER) Grant:** To offset the cost of new firefighters for a two (2) year period of time, the City will annually apply for a federal grant that, if approved, will fully fund the firefighter positions for a two (2) year period of time. The grant includes wages and all benefits, but does not include training and uniforms. The SAFER Grant is a highly competitive grant and a minimum of 60 must be awarded according to funding requirements.

**National Incident Management System (NIMS) Training:** The Federal Government requires all communities to participate in the National Incident Management System (NIMS) in order to qualify for many types of federal grant programs. To meet this requirement, all personnel capable of responding to emergency incidents must have NIMS training and must be trained to the level of their response capability. This includes the fire department, police department, public works, finance department, and city leaders.

The police department and public works department routinely attend training sessions. The FD will coordinate with other departments to identify and track personnel and training progress.

**COMMUNICATION SYSTEM UPGRADE:** Gautier is a participant of the Jackson County Emergency Communication District, which provides the radio system for emergency communications and day-to-day operations. Due to age and needed repairs, the Jackson County Communication District must upgrade to a more efficient and modern system.

The estimated cost to upgrade or replace all analog radios is approximately \$66,000.00. In June of 2012, the Gautier Fire Department requested a grant from the Assistance to Firefighters Grant (AFG) Program for replacement of all analog radios. The amount of the request for the grant was approximately \$105,000.00. This is a shared grant and the City's share, if the grant is awarded, is approximately \$5,500. The grant will only allow the purchase of new radios. The target date for completion of upgrading radios must be no later than 2017.

The reason for the two (2) cost estimates is because the grant will not allow for repairing or upgrading a radio to digital compliance, which is the \$66,000.00 amount, but requires the radios to be newly purchased which is estimated to be \$105,000.00. If the City of Gautier must provide the upgrading costs from local funding; our estimate would be \$66,000.00.

**Fire Station Inspection Program:** We are currently evaluating the need for a comprehensive fire station inspection program to ascertain the serviceability of our three (3) fire stations. The program is expected to include an annual physical inspection of the stations to determine needed funding within the fire stations that may go undetected until major repairs are necessary at a greater expense.

**Purchase of New Command/Support Vehicle:** The current Command/Support vehicle has over 100,000 miles, is a 1999 model and is incurring repairs at an increasing rate. The replacement vehicle will be similar in design and provide command support at all incidents requiring such support, and will respond on medical emergencies when necessary. Funding of the vehicle will come from the State Rebate Insurance Fund and will not affect the General Fund. Estimated cost for the vehicle is \$160,000.00 to \$170,000.00.

Mission Reference: Providing for public safety and a secure environment is the focus of the first paragraph of the Mission Statement.

**Strategic Goal Public Safety 1:** Provide quality law enforcement services.

**Strategic Goal Public Safety 2:** Engage community partners in crime prevention strategies.

**Strategic Goal Public Safety 3:** Ensure the City's readiness to respond to and recover from disasters.

| Actions                                                                             | Deliverable/Completion Metric                                                                                                                          | Responsible Department | Benchmarks/Completion Date                                                         |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------|
| <b>Public Safety 1. Provide Quality Law Enforcement Services.</b>                   |                                                                                                                                                        |                        |                                                                                    |
| PS.1.1. Build on existing neighborhood policing programs with community substations | Provide accessibility and presence to areas of the community other than Main station.                                                                  | Police                 | Initiate Fall 2013; Completion Fall 2014                                           |
| PS.1.2. Increase visibility of patrol and reduce response times                     | Re-define patrol beat lines and one FTE to be cross-trained in all Services the department provides.                                                   | Police                 | Engaged Summer 2012; Ongoing                                                       |
| PS.1.3. Five year fleet purchase plan                                               | Replace motorcycles due to age, high mileage and maintenance needs; vehicle fleet needs to be replaced four to seven vehicles per year for five years. | Police                 | Motorcycles, FY 2013-2014; 5 Vehicles per year for five years, Fall 2013-Fall 2018 |
| PS.1.4. Marine Training                                                             | Coordinate with Fire Department for marine training to initiate Marine Patrol.                                                                         | Police; Fire           | Every Spring beginning 2013; Ongoing                                               |
| PS.1.5. Communication System Upgrade                                                | Must convert or replace all radios to be able to operate on digital communication system.                                                              | Police; Fire           | Initiate Fall 2014; Completion Fall 2017                                           |
| PS.1.6. Personnel Retention                                                         | Grant funds will allow the City general funds to be used for salary adjustments which will reduce training cost of new officers.                       | Police; ED             | Annually; ongoing                                                                  |

# Nature's Playground

|                                                                                   |                                                                                                                                    |                                        |                                                                                                                                  |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| PS.1.7. Reduce crime rate to lowest for a mid-sized City on the Coast.            | Crime report statistics                                                                                                            | Police                                 | Fall 2016; Ongoing                                                                                                               |
| PS.1.8. Revise the Gautier PD web page to improve access for the community        | Citizen input                                                                                                                      | Police                                 | Ongoing                                                                                                                          |
| PS.1.9. New west side fire station                                                | Currently being designed. Specs for bid should be ready by early September 2012.                                                   | Fire                                   | Summer 2013                                                                                                                      |
| PS.1.10. Additional fire personnel                                                | Requested funding through the SAFER Grant Program for additional firefighters to bring staffing levels to NFPA recommended levels. | Fire; ED                               | Spring or Summer 2013<br>notification of approval or disapproval                                                                 |
| PS.1.11. Staffing for Adequate Fire & Emergency Response (SAFER) Grant            | Grant request was submitted on August 10, 2012                                                                                     | Fire; ED                               | Spring or Summer 2013<br>notification of approval or disapproval                                                                 |
| PS.1.12. National Incident Management System (NIMS) Training                      | Training required for compliance with federal mandates for grant requests                                                          | Police; Fire; PW; Admin & City Council | Public official training is being scheduled for Sept. 2012, no dates as of August 2012. Completion of all others by Summer 2013. |
| PS.1.13. Fire Station Inspection Program                                          | Develop a program for detecting problems quicker to reduce future cost for major repairs.                                          | Fire                                   | Initiated in Summer of 2012. Improve by Summer of 2013.                                                                          |
| PS.1.14. Purchase of New Command /Support Vehicle                                 | Advertisement for bid was approved by Council on August 7, 2012. Bids to be accepted by September 1, 2012                          | Fire                                   | Spring 2013                                                                                                                      |
| <b>Public Safety 2. Engage community partners in crime prevention strategies.</b> |                                                                                                                                    |                                        |                                                                                                                                  |
| PS.2.1. Continue to expand Neighborhood Watch Program.                            | Active neighborhoods and crime prevention                                                                                          | Police                                 | Ongoing                                                                                                                          |

| <b>Public Safety 3. Ensure the City's readiness to respond to and recover from disasters.</b>                      |                                                                                                                                            |                                                                                    |                                                                           |
|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| PS.3.1. Ensure all staff completes training and understands their role in the City's emergency response activities | Provide needed training for specific levels of participants. Review existing documents related to emergency response for listed disasters. | City Council, City Manager, Administration, Police, Fire Public Works and Planning | Ongoing with annual reviews and updates as needed.                        |
| PS.3.2. Participate in annual countywide emergency preparedness exercises and meetings                             | Exercise opportunities provided by FEMA, MEMA, and Jackson County Emergency Management Director.                                           | All departments subject to participation as needed.                                | Periodically or as needed.                                                |
| PS.3.3. Submit Local Hazard Mitigation Plan to Council for adoption                                                | Guidance being provided by Neil Schaffer. Currently under development.                                                                     | City Manager                                                                       | Public meetings currently being conducted. Completion date – Fall of 2012 |

## 3. Public Works

**Stakeholder Comments:** The major areas of concern expressed by the stakeholders who participated in the strategic planning process were related to their quality of life, health and safety:

*Provide customer service, leadership, and foster an environment of teamwork and responsibility.*

The Public Works Department is multi-faceted. Daily responsibilities consist of job priority setting, establishment of strategic Department goals, receiving customer calls and creating Work Orders for maintenance needs, purchasing necessary job tools and materials, troubleshooting field situations, data analysis, record keeping, project management, personnel management, and coordinating support for other Departments in the City. Accomplishing responsibilities requires routines, programs and a data storage system with searchable data and flexible report generation. Behind Customer Service, creating these programs and obtaining the technology to store and analyze maintenance data are the current focus of Public Works Administration.

## Water

The City of Gautier's potable (drinking) water is safe and healthy to drink. However, due to the proximity to the Pascagoula River Basin, and the fact that we extract our water from underground aquifers, our water contains organic carbons and dissolved solids which give it a tea color, and can lead to staining and deposits in water heaters. The City is aggressively pursuing a solution to the color problem and has recently concluded a second pilot test to determine the most effective and economical process for the removal of color causing compounds from the water.

The City is also investigating the purchase of an Automatic Read Meter System (ARM) which will report meter readings directly from the meter to a central computer at City Hall. Over time, the cost savings generated by these efficiencies will cover the capital costs of the system purchase and installation, as well as buffering future cost increases in producing the water, allowing water rates to remain relatively stable.

Maintaining system pressures and providing adequate fire protection is also a key component of a viable water system. These goals are accomplished by placing water storage tanks at locations central to the population, maintaining water main

lines which deliver the water to the end user, and maintaining fire hydrants in operable conditions. The Gautier Fire Department routinely operates and tests the fire hydrants citywide, and reports any deficiencies for maintenance and repairs. A computer model of the City's water distribution system has recently been completed and we are investigating the need for additional water storage tanks and wells in strategic locations around the City.

## Sewer

The City of Gautier collects all sewage generated in the City and transports this waste to the Jackson County Utility Authority (JCUA) for treatment. The City pays the JCUA for this treatment.

Because of breaks in the transportation lines, missing manhole tops, leaking pipe and manhole joints, tree roots, damaged cleanouts, etc. rain water also enters into the sewer collection system. This is called infiltration and inflow (I&I). I&I increases the amount of water we send to the JCUA for treatment, which, in turn, increases the cost of treatment to the City. In addition to this cost, depending on the amount of rainfall received and rainwater entering the system, the collection system can become overwhelmed and back-up out of lift stations and manholes into the environment. These overflow events can cause a lack of service for residents, damage to personal property, and overall degradation of the quality of life. Preventing overflows by reducing I&I is the top priority for the Sewer Department.

The City of Gautier is aggressively searching for these breaks in system integrity by increasing the use of Supervisory Control and Data Acquisition devices (SCADA) which electronically monitor the operations of the sewage lift stations. These units provide valuable data on pump run times and wet well elevations, which, when compared to rainfall data collected by nine (9) recently installed rain gauges around the City, allows us to focus attention on areas of increased flows during rainfall. Follow-up with visual inspection often reveals open holes in the system (Inflow).

The City also owns and operates cleaning and camera equipment which is used to identify smaller leaks in joints which allow ground water to enter the system. These types of leaks are often not detectable from the surface. Again, the data obtained from the SCADA units alerts us to long term increases in flow generally associated with ground water leaking into the system (Infiltration). Using this information, along with pipe conditions, and surface obstructions, decisions are made to either dig up and replace or line the pipe in place to eliminate these leaks.

The capacity of the sewer collection infrastructure is also an area of focus as the City grows. New lift station facilities, force mains and gravity sewer lines are being planned to accommodate existing and future growth. Existing lines are also being cleaned to maintain capacity and to reduce grease build-up.

Reducing sewer overflows caused by rainwater I&I, as well as failing septic tanks will protect the environment and allow a healthy habitat for plants, fish and wild life, and will also provide a clean, safe and enjoyable environment for recreational uses. To this end, the City has partnered with Jackson County to receive grant money under the Coastal Impact Assistance Program (CIAP) to install individual grinder station at approximately 60 homes in the Old Shell Landing Area to replace existing septic tanks. This project is an effort to clean, improve and protect Graveline Bayou.

## Transportation

The City maintains all streets, street signs and traffic signals within the City limits, with the exception of Highway 90 and Highway 57, which are maintained by the Mississippi Department of Transportation (MDOT). The City does, however, maintain the grass and plantings along these two highways.

The safety of the City's streets is the number one transportation priority. Also of high importance is the ability of the streets to adequately service traffic capacity, motorist comfort, adequate access to commercial, residential and public use areas, as well as providing an aesthetically pleasing roadside. Safe pedestrian access along the roadways is also a concern.

The City is currently planning several projects to increase motorist safety, to provide adequate access and capacity for commercial development, intersection improvements to increase safety of the travelling public, sidewalks to provide pedestrian access, parking facilities at public buildings, and a regional parking facility to encourage carpooling for energy efficiency.

## Drainage

The City maintains all drainage facilities within City Limits, including ditches, culverts and drainage boxes. Keeping these facilities clean and free from obstructions, structurally sound and properly sealed is of utmost importance.

The majority of drainage pipe and structures in the City have been in the ground for many years. The corrugated metal pipe which was used in the past is failing due to rust. This allows for sediment to travel through the pipe, leaving voids

which cause sink holes. When sink holes form below roadways and adjacent to structures, repairs become very expensive. The City has identified several culvert crossings of roadways in need of replacement. These repairs are targeted in current and future budgets.

Drainage problems also arise from maturing trees along City streets and drainage channels, as well as on private property. Commercial and residential expansion can also create blockages or increase drainage flows beyond the existing capacity of the drainage. The City has identified several locations needing tree removal, channel improvements, culvert replacement and drainage structure improvements. These needs are also being addressed in current and future budgets.

Most of the rainfall in Gautier eventually finds itself through the upper reaches of the drainage system to bayous connecting to the Pascagoula River and the Gulf of Mexico. These bayous can be subject to sediment and other solids carried downstream through the system. These bayous are also tidally influenced, which can deposit and trap sediment in the bayous, reducing their capacity to convey storm water flows. Hurricanes and Tropical Storms only compound these issues. The City of Gautier is working with several funding agencies in an effort to improve the City's bayous through cleaning and widening projects.

## Solid Waste

The City of Gautier provides a yard debris and small household goods pick-up service for the residents of Gautier. City workers also pick up litter along the City streets, as well as illegal dump sites throughout the City. The City does not pick up garbage. This service is contracted out.

## Maintenance

As much as is economically feasible, the City of Gautier maintains all public buildings, vehicles and equipment in-house, with the exception of some specialty craft items and major equipment repairs.

The current shop and warehouse facilities housing the Maintenance Department are old and in need of upgrades or replacements. The Public Works Shop on Gautier-Vancleave Road was damaged beyond reasonable repair by Hurricane Katrina, but FEMA would not allocate appropriate funds to replace this building. The building is currently being used despite missing roofing, leaking walls, and inadequate heating and air conditioning.

The City of Gautier has appealed FEMA's decision to deny the funding of a new maintenance facility to replace the damaged Public Works Shop.

With the consolidation of the Planning Department to City Hall, the building formerly used by the Planning Department is available to house the administrative offices of the Public Works Department. Building renovations are necessary prior to the occupation of the building by Public Works staff.

| Actions                                                                                                  | Deliverable/Completion Metric | Responsible Department | Benchmarks/Completion Date |
|----------------------------------------------------------------------------------------------------------|-------------------------------|------------------------|----------------------------|
| <b>Water 1. Improve water efficiency by purchasing and installing an automated meter reading system.</b> |                               |                        |                            |
| W.1.1. Reducing the employee hours necessary to read the meters each month                               | Project completion            | Public Works Water     | Spring 2014                |
| W.1.2. Reducing vehicle and energy costs of driving to each meter                                        | Project completion            | Public Works Water     | Spring 2014                |
| W.1.3 Capturing low flow usage such as drips and small leaks                                             | Project completion            | Public Works Water     | Spring 2014                |
| W.1.4 Allowing customers to view usage tables and graphs of their accounts                               | Project completion            | Public Works Water     | Spring 2014                |
| W.1.5 Detecting customer leaks and notifying them of the problem                                         | Project completion            | Public Works Water     | Spring 2014                |
| W.1.6 Providing usage data for trending and analysis                                                     | Project completion            | Public Works Water     | Spring 2014                |
| W.1.7 Providing new, more accurate meters                                                                | Project completion            | Public Works Water     | Spring 2014                |

# Nature's Playground

| Actions                                                                                                         | Deliverable/Completion Metric              | Responsible Department | Benchmarks/Completion Date        |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------|-----------------------------------|
| Potable Water 2. Provide safe, affordable and clear drinking water for the citizens of Gautier.                 |                                            |                        |                                   |
| PW.2.1. Construct Drinking Water Treatment Plants For color removal plant                                       | A 3-phase project                          | PW                     | Spring/Summer 2014, 2016 and 2018 |
| PW.2.3 Construct new Water Wells and Elevated Storage Tanks                                                     | HWY 57 Tank/well<br>Martin Bluff Tank/Well | PW                     | Summer 2014<br>Summer 2016        |
| Actions                                                                                                         | Deliverable/Completion Metric              | Responsible Department | Benchmarks/Completion Date        |
| Sewer 3. Provide an efficient and sound infrastructure for collecting and transporting the City's sewage flows. |                                            |                        |                                   |
| S.3.1 Reroute gravity sewer on Bemis Ave. to Stone Gate Lift Station                                            | New gravity system and extended force main | PW                     | Summer 2013                       |
| S.3.2 Expand the City's current SCADA monitoring system for lift stations                                       | Operating units                            | PW                     | Spring 2023                       |
| S.3.3 Clean and TV main sewer lines                                                                             | Ongoing in-house and contracts             | PW                     | Fall 2023                         |
| S.3.4 Line sewer mains in problem areas                                                                         | Ongoing programs                           | PW                     | Fall 2023                         |
| S.3.5 Line sewer manholes                                                                                       | Ongoing programs                           | PW                     | Fall 2023                         |
| S.3.6 Purchase and install microbiological units at key manholes to decrease grease buildup                     | Pilot unit                                 | PW                     | Spring 2013                       |
| S.3.7 Complete the design and bidding for the Old Shell Landing CIAP sewer project                              | Design construction                        | PW                     | Fall 2012<br>Summer 2013          |
| S.3.8 Raise sewer lift station above BFE                                                                        | Grant dependent                            | PW                     | Fall 2018                         |

# Nature's Playground

| S.3.9 Create a grease control program                                                                    | Ordinance                          | PW                     | Spring 2013                |
|----------------------------------------------------------------------------------------------------------|------------------------------------|------------------------|----------------------------|
| Actions                                                                                                  | Deliverable/Completion Metric      | Responsible Department | Benchmarks/Completion Date |
| <b>Transportation 4. Provide safe, comfortable and aesthetically pleasing transportation facilities.</b> |                                    |                        |                            |
| T.4.1 Improve Allen Road to accommodate future commercial establishments                                 | New boulevard                      | PW                     | Fall 2013                  |
| T.4.2 Town Center infrastructure projects                                                                | TBD                                | PW                     | -----                      |
| T.4.3 Widen Martin Bluff Road – Gautier-Vancleave Road to Roy's Road                                     | New road and pedestrian facilities | PW                     | Spring 2014                |
| T.4.4 Intersection Improvements along Old Spanish Trail                                                  | Safer intersections                | PW                     | Summer 2017                |
| T.4.5 New access road at Highway 90 and City Park                                                        | Visible and convenient access road | PW                     | Spring 2016                |
| T.4.6 New access road at Highway 90 and Mary Walker Drive                                                | Visible and convenient access road | PW                     | Spring 2018                |
| T.4.7 Construct bridge and raise road at Old Spanish Trail and Graveline Road                            | Safer roadway                      | PW                     | Spring 2018                |
| T.4.8 Elevate old Spanish Trail at Magnolia Tree drive                                                   | Safer roadway                      | PW                     | Spring 2018                |

# Nature's Playground

|                                                                                              |                                           |    |             |
|----------------------------------------------------------------------------------------------|-------------------------------------------|----|-------------|
| T.4.9Purchase computer and software for traffic signal maintenance                           | Satisfy state requirements                | PW | Fall 2016   |
| T.4.10 Beasley Road Improvements                                                             | Safer roadway                             | PW | Fall 2012   |
| T.4.11 Frontage Road Improvements                                                            | Safer roadway                             | PW | Fall 2015   |
| T.4.12 Dolphin Drive Improvements                                                            | New boulevard for town center             | PW | -----       |
| T.4.13 Graveline Road Improvements                                                           | Safer roadway                             | PW | Summer 2020 |
| T.4.14 Construct Park and Ride at Gautier-Vancleave Road and Frontage Road                   | Public convenience efficiency             | PW | Summer 2016 |
| T.4.15 Construct alternate access to Hickory Hills area – Frontage Road to Martin Bluff Road | Emergency access alternate ingress/egress | PW | Fall 2023   |
| T.4.16 Construct alternate exit to Westgate Parkway                                          | Emergency access alternate ingress/egress | PW | Spring 2017 |
| T.4.17 Construct Bridge on Martin Bluff Road at Brookside Drive                              | Commercial access                         | PW | Summer 2013 |
| T.4.18 Construct connector road – Beasley Road to Gautier-Vancleave Road                     | Emergency access alternate ingress/egress | PW | Fall 2015   |
| T.4.19 Purchase tractors with finishing mower decks                                          | Improve workforce efficiency              | PW | Spring 2014 |

# Nature's Playground

| T.4.20 Purchase a mini excavator                                                                                                             | Improve workforce efficiency                 | PW                     | Fall 2014                  |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|------------------------|----------------------------|
| T.4.21 Purchase Scagg mowers                                                                                                                 | Replace aged equipment                       | PW                     | Spring 2015                |
| T.4.22 Purchase a Bobcat with front mounted mowing deck                                                                                      | Improve channel maintenance program          | PW                     | Fall 2013                  |
| T.4.23 Provide additional parking at City Hall                                                                                               | Public access to facilities                  | PW                     | Fall 2014                  |
| Actions                                                                                                                                      | Deliverable/Completion Metric                | Responsible Department | Benchmarks/Completion Date |
| <b>Drainage 5. Provide adequate drainage facilities and clean and accessible bayous and waterways for wildlife, recreation and drainage.</b> |                                              |                        |                            |
| D.5.1 Clean and remove sediment from City bayous                                                                                             | Improve storm water system                   | PW                     | Fall 2015                  |
| D.5.2 Construct Detention Pond/Parks upstream of outfalls into bayous                                                                        | Mitigate sediment transport to bayous        | PW                     | Fall 2015                  |
| D.5.3 Perform Channel Improvements to City channels                                                                                          | Improve storm water system—reduce flooding   | PW                     | Spring 2013                |
| D.5.4 Replace failing pipe under roadways                                                                                                    | Public safety/storm water system maintenance | PW<br>Drainage         | Fall 2015                  |
| Actions                                                                                                                                      | Deliverable/Completion Metric                | Responsible Department | Benchmarks/Completion Date |
| <b>Solid Waste 6. Provide for planned pick-up of yard debris as well as cleaning of roadside litter and illegal dump sites.</b>              |                                              |                        |                            |
| SW.6.1 Strengthen the Garbage Pick-up ordinance to eliminate commercial debris                                                               | Improve aesthetics and staff efficiencies    | PW                     | Summer 2013                |

# Nature's Playground

| SW.6.2 Create a litter control program                                                                                      | Improve aesthetics promote economic development | PW                     | Summer 2013                |
|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------------------|----------------------------|
| SW.6.3 Post "No Dumping" signs                                                                                              | Defer litter                                    | PW                     | Summer 2014                |
| Actions                                                                                                                     | Deliverable/Completion Metric                   | Responsible Department | Benchmarks/Completion Date |
| <b>Maintenance 7. Maintain public facilities, vehicles and equipment to provide for safe use and prolonged usable life.</b> |                                                 |                        |                            |
| M.7.1 Renovate the old Planning Department Building                                                                         | Improved efficiency and public access           | PW                     | Fall 2012                  |
| M.7.2 Construct a new Maintenance Facility                                                                                  | Improved efficiency                             | PW                     | Fall 2014                  |

## 4. Economic Development/Planning

The Economic Development and Planning Department oversees economic development, neighborhood services, planning, code enforcement, building inspections, flood plain management, and events and civic engagement activities for the City of Gautier.

### Economic Development

Stakeholder Comments: Comments regarding Economic Development and Job Creation received much attention from stakeholders during the priority voting process. These comments are outlined below:

#### Job Creation

- Increase efforts to bring jobs; more professional jobs are needed, not just big box, technical
- Encourage entrepreneurial opportunities
- Increase small business resources
- Ensure existing companies remain
- Provide better opportunities—better jobs, better education

#### Economic Development

- More retail and commerce.
- Improve infrastructure.
- Construct a town green for festivals and for people to have a place to gather.
- Encourage more tourism opportunities

| Actions                                                                                                           | Deliverable/Completion Metric              | Responsible Department | Benchmarks/Completion Date (start, end)              |
|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------|------------------------------------------------------|
| <b>EDP1: Town Center revitalization through the encouragement of redevelopment and the elimination of blight.</b> |                                            |                        |                                                      |
| EDP.1.1. Mall Redevelopment                                                                                       | New mall constructed at Singing River Mall | EDP                    | 2012, 2014                                           |
| EDP.1.2. Plan and construct urban park north of new mall                                                          | New park constructed                       | EDP                    | 2013 and ongoing (due to limitations of grant funds) |

| <b>EDP2: Promote healthcare industry cluster strategy at I-10 / SR 57 corridor to increase jobs and tax base.</b> |                                                                      |                        |                            |
|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------------|----------------------------|
| ED.2.1. Plan and construct Town Center interconnected street grid with service alleys north of the mall           | New roads constructed                                                | EDP, PW                | 2013, 2015                 |
| Actions                                                                                                           | Deliverable/Completion Metric                                        | Responsible Department | Benchmarks/Completion Date |
| EDP.2.2. Cultivate medical / commerce park at I-10/57 interchange                                                 | Reconstruct Allen Road as boulevard from Robinson Still Road to Lake | EDP                    | 2013, ongoing              |
| EDP.2.2. Cultivate medical / commerce park at I-10/57 interchange                                                 | Medical buildings constructed                                        | EDP                    | 2013, ongoing              |
| <b>EDP3: Foster efforts for business recruitment and expansion.</b>                                               |                                                                      |                        |                            |
| EDP.3.1. Provide incentives to encourage restaurants                                                              | Number of restaurants                                                | EDP                    | 2013, ongoing              |
| EDP.3.1. Explore ways to leverage economic and quality of life value of MGCCC                                     | Economic report                                                      | EDP                    | Winter 2013                |
| EDP.3.2. Support business-focused organizations                                                                   | Participate in local business organizations                          | EDP                    | Ongoing                    |
| EDP.3.3. Research economics of waterfront tourism and opportunities for expansion                                 | Economic report                                                      | EDP                    | Summer 2013                |

## Planning

How do we protect the neighborhoods we love and plan for inevitable growth and change? While some want to preserve a snapshot of today's Gautier, we know that change is a given. Where should new businesses locate? How should they be built? The City recently adopted a Unified Development Ordinance and new Zoning Map to address many planning issues. Over the next five years, we will further calibrate our laws and regulations to advance a prosperous and safe Gautier that strengthens neighborhoods.

How and where a community grows impacts a City's finances, economy and quality of life. The places we live, work, shop and play shape our lives and who we are. One's experience in a place helps form us as individuals and a community. Proper planning ensures that in our quest for economic prosperity and jobs, we don't shortchange either long-term commercial opportunities or residential growth.

| Actions                                                                              | Deliverable/Completion Metric          | Responsible Department                | Benchmarks/Completion Date (start, end) |
|--------------------------------------------------------------------------------------|----------------------------------------|---------------------------------------|-----------------------------------------|
| <b>EDP4: Ensure policies encourage sustainability and provide for future growth.</b> |                                        |                                       |                                         |
| EDP.4.1. Develop a parks and recreation master plan                                  | Parks and Recreation report to Council | EDP, PW, CM                           | Fall 2012, Winter 2012                  |
| EDP.4.2. Develop a walking, bicycling and paddling master plan                       | Council Adoption                       | EDP                                   | Fall 2014, Spring 2015                  |
| EDP.4.3. Develop a Hazard Mitigation Plan                                            | Council Adoption                       | Jackson County, EDP, FD, PD, PW et al | Underway, Winter 2012                   |
| EDP.4.4. Revisory ordinance to the UDO, Phase 1                                      | Council Adoption                       | EDP                                   | Underway, Winter 2012                   |
| EDP.4.5. Commercial, industrial, and multifamily architectural guidelines            | Council Adoption                       | EDP                                   | Underway, Winter 2012                   |

|                                                                                  |                                |                                         |                             |
|----------------------------------------------------------------------------------|--------------------------------|-----------------------------------------|-----------------------------|
| EDP.4.6. Revisory ordinance to the UDO, Phase 2                                  | Council Adoption               | EDP                                     | Spring 2013, Fall 2013      |
| EDP.4.7. Neighborhood Plans Developed                                            | Council Adoption               | EDP                                     | 2 per year starting in 2013 |
| EDP.4.8. Assist with planning of after school youth activities like youth sports | Council approval of plan       | HR, EDP, PW, CM                         | Per HR                      |
| EDP.4.9. Participate in regional planning efforts                                | Contribution to regional plans | EDP, PW                                 | Ongoing                     |
| EDP.4.10. Develop Special Management Area plan                                   | Council Adoption               | EDP, Jackson County, Ocean Springs, DMR | Underway, Summer 2014       |
| EDP.4.11. Develop Shepard Park Master plan                                       | Council Adoption               | EDP, PW                                 | Spring 2013, Fall 2013      |

## Quality of Life / Neighborhood Services

Stakeholder Comments: Stakeholders raised a wide range of topics broadly categorized as enhancing the quality of life in neighborhoods. The issues covered such diverse topics as the need for increased code enforcement activities, additional efforts towards animal control, illegal dumping concerns, expansion of a range of resource programs serving the community and increased ways that neighbors can affect positive change in their neighborhoods.

### Code Enforcement

- Increase effective code enforcement—lawns, foreclosed properties, poor property maintenance.
- Code Enforcement is responsive—greater demand
- Publish and distribute code enforcement information, put teeth into the enforcement effort

### Animal Control

- Provide more services, especially regarding stray or vicious dogs
- Demand for Animal Control services is increasing

## Illegal dumping and litter

- Address illegal dumping and litter
- Provide landfill access without charge to reduce desert dumping

## Neighborhood Connecting

- People know their neighbors, walk in their neighborhoods, and utilize local parks
- Expand the neighborhood improvement program—assist seniors, provide tree removal.
- The City's highly ranked primary and secondary schools, scenic waterways, historic properties, beautiful tree cover, and small town charm need to be built upon. Residents value their proximity to the shoreline and natural amenities. Bicycling and paddling trails need to be designated, signed, and promoted with high quality maps and materials. These and other quality of life improvements can be accomplished with little cost, but will reap real rewards with resident and tourist alike.
- The Sandhill Crane Refuge, Indian Point Preserve and Shepard State Park provide the City with ample greenspace. However, the City lacks adequate neighborhood parks and city-wide recreation opportunities. If Gautier is to keep and attract new families, then we must improve the quality of our after-school and recreation programs.

## Schools/Education

- Support and promote MGCCC

| Actions                                                                                                                                       | Deliverable/Completion Metric                                                 | Responsible Department | Benchmarks/Completion Date (start, end) |
|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------|-----------------------------------------|
| <b>EDP5: Enhance neighborhoods through programs and services; fostering partnerships between the City and other community-wide resources.</b> |                                                                               |                        |                                         |
| EDP.5.1. Obtain grant funds to improve walkability around schools                                                                             | New sidewalks, crosswalks and related improvements constructed around schools | EDP, PW                | Summer 2013, Fall 2015                  |
| EDP.5.2. Facilitate blueway trails on Mary Walker and Sioux Bayou                                                                             | Paddling brochure, mile marker signs and related materials                    | EDP                    | Underway, Summer 2013                   |
| EDP.5.3. Improve neighborhood entrances                                                                                                       | New or maintained signs and landscaping                                       | EDP                    | 5 per year                              |

# Nature's Playground

|                                                                                                                               |                                                            |         |                          |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|---------|--------------------------|
| EDP.5.4. Facilitate blueway trails on Bayou Pierre (Shepard State Park)                                                       | Paddling brochure, mile marker signs and related materials | EDP     | Summer 2013, 2014        |
| <b>EDP6: Respect the City's history and leverage these resources to improve quality of life and increase tourism.</b>         |                                                            |         |                          |
| EDP.6.1. Historic preservation and restoration of Historic Black Schoolhouse                                                  | Building complete                                          | EDP, PW | Underway, Winter 2015    |
| EDP.6.2. Historic preservation and restoration of Oldfield's Mansion                                                          | Building complete                                          | EDP, PW | Spring 2013, Winter 2017 |
| EDP.6.3. Signage and related tourism support                                                                                  | Signs and collateral material complete                     | EDP, PW | Underway, Summer 2013    |
| <b>EDP7: Foster partnerships with MGCCC and other organizations relating to education, job creation, and quality of life.</b> |                                                            |         |                          |
| EDP.7.1. Explore partnerships with MGCCC, School District and churches                                                        | Report to City Manager                                     | EDP     | Ongoing                  |
| EDP.7.2. Increase and improve senior activities                                                                               | Assistance with obtaining grant funds                      | EDP     | Winter 2012, ongoing     |

| Actions                                                                                                                     | Deliverable/Completion Metric                     | Responsible Department | Benchmarks/Completion Date (start, end) |
|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|------------------------|-----------------------------------------|
| <b>EDP8: Protect neighborhoods from unsafe conditions, blight and deterioration with programs, policies and assistance.</b> |                                                   |                        |                                         |
| EDP.8.1. Investigate a Code Enforcement App to further citizen reporting                                                    | Director's review of options memorandum           | EDP                    | Spring 2013                             |
| EDP.8.2. Address unfinished structures                                                                                      | Demolition or completion of unfinished structures | EDP                    | Underway, Summer 2013                   |

|                                                                                     |                                                               |     |                       |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------|-----|-----------------------|
| EDP.8.3. Adopt International Property Maintenance Code                              | Council adopts International Property Maintenance Code        | EDP | Winter 2012           |
| EDP.8.4. Address abandoned and/or dilapidated commercial structures and grounds     | Demolition or completion of unfinished structures and grounds | EDP | Underway, ongoing     |
| EDP.8.5. Update old, dilapidated trailers                                           | Fewer old, dilapidated trailers                               | EDP | Underway, ongoing     |
| EDP.8.6. Change of use from trailers to single-family residential where appropriate | Fewer trailers in R-1 zoning district                         | EDP | Underway, ongoing     |
| EDP.8.7. Address abandoned and/or dilapidated residential structures                | Demolition or completion of unfinished structures             | EDP | Underway, ongoing     |
| EDP.8.8. Remove slabs                                                               | Fewer slabs                                                   | EDP | Underway, Summer 2013 |
| EDP.8.9. Address blight of junk vehicles, outdoor storage and unmaintained yards    | Fewer blighted properties                                     | EDP | Underway, ongoing     |
| EDP.8.10. Address illegal dumping and move-out evictions waste                      | Less waste left on properties; special pick up service/fee    | EDP | Underway, ongoing     |

## Building and Zoning Administration

Stakeholder Comments: Stakeholders expressed desires to increase the rate of development, as well as ensure neighborhoods are not negatively impacted.

Building codes and floodplain standards ensure the safety of the occupants and others in the community. Ranging from fire protection to resilience during a storm, the City reviews and inspects buildings to safeguard residents, workers and visitors.

## Growth

- Better coordinate growth with services, adequate public safety; empty commercial buildings could be used for youth, farmer's market and/or entertainment.
- Coordinate amenities with development (schools, parks, shopping centers);
- Get big enough to have the services and resources we need but not so big that we lose our hometown feel.

| Actions                                                                                                                            | Deliverable/Completion Metric                                                         | Responsible Department | Benchmarks/Completion Date (start, end) |
|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------|-----------------------------------------|
| <b>EDP9: Safeguard the public's interests with policies, procedures and codes for buildings, floodplain management and zoning.</b> |                                                                                       |                        |                                         |
| EDP.9.1. Adopt 2012 IBC                                                                                                            | Council Adoption                                                                      | EDP                    | Winter 2012                             |
| EDP.9.2. Adjust Fee Schedule                                                                                                       | Council Adoption                                                                      | EDP                    | Winter 2012                             |
| EDP.9.3. Lower CRS Rating                                                                                                          | Floodplain Manager takes necessary steps to meet FEMA's criteria for lower CRS rating | EDP                    | Ongoing, Summer 2014                    |
| EDP.9.4. Maintain Utility GIS Files                                                                                                | GIS files compete                                                                     | EDP                    | Spring 2013                             |
| EDP.9.5. Sign Inventory                                                                                                            | GIS file complete                                                                     | EDP                    | Spring 2014                             |
| EDP.9.6. Street light inventory                                                                                                    | GIS file complete                                                                     | EDP                    | Fall 2013                               |

## Events and Civic Engagement

Mayor and Council have recognized that City events improve the livability, economy, and image of the City of Gautier. To that end, preferred City events have provided effective promotion of the City's image and brand as "Nature's Playground", an economic return to a larger number of individuals, community organizations, or businesses (through attracting visitor spending), and/or have had wide public participation or benefits.

Currently City events include:

- Mardi Gras Parade
- Easter Egg Hunt
- World Changers Week
- The Mullet and Music Festival
- The Christmas Stroll
- The Christmas Parade

This Strategic Plan recognizes that there is a range of benefits available, and that depending on the nature of the event, the benefits vary from event to event. It also recognizes that a series of events provides a sense of vibrancy to the City and offers opportunities to enhance the experience of both citizens and visitors. Thus, a major goal of this plan is to build on our firm foundation to achieve greater benefits through better promotion of existing events (through alignment of branding and improved marketing), through development of existing events (creatively building upon existing elements), and also through exploring opportunities to integrate new events into a yearly cycle that matches the City's vision, goals, and image. To this end the inclusion of two to three new events within the next year is proposed.

New events may include:

- Antique Fair
- Community New Years' Eve Block Party at Town Center
- Veteran's Day Parade and Ceremony at Veteran's Tower
- Fishing Tournament at Mary Walker Bayou

Gautier residents volunteer more than the national average and desire more opportunities to contribute. School, church and senior center activities are the most popular types of volunteer activities in Gautier.

| Actions                                                                                               | Deliverable/Completion Metric | Responsible Department | Benchmarks/Completion Date (start, end) |
|-------------------------------------------------------------------------------------------------------|-------------------------------|------------------------|-----------------------------------------|
| <b>EDP10: Create and sustain select community events for the enjoyment of residents and tourists.</b> |                               |                        |                                         |
| EDP.10.1. Act as liaison to implement an agreed upon calendar of community events                     | Events occur                  | EDP                    | Underway, Fall 2012                     |

|                                                                                             |                                                                                      |     |                       |
|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-----|-----------------------|
| EDP.10.2. Establish and build capacity of an organization to sponsor community events       | Designate existing or incorporate new organization                                   | EDP | Underway, Summer 2013 |
| EDP.10.3. Support community events with staff and City resources                            | Event attendance and sales tax receipts                                              | EDP | Ongoing               |
| EDP.10.4. Engage more volunteers for community events and neighborhood improvement projects | Number of volunteer hours; Volunteer database; Web site with volunteer opportunities | EDP | Winter 2012, Ongoing  |
| EDP.10.5. Fundraise for community events                                                    | Dollars and in-kind contributions                                                    | EDP | Yearly                |

## Administration

| Actions                                                                                                         | Deliverable/Completion Metric                            | Responsible Department | Benchmarks/Completion Date (start, end) |
|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|------------------------|-----------------------------------------|
| <b>EDP11: Build capacity of organization to professionally meet the needs of City residents and businesses.</b> |                                                          |                        |                                         |
| EDP.11.1. Continuing Education for Staff                                                                        | Certifications received, Sessions Attended, etc.         | EDP                    | Ongoing                                 |
| EDP.11.2. Communicate with residents and broader public regarding EDP issues                                    | News articles on EDP issues. Social networking measures. | EDP                    | Ongoing                                 |
| EDP.11.3. Update the EDP portion of the City Website                                                            | New content and design on Website                        | EDP and consultant     | Winter 2012, ongoing                    |

## 5. Recreation/Parks/Trails/Open Space

Stakeholder Comments: A number of stakeholders requested more trails and bike paths. Increased recreation programs and park amenities were also important topics for participants. The highest priority comments are listed below:

- Create a Master Plan for Buddy Davis Park
- Create a Master Plan for Shepard State Park
- Create a Master Plan for Bacot Park

Comments on recreation, trails and open space are provided in Exhibit II.

Mission Reference: #2, vibrant.

**Strategic Goal R1: Provide a diverse program of activities for residents of all ages at all parks and recreation facilities.**

**Strategic Goal R2: Continue to coordinate and provide special events and programs for residents of Gautier.**

| Actions                                                                                                                 | Deliverable/Completion Metric | Responsible Department       | Benchmarks/Completion Date |
|-------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------------------|----------------------------|
| <b>Recreation: Build capacity of recreation programming and facilities to meet the needs of residents and visitors.</b> |                               |                              |                            |
| R.1.1. Maintain and improve Shepard State Park                                                                          | Master Plan and grant funding | EDP; Rec Advisory Commission | 2014                       |
| R.1.2. Maintain and improve Bacot Park                                                                                  | Master Plan                   | EDP; Rec Advisory Commission | 2014                       |
| R.1.3. Maintain and improve Buddy Davis Park                                                                            | Master Plan                   | EDP; Rec Advisory Commission | 2014                       |
| R.1.4. Construct Frazier Park bathroom facilities                                                                       | Completion                    | PW                           | 2013                       |

## 6. City Clerk/Municipal Finance

**Stakeholder Comments:** While there were no comments at the strategic planning sessions that directly mentioned municipal finance as an area of concern, sound financing is essential for achieving the strategic goals that have been identified by the community.

**Mission Reference:** All aspects of the Mission Statement touch on municipal finance considerations.

**Strategic Goal Finance 1:** Conduct comprehensive analysis of all benefit programs for purposes of cost containment.

**Strategic Goal Finance 2:** Generate revenues to maintain and/or enhance services provided by the City.

**Strategic Goal Finance 3:** Seek private sector sponsorships to encourage businesses to participate in local events and activities.

**Strategic Goal Finance 4:** Integrate strategic planning goals in the Annual Budget document.

**Strategic Goal Finance 5:** Utilize technology to improve City's finance-related services offered to citizens, businesses, other government agencies, and internal City departments.

**Strategic Goal Finance 6:** Monitor the City's financial health through fiscal responsibility.

| Actions                                                                                                                        | Deliverable/Completion Metric       | Responsible Department | Benchmarks/Completion Date                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------|
| <b>Finance 1. Conduct comprehensive analysis of all benefit programs for purposes of cost containment.</b>                     |                                     |                        |                                                                                                                        |
| F.1.1. Conduct compensation and benefits survey by comparing to selected jurisdictions                                         | Completed Survey                    | HR; Finance            | Survey : May Annually<br>Implement: May 2013                                                                           |
| F.1.2. Complete analysis of all benefits, make recommendations and implement changes or introduce new programs (if applicable) | Recommendations/<br>Implementations | HR; Finance            | Report based on Survey : by June 15 <sup>th</sup> Annually<br>All insurance programs are currently evaluated annually. |

| Actions                                                                                       | Deliverable/Completion Metric                                  | Responsible Department | Benchmarks/Completion Date                |
|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------|-------------------------------------------|
| <b>Finance 2. Generate revenues to maintain and/or enhance services provided by the City.</b> |                                                                |                        |                                           |
| F.2.1. Generate revenue for the City by promoting and developing sports tourism               | Program Implementation                                         | EDP                    | Annual                                    |
| F.2.2. Implement new revenues and/or increase ongoing revenues                                | Research and Implementation of Revenue Sources Based on Voters | HR; Finance            | Annual: Immediately Upon Council Approval |

| Actions                                                                                                                                                                    | Deliverable/Completion Metric                                                            | Responsible Department | Benchmarks/Completion Date                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------|--------------------------------------------------|
| <b>Finance 3. Utilize technology to improve City's finance-related services offered to citizens, businesses, other government agencies, and internal City departments.</b> |                                                                                          |                        |                                                  |
| F.3.1. Provide payroll information to employees electronically                                                                                                             | Implementation of Paperless Timesheets, Pay Stubs, and W2's                              | Finance/City Clerk     | Annual<br>Start: Spring 2014<br>End: Winter 2014 |
| F.3.2. Provide electronic methods for Accounts Payable exchanges                                                                                                           | Implementation of Internet Invoice Submission & Payments through Wires                   | Finance/City Clerk     | Annual<br>Start: Spring 2015<br>End: Spring 2016 |
| F.3.3. Expand Internet payment options for City services                                                                                                                   | Citizen and Developer Internet Receipts Processed by Departments                         | Finance/City Clerk     | Annual<br>Start: Summer 2013<br>End: Winter 2013 |
| F.3.4. Monitor internal control and financial reporting procedures                                                                                                         | a) Clean Audit Opinions Obtained and Sustained; b) Auditor Management Comments Addressed | Finance/City Clerk     | Annual<br>FY 2013 Audit                          |

## 7. Human Resources

**Stakeholder Comments:** Comments from the employees were compiled at the organizational strategic planning sessions. Those comments were reviewed, evaluated and utilized to generate the Values Statement as described in the Preamble. Comments provided by the employees include:

- A vision to provide the best customer service than any other city in the county
- Employees want to be responsive, and respect timely responses from others
- Encourage City employees to be more involved in the community
- Teamwork is important

| Actions                                                                                                                                          | Deliverable/Completion Metric            | Responsible Department            | Expected Completion                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------|-------------------------------------|
| <b>Work Environment 1. Meet or exceed all mandated training and legal requirements. Institute citywide best business practices and policies.</b> |                                          |                                   |                                     |
| HR.1.1 Perform review of Employee Rules & Regulations                                                                                            | Revised/Updated HR Rules                 | HR                                | Every 2 years                       |
| HR.1.2. Update and revise Records Retention Policy                                                                                               | Revised/Updated Records Retention Policy | City Clerk/Admin                  | Every 2 years<br>Start: Spring 2013 |
| HR.1.3. Provide ethics training to all City Council Members, Commissioners, staff, etc. to ensure compliance with law every two years            | Ethics Training to CC & Boards           | HR/City Attorney                  | Annual                              |
| HR.1.4. Prepare Standardized Agreements in as many areas as possible                                                                             | Revised/Updated HR                       | City Attorney/ Public Works/Admin | Annual                              |
| HR.1.5. Work with departments to develop and implement a succession plan                                                                         | Completion of Succession Plan            | HR                                | Annual                              |

# Nature's Playground

|                                                                                                    |                                    |    |        |
|----------------------------------------------------------------------------------------------------|------------------------------------|----|--------|
| HR.1.6. Develop an in-house training curriculum for management positions                           | Need Analysis / Training Sessions. | HR | Annual |
| HR.1.7. Survey employees and analyze data to determine effectiveness of existing Wellness programs | Completed Survey/Data              | HR | Annual |
| HR.1.8. Annual Benefit/ Wellness Fair and employee appreciation picnic                             | Program Implementation             | HR | Annual |

## **APPENDIX**

1. Exhibit I – Final Thoughts/Vision
2. Exhibit II - Gautier's Strategic Plan Project Objectives
3. Exhibit III - Community Strategic Planning Process
4. Exhibit IV – Town Hall Meeting Notes
5. Exhibit V – Needs Assessment Survey

## **EXHIBIT I: FINAL THOUGHTS/VISION**

Through this Strategic Plan, the City of Gautier strives to...

- Plan for and manage the physical, cultural, intellectual, technological, and individual growth and development of all aspects of the community.
- Recognize the importance of our youth as the future of the community and our seniors as providing critical links to our past and a great resource to mentor youth and young families.
- Seniors and youth are accorded special attention and resources in recognition of their unique and critical roles in the community.
- Gain its strength from the cohesion and quality of its neighborhoods. Neighbors in Gautier know one another, help others in need, take pride in the quality of the social and physical environment of their neighborhoods, and take an active role in helping the youth and seniors that reside within and surrounding the neighborhood.
- Be a small town offering big city amenities. Shopping and entertainment are available in town and few residents and businesses feel the need to leave for shopping, purchasing supplies, or having a great time on the weekends, evenings, and vacation days.
- Allow you to reach your career goals right here at home through providing a wide variety of employment opportunities.
- Be a City with several viable transportation alternatives besides just automobiles. Few residents travel outside of Gautier for work and other purposes.
- Proactively address its own challenges at the earliest stages possible through direct intervention, the effective use of community partnerships, and other creative methods.
- Be a healthy, active, fun, sports-oriented community with quality outdoor and sports-related activities for persons of all ages and activity levels to enjoy. Gautier protects natural and uses every available means to achieve a clean and sustainable environment.
- Place the highest priority on the effective education of the young and the provision of life-long learning opportunities for those no longer in formalized school settings. Schools are the hub of each neighborhood providing after school and intergenerational opportunities for the community.

## **Exhibit II: Gautier's Strategic Plan Project Objectives**

### **FACILITATORS AND STAFF**

Mayor and Council  
City Manager  
Department Directors  
Grant and Project Manager  
Code Enforcement Officer  
Neighborhood Improvement Coordinator  
Crime Prevention Officer



### **Project Objectives**

The following sections describe in more detail the process undertaken by the City of Gautier to create the Strategic Plan.

#### **1) Integrate Community into Planning**

Approximately 275 residents and community members participated in the community strategic planning process, in addition to employees participating in the internal strategic planning process.

The process enables the community to fully participate in the development of the plan. Contrary to the City's long term Comprehensive Plan, strategic planning is a much more dynamic process, is less focused on data and structure and can be flexible enough to meet the needs and desires of the community.

#### **2) Create a Shared Vision**

Participants collectively identified the characteristics of an ideal community and find areas of common ground. All comments were reviewed and incorporated into the Vision Statement.

#### **3) Clarify Purpose**

The strategic planning process enables participants to clarify/identify the purpose or sense of direction in which the organization wants to proceed. Comments were reviewed and incorporated into the Action Plan.

## 4) Identify Issues/Trends

The strategic planning process identifies the major issues facing the community today. Also, it considers trends that are just below the surface or which are just coming into view.

## 5) Tests/Validate Current Assumptions

Local government must often move forward and represent the community's views even though the views are not clearly known. Local officials must make certain assumptions upon the limited input they received and municipal organizations move forward to implement such objectives. The strategic plan process enables the City of Gautier to validate whether or not the City is on target.

## 6) Identify Community Resources

One of the objectives of the process is to identify where the resources are and what trends may affect them. Where resources are identified as scarce, it is important to conserve them and share based on need and priority.

## 7) Improve Community Networking

Strategic planning is a group dynamic process that requires teamwork to address community issues. The process enables City staff to work together with other stakeholders for a common objective. The process enables the community to build bridges and get to know one another better and help them function as a team. The interaction with one another in discussing community issues is as important, if not more so, than the end product – the Strategic Plan.

## 8) Increase Understanding of Local Government

The strategic planning process not only serves as a catalyst for receiving information, but also serves as a means to impart information in terms of the issues and difficulties facing local government. Having participated in the process, the community will have a better understanding that there are many complex issues facing their elected officials and City staff. Finally, the participants should come away knowing that the municipal organization can only work on a few major problems at a time, based upon its limited staff and financial resources.

## 9) Develop Action Oriented Planning

By developing an action oriented plan with specific tasks to accomplish, people will be able to see the results of their efforts and know that the strategic planning process was not simply a series of discussions, but a real dynamic, participatory planning process.

# *Nature's Playground*

The City of Gautier's Action Plan was developed at the end of the strategic planning process based on the input received from the community and city staff.

## **Exhibit III: Community Strategic Planning Process**

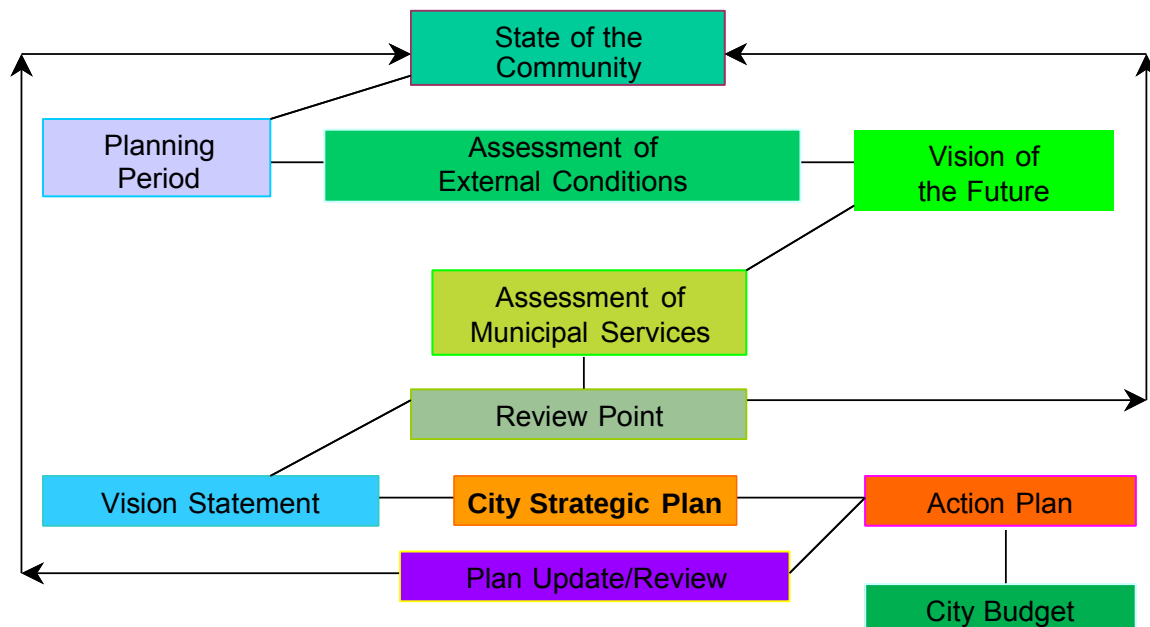
- I. State of the Community
  - a. What are the major issues facing the community today?
  - b. Do we have a clear sense of direction?
  - c. Is the direction universally supported throughout the community?
  - d. What is our community health/climate?
  - e. The Planning Period for this plan will be 5 years.
- II. Assessment of External Conditions
  - a. Who are those who make up our service population? Trends?
  - b. Who are the regulators? Trends?
  - c. Who are our competitors? Trends?
  - d. Who are our resource providers? Trends?
- III. Vision of the Future
  - a. What will our environment and community look like at the end of our planning period, based upon the immediate issues and emerging trends?
  - b. What is in store for the future if we do nothing, something, a lot?
  - c. What are the key issues the community must address in this planning process?
  - d. Describe key demographic indicators, e.g. number of dwelling units, population shift, economics, demographics, and financial data.
- IV. Assessment of Municipal Services
  - a. What do we do well? What are our strengths?
  - b. What do we do poorly? What are our liabilities?
  - c. What would you like to see more of/less of?
- V. Review Point/Priority Setting (Review Steps I through IV)
  - a. Review comments made throughout the day.
  - b. Do the current issues, emerging issues, and trends suggest we change, add to, or build on to our current mission statement?
  - c. Prioritize the issues/trends/vision objectives, which must be addressed during the planning period.
- VI. Community Vision Statement
  - a. What is our vision for the community?
  - b. What should our image be?
  - c. What makes us different from other cities?
- VII. Action Plan
  - a. How do we get where we want to go?
  - b. Who will do what, when and how?
  - c. How do we approve our new mission/community vision strategy into action?

- d. Have we addressed the all of the major issues and emerging trends in our action plan?
- e. What existing programs should be kept, modified, eliminated, or implemented?

## VIII. Plan Update/Review

- a. How are doing on completing our action items to date?
- b. In what areas shall we reshape our vision of the future?
- c. What projects remain uncompleted?
- d. Do we need to change our strategy (mission/vision statement)?
- e. What has happened to our environment since the plan was developed?

**Table 1**  
**Strategic Planning Process**



## **Exhibit IV – TOWN HALL MEETING NOTES**

**March 08, 2012**

In an effort to expand the opportunity for involvement to the most people possible in the City, the City Council hosted a community outreach meeting at the Mississippi Gulf Coast Community College. Participants heard the Mayor's State of the City Address and separated by groups into their Wards to discuss issues both city-wide and neighborhood specific. Staff acted as facilitators with councilmen engaging citizens for feedback. Written comments were incorporated into the materials listed here.

Having identified major community issues and trends as well as envisioning alternatives of what Gautier might look like at the end of the planning period in 2018, participants were asked to analyze the community's capabilities and resources. Additionally, they were asked to assess the City organization's ability to meet present and future demands, which will be placed on Gautier. Primarily, they were to identify what the strengths and liabilities of the community are. This is based upon public expectations of the community and, specifically, the City of Gautier. The group exercise began by identifying strengths, or things the City does well. Then the group turned their attention to identifying liabilities, or things to which we need to devote more time and attention. They were encouraged to remember that overall the community is doing exceptionally well, but that there is always room for improvement.

## **ASSESSMENT OF CITY SERVICES**

**“What's your vision for Gautier?”**

### **WARD 1**

#### Priorities

- Bayous –need to slow sources,
- Excessive speeding on residential streets
- Trash pick up
- Water bills –large bills, poor water quality ,stains clothing & brown color
- Dee's amusement game room-(eyesore)

# Nature's Playground

- Street paving –in progress but slow
- Lighting on Gautier bridge
- Sign –Point Clear entrance

## Good

- Medical facility on interstate
- Nature walk
- Indian Point
- Town Center/roundabout
- Police Department
- Veteran's Tribute Tower
- Sidewalks
- College & Schools



## Bad/Concerns

- Mary Walker Bayou –silt and sedimentation
- Street Lights
- Mall
- Carwash
- Point Clear fishing pier
- CSX property

## WARD 2

### Need Improvements

- Street lights in neighborhoods
- 2 Pavement/roads in College Park
- Uniform police officer at Bacot Park (During games, secure ballpark fence)
- Road/ Pavement to Indian Point
- There is a need for better supermarkets so we do not have to drive to Ocean Springs.
- Nice Restaurants, more family
- Skating Rink needs improvement
- More enticements
- Overhead bridge on Ladhier Rd (Sometimes the train gets stopped)
- Soccer Complex
- The Old Place
- Sidewalks
- Crane Refuge
- Shell Landing

# *Nature's Playground*

## Green

- Shepard State Park
- Boys & Girls Club seating
- Seating areas
- 32 acres (town center)
- College
- High school football stadium

## Pink

- Roads (De La Forrest)
- Mall
- Skating Rink on Ladnier Rd
- Street Lights in residential areas
- Overhead bridge on Ladnier Rd

## **Ward 3**

### Issues

- Speed Limit signs (lack of)
- Soundview Dr.
- Sewer issues on Bemis
- Oldfield House
- The construction of half built building next to Oldfield house
- Cemetery next to Oldfield (Lewis House)

### Likes

- 12 Oaks
- Sheppard State Park
- Mary Walker
- City Park
- Estuarine Center

### Dislikes

- Car wash Hwy 90
- Boat Man
- Mall
- Jerry Lee's trailers

- Oldfield house
- Old construction next to Oldfield house
- Speed limit signs

## Ward 4

### Concerns

- Land trade around I-10/ Gautier Vancleave Rd
- Paving –Northwood Hills ,Homestead & Martin Bluff
- Grocery Stores
- Car wash unfinished on Hwy 90
- Striping on Martin Bluff Rd. (access road)
- Preserving Graveline Bayou
- Situation between Baywood Commons & Northwood Hills (overgrowth)
- Bike path lane with lighting along Gautier-Vancleave Rd & all of Martin Bluff Rd

### Likes

- City Park
- Soccer fields & ball fields
- Library
- Golf courses
- Old Place
- High School
- City Hall

## Ward 5

### Concerns

- No sidewalks- roads are narrow, needs widening
- Safety of children
- Only one road out of Hickory Hills
- North of I-10 is part of the city
- Only 1 access road out of Hickory Hills
- Dip near Brookside

# Nature's Playground

## Likes

- City Park
- Town Center
- College
- Senior Center (outgrowing )

## Dislikes

- Blighted Properties
- Run down trailer parks

## **What does the City do well?**

- Programs and special events
- Parks are gems
- Library programs
- Proactive, open public safety services and officers
- Mayor, Council and Staff remain accessible and open
- Expand partnerships
- Local media positive and key partner in communications
- Air quality
- Economic development –Mall area
- Public Safety, responsive fire and police
- Engages & listens to citizens in participation of vision/changes – Strategic Plan
- Process, communication/meaningful participation of citizens, more avenues for meaningful citizen participation
- Responsive City Council, access to Mayor, City Council pays attention
- Neighborhood Service Programs
- Redevelopment effort of town center is great
- Code Enforcement works with developers
- Happy to see Gautier grow up

## **What does the City need to do better?**

- Litter and dumping control
- Uniformity of appearance and sense of belonging
- Code enforcement for poor property maintenance
- Communication - community doesn't know what the City does/offers
- Coordination of events
- More effort to bring jobs
- Dispersing dense development areas
- Involvement in school issues - bonds, safety, etc

# *Nature's Playground*

- Roadway maintenance, routine and during construction
- Address traffic issues
- Expand recreational opportunities for youth - gym, after school
- Greater sensitivity to pedestrians, improved safety on streets, more crosswalks
- Improve safe routes to school
- Tighter gang enforcement
- Strategic Plan Process in high school and elementary schools
- Better pet (dog) parks
- Brochures – brag about what we do well
- Illegal Dumping - place to dump trash
- More community collaboration to engage businesses and organizations
- Street lighting for safety

## ENVIRONMENTAL AWARENESS/PRESERVATION

- Need a “Drains to Bay” awareness campaign to reduce litter in gutters
- Education/outreach in schools, public events on water conservation, energy, recycling
- Preservation of oak trees, open space
- Erosion control; dredging and bayou restoration

## AESTHETICS

- Litter - Regularly scheduled litter pick up – especially plastic bag litter
- Make merchants responsible for trash generated by their stores
- Develop programs to discourage illegal dumping/off road vehicles
- Encourage neighborhood watch programs for community empowerment/reporting
- Waste receptacles should be kept in special places to avoid public sight
- Neighborhood clean-up programs/events at parks, etc.
- More uniformity in city aesthetics to create an identity
- Combat graffiti/vandalism by encouraging linking/grouping of communities/activities
- Improve Code Enforcement response for unkempt yards front yard vehicle parking

## COMMUNICATION

- Comprehensive Calendar of school, City, public events for distribution of materials
- Youth guides that lists jobs, core training programs such as the life guard program
- Develop a two way communication – Better dissemination of emergency information
- Use of public events to share information
- Establish/expand communication tools for reporting community concerns

## ECONOMIC DEVELOPMENT

- The encouragement of more industry, good jobs
- Need a Gautier Chamber of Commerce

## JOBS

- Continue to lure a variety of employment opportunities for college-education young adults and seniors, and also more manufacturing-based jobs.

# *Nature's Playground*

## INFRASTRUCTURE

- Improve roadway maintenance
- Clear water
- Develop new roadways in western area of City

## RECREATION

- Organized Activities for children and youth 18 – 24. Indoor gym. Local activities.
- Need a water park
- Encourage more after-school activities – public and private

## TRANSPORTATION

- Improve/develop mass transportation – number & frequency of buses
- Improve public transportation to provide youth an opportunity to compete for jobs

## EDUCATION

- Continue/expand partnerships with schools for after-school programs
- Neighborhood schools within walking distance

## FACILITIES/ACTIVITIES

- Outdoor activities/centers to promote healthy lifestyles, volleyball, basketball, multi-use trails
- Dog Parks

## HOUSING ISSUES

- Improve the ratio of owners to renters
- Balance/control on the number of Section 8 dwellings
- Housing for the disabled

## SENIORS

- Gautier – We should be the Retirement Hub of the Region
- Develop senior/retirement communities (gated/ungated)
- Single story (smaller) housing for “empty nesters”

## TRAILS

- All varieties of trails needed: bicycle, walking, equestrian
- Greater/contiguous trail network to connect routes & communities
- Routes should connect outdoor youth activity areas/locations
- Promote, enhance and expand recreation trails

## **Exhibit V: Community Needs Survey**

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**Motion made by Councilwoman Martin at 6:20 p.m. to recess until July 29, 2013. Motion seconded by Councilman Jones and vote was unanimously carried.**

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**Mayor and Council Retreat continued on July 29, 2013 at 3:30 p.m. Those present were Mayor Gordon Gollott, Council Members, Johnny Jones, Casey Vaughan, Mary Martin, Rusty Anderson, City Manager Samantha Abell, City Clerk Cynthia Russell, City Attorney Robert Ramsay and other concerned citizens.**

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**Motion made by Councilman Jones to suspend Robert's Rule of Order. Seconded by Rusty Anderson and vote unanimously carried. Mayor and Council discussed Strategic Plan.**

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**Motion made by Councilman Guillotte to adjourn until August 6, 2013. Seconded by Councilman Jones and vote unanimously carried.**