

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)
EDP5: Enhance neighborhoods through programs and services; fostering partnerships between the City and other community-wide resources.			
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

EDP.5.4. Facilitate blueway trails on Bayou Pierre (Shepard State Park)	Padding brochure, mile marker signs and related materials	EDP	Summer 2013, 2014
EDP6: Respect the City's history and leverage these resources to improve quality of life and increase tourism.			
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
EDP7: Foster partnerships with MGCCC and other organizations relating to education, job creation, and quality of life.			
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)
EDP8: Protect neighborhoods from unsafe conditions, blight and deterioration with programs, policies and assistance.			
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)
EDP9: Safeguard the public's interests with policies, procedures and codes for buildings, floodplain management and zoning.			
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 complete	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)
EDP10: Create and sustain select community events for the enjoyment of residents and tourists.			
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)
EDP11: Build capacity of organization to professionally meet the needs of City residents and businesses.			
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
Recreation: Build capacity of recreation programming and facilities to meet the needs of residents and visitors.			
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
Finance 1. Conduct comprehensive analysis of all benefit programs for purposes of cost containment.			
F.1.1. Conduct compensation and benefits survey by comparing to selected jurisdictions	Completed Survey	HR; Finance	Survey : May Annually Implement: May 2013
F.1.2. Complete analysis of all benefits, make recommendations and implement changes or introduce new programs (if applicable)	Recommendations/Implementations	HR; Finance	Report based on Survey : by June 15 th Annually All insurance programs are currently evaluated annually.

Actions	Deliverable/Completion Metric	Responsible Department	Benchmarks/Completion Date
Finance 2. Generate revenues to maintain and/or enhance services provided by the City.			
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
Finance 3. Utilize technology to improve City's finance-related services offered to citizens, businesses, other government agencies, and internal City departments.			
F.3.1. Provide payroll information to employees electronically	Implementation of Paperless Timesheets, Pay Stubs, and W2's	Finance/City Clerk	Annual Start: Spring 2014 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 Start: Spring 2015 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 Start: Summer 2013 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 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
Work Environment 1. Meet or exceed all mandated training and legal requirements. Institute citywide best business practices and policies.			
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 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