

**1. What are your top three goals for the city in the next four years (term of office)?**

**Goal I:** Provide leadership on the council to guide the city toward more productive management of resources, including budget, personnel, and facilities.

**Goal II:** Provide leadership and encouragement to improve the economy of the city, to include growing the existing business base for improved tax receipts, expanding new businesses to increase the diversity of jobs, and placing more commercial property into greater productivity of property taxes.

**Goal III:** Improve the quality of life issues for residents, including better guidance of city ordinances, addressing vacant property management and improving visibility of community thoroughfares (i.e. Highway 90). I would also examine the city's utilities with a goal toward improvement of water quality, adding recycling services, and infrastructure management (i.e. streets, parking, etc.).

**2. How would you foster cooperation between the City Council and Mayor?**

First, I would advocate that the citizens elect a team of officials for the expected results of operating the city in an orderly fashion for the purposes of making Bay St. Louis a quality place to live and make a living. Each member of that team must acknowledge the limits of what they are elected to do and that is to be a cooperative member of a team. A team that wins is one where all the players do their part, while supporting each other toward the same goal—to win for the voters collectively.

I would strongly encourage members of the city council to stay focused on its purpose, under State Law, to serve as the “legislative body” for the city and not the “administrative body.” I would seek to help the council acknowledge what the job of the council is and guide them to stay focused on providing management and oversight of the administration through proper execution of “laws or ordinances.” The council must be the people’s body to ensure that the city is administered by the Mayor, in accordance with the ordinances on the books or provided by law, to ensure that the city operates in an efficient and productive fashion.

Secondly, I would encourage more professional actions of the council in planning its business, through more cooperation with the mayor to insure issues identified by the administrative body are appropriately addressed by the council. We must insure that the

citizens are appropriately served by the city's employees, including the mayor.

Thirdly, I would advocate for a fair and impartial plan of addressing citizen's issues, while making sure that the normal processes of conducting business were not unduly disrupted. In other words, through proper management of agendas for business, issues or complaints can be managed in due time and in accordance with proper support from the administration, while keeping order in the business of the council.

In conclusion, with proper leadership, the council can and should conduct business under Robert's Rules of Order. The council must be realistic about how to conduct business without erroneously assuming they are the only solution to all problems. Winning solutions are always easier when the entire team works together, and this includes citizen input.

### **3. What measures would you support to increase the city's revenue?**

I would first advocate for a workshop, led by the mayor and the administrative team, with the city council to thoroughly analyze the budget and insure that we are all in agreement with and clearly understand the functions to be conducted under the budget, the projection of revenues for the budget, and the expenses necessary to fund the functions of the city.

Secondly, we need to insure all the projected receipts are collectable and that all procedures are being appropriately implemented to insure we are collecting all the revenues that are due to the city. We need to clearly evaluate every option of efficiency in the operating budget, including evaluating the possibilities of cooperative activities with the county and other cities where it does not dilute the primary functions of a city to its citizens. For instance, maybe a joint garbage contract might create some efficiencies for multiple parties, without affecting that specific service to the residents.

Thirdly, it is imperative that the city must have an aggressive economic development plan as a means of growing the business tax receipts, both sales and ad valorem. Such an economic development plan must partner with the business community and should be focused on business improving receipts and growth in the number, size and types of businesses solicited into the community. When our businesses are successful, our city is successful. I suspect that the city council has taken little to no action to explore the possibilities offered, a couple of years ago, when the Governor insured that we were one of five "medical zone" areas in the State. The State offered some development incentives

to attract and develop medical industry types of businesses, including opportunities to impact our hospital, which as we all know is in dire circumstances and may be in jeopardy for the future. I believe that resource needs to be an agenda item for economic growth in our city.

In conclusion, we need to have a city management team who keeps their eye on the ball and stops wasting time on “gotcha’s” against each other. All of this should be done with diligence before we ever think about increasing taxes on the residents. The citizens will decide when any tax increases are validated through a voting process.

**4. List three ways you would foster support of and communication with the city's appointed commissions (Planning and Zoning, Harbor and Historic Preservation).**

1. I would advocate for and encourage all appointments be the most qualified citizens in the community within the specific areas of concern. I would expect each commission to conduct a strategic plan for their area of responsibility, which would outline their purpose, goals, and actions to achieve their mission to improve the city and to provide necessary services and revenues for the city.
2. With a strategic plan, I would expect regular, if not monthly performance reports from each commission to demonstrate progress toward mutually agreed upon goals. I would not want to make it a practice of over-ruling their proposals, especially if I had approved their plan of action and after I had approved the necessary ordinances to guide their work. I would expect them to all perform as guided and achieve the mutually agreed upon plans.
3. I would expect them to conduct their business with the same degree of diligence as I would expect from the council. When they make appearances before the council with their reports and recommendations, they should be prepared, and defend their decisions with the required degree of preparation necessary to demonstrate control of their area of city government. Again, they would be considered by me to be a member of the team and they, like everyone else on the team, must do their equal share of the work and be respected for doing so. The residents should have the confidence in their work and not expect the council to overrule them without an equal degree of work to be able to legitimately refute the result of their work. Professionals, applying professional effort, produces professional results and that is what the City deserves.

**5. What are your ideas for preserving our community's unique character while supporting residential and business growth?**

It is my opinion, we must do a better job of planning. The above referenced Planning and Zoning Commission should be guided by proven principles of urban planning combined with the building codes to accommodate our circumstances of geography and demands placed on us from hurricane threats. They must also take into consideration the needs of the community for green space, recreational spaces, and quality of life issues expected by the residents and dictated by our heritage.

Our historic preservation commission should invoke their work into the planning processes of the city and they should have a greater voice in not only protecting historic treasures, but influencing more historic character in design and historic representation in zoning and building actions. They are the primary body to protect the character of the community. A better job of planning will insure more of their work to be visible in time.

Perhaps it would be worth examining the functions of the harbor commission to be expanded to be more attentive to protecting our overall waterfront heritage, in addition to insuring that our harbor is a successful economic generator. It is my belief that our entire waterfront should be preserved and maintained from growth so as to insure that it is not diminished through development, but rather enhanced for beauty and scenic value. Again, improved planning would give us the necessary guidance to preserve and maintain our community's unique character.

In conclusion, it is my opinion that the harbor has a natural role of being a place for boats, but it has a much larger purpose of being a venue for the city to use to equally attract a non-boating audience. It is also my opinion that we have done a very poor job of maximizing the potential of that facility as a non-boating economic generator. We need a focused approach of exploring more uses of the harbor to increase visitors to the city with the inevitable increase in business receipts and taxes, while also providing residents with more recreational opportunities.

**6. What actions can the city take now to maximize benefits when it becomes a stop on the future Amtrak route?**

Again, I think we need to plan for what comes from this opportunity. We need to understand more fully what may be realistic in the way of service, or what can be negotiated to increase service. We need more information on schedule, what services will

be demanded or what services could be made available. Eventually, we will need to be able to create private sector opportunities at the terminal, while minimizing city services that cannot generate revenue. If it turns out that it will be a short stop to unload two or three passengers, while loading two or three outgoing passengers, then the opportunity will be minimal. Also, the size of opportunity may be driven by the amount of marketing that is done for the service in out-reach markets. This alone would put tremendous demand on our marketing resources, especially, since we have a miniscule marketing budget currently.

**7. Should the city provide financial support to economic development organizations like the Hancock Chamber and Hancock County Tourism? Support your answer.**

As mentioned above, I believe the City must do a better job of developing our economy. I do not believe in “providing financial support” to development organizations as referenced. I do think it is very short-sighted to not be partners with the business community for the reasons I mentioned earlier. Since government is a partner with the businesses of the community and the only member of the partnership with a mandated percentage of return, it is the government’s responsibility to insure a good business environment and government should make an “investment” in assisting in the growth of the business community. I would rather look at any financial support be in the form of a marketing and development contract with an increased return of the government’s share of the business receipts. In the same way as I described the work of the city’s commissions through strategic planning, I would expect that the city’s investment be in an economic development strategic plan that used professional actions, tested and built on expected results of growth and increased revenues. I would further want to insure a strategic plan would be founded in the most efficient manner possible. We do not have sufficient funds to be duplicative in our efforts. I don’t think we need two separate organizations doing economic development work. We need the best and most efficient economic development structure possible, with the most professional service available.

**8. What importance do you place on proposed community amenities such as a swimming pool, additional bicycle paths and dog parks?**

Whether it is a swimming pool, bicycle paths, dog parks, or ball parks, we need to give attention to the recreational needs of the community. It may be time that we give some attention to a formal recreation department of government. With a Master’s Degree in Public Administration of Recreation and Parks, I have a very strong belief in the value of a recreation department as a quality of life issuer for a city. It is a great vehicle to occupy

young people, and it is a benefit to the health and fitness of the community. Open space is a necessity for a sound community, well planned. Facilities to serve the leisure time of the residents of the community creates a happier community. In my opinion, we need to either hire a professional recreation director to manage recreational activities, such as little league sports, and recreational property, such as ball fields, paths, trails, dog parks, water pads, etc., or we need to structure a recreation program and develop a volunteer or contract program to operate a formal structure designed and supervised by the city, until such time that we can afford a professionally operated department. I am a strong proponent of recreational programs and activities as a part of city government function.

**9. What is your position on the possibility of the Hancock County Sheriff's Department managing the BSL Police Department. State the advantages and/or disadvantages you foresee.**

Public safety is the most important function of city government. Through public safety and the enforcement of the law, our community is provided with peace and tranquility, which is probably the principle reason citizens pay taxes. I think it is severe shirking of responsibility to the citizens to think it is acceptable to contract the police and/or the fire departments of the city to an outside organization. I do not believe it is more efficient to contract with an agency such as the sheriff's department. The sheriff has a totally different function in law enforcement, so the city residents would lose the level and quality of service to which we are accustomed. In my opinion, in the budget process and under the appropriate city council oversight of the budget, the city must make public safety the highest priority of city services to the residents of the city. I don't believe the citizens of Bay St. Louis want to see any of the services inherent of our city government to be contracted to outside organizations, nor do the citizens want to see the city close any services that would diminish us as a city, capable to being the best place to live on the coast. I think we need to be better stewards of the resources of the city, perhaps look at joint operations with other agencies of government to increase efficiencies in more non-critical programs, before diminishing our public safety organizations.

**10. The number of golf carts on city streets continues to grow. How should golf cart use be regulated?**

We need a good ordinance that clearly spells out the requirements for a golf cart to be "street legal." That ordinance needs to meet or exceed the requirements of state law, which includes certain amenities of safety, such as a glass windshield with wipers, turn signals, seat belts, and liability insurance, the same as a car. Secondly, I think the city should require a registration of golf carts and we should consider a city permit tag with a

fee attached. The state has ceased requiring registration and a tag, so the city could require it as a revenue generator. We need to enforce the same street and traffic rules that we enforce on cars. Children without a driver's permit should not be allowed to operate a golf cart. Golf carts should run on the streets in accordance with state law, where the speed limit is not more than 25 mph. They should be restricted to parking in organized parking areas and should not be allowed to run on or drive across sidewalks. They should only be allowed to cross high traffic and high speed roads or streets, such as Highway 90 at signaled crossings. I strongly encourage allowing golf carts on streets, and we must have safe operation rules less we will have uncontrolled chaos, as we have been experiencing in noise issues.

**11. As the city grows do you think it should consider changing its present form of government? Explain your answer.** *Note: [The page on our Serve BSL website](#) contains information and resources that might be helpful in answering this question.*

I don't foresee any reason to change the form of government. However, I do see the possible need to eliminate the "at-large" seat of the Council and redistrict at the next census report. I do not believe we need more than one city-wide elected official. Also, I could see a case for an elected Mayor not having the necessary skills to appropriately manage the complexities of the city. Therefore, the city should look at requiring that we hire a professional Chief Administrative Officer.

In conclusion, such a decision should be the result of a laborious process involving all the citizens. There are pros and cons to all the types of municipal governments currently allowed in MS, and I think the citizens should clearly understand all the outcomes of a change.