City of Pascagoula Strategic Plan

Prepared for:

Strategic Plan Steering Committee

JULY 2015

Executive Overview

In 1999, a cross-section of Pascagoula community leaders came together to develop an initial strategic plan for the city. The purpose of the original plan was to establish goals and strategies for community and economic development, and it was updated in 2004 and 2010 with input from a wide gathering of residents. In early 2015, the Pascagoula Strategic Plan Steering Committee began working on a five-year update of the plan. The University of Southern Mississippi Lott National Center for Economic Development and Entrepreneurship was commissioned to facilitate the review process. The format of the review consisted of a community-wide survey and two half-day meetings to update the plan. This report provides a summary of the progress reported from the survey and in-person meetings to establish strategic priorities for the next five-years.

Recommendations from Review Process

The Pascagoula Strategic Plan Steering Committee provides executive leadership in implementing the strategic plan, and depends upon active participation of volunteers working to implement the goals and action plans through sub-committees. As a result of the entire planning process, a list of recommendations have been compiled to assist in ensuring the implementation process runs efficiently and effectively.

1. Formally communicate the 2015 -2019 Strategic Plan to all residents of the City of Pascagoula.

2. Encourage a wide range of residents, such as youth leaders and young professionals, to have representation on all sub-committees throughout the entire implementation process to spread the workload over a greater number of citizens.

3. Communicate between sub-committees to ensure each sub-committee's goals and outcomes align with one another and achieve the overall Vision.

4. Plan for an orderly rotation of committee leaders/chairpersons to ensure new ideas are generated and new perspectives are encouraged.

5. Offer an orientation process for introducing new members to experienced committee members to allow historical perspectives to be shared and new ideas to be fostered.

Introduction

The City of Pascagoula Strategic Plan Steering Committee commissioned a formal update of its community's strategic plan for the next five years. The Steering Committee sought proposals from multiple sources to facilitate the planning process. The University of Southern Mississippi Lott National Center for Economic Development and Entrepreneurship was chosen to lead the review process that consisted of a community-wide survey and two half-day meetings to update the plan.

The Strategic Planning Process

The Strategic Planning Process was designed to be a two-phased approach:

- Phase One—Seek input from a wide, diverse range of residents and key stakeholders through a survey administered via local utility bills.
- Phase Two—Seek input and guidance from community leaders through an in-person planning retreat.

Phase One

The Strategic Plan Committee and USM facilitation team developed and administered a survey that was sent to all customers receiving a water utility bill with a goal of gathering a target 240 or more returned surveys (representative of one percent of the population). The City of Pascagoula distributed the self-administered surveys to gather public opinions requesting input into the priorities for the city's strategic plan. A total of 904 survey responses were returned

from Pascagoula citizens the results of which were taken into consideration during the planning process. The questions asked in the survey instrument were:

1. How many of the responders are residents of Pascagoula?

2. How many of the responders own property in Pascagoula?

3. What are the ages of the people who reside in each household?

4. What is the estimated median household income of the responders?

5. What do residents think are the two greatest assets of the City of Pascagoula?

6. What do residents think are the two greatest challenges/threats of the City of Pascagoula?

7. What do the residents feel requires the most focus in the next Strategic Plan?

8. What two changes would the residents like to see occur in Pascagoula?

9. Residents were asked to rate their opinion on the likelihood of recommending Pascagoula as a place to live, recommending Pascagoula as a place to locate a business, and business-friendliness of Pascagoula's local government.

Phase Two

Effective strategic planning consists of a set of concepts, procedures, and tools designed to help leaders, managers, and planners think and act strategically. It can be an indispensable resource for community leaders to bring together both public sector and private sector leaders to further the City of Pascagoula's mission, meet its mandates, and satisfy key stakeholders. The strategic planning process is a disciplined effort to produce fundamental decisions and

actions that make the most efficient and effective use of resources. This plan followed the *10-Step Strategic Planning Process* methodology developed by John M. Bryson (1994). This process was designed specifically for public and nonprofit organizations, and the steps include:

1. Initiate and agree upon a strategic planning process.

2. Identify organizational mandates.

3. Clarify organizational mission and values.

4. Assess the organization's external and internal environments to identify strengths, weaknesses, opportunities, and threats.

5. Identify the strategic issues facing the organization.

6. Formulate strategies to manage these issues.

7. Review and adopt the strategic plan.

8. Review organizational vision to determine alignment with strategic issues.

9. Develop an effective implementation process.

10. Reassess strategies and the strategic planning process.

Being that City of Pascagoula had an existing strategic plan; the process began with Step 10 and then placed particular emphasis on Steps 4-7. During the in-person meetings, community leaders assessed the external stakeholder environment and internal stakeholder environment to form strategic priorities for the next five years as shown in Figure 1. A detailed review of the in-person meetings is available in Appendix A.
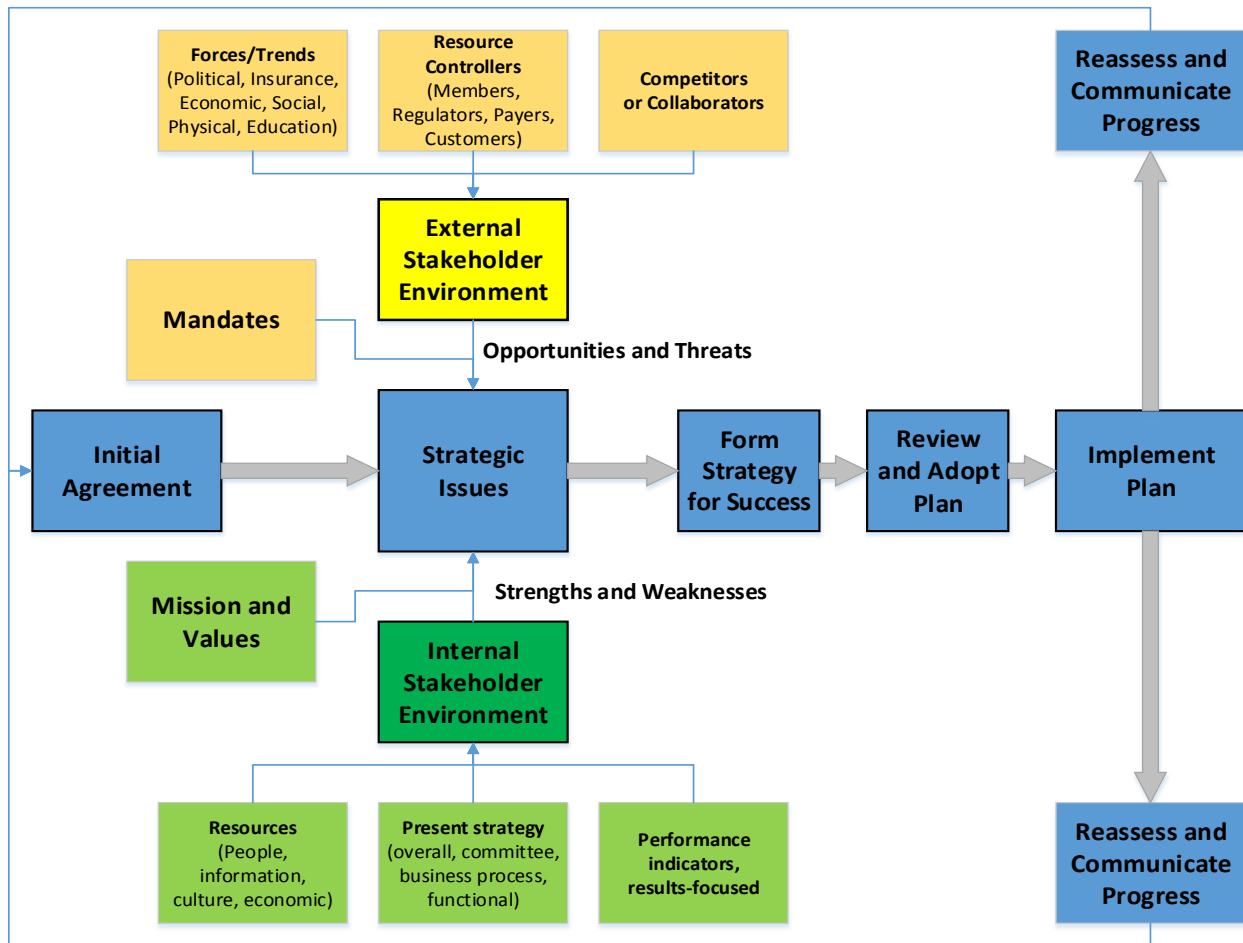
Forces/Trends (Political, Insurance, Economic, Social, Physical, Education)

Resource Controllers (Members, Regulators, Payers, Customers)

Competitors or Collaborators

Reassess and Communicate Progress

External Stakeholder Environment

Mandates

Opportunities and Threats

Initial Agreement

Strategic Issues

Form Strategy for Success

Review and Adopt Plan

Implement Plan

Strengths and Weaknesses

Mission and Values

Internal Stakeholder Environment

Resources (People, information, culture, economic)

Present strategy (overall, committee, business process, functional)

Performance indicators, results-focused

Reassess and Communicate Progress

Figure 1. The Bryson Strategic Planning Process.

The planning process is dependent upon well-defined review and status updates. Reviews of periodic progress is vital part of the continuous improvement process required to achieve the strategic priorities within five years.

Strategic Priorities

The City of Pascagoula has adopted the following strategic priorities for the next five years:

1. Small Business:

    a. Continue to strengthen Pascagoula as the shopping hub of Jackson County

    b. Create an environment in which restaurants and other retail will want to locate in Pascagoula, and citizens and visitors will support these businesses.

2. Infrastructure: Continue progressive and cooperative long-term infrastructure improvements with an overall goal of:

    a. Relocation of the sewer treatment plant,

    b. Reducing flooding impacts, and

    c. Increasing and enhancing public access to the waterfront.

3. Entertainment Variety and Cultural Pursuits: Increase the opportunities for entertainment and cultural activities for Pascagoula.

4. Housing (Quality, Quantity, and Insurance): Expand the desired housing availability.

5. City Aesthetics and Sense of Pride: Improve the perception and image of Pascagoula as the premier destination for family centered entertainment and culture through the increased promotion of eco-tourism, history, and festivals.

6. Education (K-University and Perception): Increase public perception by promoting the strengths of the public and private schools in Pascagoula and decrease the negative misconceptions of public education.

7. Crime Prevention and Safety of Citizens: Reduce both prescription and street drug use.

Strategic plan long-range outcomes

Long-Range Outcomes	Team Responsible	Performance Measures
#1a. Continue to strengthen Pascagoula as the shopping and dining hub of Jackson County.	Small Business	Increased expenditures by primary (Pascagoula) and secondary (Gautier and North Jackson and George County) sales data.
#1b. Create an environment in which restaurants and other retail will want to locate in Pascagoula, and citizens and visitors will support these businesses.	Small Business	Increased annual commercial permits issued.
#2. Continue progressive and cooperative long-term infrastructure improvements.	Infrastructure	Relocated sewer treatment plant, reduced flooding, and increased and enhanced public access to the waterfront.
#3. Increase the opportunities for entertainment and cultural activities from its present position for the city of Pascagoula.	Entertainment and Cultural Pursuits	Increased business permits and attendance at festivals. Completion of MS Maritime Museum and the LaPointe–Krebs House and Museum.
#4. Expand the desired housing availability.	Housing	Increased percentage rate and median value of owner-occupied housing and decreased monthly own costs-without a mortgage.
#5. Improved perception and image of Pascagoula as the premier destination for family centered entertainment and culture through the increased promotion of eco-tourism, history, and festivals.	City Aesthetics and Sense of Pride	Increased opportunities for entertainment and cultural opportunities for City of Pascagoula.
#6. Promote the strengths of the public and private schools in Pascagoula.	Education	Increased public perception and decrease the negative misconceptions of education.
#7. Reduce drug use.	Crime Prevention and Safety of Citizens	Increased education within families, drug screening for youth participating in school activities and employees. Implementation of D.A.R.E. Increased resources for drug task force. Increased drug court programs.

Appendix A: Notes Taken from In-Person Meeting

The following information is a compilation of discussions and brainstorming exercises that took place during the in-person sessions held on July 10 and July 17, 2015. During the brainstorming exercises, teams were encouraged to list as many thoughts and ideas as possible within the scope of the topic being addressed. The first round of discussions focused on answering the following questions:

1. Strengths—What is going well in Pascagoula? What do we do best?

2. Challenges/weaknesses—What challenges do we face? What are our weaknesses?

3. Opportunities—What's our competitive advantage? What changes are occurring outside of Pascagoula that we could use to our advantage? What good opportunities are facing us?

4. Threats—What factors could have a negative influence on us? What is our competition doing better than us?

Teams were then asked to formulate a statement representing the single-most significant issue facing Pascagoula for which citizens, community leaders, and stakeholders could do something to improve. These statements from each team then became the strategic priority for the overall plan.

Once the strategic priority for each team was formed, each was then asked a series of additional questions:

- How do we address this issue?

- What barriers might prevent success from being achieved?

- What are the consequences of failing to address this strategic issue?

- Who or what authority will lead this effort?

- How will the overall strategic plan and updates be communicated to stakeholders?

Throughout the brainstorming exercises, community leaders exchanged ideas and documented thoughts about how Pascagoula citizens can successfully address and improve each strategic issue. The following is a summary of each team's brainstorming and information exchange. Additional supporting facts and information will be needed as team's progress through implementation of the overall plan.

Brainstorming and information exchange—Notes taken during in-person planning session

Small Business Team	
Strengths	- Jobs/income - Average income > state avg. - Business hours consumption - Lunch business successful - Large commuter population - PRA, Anchor Square, Chamber of Commerce, and JCEDF - Location, Metro area - Beyond Pascagoula, the market includes Gautier, Moss Point, Hurley, Wade, Grand Bay (16 miles - Pascagoula, 24 miles –Mobile) - Waterfront, Ecotourism (Pascagoula)
Weaknesses	- Lack of entrepreneurship - Smaller weekend/evening consumption - Perception that need to travel (inclination/ease) (Pascagoula won't support business) - Unrealistic market expectation (rent, costs to consumer) - Insurance, Elevation
Opportunities	- Diversification - Leverage regional opportunities - Tourism-Ecotourism

	o Become shopping/dining destination for Pascagoula Metro
	• Capitalize on commuters for shopping (i.e. groceries going home)
	• Position Pascagoula as E. Jackson County Hub
	• Citizens want more shopping/dining
	• Retail study indicates opportunities for
	   o Food/beverage –grocery stores
	   o Clothing

Threats	• Insurance • Lack of existing turnkey facilities (not large enough for large shops) • Competition for entrepreneurship (industry specifically) • Survey says "discount town" • Inability to attract 20-40 year olds (see housing, entertainment, etc.)
Mission	• Continue to strengthen Pascagoula as the shopping and dining hub of Jackson County. • Create an environment in which restaurants and other retail will want to locate in Pascagoula, and citizens and visitors will support these businesses.
Performance Measure	• Expenditure by primary (Pascagoula) and secondary (Gautier and North Jackson County and George County) sales Data. • Increase annual commercial permits issued. • Increase in sales tax
How to Address	• Recruit entrepreneurs • Find market openings • Explore a Pascagoula Business Council under Strategic Plan Steering Committee o 20-30 members
Barriers	• Identify support personnel to assist in research and recruitment • Perceptions as blue collar town • Turnkey facilities • Insurance elevation (esp Hwy 90 Dev) • Manpower
Consequences of Not Addressing	• Decrease population • Decrease in sales tax revenue
Authority to Address	• Director of Community and Economic Development • PRA • City • Chamber • Strategic Planning Steering Committee

Communication Methods	- Town Meeting - Traditional, broadcast, print, social media, etc. - Brochure (send with kids at school) - Targeted ads - Speakers at civic clubs, professional groups, churches, etc.

Infrastructure Team	
Strengths	- Sewage Plant- unity - Works, community involved on board, recommendation on table to move, studies underway, every entity involved now moving in same direction - Storm Water and drainage improvements-bonds - Council funded improvements (bond), master planning in place, Corps of Engineers (COE) involved in east side of town (could be covered by COE funding) - Access to waterfront-progress and usage - Lowry Island, Lighthouse Park, Pascagoula Riverfront Development, Point Park, Pascagoula Beach/Promenade
Weaknesses	- Sewage - Funding to move, accurate cost data - Drainage - Funding, topography of coast, weather patterns, downstream of other drainage systems, everyone wants water to drain somewhere else, "not in my backyard" (NIMBY), antiquated infrastructure - Waterfront Access - Lack of marinas, private land ownership, historic environmental concerns, lack of fishing piers, flood plain ordinance, reasonable parking
Opportunities	- Sewage - External components focused together, how have other coastal town addressed, regular confirmation from potential developers and external funding - Drainage - Corps, MDOT, Moss Point have all supported; potential external funding; MDEQ involvement - Waterfront Access - Regional Blueway effort, one coast tourism, Audubon Society, swamp tours, eco/nature tourism, DMR support, canoe/kayak industry boom, we have longest free-flowing river in continental US and on Gulf of Mexico

Threats	• Sewage
	    ○ Lack of control, lack of external funding
	    ○ Political and regulatory impacts
	• Drainage
	    ○ Sea level, regulatory controls, absentee property owners, compared to other communities with different topography, upstream discharges
	• Waterfront
	    ○ Lack of external investment, location of sewage plant, overall economic environment, flood plain compliance, regulatory controls

Mission Statement	Continue progressive and cooperative long-term infrastructure improvements with an overall goal of: relocating the sewer treatment plant, reducing flooding impacts, and increasing and enhancing public access to the waterfront.
Local and Regional	• Create public awareness of infrastructure improvement needs for the greater good of the community in support of funding required. • Funding, land people, lack of and competition for resources.
Environmental Issues	• Lack of Development, economic growth • JCUA, City Council, City Staff, Corps of Engineers

Entertainment Variety and Cultural Pursuits Team	
Strengths	• Nature (water, fishing, availability, islands, Audubon-MP, eco-tours-Gautier, gator farm-Hwy 90, Beach Park, Point Park, River Park, Lighthouse Park, river front, and bird watching) • Festivals (Free Flowin' on the Riverfront, Zonta Arts and Crafts Festival, Live Oak, Paddle Palooza, Hispanic Festival, Blues at Beach, Friday Night Movie, Crusin' the Coast, Sounds by the sea, 4th of July, and Blues Festival) • Historical (Fete La Ponte, Round Island Light House, LaPoint Krebs House/Museum, Mississippi Maritime Museum, Literary Fest, ship christenings, and cemetery tour)
Weaknesses	• Communication among civic organizations (Kiwanis, Rotary, Pascagoula Pride, Junior Auxiliary, Emerge, men's club, historical society, Maritime Museum, ANOLA, women's clubs, garden clubs, mayor's youth council, city recreation department, main street, and chamber) • Lack of variety of restaurants • Proving the demand • No public Auditorium • No movie theatre

	• No bowling alley • Lack of night life • Lack of shopping • Lack of activities for teenagers o Lack of incentives for young adults to live here • Lack of participation in events/promotion/conflicts • No cohesive community calendar

Opportunities	• One Coast Publicity/Signage
	• Unique Opportunity to brand ourselves
	• Increase in Eco-Tourism
	• Full Service Marina
	    o Eco Tourism
	    o Charter Boats
	    o Islands
	• Jimmy Buffet
	• Increase in Hispanic population
	• Vacant auditorium PHS
	• Maritime Industry/Mississippi Maritime Museum
	• LaPointe Krebs House/Museum

Threats	• Perception of blue collar community/working town industrial • Smell • Other cities have a head start on entertainment identity • Oil spills • Trying to be too many things (multiple personalities) • Insurance costs • Limited public property on beach • No exit from I-10 • Perception of public safety beyond downtown
Competition	• Investor/developer recruitment incentives • Advertising/promotion • Branding • Accessibility • Building codes • Signage
Mission Statement	Increase the opportunities for entertainment and cultural activities from its present position for the City of Pascagoula.
Responsible for communicating	Committee led by Strategic Plan Steering Committee comprising of civic organizations (focused on business/economic developments), Chamber of Commerce, small business owners, and the Pascagoula Redevelopment Authority.
Consequences	• Lack of housing continues shrink in population

	• No one would want to live here • Higher property taxes to offset decrease in population • People want to live elsewhere
Barrier to Success	• Perception • Competition • Funding • Promotion • Accessibility • Trying to do/be too many things-no focus • Lack of communication among various groups who all mean well, but have different agendas/ideas

How to Address	• Promote/advertise
	   o Events
	   o Festivals
	   o Eco activities
	• Increase/improve/build
	   o Eco friendly opportunities
	   o Family entertainment
	• Coordinate civic group round table to cross promote/city calendar
	• Be more small business friendly/receptive
	• Maximize the opportunities available by One Coast

Communication Methods Speaking engagements (civic clubs, professional groups, etc.)	• Smart phone apps –Pascagoula app • Social media • Website • Newspaper • Radio • Billboards • Fliers in utility bills • Mailing to resident homes • Company newsletters (Ingalls, Chevron) • Word of Mouth • Community Leaders • Speakers Bureau
Measurements	• Business Permits • Attendance at festivals • Completion of the MS Maritime Museum • Completion of the LaPointe-Krebs House and Museum

Housing (Quality, Quantity, Insurance) Team	
Strengths	• What has been rebuilt is very nice and safe • Increased code & zoning compliance • Proximity to water ○ Pascagoula River/Gulf of Mexico • Proximity to tourist attractions • Proximity to employment • Incentives to builders • Access to quality healthcare
Weaknesses	• Insurance • Code compliance • Available land- willing to commute • Taxes • Emissions • Re-sale • Lack of housing for elderly • Lack of inventory (mix) ○ Apartments/condos • Lack of developers • Lack of retail/shopping • Perception of school district
Opportunities	• Tourism • Cost of living- (good) • Insurance competition • Energy industry (LNG) • BP/Restore • Population shifts (retiree's)
Threats	• Hurricanes • Potential floods • Insurance • FEMA/regulations • Everything North of us • Inability to expand city limits • Residential relocation
Mission Statement	Expand the desired housing availability to increase our residential housing units by 10 percent.
How to Address	• Attract developers • Build/renovate • Identify the inventory • Identify the need

	• Consider payroll tax • Potential incentives (rebates/waive fee) • Employer incentives • Insurance/taxes • Lack of available large tracts • Governmental regulations • Declining tax base
Barriers to Success	• Insurance/taxes • Lack of available large tracts • Governmental regulations • Declining tax base
Communication	• Social Media/Website • Steering Committee Meetings report o Quarterly press releases • Effective communication/promotion • City government • Chamber of Commerce • Realtors Association • Local Employers/Industry

City Aesthetics / Sense of Pride Team	

Strengths	• Attractive welcome signs
	• Riverfront and beachfront
	• Nice City Parks and Recreation facilities
	• Defined downtown area
	• Natural beauty-trees
	• Beautification – Pascagoula pride
	    o Point Park
	    o Lighthouse (Lighthouse Park)
	    o Lowry Island (River Park)
	    o New Signage
	    o Beachfront/Boardwalk/Beach Park/Pier
	• Police and Fire Departments
	• Recreation Department/Activities
	• Public and Private School Districts
	• Healthcare system and quality of healthcare
	• Water quality
	• Employment opportunities
	• City partnerships with citizens and businesses
	• Shoreline/waterfront/waterways/port

	• Hospitality of citizens • Jackson County Economic Development Foundation • NOAA • Coast wide collaboration (One Coast) • Civic Organizations
Weaknesses	• Abandoned buildings/dwellings from Katrina • Street drainage problems • Lack of sidewalks • Commercial Signage/buildings • No welcome center *(Pascagoula does have a welcome center, but it may need to be publicized more.)* • Lack of entertainment/restaurants • Code enforcement service/ communication o Consistency • Litter • Mixed use downtown • Train noise and timing • Promoting our region • Vacant properties • Traffic • Population down • MDOT/"one size fits all" regulations • Blue collar label of Pascagoula • Air quality on east side of town • Lack of broadband • No marina or gas
Opportunities	• Coast Tourism • Partnership with other cities /communities • Image of the state of Mississippi improving • BP money – all buckets along coast • Prepared food tax-recreation • Reduction in taxes/fees o Utilities – insurance • Lots of vacant property • Industry growth- new Liquefied Natural Gas facility • Eco-Tourism • New I-10 Welcome Center • Baseball park/casinos • Moving Train Switching • Archery Range/Shepard State Park • Community Colleges

	• Industry
Threats	• New regulations (State/Federal) • Security with large industry • States with more tax abatements • Insurance • Rising tide lines • Erosion of shore • Deteriorating environment • Loss of residents to other cities (housing/entertainment) • Loss of business to nearby retail outlets • Downsize or loss of a larger employer (i.e. paper mill) • Building codes

How to Address	• Code enforcement
	   o Building aesthetics
	   o Signage
	   o Parking lots/green space
	• Regional Cooperation
	   o Cleaning up the coast

To-do Task	• Increase Eco-Tourism • Promote Mississippi Culture • Improve Perception • Establish theme/brand • Improve communication among civic organizations • Provide family entertainment/cultural opportunities • Improve cultural opportunities for young people • Promote local businesses • Increase opportunities of entertainment and cultural opportunities from current position for city of Pascagoula. • Improve Pascagoula as the premier destination for family centered entertainment and culture through the increased promotion of eco-tourism, historical, and festivals.

Education (K-University, Perception) Team	
Strengths	• Technology • Diversity • Construction/facilities • Curriculum • Athletics • Pre K/Launch Pad • Communication/PR

	• Arts resources • Finances/funding • Tutoring • Family interactive center/events • Gifted training • MGCCC • Teacher/people/parents • Youth leadership • Adult learning • Educational options • Project Lead The Way (Kindergarten through 12th grade)
Weaknesses	• Transient • Perception • Testing • Graduation Rate • Parent Involvement • Curriculum Changes/Communication • Transportation - lack of public
Opportunities	• STEM • Increases in Employment • Initiative 42 • MGCCC
Threats	• Opponents of public education • Social issues • Common Core • Perception of school district versus other neighboring school districts • Negative talk
How to Address	• Increase public perception by promoting the strengths of the Pascagoula-Gautier School District and decrease the negative misconceptions of education. • City/school/business leaders • Newsletters, social media, websites, newspaper • Provide recruiters with strengths of district
Barriers	• Government • Potential citizens being swayed by others who live in another area but work here • Funding
Authority to Address	• City/School PR • Civic Organizations

Communication Methods	• Website • Social media • Utility bill • Community Leaders • Email committee updates

Crime Prevention and Safety of Citizens Team	

Strengths	• Good Police Department
	  o Responsive to citizens
	  o Good drug task force/effective
	  o Well-staffed
	  o Outreach programs for safety and prevention
	  o Nationally accredited
	  o Image of Department is good
	  o Provide support for all events
	  o Courteous (funeral escorts etc.)
	• Some citizens will report issues
	  o Citizens are ready to respond when emergencies arise
	• Emergency Responses
	  o To natural disaster
	  o To other emergencies
	• Preparedness for emergencies
	• Coastal Environment
	  o DMR
	  o Police and Fire boats
	  o US Coast Guard
	  o Border patrol
	• Nationally accredited Police Department
	• Crossing guards for schools
	• Bicycle safety awareness
	• Cooperation between communities/departments

Weaknesses	• Crime prevention after disasters
	• Home environments can lead to limited opportunities
	  o Leads to life of crime
	• Pedestrians and cyclist safety
	  o Availability of sidewalks and bike lanes
	• Poverty
	• Ineffective parenting
	• Homelessness
	• Lack of resources

Opportunities	- Surveillance cameras - Use body cams - Public areas - D.A.R.E. programs - Neighborhood watch community policing - Police "leagues" and "camps" - Engaging youth - Many are willing - Increased prosperity - As we move away from major disaster (in time) - Technology - Advancing - Apps - To report/track crime
Threats	- Surrounding jurisdictions that have high crime - Lack of services for homeless in other communities - Ocean Springs appears to be safer - Other Sheriff's crime reports all say "Pascagoula" in media
Single Issue	- Reduce drug use - Prescription drugs - Street drugs
Performance Outcomes	Prevention, Access, Penalties - Increase education within families by issuing published materials handed out when you register for school, recreational programs, and non-profit activities. - Promote drug screenings for youth who participate in any school activity and employers. - Implement D.A.R.E. in schools by 2017. - Increase resources for drug task force. - Increase drug court programs.
Barriers	- Legal: Will law allow screenings? - Financial: who pays for testing, publications? - Personnel/Resources for D.A.R.E., task force and drug courts
Consequences of Not Addressing	- Drug problem gets worse - Other crime increases - Less productive citizens
Leaders of Effort	It takes a village. - City Government - County Government - Public/Private Schools - Industry/Commercial Business

	• M.A.D.D.
	• United Way: Too Good for Drugs
	• Health Professionals
	    ○ Schools
	    ○ Healthcare providers
	    ○ Hospitals

Communication Methods	• Town Hall Meetings/Neighborhood Meetings
	• Social Media
	• Traditional Media
	• Constant Contact/E-News
	• Magazine for Table Conversations (10 pages)
	    ○ Put at doctor's office
	    ○ Mail out to citizens

Recommendations for how the Strategic Plan and updates be communicated	
Small Businesses Team	• Town meetings (regular) • Word of mouth • Social Media • Brochures • Target advertising • Have key speakers at speaking engagements (civic clubs, professional groups, etc.)
Entertainment Variety and Cultural Pursuits Team	• Apps for phones (easy to measure) • Newspapers • Radio • Commercials • News Stations • Reasonable cooperation from everyone, not just people at this meeting.
City Aesthetics and Sense of Pride Team	• Reasonable cooperation from everyone, not just people at this meeting.
Education Team	• Social Media • Community Leaders • Email the group that came to this meeting • Make a website • Enclose info in Utility Bill
Crime Prevention Team	• Magazine for Pascagoula (Signature, Our South, Town and Gown, etc.) May have this issued once a month, etc.

Appendix B: Strategic Planning Session Attendees and Tables

Strategic Plan Planning Session July 10, 2015 - Attendees

Richard Lucas	Ricky Sutherland
Drew Estabrook	Carla Todd
Terry Bollman	Richard Chenoweth
Liz Ford	Patty Russell
Ann Pickett	Tracy Wilson
Hanson Horn	Mike Odom
Chris Wiggins	Craig Summerlin
Sarah Jim Boykin	Darcie Crew
Alice Walker	Melanie Carver
Wes Smith	Joe Huffman
Mike McElhaney	Eddie Williams
Landon Mc Carty	Jen Dearman
Shannon Strunk	Jaci Turner
Cynthia Strunk	Michele Coats
Stewart Keene	Alan Sudduth
Perry Thompson	Belinda Dammen
Jim Blevins	Judge Bob Krebs
Freddie Jackson	Trudi Dixon
Paul Hembree	Amy Chenoweth
Linda Tillman	Abby Banahan Willis
Mike Tillman	Alice Baker
Sonny Backs	Joey Hasbrouck
John Jones	Victoria Miller

Strategic Plan Planning Session July 17, 2015 - Attendees

Richard Lucas	Mike Tillman
Drew Estabrook	Sonny Backs
Amy Brandenstein	Richard Chenoweth
Terry Bollman	Brad Bradford
Liz Ford	Patty Russell
Sarah Jim Boykin	Tracy Wilson
Alice Walker	Mike Odom
Landon Mc Carty	Craig Summerlin
Stewart Keene	Darcie Crew
Perry Thompson	Joe Huffman
Jim Blevins	Eddie Williams
Marvin Pickett	Jaci Turner
Freddie Jackson	Michele Coats
Paul Hembree	Belinda Dammen
Linda Tillman	Martha Gallahue

Trudi Dixon   Alice Baker
Amy Chenoweth   Barry McIlwain
Debbi McCallum   Joey Hasbrouck
Chris Wiggins   Jake Clemens

Strategic Plan Planning Session July 17, 2015 - Committee Tables

<u>Entertainment and Cultural Pursuits</u>
Debbi McCallum, Liz Ford, Landon McCarty, Sarah Jim Boykin, Jake Clemons, Paul Hembree

<u>Housing</u>
Mike Odom, Michele Coats, Barry McIlwain, Freddie Jackson, Terry Bollman

<u>City Aesthetics/Sense of Pride</u>
Jim Blevins, Richard Chenoweth, Amy Chenoweth, Linda Tillman, Henry Tillman, Alice Baker, Patty Russell, Ann Pickett

<u>Education</u>
Marvin Pickett, Sonny Backs, Belinda Dammen, Amy Brandenstein, Tracy Wilson

<u>Crime Prevention</u>
Randy Roth, Darcie Crew, Joe Huffman, Chris Wiggins

<u>Small Business</u>
Jen Dearman, Richard Lucas, Trudi Dixon, Drew Estabrook, Joey Hasbrouck

<u>Infrastructure</u>
Alice Walker, Jaci Turner, Eddie Williams, Martha Gallahue, Perry Thompson, Craig Summerlin, Stewart Keene

Services Offered by The University of Southern Mississippi Economic Development Outreach

In addition to providing graduate education in economic development through the <u>Master of Science in Economic Development program (MSED)</u> and the <u>Graduate Certificate in Economic Development</u>, the Department of Economic Development provides assistance to economic developers through four main approaches:

1. Graduate students can work on class projects involving research for a community (e.g., retail pull factor analysis).
2. Each student is required to do a thesis or capstone project. The capstone project involves completing an actual economic development research study (e.g., feasibility study).
3. Each student is required to do an internship in an economic development organization.
4. Communities can do sponsored research projects and tap into the faculty expertise and university data sources (e.g., EMSI and REMI).

Examples of class projects involving research for communities:

- Retail Analysis for the City of Greenwood
- Feasibility of a Livability Court for the City of Hattiesburg
- Economic Impacts of a Native American Casino in Jones County, Mississippi
- Ecotourism Development in Noxubee County
- Strategic Plans for Stone County, Sunflower County, Bolivar County and Historic Downtown Development Association
- Community Study for the Hattiesburg Mid-Town District
- Entrepreneurial Development Plan for the Area Development Partnership

The University of Southern Mississippi offers economic development training through the following programs:

- True South Economic Development Course—the International Economic Development Council accredits this introductory course. It fulfills one of the prerequisites for those who wish to take the examinations for the Certified Economic Developer (CEcD) designation.

- Basic Community Economic Development: Practical Tools for Elected Officials—this course covers key components for attracting new business and industry into a community. It is important for economic developers and elected officials to understand their roles of building a successful economic development team.

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