



**Manchester, Georgia
City Council Member Handbook**

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

~ Andrew Carnegie



Manchester, Georgia City Council Member Handbook

A **City Council Member Handbook** is a structured guide designed to help council members understand their roles, legal responsibilities, and operational expectations from the moment they take office. It is one of the most important governance tools a city can produce. It defines responsibilities, legal requirements, meeting procedures, ethics obligations, and communication standards. It protects the city legally, strengthens public trust, and helps council members work together effectively.

The City Council Handbook is intended as a practical reference compiled from the City Charter, Code of Ordinances, and applicable training materials. The handbook is subject to change as state law, legal decisions, local ordinances, policies, and operational information are updated. It is maintained as a living document to ensure continued relevance and accuracy as governing requirements and best practices evolve.

Why a City Council Member Handbook Is Important

1. Ensures Legal and Procedural Compliance

Local governance is governed by founding documents approved by the Georgia General Assembly and other Georgia Codes that govern certain procedures and behaviors. A handbook ensures **every council member receives the same information** and operates within the law.

2. Promotes a Professional, Consistent Government

When expectations are written down a **stable and trustworthy government** can exist.

3. Reduces Conflict and Personal Misunderstandings

Many disputes among elected officials come from differing assumptions about the definition and limits of their jobs. A handbook makes roles and boundaries **clear and enforceable**.

4. Provides Orientation for New Council Members

Newly elected officials often have little experience with the complexity of running a city. A handbook serves as an **onboarding manual** so they can function effectively from day one.

5. Protects the City's Legal Standing

Improper actions by individual council members can expose the city to legal liability. A handbook puts written guardrails around behavior, reducing city liability.

6. Clarifies Roles (Mayor vs. Council vs. City Manager)

In council–manager governments (like Manchester) handbooks prevent political interference in administrative work by defining those boundaries.

7. Supports Transparency and Public Trust

A written handbook increases confidence that elected officials are working ethically and within authority.

8. Creates Institutional Memory

Cities often experience turnover. Without a handbook, knowledge leaves with each person. A handbook preserves group knowledge.

Manchester Council Handbook

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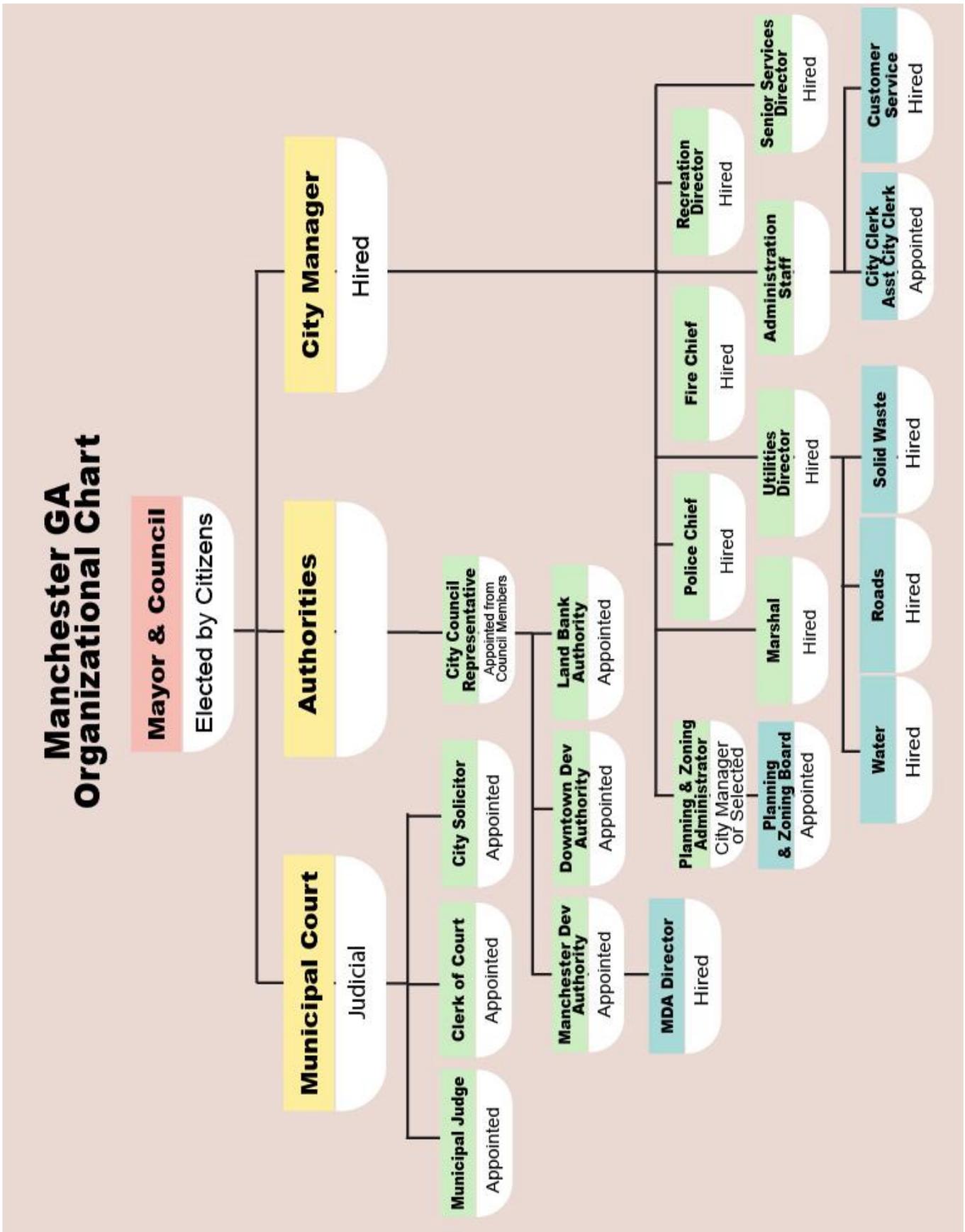
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A. How the City of Manchester Works



1. Manchester Form of government

The Council–City Manager Form of Government

The **Council–City Manager** form of government is the most common municipal structure in the United States. It is considered the **professional model** of local government, similar in concept to a corporate board hiring a CEO.



a. Structure: Who Does What

1) City Council – The Governing Body (Policy Leaders)

The city council is the **legislative and policy-making authority**. (Charter §2-301)

Council’s responsibilities include:

- Adopting ordinances and resolutions
- Setting the city’s vision, goals, and priorities
- Approving the annual budget
- Establishing tax rates and fees
- Appointing the City Manager, City Attorney, City Clerk, Assistant City Clerk
- Representing the community and overseeing overall performance
- Evaluating the City Manager’s work annually

Council does NOT manage day-to-day operations.

Instead, it focuses on the what:

- What does the city want to accomplish?
- What laws or policies are needed?
- What outcomes should departments achieve?

2) The Mayor – Presiding Officer & Political Leader (Charter §2-106 & 107)

In the council–manager system, the mayor’s duties typically include:

- Running council meetings
- Ensuring rules of procedure are followed
- Serving as the ceremonial and political representative of the city
- Signing contracts and ordinances
- Communicating the council’s direction to the City Manager
- Intergovernmental leadership (county, state, federal relations)

The mayor is NOT the chief executive officer in this system—that role belongs to the City Manager.

3) The City Manager – The Chief Executive Officer (CEO) (Charter § 3-101)

The City Manager is a **professionally trained administrator** appointed by the council to run the city.

The City Manager’s responsibilities include:

- Hiring, supervising, disciplining, and firing city staff
- Preparing and managing the budget
- Managing all city departments and daily operations
- Implementing council policy and ordinances
- Providing expert advice to the council
- Ensuring efficient, ethical, and lawful government performance
- Managing interdepartmental coordination (police, fire, utilities, public works, planning)

The City Manager handles the how:

- How will the city accomplish the goals council sets?
- How will departments deliver services efficiently?

The City Manager is **not a politician**—they are selected for expertise, education, and experience.

b. Why Cities Use the Council–City Manager System

This form of government was created to eliminate corruption and provide **professional, non-political management.**

Benefits include:

- Professional management
Cities get a trained administrator instead of relying on elected officials to run operations.
- Stable leadership
City Managers serve for years, while elected officials come and go.
- Clear separation of responsibilities
Council sets policy; the Manager executes it.
- Reduced political interference
Hiring, firing, and department operations are handled based on merit, not politics.
- Efficient operations
Managers specialize in budgeting, personnel, planning, and service delivery.
- More consistent long-term planning
Managers develop and maintain strategic plans across election cycles.

c. What Council Members Should NOT Do

- ✗ Council should not direct city employees
(Only the City Manager may do that.)
- ✗ Council should not interfere with operational decisions
(Examples: police calls, staffing, purchasing, personnel actions.)
- ✗ Council should not micromanage
(It undermines the professional system.)
- ✗ Council should not negotiate individually with staff
All instructions must go through the City Manager.

d. What Happens if the City Manager Is Absent or Unable to Serve?

Under the Manchester City Code §2-94:

- The mayor temporarily assumes administrative oversight
- The council may appoint an Acting or Interim City Manager

e. Easy Explanation for Citizens

The **City Council** = *Board of Directors*

The **Mayor** = *Chair of the Board*

The **City Manager** = *Chief Executive Officer (CEO)*

City Staff = *Employees of the corporation*

– Council decides **what the city should achieve.**

The Manager decides **how to achieve it.**

f. Why This Works Well for Small Cities

Cities of 4,000–10,000 benefit the most because:

- Most councilmembers are volunteers or part-time
- Operations require professional complexity

• Stable management is vital for grants, budgets, law enforcement, utilities, etc.

It avoids:

- Political hiring/firing
- Operational chaos after elections
- Departmental confusion
- Power struggles

2. Charter and Code of Ordinances

a. City Charter

The City's "Constitution"

The **City Charter** is the legal document issued by the State of Georgia that creates the City of Manchester and defines:

- How the city government is structured
- Powers of the Mayor and City Council
- Duties of the City Manager
- Elections and terms of office
- Budget and financial rules
- Powers of departments
- City authority over zoning, taxation, utilities, and public safety

Think of it as:

The rulebook for how the city must operate.

b. Code of Ordinances

The "Law Book" of the city

The **Code of Ordinances** contains all local laws passed by City Council.

These laws include rules about:

- Zoning & land use
- Business licenses
- Alcohol sales
- Building & property maintenance
- Public safety
- Code enforcement
- Traffic & parking
- Nuisance abatement
- Animals
- Utilities & fees

Think of it as:

The laws we must follow and the city must enforce.

c. How They Work Together

City Charter

Creates the government
 Defines roles & powers
 Cannot be violated
 Hard to change (state law)

Code of Ordinances

Contains the laws the government enforces
 Defines regulations, processes, and rules
 Must comply with the charter
 Easy to change (local ordinance)

Charter = structure.
Ordinances = details.

d. Why They Matter

- Protect public transparency
- Create consistency across elections
- Establish legal authority
- Prevent misuse of power
- Ensure fairness in city operations
- Make laws clear and enforceable

e. Manchester City Charter – KEY SECTIONS

1) Council Authority — Charter §2-301

The City Council is the **legislative and governing authority**.

It may:

- Pass ordinances
- Set policies
- Approve budgets
- Appoint key officials (City Manager, Attorney)
- Establish fees and taxes

2) Mayor's Responsibilities — Charter §2-106

The Mayor shall:

- Preside over meetings
- Sign ordinances and contracts
- Represent the city ceremonially
- Communicate council's direction to the City Manager

The Mayor does *not* run daily operations.

Key point: The Mayor is *first among equals* on the governing body, not a chief executive.

chief

3) City Manager – Powers & Duties — Charter §3-101, 2-92-3

The City Manager:

- Supervises all departments
- Hires and evaluates city employees
- Prepares the annual budget
- Ensures laws and ordinances are executed
- Advises the Council
- Manages daily operations

The Manager is the City's CEO.

4) Acting City Manager — Manchester Code §2-94

If the City Manager is absent/disabled:

- The **Mayor temporarily supervises department heads**
- Council may appoint an Acting Manager if needed

5) Boards & Authorities

Council appoints members to:

- Manchester Development Authority
- Downtown Development Authority
- Manchester Housing Authority
- Planning & Zoning Board

- Regional Library Board
- Regional Health Board
- Other boards as established by ordinance

State law:

O.C.G.A. § 36-62-6: A councilmember serving on the Development may not serve as chairperson.

Authority

f. Summary for Councilmembers

Charter = who can do what

Ordinances = rules the city enforces

Council sets policy; City Manager runs operations

Mayor leads meetings and represents the city

3. Official Roles

a. City Manager

The **City Manager** is the *chief administrative officer* of the City of Manchester. The Manager administers all city departments, supervises employees, enforces city ordinances, prepares the annual budget, issues administrative rules, conducts investigations, and ensures the faithful execution of all city laws. The Manager may also issue code enforcement citations, delegate authority to other officers, and take action necessary to protect public welfare (Sec. 2-93).

When absent or disabled, the Manager's departmental supervisory duties temporarily transfer to the Mayor (Sec. 2-94).

Legal Reference:

City Manager powers: Manchester Code Sec. 2-92, 2-93, 3-101

Enforcement authority (permit checks, citations, abatement): Sec. 18-121

The councilmen may select and appoint a city manager from time to time in the discretion of the said city council for the City of Manchester; and the said city manager while serving under such election and appointment shall be the administrative head of the municipal government of said city, and shall be responsible to the city council for the efficient administration of all the departments of said city. He shall be appointed without regard to his residence, political beliefs or affiliations. At such times as a city manager may be serving and holding such office under this act, the councilmen may designate some properly qualified person to execute the functions of the office during the absence or disability of such city manager. The powers and duties of such city manager while serving under such selections and appointment as provided by this act shall be:

- (1) To see that all laws and ordinances are enforced;
- (2) To appoint and remove all subordinate officers and employees in all departments; all appointments to be upon merit and fitness alone, and to fix their compensation subject to the approval of the council;
- (3) To exercise control over departments and divisions created therein, or which may be hereafter created by the councilmen;
- (4) To attend all meetings of the councilmen with the right to take part in all discussions, but having no vote;
- (5) To recommend to the councilmen for adoption such measures as he may deem necessary and expedient;
- (6) To prepare and submit to the councilmen an annual budget;

- (7) To keep the councilmen fully advised as to the financial condition and needs of the city;
- (8) To supervise and direct the official conduct of all appointive city officers, except as herein otherwise provided;
- (9) To supervise the performance of all contracts made by any person for work done for the city, and to make all purchases for materials and supplies for the city, and to see that the same are received as contracted for; and
- (10) To perform such other duties as may be prescribed herein or may be required of him by ordinance or resolution of the councilmen. (Charter § 3-101)

b. City Clerk

The **City Clerk** is the official custodian of Manchester's records, including ordinances, resolutions, contracts, petitions, applications, and financial receipts. The Clerk maintains the city seal, preserves the Code of Ordinances, receives all money due to the city, cosigns disbursements when required, and performs additional duties assigned by the City Manager or City Council (Sec. 2-121).

The Clerk runs the elections of the city.

The Clerk also ensures compliance with the Georgia Open Records Act by managing and releasing official city documents.

Legal Reference:

Duties of Clerk: Manchester Code Sec. 2-121

c. City Attorney

The **City Attorney** serves as the legal advisor to the City Council, Mayor, and City Manager. The Attorney prepares or reviews ordinances, resolutions, contracts, and legal documents; issues legal opinions; attends meetings when called upon; and approves legal form for bonds and contracts (Sec. 2-141).

The Attorney represents the City in legal matters and ensures compliance with federal, state, and local law.

Legal Reference:

City Attorney duties: Manchester Code §2-141

d. City Prosecutor

The city prosecutor shall:

- (1) Prosecute, in the municipal court of the city, all cases involving violations of the Code of Ordinances of the city and all other cases which the city is authorized by law to prosecute;
- (2) Prepare accusations, complaints, and other pleadings necessary for the prosecution of such cases;
- (3) Represent the city in all appeals arising from municipal court cases when so authorized; and
- (4) Perform such other duties as may be required by the city council or assigned by the city attorney in connection with municipal prosecutions.

§ 2-150 provides that the City Prosecutor is appointed by the City Council **and serves in that capacity subject to council authority**

Legal Reference:

City Prosecutor appointment & duties: Manchester Code §2-150 & 2-151

e. City Marshal

The City Marshal of Manchester is a Charter-authorized enforcement officer responsible for ordinance and code enforcement, service of legal process, execution of court orders, collection of delinquent taxes, conduct of public sales, and preservation of public order within the city, exercising all powers granted by the City Charter and ordinances adopted thereunder. The Marshal reports to the City Manager

- Office **created by Code**; not merely a job title
- Chief **law-enforcement officer** of the city
- Possesses **Georgia peace-officer powers** within city limits
- Enforces: City ordinances
- Applicable state law within municipal jurisdiction

Common responsibilities:

- Citations (municipal offenses)
- Warrants (where authorized)
- Court coordination (municipal court)
- Code-related enforcement (often in coordination with City Manager)

Legal Reference:

City Marshal appointment & duties: Manchester Code §2-131

f. Police Department

The Police Department enforces all laws and ordinances, directs traffic, assists fire operations, preserves public order, and safeguards persons and property. The Police Chief, under the City Manager, applies department rules and enforces city and state laws

§ 50-42 — Patrol powers

This section grants **operational police authority**, including patrol, inspection, and entry powers:

- Authority to patrol streets, parks, businesses, and public places
- Authority to enter businesses open to the public to check for lawful operation
- Authority to investigate and patrol private property **with probable cause**
- Warrantless entry into dwellings limited to consent or exigent circumstance

§ 50-41 — Chief of police; powers and duties

This section comprehensively defines the role, authority, and responsibilities of the Police Chief:

- Executing all orders and directions of the **City Manager**
- Enforcing **municipal ordinances and state/federal law**
- Maintaining peace and good order
- Supervising the police department, including hiring, discipline, and supervision
- Serving subpoenas and warrants of the municipal court
- Operating the city jail
- Approving appearance bonds
- Issuing and serving summonses and legal process

- Providing financial and operational reports to City Council

Legal Reference:

Police authority §50-42

Police Chief duties: §50-41

g. Fire Department

The Fire Chief has full control at fire scenes, may direct police and other personnel when necessary, and ensures safety of life and property. Fire personnel must follow the Chief's orders at all emergency incidents (§14-36).

Legal Reference:

Fire Chief authority at emergencies: §14-36

h. Utilities

Utility operations (water and sewer systems) fall under the authority granted to Council in Charter §2-307, with administrative execution through the City Manager. The City may regulate connections, billing, extensions, and infrastructure maintenance under its general police powers. (Council utility authority: Charter §2-307)

i. Water & Sewer (Utilities)

The Manchester City Council holds all authority previously vested in the former Water and Sewer Commission.

Council has full legislative and administrative power to manage water, sewer, and utility systems, set rates, and oversee infrastructure. Operational authority flows through the City Manager to appropriate departments (Charter §2-307).

Legal Reference:

Council vested with utility powers: Charter §2-307

j. Planning & Zoning (PZB)

The **Planning and Zoning Board** is established to review zoning amendments, special exceptions, variances, and development proposals. It submits recommendations to the City Council (Code of Ordinances § 110-27). Its purpose is to promote orderly development and ensure full consideration of zoning changes and potential exceptions.

Legal Reference:

PZB creation & duties: Code of Ordinances § 110-27

k. Zoning Administrator

The **Zoning Administrator** administers and enforces all zoning regulations, reviews development plans, stays informed on state zoning laws, researches and answers questions for permitting, licensing, and executes duties necessary to enforce zoning compliance.

The City Manager serves as the Zoning Administrator or may designate another staff as the administrator. Code of Ordinances § 110-28

Legal Reference:

Zoning Administrator defined: Code of Ordinances § 110-28

l. Permitting

The City Manager or designee reviews, issues, or denies permits for events, parades, assemblies, and other regulated activities. Permits are issued only after verifying compliance with safety, sanitation, traffic control, and other legal requirements, Code of Ordinances § 30-13. Permit holders must obey all ordinances, maintain order, and follow required conditions.

Legal Reference:

Permitting authority & standards: Manchester Code of Ordinances § 30-13

m. Licensing (Business/Occupation Tax Certificates)

All businesses operating in the City of Manchester must obtain an occupation tax certificate (business license).

Manchester requires businesses to provide access to records for tax calculation, and unpaid taxes accrue penalties and interest. The Clerk may issue executions against delinquent businesses (Code of Ordinances § 18-21).

Manchester also issues alcohol licenses regulating the sale of alcohol in the city. (Code of Ordinances Chapter 42)

Legal Reference:

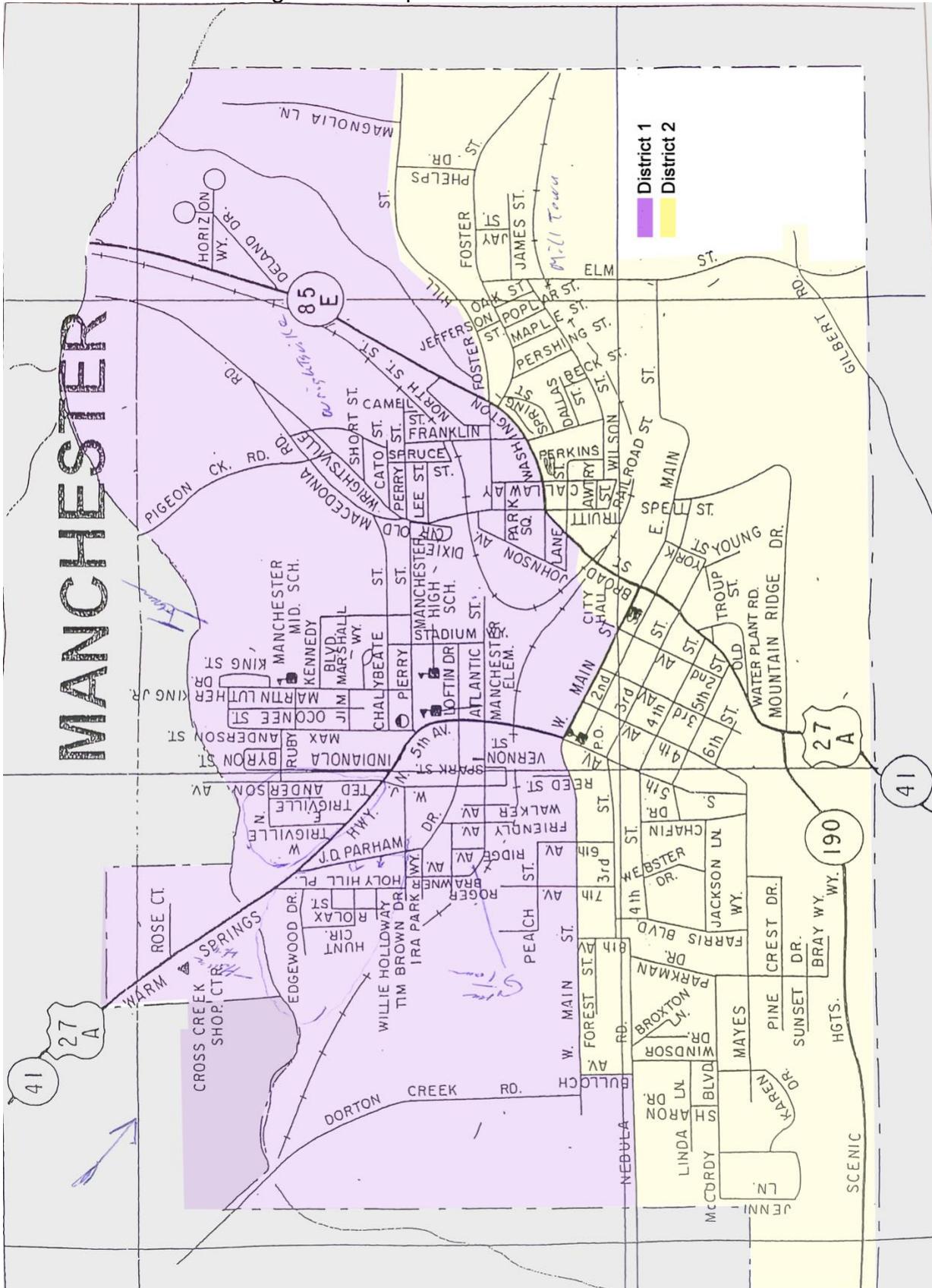
Business record inspection & penalties: Code of Ordinances § 18-25

Delinquent code collection enforcement: Code of Ordinances § 18-26

Alcohol Licensing: Code of Ordinances Chapter 42

4. Elections

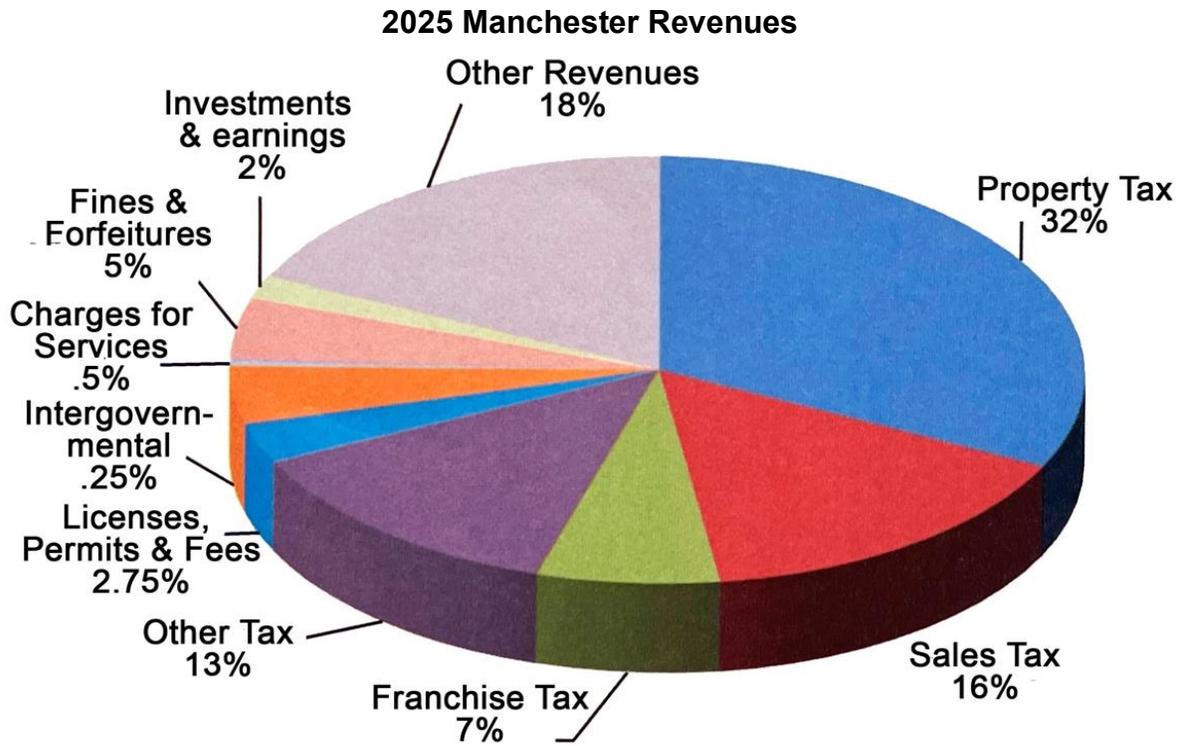
Voting District Map



B. The City's Financial Picture

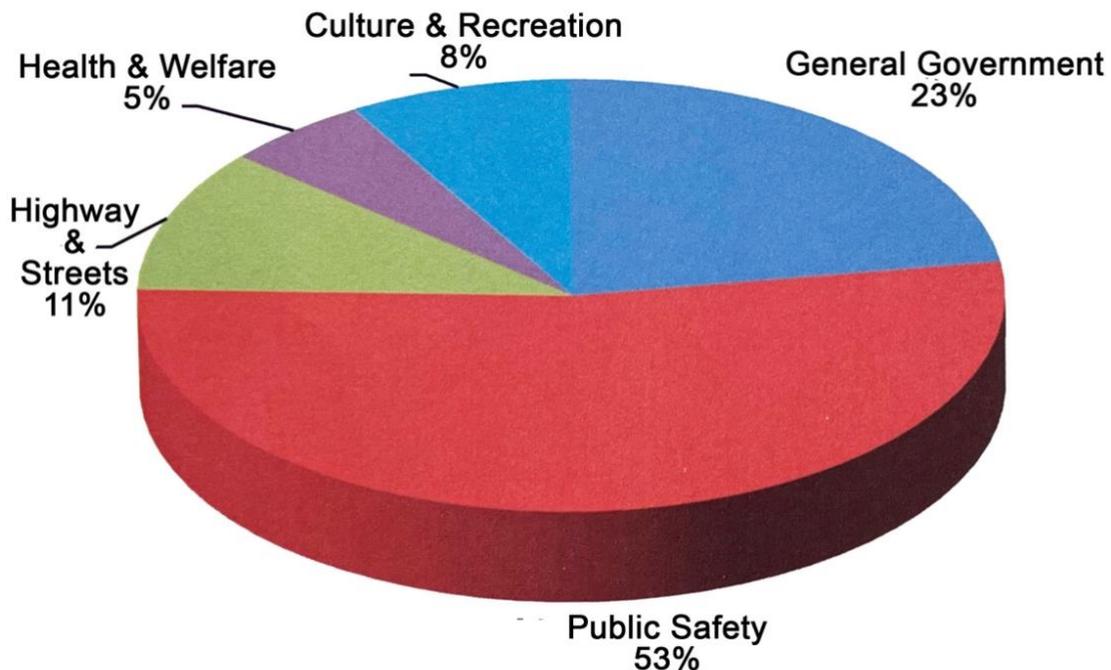
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1. Revenue & Expenditure by percentage



Other Revenue may include:
 Land Leases
 Reimbursed Damaged Property
 Admin Charges for Water, Sewer, Garbage
 Sale of Assets
 Funds Transferred In
 Carry Over Funds

2025 Manchester Expenditures



2. Budget Process

Manchester is required to adopt an **annual balanced budget**.

The process generally follows Georgia budgeting law (O.C.G.A. § 36-81-1 to 8) and Manchester’s own charter requirements. The annual budget year runs from July 1 to June 30th of the following year.

a. Budget Preparation (City Manager)

The **City Manager** prepares the proposed budget often beginning in April or May. Department heads submit their requests (police, fire, public works, utilities, etc.). Revenue projections are calculated (property tax, utilities, business licenses, etc.). The Manager ensures the budget is *balanced*—total expenses do not exceed total revenues.

b. Council Review

The proposed budget is reviewed during public budget workshops. Council may adjust priorities, add or remove projects, or revise departmental allocations.

c. Public Hearing

Georgia law requires:

- A **public hearing** before adoption.
- Public notice at least 7 days before the hearing.

d. Adoption

- The City Council adopts the annual budget by **ordinance**.
- Once adopted, it becomes the city’s legal spending authority.

e. Budget Execution

- The City Manager administers the budget.
- The City Manager has a spending limit of \$25,000 which is set by the Council.
- Departments cannot exceed their appropriations without council approval.
- Transfers between fund categories may require council authorization.

f. Amendments

Budgets can be amended during the year if needed (unexpected revenue, capital projects, emergencies), but amendments must follow the same legal procedure as adoption.

3. Reserves and Debt

Municipal finance best practices — and Georgia law — require cities to keep adequate reserves and manage debt carefully.

a. Reserves (Fund Balance)

“Reserves” are the city’s **savings account**, used for:

- Cash flow during low-revenue months (July to December)
- Emergencies
- Unplanned capital repairs
- Economic downturns
- Natural disaster response

1) Recommended Levels

A targeted percentage of operating expenses is placed in reserve to stabilize cash flow between tax cycles.

Manchester's ideal reserves help avoid:

- Cash-flow borrowing
- Service cuts during revenue dips
- Delayed vendor payments

b. Debt

Manchester may issue debt to finance **major infrastructure**, such as:

- Water and sewer expansions
- Road improvements
- Public buildings (city hall, fire, police)
- Equipment purchases (fire trucks, police vehicles)

c. Types of Debt Used by Manchester:

- **Revenue Bonds** (utility systems repay the debt)
- **General Obligation Bonds** (repaid by taxes; requires voter approval)
- **Lease-purchase financing** (vehicles, equipment)
- **Revenue Bond Revenue services debt**, passed by referendum
- **Forgivable loans** Convert to grant if all conditions are met
- **GEFA loans** (water/sewer projects)
- **ARC & USDA financing** for rural infrastructure

d. Manchester Reserve Fund Policy

1) Purpose

The policy establishes the City's commitment to maintaining adequate financial reserves across the **General Fund, Water and Sewer Fund, and Solid Waste Fund**. These reserves are intended to:

- Mitigate the impact of economic downturns,
- Ensure sufficient working capital for operations, and
- Maintain adequate cash flow to meet current financial obligations.

2) Policy Statement

The City adopts a **consistent and uniform approach** to maintaining both **working capital reserves** and **emergency reserves**. This ensures fiscal stability, predictability, and responsible financial management across all major operating funds.

3) Working Capital Reserves

The policy requires the City to maintain a **minimum working reserve** equal to:

- **One full year of debt service**, plus
- **Three months of operating appropriations** for the General, Water and Sewer, and Solid Waste funds. These reserves are classified as **stabilization funds** within the **committed fund balance**, reinforcing their intended purpose and restricting casual use.

The working capital reserves are specifically designed to:

1. Offset significant economic downturns or disruptions affecting governmental or enterprise fund activity;
2. Provide sufficient working capital for ongoing operations; and
3. Ensure adequate cash flow to meet financial needs **without reliance on short-term borrowing**.

4) Use of Stabilization Funds

Funds committed for stabilization **may not be accessed automatically**. The policy requires:

5) Emergency Fund

In addition to working capital reserves, the City establishes a goal of funding an

emergency reserve within the General Fund. Key limitations include:

6) Debt Service and Capital Reserves

The policy further commits the City to:

- **Formal action by the City Council** to release such funds.
- Release is permitted only when failure to act would result in a **negative unassigned fund balance**, reinforcing fiscal discipline and accountability.
- Use is restricted to **natural or man-made disasters** only.
- Emergency funds **cannot be released without formal City Council action**.
This ensures emergency reserves are preserved strictly for extraordinary circumstances and not routine operational needs.
- Maintaining reserves sufficient to meet **all debt service requirements**, supporting strong **bond ratings** and market confidence.
- Developing **capital reserves** to:
 - Replace existing capital assets as needed, and
 - Fund additional capital improvements on a **pay-as-you-go basis** whenever feasible, reducing reliance on debt.
- Protects the City's fiscal health,
- Supports long-term planning and infrastructure sustainability,
- Aligns with best practices in municipal finance and audit standards, and
- Reinforces City Council oversight for all reserve fund usage.

7) Overall Intent

Taken as a whole, the Reserve Fund Policy establishes a **conservative, transparent, and legally sound financial framework** that:

e. Manchester Debt Management Policy

1) Purpose

The City of Manchester's Debt Management Policy establishes guidelines for issuing, managing, and retiring municipal debt. The policy ensures the City meets its financial obligations in a timely manner, supports public policy goals, and responsibly manages its Capital Improvement Program.

2) Policy Overview

The City maintains a uniform and consistent approach to debt issuance. The policy balances fiscal conservatism with flexibility to use appropriate financing tools as conditions and needs change. All debt activities must comply with the Georgia Constitution and applicable state law. For policy purposes, debt refers to a fiscal liability not discharged by taxes levied in the year it is incurred. Before issuing bonded indebtedness, the City must confirm that principal and interest can be repaid within 30 years.

3) Debt Limits and Planning Coordination

The City's total outstanding debt shall not exceed 10 percent of the assessed value of all taxable property within the City. All proposed debt must align with the Comprehensive Plan and Capital Improvement Program. Long-term debt may not be used for ongoing operating costs, and feasibility analysis must consider future operating and maintenance impacts. Affordability is evaluated using debt-per-capita, income ratios, debt service levels, and taxable value ratios, along with revenue and expenditure trend analysis.

4) Debt Structure

Debt maturities may not exceed the useful life of financed improvements and shall never exceed 30 years. Pay-as-you-go financing is preferred when available. Revenue bonds may be used for enterprise systems and are payable solely from enterprise revenues. Fixed-rate debt is preferred. Variable-rate debt is limited to 20 percent of total debt unless taxpayer benefit is clearly documented.

5) Alternative Financing and Risk Management

The City will not use derivatives or alternative financing for speculative purposes. Such instruments may be used only with governing body approval and must include full analysis of costs and risks. Arbitrage rebate exposure will be monitored, with outside expertise retained if necessary.

6) Conduit Debt

The City may issue conduit debt for third parties without financial obligation to the City. Approval is based on creditworthiness, public policy alignment, and long-range planning considerations.

7) Debt Issuance Practices

Competitive bidding is the standard method for bond sales, though negotiated sales may be used when warranted. Underwriters will be selected competitively. Outstanding debt is reviewed regularly, and refunding may be pursued when economically beneficial, subject to legal limits.

8) Debt Management and Oversight

The City will maintain adequate internal controls to ensure compliance with all applicable laws and covenants. Annual analysis will confirm that enterprise revenues are sufficient to meet debt service obligations. Investment of bond proceeds is governed by the City's Investment Policy.

4. Audit Findings

Every Georgia city must undergo an **annual independent audit** conducted by a licensed CPA firm.

a. Purpose of the audit:

- Evaluate whether the city's financial statements are accurate
- Ensure compliance with state law
- Identify weaknesses in internal controls
- Confirm that spending follows the adopted budget

b. What an Audit Report Includes:

1) Opinion Letter

Unmodified ("clean") opinion = best outcome

Under City Manager Pullium's leadership, the City of Manchester has had "clean" opinions for the last 3 years. The audit for 2024-25 has just been issued and is a 4th "clean" audit in a row.

2) Internal Control Findings

3) Compliance Findings

4) Management Letter Comments

c. How Manchester Uses Audit Results:

- Corrective action plans
- Updated policies and procedures
- Staff training
- Council oversight

5. Capital vs. Operating Budgets

Manchester, like all municipalities, separates **capital expenses** from **operating expenses**.

a. Operating Budget

This is the **day-to-day** cost of running the city.

1) Includes:

- Salaries and benefits
- Police and fire operations
- Utilities and fuel
- Routine maintenance
- Office supplies
- Insurance
- Contracted services
- Training
- Regular equipment replacement

2) Characteristics:

- Must be adopted annually
- Must be balanced

- Short-term planning horizon (1 year)

6. Capital Budget (Capital Improvement Plan – CIP)

Capital budgeting covers **large, long-life infrastructure and equipment**.

a. Includes:

- Water/sewer lines
- Road paving
- Fire trucks
- Police fleet
- Large equipment (tractors, excavators, dump trucks)
- Building renovations (City Hall, Fire, Police)
- Parks and recreation infrastructure
- Broadband or technology investments

b. Characteristics:

- Funded separately (bonds, SPLOST, grants, GEFA loans)
- Multi-year timeline
- Must connect to long-term city priorities
- Results in assets with useful life > 5 years

c. Capital ≠ Operating

- Repairing a water main = **operating cost**
- Replacing an entire water line corridor = **capital cost**

7. Bond Rating (currently BB+)

a Purpose

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h. Debt Management and Oversight

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C. Legal and Ethical Responsibilities

1. Open Meetings ("Sunshine") Laws – GEORGIA

Georgia Open Meetings Act – O.C.G.A. § 50-14

Georgia law requires that **all meetings of a quorum of an elected body** (City Council, boards, authorities, committees) be:

- Open to the public
- Advertised in advance
- Conducted transparently
- Recorded in official minutes

a. What must be public:

- Work sessions
- Regular meetings
- Special-called meetings
- Budget hearings
- Committee meetings (if a quorum is present)

b. Exceptions (allowed executive session topics):

The Council may meet privately *only* for:

1. **Real estate acquisition or disposal**
2. **Pending or potential litigation**
3. **Personnel matters** (discipline, hiring, firing, evaluations)

4. **Security plans**
5. **Certain protected documents or data**

No votes may be taken in executive session.

All final actions must be voted on in **open session**.

2. Open Records Request (ORR)

Georgia Open Records Act – O.C.G.A. § 50-18

Any member of the public may request access to **government records**, including:

- Emails
- Text messages (if relating to city business)
- Contracts
- Financial records
- Permits, reports, studies
- Meeting minutes
- Video/audio recordings

a. Required Response Standard:

- The City must **acknowledge the request within 3 business days**.
- If records cannot be provided within 3 days, the City must explain when they will be available.

b. Fees:

The City may charge:

- Reasonable copying costs
- The hourly rate of the **lowest-paid qualified employee** to retrieve and review records

c. Exemptions:

Some records must or may be withheld:

- Personal identifying information
- Criminal investigation files
- Attorney-client privileged materials
- Security plans
- Juvenile or HIPAA-protected material

3. Conflicts of Interest

Georgia conflicts of interest laws – O.C.G.A. § 45-10-3

Manchester Charter & Ethics Policy also apply

A conflict exists when an official's **personal, financial, or family interest** could influence (or appear to influence) their official decision.

Examples:

- Voting on a contract where the official or family member benefits
- Zoning decisions affecting property owned by the official
- Accepting gifts or payments from businesses with city dealings
- Using city resources for personal gain

a. Required actions:

- **Disclose** the conflict publicly
- **Recuse** (do not vote, participate, or influence)

- Ensure the minutes reflect the recusal
- b. Violations may lead to:
- Removal from office
 - Criminal penalties
 - Civil penalties
 - Nullification of the decision

4. Ethics Policy

(GMA Cities of Ethics, https://www.gacities.com/about-gma/cities-of-ethics?utm_source=chatgpt.com)

The Manchester ethics policy establishes rules for:

- Integrity
- Transparency
- Proper use of office
- Financial disclosure
- Prohibited gifts
- Prohibited political activity during official duties
- Confidentiality
- Prohibition on using office for personal benefit

Typical Manchester Ethics Principles:

- City decisions must serve the **public interest**, not personal interest
- Officials must avoid conflicts and the appearance of conflicts
- All City property, funds, vehicles, and confidential information must be used **only** for public business
- Officials must follow Georgia's Open Meetings & Open Records laws
- City must investigate credible ethics complaints

5. Voting Rules & Quorums O.C.G.A. § 36-35-3 & § 36-30-3, Manchester Charter Section 107& 108

a. Quorum

A quorum is the **minimum number of councilmembers who must be present** to conduct business.

For Manchester a quorum = **3 Councilmembers**

b. Without a quorum:

- The meeting cannot conduct official business
- Minutes may reflect attendance only
- No votes can be taken

c. Voting Rules:

- Each councilmember has **one vote**
- The **Mayor is a full member of the Council** (the Mayor can make and second motions and vote as a member of Council)
- Votes must occur in **public session**
- Abstentions must be recorded in the minutes
- A simple majority is required for most actions
- In Manchester, ordinances do not require a reading. However, they are normally read once.

d. Abstaining from a vote

Manchester's ordinances require that:

Minutes must record "a description of each motion... and a record of **all votes**, to include the names of persons voting **for or against** such motion." This structure implies councilmembers are expected to vote **yes or no**, not silently sit out.

Manchester also incorporates **state law** and **conflict-of-interest rules**, which *do* allow abstaining for certain reasons.

e. When a Councilmember Must Abstain

Under Georgia's Conflict of Interest in Zoning Act and Manchester's Appendix C: Councilmembers **must abstain** if they have:

- 1) A property interest in the matter
- 2) A financial interest in a business affected
- 3) A close family member with such an interest

In those cases they must:

1. Disclose the conflict (affidavit), and
2. Refrain from discussing and voting.

This is a **mandatory abstention**.

f. When a Councilmember May Abstain

A councilmember may abstain when:

- There is a potential conflict of interest
- They lack enough information through no fault of their own
- Legal counsel advises against voting
- The matter involves quasi-judicial fairness concerns (e.g., personnel disciplinary hearings)

These are **protective abstentions**.

g. When a Councilmember May NOT Abstain

- Avoiding political fallout
- Not wanting to take a side
- Personal discomfort
- Disagreeing with the mayor or another member

Georgia courts have held that elected officials **must vote** unless disqualified by law.

6. Due Process

Due process is a **constitutional requirement** that ensures fairness, notice, and opportunity to be heard before the government takes action affecting a person's rights or property. (Georgia Constitution, Art. I, Sec. I, Par. I)

a. Due Process in City Decisions Includes:

- Code enforcement hearings
- Zoning or variance hearings
- Business license suspensions/revocations
- Personnel disciplinary decisions (for employees with property-interest positions)
- Utility disconnections (when contested)

b. Due process requires:

- a. Notice
 - Written notice of allegations or proposed action
- b. Opportunity to be heard
 - A hearing before an impartial decision-maker
- c. Evidence-based decision-making
- d. Right to appeal (**to court or another body where applicable**)

7. Electronic Device Use During Meetings Basis O.C.G.A. § 50-14-1(b)

- a. Concerns:
 - Devices can create **secret communications** violating the spirit of open meetings laws
 - Texting or emailing during a meeting may create discoverable public records
 - Electronic messages may become **Open Records**
 - Use may appear disrespectful or unprofessional
- b. Use of Electronic Devices by Manchester Officials during a meeting:
 - Do **not** send or read texts/emails during meetings except for emergency matters
 - Do **not** engage in group chats or live streams during meetings
 - Assume all messages about city business are **public records**
 - Use devices only to view agenda packets or official documents
 - Never use devices to coordinate votes or discuss agenda items privately
- c. Manchester Council Policy Statements:
 - Do **not** send or read texts/emails during meetings except for emergency matters
 - Do **not** engage in group chats or live streams during meetings
 - Assume all messages about city business are **public records**
 - Use devices only to view agenda packets or official documents
 - Never use devices to coordinate votes or discuss agenda items privately
- c. Manchester Council Policy Statements:
 - Electronic communications between councilmembers during meetings are prohibited
 - Any message pertaining to public business is subject to Open Records (even if on a private phone)
 - Officials should maintain professional conduct concerning the use electronic devices during a meeting.

F. How Policy Is Made

1. Ordinance - Resolution - Proclamation (Ai generated definitions)

A municipal ordinance is a law enacted by a local government that governs behavior and can be amended or repealed by another ordinance. A resolution is an administrative action expressing the board's policy or directing actions, while a proclamation is a ceremonial document recognizing events or achievements.

a. Definitions

1) Municipal Ordinance

- A municipal ordinance is a law enacted by a local government authority, such as a city council.

- It governs the behavior of residents and is permanent until amended or repealed.
- Ordinances require formal procedures for adoption and can impose penalties for violations.

2) Resolution

- A resolution is an administrative action taken by a governing body to express policy or direct specific actions.
- It is typically temporary and does not create law but may guide administrative decisions.
- Resolutions are adopted during regular meetings and can address various matters.

3) Proclamation

- A proclamation is a ceremonial document issued to recognize events, causes, or individuals.
- It serves to celebrate achievements or raise public awareness about specific issues.
- Proclamations are not laws and do not have the force of law.

FEATURE	ORDINANCE	RESOLUTION	PROCLAMATION
Nature	Law governing behavior	Administrative action	Ceremonial recognition
Permanence	Permanent until repealed	Temporary	Temporary
Adoption Process	Requires formal procedures	Adopted in regular meetings	Issued by the governing body
Legal Force	Has legal authority	No legal authority	No legal authority
Purpose	Regulate conduct	Express policy or direct actions	Celebrate or recognize events

2.Comprehensive Plan

The Joint Comprehensive Plan was created in collaboration of both **Meriwether County** and **the City of Manchester, Georgia**, based on Georgia’s statewide planning requirements (DCA Rules 110-12-1), and the content typically included in the 5-year updates for the County and its cities.

Because comprehensive plans are standardized across Georgia, Meriwether County and Manchester follow **the same structure**, with local customization.

a. What Is a Comprehensive Plan?

A **Comprehensive Plan** is the long-range (20–30 year) policy document that guides a community:

- Growth & development
- Land use decisions

- Infrastructure investments
- Transportation systems
- Housing strategies
- Economic development goals
- Natural resource protection

It is **required by the State of Georgia** for every city and county that wants to remain a “Qualified Local Government,” which allows access to:

- State grants
- Transportation funding
- Economic development incentives
- Water/sewer and infrastructure funds

Meriwether County and Manchester both maintain DCA-approved plans, typically updated **every 5 years**.

b. The Comprehensive Plan for Meriwether County, Georgia

Meriwether County’s plan is a **countywide master plan** that includes both the unincorporated county and the incorporated cities (Manchester, Warm Springs, Woodbury, Greenville, Lone Oak, Gay).

Major Components

1. Community Vision

A long-term statement describing what residents want the county to become.

Themes usually include:

- Rural character preservation
- Agricultural protection
- Balanced economic growth
- Strong small-town identity
- Improved infrastructure and services

2. Community Goals & Policies

Countywide goals such as:

- Expanding broadband access
- Protecting natural resources (Flint River, Pine Mountain Range)
- Encouraging industry and small-business growth
- Improving transportation corridors (US-27, SR-85, SR-41)
- Strengthening emergency services and public safety
- Supporting tourism (Warm Springs, FDR heritage, outdoor recreation)

3. Needs & Opportunities

State-required list of community challenges and areas of potential.

Examples frequently include:

Needs:

- Aging water/sewer infrastructure
- Limited industrial sites
- Housing quality and availability
- Code enforcement capacity
- Workforce development

Opportunities:

- Proximity to Columbus, LaGrange, and Atlanta

- Historic attractions and state parks
- Availability of industrial land
- Downtown revitalization potential

4. Land Use Character Areas (Future Land-Use Map)

This is the most important tool for local development decisions.

Character areas often include:

- Rural/Agricultural Preservation
- Residential Neighborhoods
- Mixed-Use Activity Centers
- Industrial/Employment Areas
- Conservation Areas
- Downtowns and historic districts

These maps guide zoning and development approvals.

5. Economic Development Strategy

Prepared in partnership with:

- Meriwether County Development Authority
- Local cities
- Georgia Power / Electric Cities
- Chambers and regional partners

Key focus areas:

- Job creation
- Industrial recruitment
- Downtown development
- New housing to support workforce
- Tourism growth

6. Capital Improvement Priorities

Identifies major future projects:

- Roadway improvements
- Water and wastewater upgrades
- Public safety facilities
- Broadband expansion
- Recreational amenities
- Community facilities

This list informs SPLOST allocations.

7. Service Delivery Strategy (SDS)

Here's a **very brief explanation** you can use:

The **Service Delivery Strategy** in the joint Meriwether County–City of Manchester Comprehensive Plan outlines how the County and its cities coordinate the provision of public services—such as water, sewer, roads, public safety, and solid-waste collection—to avoid duplication, reduce costs, and ensure efficient, equitable delivery of services to residents. It clarifies **which local government provides each service, where it is provided, and how it is funded**, supporting accountability and compliance with Georgia's Service Delivery Act.

The Comprehensive Plan section for the City of Manchester

Manchester's plan is included within the countywide plan but has its **own city-specific section**, goals, and character areas.

a. Manchester's Local Vision

Typical themes:

- Revitalize the Central Business District (CBD)
- Strengthen neighborhoods and housing quality
- Support small business growth
- Improve parks and community facilities
- Reinforce Manchester's identity as a historic, walkable small town

b. Needs & Opportunities Unique to Manchester

Common issues listed in past and current plans:

Needs:

- Downtown revitalization
- Rehabilitation of older housing stock
- Sewer and water line upgrades
- Blight and code enforcement
- Expanding revenue base
- More retail and restaurants
- Attracting new residents

Opportunities:

- Historic downtown & walkable grid
- Rail history and unique architecture
- Proximity to Warm Springs, Pine Mountain, Callaway Gardens
- Transportation access (SR-41 and SR-85)
- Vacant buildings available for redevelopment

c. Manchester's Character Areas

Common character areas used in the city include:

- **Central Business District (CBD)** → Downtown revitalization, mixed-use
- **Traditional Neighborhoods** → Older residential areas
- **Industrial Areas** → North and west sectors near rail lines
- **Commercial Corridors** → Routes 41, 190, and 85
- **Future Development Areas** → Land suited for housing growth

These areas guide Manchester's zoning and development ordinances.

d. Implementation Program (City Projects)

This identifies specific Manchester priorities such as:

- Downtown façade improvements
 - Water/sewer line replacement schedule
 - Housing rehabilitation initiatives
 - Park and recreation enhancements
 - Sidewalk connectivity and ADA access
 - Promotion of local businesses and events
 - Supporting Development Authority efforts to recruit new employers
- Every 5 years, Manchester must show progress on these items to remain compliant with Georgia DCA.

3. Manchester Strategic Plan

The *Manchester Strategic Plan 2030* outlines a comprehensive roadmap for strengthening public safety, modernizing infrastructure, expanding economic opportunity, improving city

services, and supporting families. It aligns Manchester’s mission, vision, and values with actionable steps and measurable outcomes to guide city leadership through 2030.

MISSION

Deliver high-quality public services responsibly and professionally, while driving economic development and investing in youth.

VISION

“Small enough to know your neighbor and big enough to welcome new ones.”

CORE VALUES

Hometown • Belonging • Safety • Trust • Prosperity

PRIORITY AREA 1: Public Safety

Goal: Make Manchester one of the safest communities in Georgia through trust, professionalism, and partnerships.

Key Strategies

- Strengthen police and fire training & certifications.
- Modernize equipment (e.g., Axon systems).
- Implement police and fire audits.
- Expand community policing and citizen engagement programs.
- Build partnerships with schools, gang-task force, and county animal control.

Measurable Outcomes

- 20% increase in trained firefighters/EMTs by 2025.
- 20% reduction in police complaints by 2025.
- Establish baseline for use-of-force data by 2025.

PRIORITY AREA 2: Infrastructure

Goal: Preserve Manchester’s small-town charm while strategically improving transportation, utilities, property conditions, and public spaces.

Key Strategies

- Develop master infrastructure plans.
- Renovate community facilities and historical structures.
- Maintain streets, sidewalks, ditches, stormwater systems.
- Use the Land Bank to eliminate blight.
- Create water/sewer master plan.
- Expand trail networks connecting mill village, downtown, and Mountain Springs.

Measurable Outcomes

- 15% reduction in repeat resident complaints by 2027.
- 10% increase in water/sewer customers by 2030.
- 30% reduction in blighted properties by 2027.
- Mill area redevelopment plan completed by 2030.

PRIORITY AREA 3: Recruiting & Retaining Businesses and People

Goal: Attract new residents, support existing businesses, and make Manchester a regional hub for tourism, commerce, and quality of life.

Key Strategies

- Revitalize the Central Business District and expand Main Street initiatives.
- Strengthen tourism partnerships (e.g., President’s Theatre).
- Improve aesthetics, recycling, and convenience center operations.
- Recruit new grocery stores, restaurants, and retail.
- Develop incubator spaces for entrepreneurs.
- Prepare industrial sites and attract small companies (<100 employees).
- Address homelessness collaboratively.
- Expand parks, trails, and recreation facilities.

Measurable Outcomes

- 30% increase in parks/green space in 5 years.
- +15 downtown building renovations by 2030.
- +2 new downtown businesses per year.
- +1 new restaurant per year.
- +15 new single-family homes per year (new and existing neighborhoods).
- Reduce blighted homes by 40 each year.
- +50 new jobs per year through 2030.

PRIORITY AREA 4: City Service Excellence

Goal: Improve the efficiency, communication, and professionalism of all city operations.

Key Strategies

- Centralize communication platforms (text alerts, CivicRec, MySeniorCenter).
- Modernize zoning codes, maps, and permitting systems.
- Enhance IPMC/code enforcement outreach.
- Digitize city business processes and forms.
- Launch a user-friendly, frequently updated city website.
- Hold public listening sessions.
- Hire a grant writer and expand tax base.
- Improve employee recruitment, training, pay, and recognition.

Measurable Outcomes

- Baselines for job postings, staff training, zoning accuracy, and ordinance modernization by 2026–2027.
- 10 grant applications per year; 25% increase in grant funding by 2030.
- Increase website usage by 20% annually.

PRIORITY AREA 5: Family Support

Goal: Strengthen youth, seniors, and families by enhancing support systems, recreation, mental health partnerships, and education.

Key Strategies

- Partner with schools, Pathways (CSB), and community programs.
- Expand recreation programs beyond major sports.
- Support mentoring programs (e.g., Huddle).

<p>Land Use & Redevelopment</p> <p>Transportation</p> <p>Natural & Cultural Resources / Parks & Tourism</p> <p>Industrial & Railroad Activity / Infrastructure for Industry</p> <p>Broadband & Digital Access</p> <p>Intergovernmental Collaboration / Community Vision</p> <p>Parks, Trails & Multi-use Connections</p> <p>Community Work Program / Evaluation</p>	<p>Priority Area 4 — City Service Excellence: digitize processes, modernize planning & zoning, hire grant writer, improve communications, employee training and retention, create centralized evaluation and reporting.</p> <p>Priority Area 5 — Family Support: expand youth and senior programs, mental health partnerships (Pathways), Head Start revival, Huddle mentor program.</p> <p>Priority Area 2 — Infrastructure: develop master plans to drive economic development, conduct conditions assessment, revitalize historic properties, restore mill village historic status, use land bank to handle blighted properties, update zoning and create redevelopment plan for mill area.</p> <p>Priority Area 4: review and standardize zoning codes; conduct zoning audit and update zoning map and ordinances.</p> <p>Priority Area 2 — Infrastructure: refurbish sidewalks; restore stormwater drainage; maintain access roads; build trails connecting mill and downtown and linking to Mountain Springs; walkable infrastructure; update road signage; support multi-modal connectivity.</p> <p>Priority Area 3: strengthen tourism (President’s Theatre, cultural partnerships), create tourist destinations, fairground redevelopment, sports complex development, increase parks and green space by 30% target; Mill Village Revitalization aligns with Meriwether’s mill village character area. Actions supporting preservation and reuse of historic structures (mill site) and downtown cultural assets.</p> <p>Priority Area 2 & 3: prepare industrial park for buyers (clear trees, utilities); redevelopment of mill and adjacent parcels; Meriwether plan’s Railroad Activity Center and industrial character areas provide county-level policy support for Manchester’s industrial/rail ambitions.</p> <p>Priority Area 4: digitize city processes, modernize website and communications. These city-level actions support the county goal to expand broadband and increase digital access and adoption.</p> <p>Manchester mission, vision, and key values align with the Meriwether County vision emphasizing small-town character, economic prosperity, collaboration, and quality of life.</p> <p>Priority Area 1 partnerships (gang task force, animal control) and Priority Area 5 school collaborations align to the County’s intergovernmental collaboration strategies.</p>
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	<p>Priority Area 2 & 3: build city park trail linking mill and downtown; connect downtown to Mountain Springs; expand parks/green space; sports complex proposal supports county recommendations for trails and multiuse recreation.</p> <p>Manchester Strategic Plan includes a clear evaluation approach (quarterly updates by department heads, PERT tracking, annual review each May). This maps directly to the Meriwether Comprehensive Plan’s Community Work Program and Implementation framework.</p>
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E. Relationships That Matter Best-practice guidance published by:

Georgia Municipal Association (GMA)

Successful governance depends on effective, respectful, and legally appropriate relationships. Councilmembers must understand how to interact with each key group while honoring the Manchester Charter, council–manager system, and ethical standards.

1. City Staff

City staff are professionals who carry out the daily operations of the city under the direction of the **City Manager**.

a. How Councilmembers Should Interact

- **Respect the chain of command.** Councilmembers set policy but do not direct staff—requests for action should go *through the City Manager*, not directly to employees.
- **Be courteous and professional.** Staff should never be pressured, criticized publicly, or used for political purposes.
- **Request information appropriately.** Councilmembers may ask the City Manager for reports, data, and updates; staff respond through the Manager unless otherwise authorized.
- **Maintain neutrality in personnel matters.** Councilmembers do not hire, fire, supervise, or evaluate staff (except positions defined in charter).

b. Purpose of the Relationship:

To ensure that staff have a supportive, consistent policy environment while councilmembers receive accurate information to make informed decisions.

2. Mayor

The Mayor serves as the **presiding officer**, ceremonial representative of the city, and an essential partner in governance.

a. How Councilmembers Should Interact

- **Collaborate, not compete.** The Mayor and Council share the responsibility of setting policy and representing the city.

- **Maintain open communication.** Share concerns early, respectfully, and privately when possible.
- **Respect the Mayor’s role in meetings.** The Mayor manages discussion, ensures order, recognizes speakers, and enforces rules.
- **Support unified messaging.** Public conflict diminishes community trust; disagreements should be handled professionally.

b. Purpose of the Relationship:

To create cohesive leadership that inspires public confidence and supports Manchester’s mission and vision.

3. City Manager

The City Manager is the **chief executive and administrative officer** responsible for implementing council policy, managing staff, and ensuring city operations run efficiently.

a. How Councilmembers Should Interact

- **Direct requests and questions to the City Manager.** This preserves accountability and prevents mixed instructions to staff.
- **Set expectations through policy, not micromanagement.** Council decides *what* should be done; the City Manager decides *how* to do it.
- **Provide clear guidance and feedback.** Communicate priorities and concerns professionally and in alignment with the full council.
- **Avoid involvement in day-to-day operations.** Operational interference violates the council–manager system and undermines the organization.
- **Support the City Manager publicly.** Constructive criticism should occur in designated, appropriate settings (evaluations, workshops).

b. Purpose of the Relationship:

To ensure smooth administration, consistent execution of policy, and a stable environment for staff and residents.

4. Citizens

Citizens are the stakeholders, councilmembers serve and represent.

a. How Councilmembers Should Interact

- **Be accessible and responsive.** Listen to concerns, gather facts, and acknowledge citizen input.
- **Avoid promising specific outcomes.** Councilmembers may support or explore solutions but cannot independently direct staff or guarantee results.
- **Represent all residents.** Decisions must benefit the community as a whole—not individuals, groups, or political supporters.
- **Maintain professionalism, even under criticism.** Keep interactions respectful and grounded in policy.
- **Educate the public.** Explain processes, limitations, and the roles of council, staff, and the City Manager.

b. Purpose of the Relationship:

To build trust, encourage citizen engagement, and ensure decisions reflect the long-term interests of Manchester.

5. County and Regional Partners

These include Meriwether County officials, regional commissions, development authorities, school board, emergency services, and state agencies.

a. How Councilmembers Should Interact

- **Promote cooperation and shared goals.** Regional partnerships strengthen economic development, public safety, and infrastructure.
- **Communicate professionally as representatives of Manchester.** Councilmembers act on behalf of the city, not personal viewpoints.
- **Follow established protocols.** Coordination with county or regional bodies often requires formal processes, joint meetings, or City Manager involvement.
- **Support intergovernmental agreements and collaboration.** These partnerships leverage resources and expertise that Manchester cannot provide alone.
- **Avoid unauthorized commitments.** No councilmember may obligate the city without council approval.

b. Purpose of the Relationship:

To expand Manchester's capacity, share resources, and build strong regional alliances that support growth and quality of life.

c. Final Note

Strong, structured, and respectful relationships are the foundation of effective governance. When councilmembers honor the roles of staff, the Mayor, the City Manager, citizens, and regional partners, Manchester functions more transparently, efficiently, and successfully.

F. Infrastructure and Services

Here are assets the city owns and maintains. Understanding *asset condition* helps you make good capital investment decisions.

1. Public buildings and parks

City Hall (including but not limited to)

Police Department (including but not limited to)

- Police Offices
- Duty Office and Courtroom
- Magnolia Ln Training facility & Gun Range

Fire Department (including but not limited to)

- Fire Station
- Magnolia Ln Training facility

Utilities (including but not limited to)

- Utilities Department complex on 4th Ave
- Magnolia Ln Complex: Barn, Storage and Convenience Center
- Water Department
 - Treatment Plant Building
 - Big Lazar Creek and Dam

- Sewer Treatment Plant
- Sewer Main Lift Station

Regional Library Building

Recreation/City Parks & Buildings (including but not limited to)

- Callaway Recreation Building
- Eddie B. Russel Pond (City Pond)
- Harmon Park
- Kersey Park Ball Fields
- Lillie Owens Park
- Dolly Madison Park
- Vic Dowil Splash Pad
- The Mill Pond

2. Equipment fleets (police, fire, sanitation)

Administration

- City Manager Vehicle

Police Department

- Police Chief Vehicle
- Canine Officer Vehicle
- Officer's Vehicles

Fire Department

- Fire Chief Vehicle
- Ladder Truck
- Pumper Truck
- UTV (Gator)

Utilities Department

- Director Vehicle

Senior Services Department

- Meals On Wheels Vehicle

City Marshal Office

- Marshal Vehicle

3. Utilities (water & sewer)

Utilities Equipment

- Chipper Truck
- Excavator
- Backhoe
- Line Jetter
- Work Truck
- Dump Truck

4. Major Capital Projects (Capital Improvement Projects)

To be Rewritten after SPLOST was approved by voters in Meriwether County. (2026)

G. SPLOST & TSPLOST (Augusta City Council Handbook)

1. SPLOST Special Purpose Local Option Sales Tax

a. What is SPLOST?

SPLOST stands for **Special Purpose Local Option Sales Tax**. It's a special kind of **1% sales tax** that people pay when they buy things in Manchester and Meriwether County. This money does **not** come from your property taxes. It comes

from sales at stores, restaurants, and other local businesses. Even visitors help pay this tax when they shop here.

The money collected from SPLOST is used to pay for **big community projects** like building parks, fire stations, roads, and recreation centers. It's meant to improve the quality of life in our city.

b. How does SPLOST get approved?

SPLOST only happens if **local voters say yes**. Here's how it works:

- First, the **Manchester City Council** makes a list of important projects the city needs—like building a new park or fixing up a community center.
- Then, this list is shared with the public so people know how the money would be spent.
- The plan is put on the **ballot** during a special election.
- If **more than half the voters say YES**, the SPLOST is approved and the 1% sales tax begins.
- The tax usually lasts for **five or six years**, depending on what voters approved.
- In November 2025 SPLOST was approved for the next 6 years (ending 2032)

c. What types of projects can SPLOST funds be used for?

- SPLOST can only be used to pay for **capital projects**. That means big, long-lasting things the city builds or buys to serve the public. Some examples include:
- Building or fixing up **parks and playgrounds**
- Constructing new **recreation or community centers**
- Adding sidewalks, improving roads, or building public safety buildings
- Replacing large equipment or vehicles (like buses or maintenance trucks)
- Making places more **accessible** to people with disabilities
- These projects are usually things that cost a lot of money and benefit the whole community for many years.

d. What projects cannot be funded by SPLOST?

SPLOST money **cannot** be used for everyday operating expenses. That means:

- It cannot pay for **staff salaries** or part-time workers
- It cannot pay for **routine maintenance**, like mowing grass or cleaning restrooms
- It cannot be used for **programs**, like summer camps or sports leagues
- It cannot buy things that aren't meant to last a long time (like office supplies or small tools)

SPLOST is only for **big projects** that result in a lasting improvement.

e. How does SPLOST benefit Recreation & Parks?

SPLOST is a major way Manchester can **improve and grow** its parks and recreation services without raising property taxes. It helps fund:

- Building **new recreation centers** for kids, teens, and seniors
- Upgrading older buildings so they are **modern and safe**
- Making sure facilities meet **ADA requirements** for people with disabilities

- Adding features like splash pads, pickleball courts, pavilions, and walking trails

Because the money comes from sales tax, even visitors help pay for the improvements and **everyone benefits** from better parks and services.

f. How are SPLOST projects managed?

After voters approve a SPLOST, each project goes through several steps:

1. **Planning:** Experts and staff figure out what needs to be built and how much it will cost.
2. **Community Input:** In many cases, residents are invited to share ideas or give feedback.
3. **Design:** Architects and engineers create the detailed building plans.
4. **Procurement:** The city hires construction companies through a fair bidding process.
5. **Construction:** The work begins! This part can take several months or even years.
6. **Opening:** The new facility or improvement is ready to use!

g. Can SPLOST funds be moved between projects?

The projects on the SPLOST list are approved by voters, so we must **complete all of them**. However, sometimes a project may cost more or less than expected. In that case:

- **Extra money can be moved** to help finish other projects on the approved list.
- **We can't use SPLOST money** for projects that were not included in the original list without a new vote or special approval.
- All changes must be approved by the **City Council** and shared with the public.

h. What happens when SPLOST collections end?

When the time for collecting SPLOST money ends:

- The City finishes using the money for the approved projects.
- If any money is left over, it's used to finish remaining projects.
- Any extra money beyond that may go to reduce public debt or help lower other local taxes.

No new projects can be started unless voters approve a new SPLOST.

2. TSPLOST Transportation Special Purpose Local Option Sales Tax

a. What is TSPLOST?

TSPLOST stands for **Transportation Special Purpose Local Option Sales Tax**. It is a **voter-approved, temporary 1% sales tax** used **only for transportation projects** such as roads, bridges, sidewalks, and related infrastructure. TSPLOST is authorized under **Georgia law (O.C.G.A. § 48-8-260 through § 48-8-269)**.

b. Key Characteristics

1) Voter Approval Required

- A TSPLOST **cannot be imposed by a city or county alone**
- It must be **approved by voters** in a **countywide or multi-county referendum**

c. Limited Duration

- The tax may be levied for **up to 5 years**
- It **automatically expires** at the end of the approved term unless renewed by voters

d. Transportation-Only Use

Funds may be used **only for transportation purposes**, including:

- Road paving and resurfacing
- Bridges and culverts
- Sidewalks and pedestrian improvements
- Traffic signals and signage
- Drainage tied to road projects
- Engineering, right-of-way, and project administration

Funds cannot be used for:

- General operations
- Salaries (except project-specific administration)
- Buildings unrelated to transportation
- Non-transportation equipment

e. How TSPLOST Works in Practice

Countywide Program

- Most Georgia TSPLOSTs are **countywide**
- Cities and the county agree on a **project list**
- Funds are distributed based on:
 - Project eligibility
 - Intergovernmental agreement (IGA)
 - Statutory formulas or negotiated allocations based on population

Project List Is Binding

- The **approved project list** is legally binding
- Funds **cannot be shifted** to unrelated projects
- Amendments typically require:
 - Public notice
 - Agreement of participating governments
 - Sometimes additional voter approval

f. Local Government Roles

1) Cities

- Propose eligible transportation projects
- Enter into an **IGA** with the county
- Receive and spend funds **only on approved projects**
- Must track and report expenditures

2) County

- Usually acts as the **lead government**
- Administers collections and distributions
- Oversees compliance and reporting

g. Financial & Audit Requirements

- TSPLOST funds must be:

- **Accounted for separately**
- Used strictly per statute and referendum language
- Subject to:
 - Annual audit review
 - State oversight
- Misuse can require **repayment** or trigger audit findings

h. Why Cities Use TSPLOST

For small and mid-size cities, TSPLOST is valuable because it:

- Provides **dedicated transportation funding**
- Leverages **regional buying power**
- Reduces reliance on property taxes
- Helps fund large projects that cities could not afford alone

i. How TSPLOST Differs from SPLOST

Feature	TSPLOST	SPLOST
Purpose	Transportation only	General capital projects
Voter Approval	Yes	Yes
Duration	Up to 5 years	Typically, 5–6 years
Use Restrictions	Very strict	Broader
Common Uses	Roads, bridges, sidewalks	Buildings, equipment, vehicles

H. Public Safety

1. ISO Rating the Insurance Services Office

The **ISO Rating** (officially called the *Public Protection Classification* or *PPC*) is a numerical score assigned to a community by the **Insurance Services Office (ISO)**. It measures how well a community is prepared to **prevent and respond to fires**. ISO evaluates fire departments across the U.S. and assigns a classification from **Class 1 to Class 10**. Lower numbers mean **better fire protection**; higher numbers mean the community is farther from meeting minimum fire protection standards. (isomitigation.com)

a. Manchester’s Current ISO Rating

The **Manchester Fire Department** has an **ISO rating of Class 3**.

This is a strong score for a small community and can help residents and businesses by **reducing insurance costs**. ([Manchester GA](http://ManchesterGA.com))

b. How the ISO Rating Is Determined

ISO analyzes several key areas of a community’s fire protection to come up with the rating:

1) Fire Department — 50%

Includes:

- Firefighter training and staffing levels
- Equipment and apparatus
- How quickly the department can respond to calls
- Location of fire stations
- Standards of maintenance and inspections

2) Water Supply — 40%

Includes:

- Availability of water for firefighting
- Fire hydrant locations and maintenance
- Water pressure and capacity to supply sufficient fire flow

3) Emergency Communications — 10%

Includes:

- 911 call-taking and dispatch quality
- Reliability and speed of communication systems

4) Community Fire Prevention Credit (Extra)

Communities may earn extra points for proactive fire prevention programs, education, inspections, and safety outreach.

(isomitigation.com)

c. Understanding the Rating Scale

ISO ratings run from **Class 1 to Class 10**:

Class	What It Means
Class 1	Exemplary fire protection (best possible)
Class 2–3	Excellent fire protection
Class 4–5	Good fire protection
Class 6–7	Average protection (common for small towns)
Class 8–9	Limited protection
Class 10	Doesn't meet minimum standards

Manchester's **Class 3** rating places it well above average, especially for a community of its size.

d. How the ISO Rating Affects Citizens

1) Insurance Costs

Insurance companies often use ISO PPC scores to help calculate **homeowners and business insurance rates**.

- A **better (lower) ISO rating** can often help **lower premiums**.
- A **poorer (higher) rating** can contribute to **higher insurance costs**.

The exact impact varies by insurer and property, but a strong rating like Class 3 generally **works in the community's favor**. (isomitigation.com)

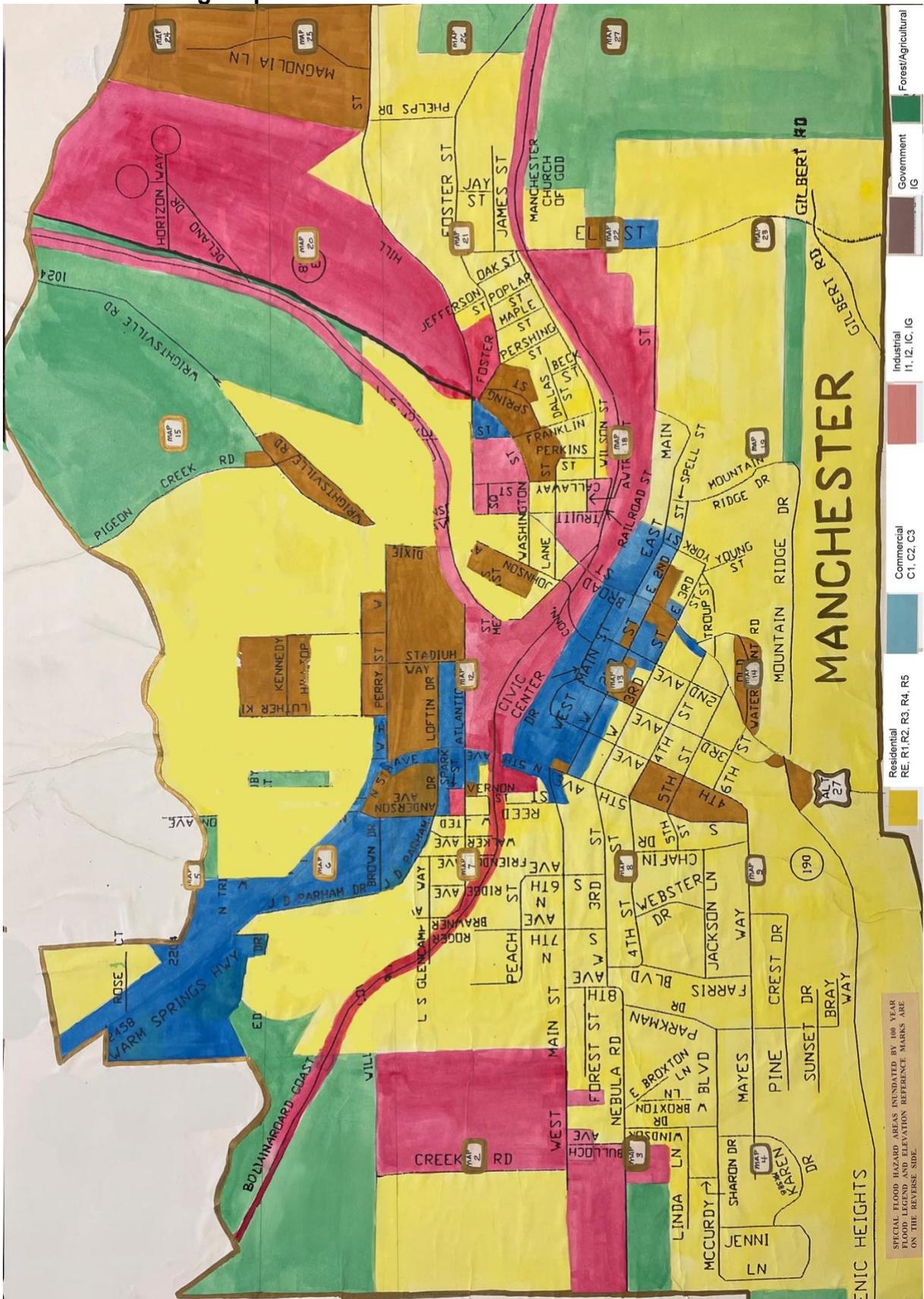
e.. Fire Protection Quality

A good ISO rating reflects:

- Effective fire response capability
- Strong water supply infrastructure
- Reliable dispatch and communication systems

I. Planning, Zoning, and Economic Development

1. Manchester zoning map and land-use



2. Zoning Administrator and Planning and Zoning Board

a. Zoning Administrator Definition and Duties
(Established by Section 302, Manchester Zoning Ordinance)

Definition

The Zoning Administrator is *“the person who has been designated by the City Manager to administer the enforcement of this ordinance.”*

If a separate person is not appointed, **the City Manager serves as Zoning Administrator.**

Duties (Functions)

The ordinance lists the following required functions:

1. **Primary responsibility for administering the zoning ordinance.**
2. **Perform additional zoning-related duties assigned by the Mayor and Council.**
3. **Stay current on zoning laws, court decisions, and planning/development techniques.**
4. **Assist the Planning & Zoning Board in coordinating the review of proposed decisions for recommendations** to the City Council regarding:
 - Special exceptions
 - Variances
 - Conditional uses related to development requests

Additional duties appear throughout the ordinance (e.g., maintaining zoning maps, receiving applications, coordinating hearings), but the above items are the core defined statutory functions.

b. Planning & Zoning Board (PZB)
(Established by Article 3, Sections 301 & 304, Manchester Zoning Ordinance)

Definition / Purpose

The PZB is a city body established to **review zoning and development matters**, conduct studies, and make recommendations to Mayor & Council. It does *not* make final zoning decisions.

Duties (Functions)

The ordinance states the PZB shall:

1. **Conduct unofficial public hearings for amendments to the zoning ordinance (per Section 408).**
2. **Conduct or authorize planning studies**, including topics such as land use, zoning, economics, housing, marketing, transportation, population, community facilities, and other planning/development matters.
3. **Make recommendations to Mayor & Council on rezoning applications** within **45 days** after receiving the application from the Zoning Administrator.
(Recommendation only — NOT final action.)
4. **Initiate amendments** to the zoning ordinance and zoning map when needed.

5. **Make recommendations** on:
 - Special exceptions
 - Variances
 - Conditional uses related to development requests.
6. **Retain consultants or planners**, with prior approval of Mayor & Council, to assist with planning functions.
7. **Perform other planning and development administrative functions assigned by Mayor & Council.**

Meetings & Operating Rules

- Must meet according to Georgia Open Meetings Act requirements.
- Meetings are for discussion and evaluation; public participation encouraged.
- The PZB *may* conduct public hearings but is not required to (except as referenced in ordinance procedures).
- Quorum: 4 members.

c. Summary (Quick Reference)

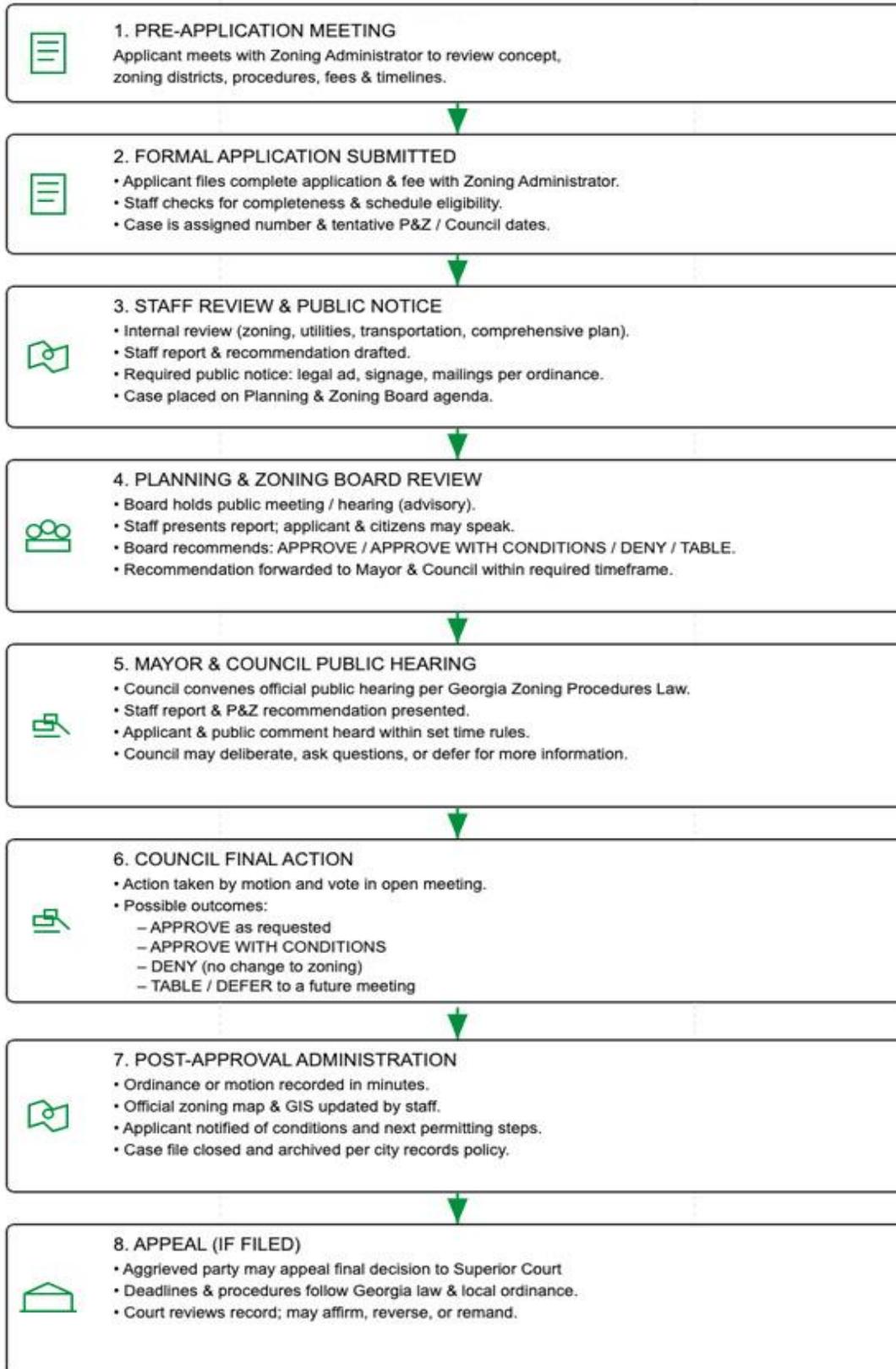
Position	Core Role	Key Duties
Zoning Administrator	Administers zoning ordinance (default = City Manager)	Enforcement, updates on laws, supports PZB, coordinates development review
Planning & Zoning Board (PZB)	Advisory body for zoning & land use	Rezoning recommendations, planning studies, ordinance/map amendments, recommendations on variances/special uses

City of Manchester Zoning Process

Rezoning • Special/Conditional Uses • Variances • Text/Map Amendments

Zoning Administrator & Staff

P&Z Board / Mayor & Council



3. Development Authorities & Boards

a. Difference Between a Municipal Statutory Authority and a City Board

1) Municipal Statutory Authority

A *statutory authority* is created **under state law (statute)** not just by a city ordinance.

Examples in Georgia include:

- **Development Authorities MDA** (O.C.G.A. § 36-62)
- **Housing Authorities**
- **Downtown Development Authorities (DDA)** (O.C.G.A. § 36-42)
- **Land Bank Authorities** (O.C.G.A. § 48-4-100)

Key features

Feature	Description
Created by	State statute (Georgia Code)
Legal powers	Can own property, borrow money, issue bonds, enter contracts
Board selection rules	Specified in state law, sometimes modified by local resolution
Regulatory nature	Semi-independent from the city
Funding	Can generate its own revenue, issue debt
Purpose	Economic development or public mission defined by state law

Why this matters

Statutory authorities are not just “city departments” they are **separate legal entities** with legally defined responsibilities and limitations.

2) City Board

A city board is **created by the municipality** through ordinance, charter, or council resolution.

Examples:

- Planning & Zoning Board
- Historic Preservation Board
- Parks & Recreation Advisory Board
- Board of Appeals

Key features

Feature	Description
Created by	Local ordinance or charter
Powers	Advisory authority or limited decision-making
Independence	Subject to city rules, policies, and council authority
Funding	Typically budgeted within the city
Purpose	Assist or advise municipal operations

Boards generally CAN'T

- issue bonds
- own property independently
- levy taxes
- sue or be sued separate from the city

3) Practical Municipal Difference

Municipal Statutory Authority

Created by State Law
 Legally Independent Entity
 Can borrow money
 Can issue bonds
 Owns property
 Suable as separate entity
 Professional public mission

City Board

Created by City Law
 Legally part of the City
 Usually, cannot borrow money
 Cannot issue bonds
 City owns property
 City liable
 Advisory or administrative support

4) Easy Summary

- **Statutory Authority** = separate legal entity created by state law with powerful economic tools.
- **City Board** = created by the city to provide advice or limited decisions as part of municipal operations.

b. Manchester Development Authority (O.C.G.A. 36-62-1to14)

1) Purpose

To encourage and support economic development, business expansion, industry recruitment, and job creation within the City of Manchester.

2) Statutory Powers

- buy and sell property
- issue revenue bonds
- enter development agreements
- lease facilities
- receive grants
- partner with private developers

3) Relationship to the City

- separate corporate body under state law
- board appointed by the City
- operates independently BUT must follow Georgia Development Authorities Law
- typically coordinates with the City Manager, Mayor, and Council on projects and incentives

4) Residency Requirement (Statute: O.C.G.A. §36-62-5)

A majority of the directors must be residents of the city, county, or area served by the authority.

5) Important practical note

- A majority (4) must be local.

- The remaining members may live outside the city if their by-laws allow it and if council appoints them.

6) Appointment Procedures **Citation:** O.C.G.A. § 36-62-5

- Appointed by City Council
- Council may appoint members, reappoint members, or by resolution dissolve the Authority. Upon dissolving of the authority any money or property of the authority would revert to the City.
- Positions filled by resolution
- Mayor may nominate but Council must formally appoint
- Vacancies filled by council for the unexpired term
- If a director's term has expired and the City Council does not reappoint or appoint a different director within 6 months, the Authority can reappoint or appoint a new director.
- All members must be a citizen of Manchester and live within the city limits

c. Downtown Development Authority (O.C.G.A. 36-42-1to17)

1) Purpose

To redevelop, revitalize, and promote the downtown central business district as a vital commercial, cultural, and civic center.

2) Statutory Powers

- own and redevelop property in downtown
- recruit businesses
- manage revitalization programs
- obtain financing
- manage downtown projects, façade programs, design, and redevelopment initiatives

3) Relationship to the City

- created by council resolution
- legally separate from City
- board appointed by council
- heavily focused on downtown boundaries defined by ordinance

4) Residency Requirement (**Statute:** O.C.G.A. 36-42-5)

All members must be taxpayers residing in the municipal limits **OR** owners or operators of businesses located within the downtown development area. The DDA by-laws defines the combination of residents and business owners that are directors.

5) Appointment Procedures **Citation:** O.C.G.A. § 36-62-5

- Appointed by the Governing Authority of the City (City Council)
- Board must adopt initial resolution creating the DDA area
- Appointment by council vote
- Members sworn in prior to participation

6) Key Detail

- They do **not** have to physically live inside the city limits if they are downtown business owners. DDA bylaws spell this out more restrictively.
- One of the most flexible membership rules in Georgia law. Manchester DDA by-laws make this more restrictive

d. Land Bank Authority (O.C.G.A. 48-4-100 through 112)

Purpose

To acquire, manage, hold, and dispose of abandoned, tax-foreclosed, or blighted property to support redevelopment and return land to productive use.

1) Statutory Powers

- acquire tax delinquent properties
- extinguish back taxes
- clear title
- transfer land to developers
- repurpose abandoned or deteriorated real estate

2) Relationship to the City

- typically, joint creation between city, county, and school board
- Two Member are appointed by City of Manchester, two are by Meriwether County, and 1 is from Meriwether Board of Education. These three agencies are the taxing agencies in our county.
- receives property through tax foreclosure sales, donation, or free market purchase.
- separate legal entity
- operates independently but often closely coordinated with the city and Planning and zoning

3) Residency Requirement Statute: O.C.G.A. 48-4-103

Each board member must reside within the jurisdictional boundaries of a party to the intergovernmental agreement creating the land bank.

4) Appointment Procedures Citation: O.C.G.A. § 48-4-103

- Members appointed pursuant to an intergovernmental agreement
- City and County designate the number and method of appointments
- Each party to the IGA appoints directors
- Appointments occur by council resolution

5) Meaning:

- If Manchester + Meriwether County create the land bank together, members may live anywhere in Meriwether County or within Manchester (since Manchester lies in the county).
- Must reside within a participating jurisdiction—not outside.

e. Housing Authority (O.C.G.A. 8-3-1–8-3-137)

1) Purpose

To provide safe, sanitary, affordable housing options and facilitate federally assisted housing programs for low-income residents.

2) Statutory Powers

- operate public housing
- administer vouchers
- develop affordable housing projects
- issue bonds
- receive federal HUD funding

3) Relationship to the City

- separate statutory corporation
- board appointed by mayor with council confirmation (in most cases)
- funding and regulations largely federal (HUD), not municipal

4) Residency Requirement **Statute:** O.C.G.A. § 8-3-50(a)(3)

Commissioners appointed to a municipal housing authority must be residents of the city.

5) Appointment Procedures **Citation:** O.C.G.A. § 8-3-50(a)(3)

- Mayor appoints Commissioners
- Council confirms
- Must be residents of Manchester
- Vacancies filled by the same manner as original appointment

6) Key detail

- Must reside **inside municipal limits**
- No “business owner” exception
- No county-wide residency permitted unless a county housing authority is created (different statute)

f. Quick Summary for Council Orientation

Statutory Authority	Focus Area	Independent Legal Entity
Development Authority	Jobs & Industrial/Commercial Development	Yes
Downtown Development Authority	Downtown revitalization	Yes
Land Bank Authority	Blight, abandoned property	Yes
Housing Authority	Affordable housing, HUD programs	Yes

g. Key Point for Council Members

These entities are independent **statutory authorities** created by state law—not city departments—and they exercise **special powers** related to development, housing, or property that cities themselves do not legally possess.

h. Important Manchester context

In practice:

- City Council **appoints**, but
 - State statute controls eligibility, and
 - a city cannot waive state residency rules by local ordinance.

i. Board Removal Rules

General Rule for All Authorities

A board member may be removed for:

- cause,
- neglect of duty,
- misconduct,
- violation of attendance policies,
- violation of conflict-of-interest law,
- or other good cause as defined by state statute or local policy.

Removal is normally done **by vote of the appointing authority** (City Council).

j. Legal stance on removal of board members for MDA

Referenced from the MDA By-laws the MDA limited the ability of the City Council to remove directors. However, removal for cause is still a viable option for the City Council.

MDA By-Laws Section 1.5 Removal: A director may be removed from office in accordance with the law.

k. Special for Housing Authority Citation: O.C.G.A. § 8-3-50(a)(3)

- Commissioners may be removed “for inefficiency or neglect of duty or misconduct in office” **after notice and hearing**.

(Important: Housing Authority requires a hearing—a due process requirement)

l. Conflict-of-Interest Policy (Georgia statutory application)

All authority members shall:

- avoid financial conflict with any project,
- disclose any property interest or financial interest in a transaction,
- refrain from voting on matters where a conflict exists,
- comply with Georgia Conflict of Interest statutes, including:
 - O.C.G.A. § 36-30-6 (municipal conflicts)
 - O.C.G.A. § 45-10-3 (state level conflicts)
- complete local disclosure forms when required
- abstain from participation where conflict exists

m. Attendance Requirements

Recommended Manchester Adoption (standard)

Members missing three consecutive regular meetings or more than 25% of meetings in a calendar year may be removed for non-attendance after written notice.

(There is no single state law defining attendance—cities implement by resolution or bylaws; this language mirrors best practice and common GA authority bylaws.)

n. Term Lengths Summary (Georgia statute)

Authority	Statute	Term
Development Authority	O.C.G.A. 36-62-5(c)	4-year staggered terms
Downtown Development Authority	O.C.G.A. 36-42-5	4-year staggered terms
Land Bank Authority	O.C.G.A. 48-4-103	4-year staggered terms
Housing Authority	O.C.G.A. 8-3-50(a)(3)	Generally, 5 years

o. Who May Chair

1) Development Authority

- Chair chosen by the board
- City Council may not choose Chair, and **Council member may NOT serve as Chair** (O.C.G.A. 36-62-6(d)).

2) Downtown Development Authority

- Chair elected internally by the board members
- City Council cannot appoint the Chair directly

3) Land Bank Authority

- Chair chosen internally
- Chair must be a member
- Must be appointed by a participating government in the IGA

4) Housing Authority

- Chair elected internally by commissioners
- Not appointed by mayor or council

p. Easy Mayor/Council Summary

All statutory authorities created under Georgia law operate as separate legal entities with independent authority and board-selected officers. Members are appointed by the City Council (or Mayor with Council confirmation), serve fixed terms, and are subject to removal for cause or no-cause. Chairs are elected internally by each board and are not designated by the City Council, except that council members may not serve as Chair of the Development Authority under O.C.G.A. § 36-62-6(d).

J. Council Meetings and Procedures

1. Types of Council Meetings Georgia Open Meetings Act — O.C.G.A. § 50-14-1 through § 50-14-6

Georgia Open Meetings Act — O.C.G.A. § 50-14-1 through § 50-14-6

Different types of meetings entail different duties and expectations for city clerks.

a. Open Meetings

- **Regular Meeting:** The city's charter or ordinance prescribes the rules and procedures of regularly scheduled meetings. These meetings are held at a regular time and place to conduct routine city business.
- **Work Session:** Work sessions are held before regular meetings to review and discuss items found on the regular meeting agenda. While no official business is

usually conducted at a work session, these meetings are still open to the public and do not prohibit governing body members from taking official action.

- **Special (Called) Meeting:** In most cities, the mayor or council can call for unscheduled special (or called) meetings. The city charter usually more specifically states who can call a meeting. Public notice must be given, and the meeting may only cover topics related to the specific purpose of why the meeting was called.
- **Emergency Meeting:** Emergency meetings are those called with less than a 24-hour notice to act on item(s) related to an unforeseen event. Similar to special meetings, emergency meetings may only cover topics related to the specific purpose of why the meeting was called.
- **Public Hearing:** Public hearings are held for the purpose of receiving citizen input on a particular item such as public improvement projects, ordinances, zoning changes, special exceptions to zoning, a proposed budget, annexation, closure of an alleyway, reading of a new ordinance, and text amendments to land development or zoning regulations. Check with your city's mayor and council policies and procedures for specific rules on who may speak, in what order they may speak, and time limits for speaking.

b. Closed Meetings

Executive sessions are meetings closed to the public that must be convened for very specific, limited reasons such as:

- Pending or potential litigation with legal counsel
- Acquisition, disposal, or lease of real estate, including authorizing negotiations
- Personnel issues to hire, compensate, evaluate, or take disciplinary action against a specific employee or specific employees
- Meeting about records exempt from disclosure
- Interviewing an applicant for the executive head of a department
- Mediation proceedings (Note: All votes must be made in a public meeting and the records related to the mediation are subject to disclosure [O.C.G.A. § 50-14-3(a)(5)].)

A majority vote of the quorum present for the meeting is required to close a meeting. The presiding officer and all members of the governing body (if required by city policy) must execute and file an affidavit (included with the official minutes of the meeting) that states under oath the reason for closing the meeting. All votes must be taken in open session.

The following are not considered official governing body meetings. No one may discuss or act upon official actions during any of the below gatherings. If the primary purpose of gathering is to avoid open meetings law requirements, then the gathering is deemed a meeting where the city meets all notice, access, agenda, summary, and minutes requirements.

- Inspecting facilities or property
- Attending statewide or regional meetings or training
- Meetings with state or federal legislative or executive officials at state or federal offices
- Traveling together as a group

- Attending social, civic, ceremonial, or religious events

All council meetings are open to the public except for executive session meetings.

c. Special Called Meetings

1) Purpose: Address specific items that cannot wait until the next regular meeting.

2) Key Features

- Called by the **Mayor** or 2 Councilmembers (as defined in the charter)
- **Notice must specify purpose(s)** of the meeting
- Council may only act on items listed in the call
- Public notice required

3) Legal Basis

- O.C.G.A. § 50-14-1(d)(2)
- City charter provisions control who may call the meeting
 - The Mayor can call a special called meeting
 - Two Councilmembers can call a special called meeting

d. Emergency Meetings

1) Purpose: Respond to urgent matters requiring immediate action.

2) Examples

- Natural disasters
- Infrastructure failures
- Public safety emergencies
- Time-sensitive legal or financial actions

3) Key Features

- Notice given **as soon as practicable**
- Limited to genuine emergencies
- Minutes must still be taken

4) Legal Basis

- O.C.G.A. § 50-14-1(d)(2)
- Strictly construed – convenience is **not** an emergency

e. Work Sessions

1) Purpose: Discussion, briefing, or information-gathering sessions.

2) Important Rule

Georgia law does not recognize “work sessions” as informal or exempt meetings.

3) Key Features

- Must be **open to the public**
- Public notice required
- Minutes required
- Votes *may* occur unless prohibited by local policy

4) Common Uses

- Budget workshops
- Strategic planning

- Capital project briefings
- Ordinance previews

5) Legal Basis

- O.C.G.A. § 50-14-1(a) — any gathering where official business is discussed is a meeting

f. Public Hearings

1) Purpose: Receive public input before certain actions.

2) Common Triggers

- Zoning and rezoning
- Budget adoption
- Millage rate changes
- Annexations
- Alcohol licenses (local rules)

3) Key Features

- Often required by **state law or local ordinance**
- Notice and advertising requirements vary
- Hearing may occur within a regular or special meeting

4) Legal Basis

- Various statutes (e.g., zoning, taxation, alcohol laws)
- City zoning ordinance and charter

g. Joint Meetings

1) Purpose: Meet with another governing body.

2) Examples

- County commission
- School board
- Downtown Development Authority
- Development Authority

3) Key Features

- Must be publicly noticed
- Each body must meet its own quorum rules
- Minutes should reflect joint participation

4) Legal Basis

- O.C.G.A. § 50-14-1 applies to each participating body

h. Committee Meetings (Council Committees)

1) Purpose: Focused work by a subset of council.

2) Critical Rule

If the committee is **created by the council** and discusses city business, it **must comply with open meetings law**.

3) Legal Basis

- O.C.G.A. § 50-14-1(a)

2. Rules of Procedure and Robert's Rules of Order

The City of Manchester has selected Robert's Rules of Order (12th Edition) as the Parliamentary guide for meetings.

- a. Fundamental Principles
 - Only **one item of business** at a time
 - **Majority rules**, minority is heard
 - **All members are equal**
 - Decisions are made by the body, not individuals
- b. Basic Meeting Flow
 1. Call to Order
 2. Roll Call / Establish Quorum
 3. Approval of Agenda
 4. Approval of Minutes
 5. Reports
 6. Old Business
 7. New Business
 8. Public Comment (if allowed)
 9. Adjournment
- c. How to Make a Motion
 1. **Member:** “I move that...”
 2. **Another Member:** “Second.”
 3. **Chair:** States the motion
 4. **Discussion** (debate)
 5. **Vote**
 6. **Chair:** Announces result

No motion = no action

d. Main Motions (Most Common)

Motion	Purpose	Debatable	Amendable	Vote
Main Motion	Introduce business	Yes	Yes	Majority
Amend	Change motion	Yes	Yes	Majority
Substitute	Replace motion	Yes	Yes	Majority
Postpone to Time Certain	Delay	Yes	Yes	Majority
Refer to Committee/Staff	Send for study	Yes	Yes	Majority
Lay on the Table	Set aside temporarily	No	No	Majority

e. Debate Rules

- Must address remarks **to the Chair**
- Stay **on the motion**
- No personal attacks
- Members speak **once until all have spoken**
- Chair may enforce time limits

f. Voting Methods

- Voice vote with Show of hands
- Votes can be Aye, nay, or Abstention for a conflict of interest
- Abstentions do not count as votes.

g. What the Chair Does

- Presides impartially
- States motions clearly
- Rules on procedure

- Announces vote results
- Maintains decorum

h. Actions

The government agency can take the following actions with motions or proposals:

- Approve
- Disapprove
- Amend
- Withdraw
- Table

i. Quorum

- Minimum number of members required to conduct business (3 members)
- Without a quorum, council may only:
 - Adjourn
 - Recess
 - Take steps to obtain a quorum

j. Common Mistakes to Avoid

- ✗ Talking or asking questions about a presented agenda item without a motion
- ✗ Debating before the Chair states the motion
- ✗ Making motions out of order
- ✗ Personalizing debate
- ✗ Using “table” to kill a motion

k. Key Takeaway

If it’s not moved, seconded, stated, and voted on — it didn’t happen.

3. Agenda preparation and timeline

a. Who prepares the agenda

The City Clerk prepares the written agenda for each City Council meeting.

Manchester § 2-32, § 2-121(1)

Primary statutory role: administrative custodian and intake point for agenda items.

- The Code requires that **“there shall be a written agenda prepared prior to each city council meeting”**
 - The Clerk is the officer designated to receive agenda requests from the public and manage meeting documentation, which places the Clerk in the administrative role of compiling the agenda
 - **Records and preserves the official agenda through the minutes**
 - While not labeled “agenda drafting,” the Clerk’s record-keeping duties ensure the agenda is formally memorialized through minutes and official records.
- § 2-121(4)

In short:

The Clerk is the **administrative assembler and custodian** of the agenda—receiving items, organizing them into a written agenda, and ensuring proper notice and recordkeeping.

The **City Manager has an affirmative duty to place certain matters on the agenda**, specifically:

Primary statutory role: operational executive and required agenda contributor.

- Appeals by citizens from a City Manager decision **must be placed on the Council agenda.**
- This establishes the Manager as the primary channel through which administrative matters reach the agenda.
§ 2-121(1)
- **Operational authority implies agenda recommendations (but not unilateral control)**
- The Manager is responsible for the “*efficient administration of all the affairs of the city*” and for proposing rules, policies, and actions that often require Council consideration.
- The Code does **not** grant unilateral agenda-setting power, but clearly anticipates Manager-driven agenda items.
§ 2-92(a)–(b)

In short:

The City Manager is the **primary substantive contributor** to the agenda and is legally required to place certain matters before Council.

City Council / Mayor authority

Primary statutory role: presiding officer and meeting authority

- The **Mayor and Council control the meeting itself** and may:
 - Allow agenda additions at the meeting by **majority vote**
 - As such the Mayor works closely with the City Manager to express the will of the council to bring to the floor items for information, consideration, or action necessary to the running of the City.
 - Add items procedurally in accordance with Robert’s Rules of Order
- **Authority to call special meetings**
 - The Mayor may call special meetings of Council, which necessarily require an agenda—even though the Code does not separately define the drafting mechanics.
§ 2-31(b)
- **Presiding officer with procedural control during meetings**
 - Meetings follow Robert’s Rules of Order unless otherwise provided, placing agenda flow and recognition under the Mayor’s authority as presiding officer.
§ 2-34
- **Agenda flexibility during the meeting itself**
 - Council may, by majority vote, allow persons not otherwise on the agenda to speak—typically recognized by the Mayor as presiding officer.
§ 2-32

In short:

The Mayor assists in preparing the agenda but exercises **procedural and meeting-control authority** that affects how the agenda is modified, used, and executed.

Summary (Who does what)

Role	Agenda Authority
City Clerk	Compiles and prepares the written agenda

Role	Agenda Authority
City Manager	Submits required items; must place appeals
Mayor & Council	Approve, amend, or add items by vote

b. Agenda creation procedure

The agenda process is governed primarily by **Chapter 2, Article II (City Council)** and **Article III (Officers and Employees)** of the Code of Ordinances.

c. Timeline for agenda creation (Manchester-specific)

1) Regular Council Meetings

(Second Tuesday of each month)

Timeline	Action
Wednesday (prior week)	Deadline for public to request agenda placement
Thursday–Friday	Clerk compiles agenda
Before meeting day	Written agenda finalized
Meeting night	Council may amend agenda by majority vote

2) Special or Emergency Meetings

- Agenda still required
- Notice and posting must comply with Georgia Open Meetings Law
- Items may be more limited in scope due to urgency

d. What the ordinances do not say (important for policy clarity)

The Charter and Code:

- ✗ Do **not** give unilateral agenda control to the City Manager or Mayor
- ✗ Do **not** allow staff to block required agenda items
- ✗ Do **not** prohibit Council from adding items by vote

This preserves **Council control, Manager accountability, and public access.**

e. One-sentence official summary (handbook-ready)

In Manchester, the City Clerk prepares the written City Council agenda prior to each meeting, incorporating required City Manager items and timely public requests, while the Mayor and City Council retain authority to amend or add items by majority vote at the meeting.

4. Public comment rules

Citizens desiring to speak shall complete this form and give it directly to the City Clerk by 12 :00 noon on the Wednesday before the next scheduled meeting specifying the issue(s) to be addressed.

- Citizens may speak during the public comment section of the meeting after being recognized by the presiding officer, who shall be the mayor, or mayor pro tempore or other councilmember in the mayor's absence.
- Citizens shall state their name and address for the record in the minutes.
- Citizens may address the mayor and council as a whole, but comments may not be directed to particular members or any city employees. Any comments directed at

particular members of council, the mayor, or any city employees will be ruled out of order by the presiding officer. Abusive, vulgar, or profane language will not be tolerated and will also be ruled out of order.

- d. Public comments are not a time for questions or dialogue between a citizen and the mayor and council members. It is a time to express concerns or views of the citizens. City staff will follow up, as appropriate, with any concerns that need to be addressed by the city.
- e. In order to ensure that all citizens have an opportunity to address the mayor and council, speakers will be limited to three minutes. The mayor and council may grant additional time if needed.
- f. If several citizens wish to speak on the same subject, one should be chosen to speak, and others express their support. The same subject matter should not be repeated and any member of the public who violates this rule shall be out of order.
- g. Citizen's comments should concern matters that are the business of the city and are not a time for political speeches or advertisements for personal business or interests.
- h. Any matters pertaining to personnel procedures or personnel grievances will not be heard during citizen's comments. Those should be directed to the city manager outside of the council meeting.
- i. The failure of any citizen to comply with these rules may be grounds for the presiding officer to rule the citizen out of order and if the citizen fails to comply with directions of the presiding officer, they may be removed from the meeting, or any other action may be taken by a law enforcement officer as provided by law.

5. Prepare in advance for Meetings

Effective preparation is essential to informed decision-making, efficient meetings, and public confidence in city government. New council members are expected to take an active role in preparing for each meeting.

a. Review the Agenda Thoroughly

- Read the **entire agenda** as soon as it is available.
- Understand the purpose of each item:
 - Informational
 - Discussion
 - Action (vote required)
- Note which items involve:
 - Ordinances or resolutions,
 - Budget or financial impacts,
 - Land use or quasi-judicial decisions,
 - Appointments or contracts.

If something is unclear, request clarification **before the meeting**, not during deliberation whenever possible.

b. Read All Supporting Materials

- Review staff reports, exhibits, maps, contracts, and financial summaries.
- Pay close attention to:
 - Fiscal impacts,
 - Legal implications,
 - Staff recommendations.
- Avoid forming opinions based solely on summaries or third-party commentary.

Prepared members ask better questions and help keep meetings efficient.

c. Understand Your Role and Limits

Before the meeting:

- Remember that council members set **policy**, not operations.
- Avoid directing staff outside the established chain of command.
- Do not attempt to negotiate outcomes with other council members outside the meeting (Open Meetings Act).

d. Ask Questions in Advance When Appropriate

If you have technical or factual questions:

- Direct them to the **Mayor, City Manager, or Clerk** in advance.
- This allows staff to prepare accurate responses and reduces delays during the meeting.
- Avoid “reply-all” emails to a quorum of council members.

e. Review Applicable Laws and Procedures

For agenda items involving:

- **Zoning or land use** – understand quasi-judicial rules and avoid ex parte communications.
- **Public hearings** – review notice and hearing requirements.
- **Contracts or personnel** – understand confidentiality and legal constraints.

When in doubt, consult the **City Attorney** before the meeting.

f. Prepare to Engage Respectfully

- Be ready to listen to:
 - Fellow council members,
 - City staff,
 - Members of the public.
- Prepare concise, relevant comments.
- Focus questions on facts, policy impacts, and community benefit — not personalities.

g. Review Meeting Procedures

Before attending:

- Familiarize yourself with:
 - The order of business,
 - How motions are made, seconded, and voted upon,
 - Basic parliamentary procedure (e.g., Robert’s Rules of Order, if adopted).
- Know how to:
 - Request recognition,
 - Make a motion,
 - Ask for clarification.

h. Consider Community Impact

Ask yourself:

- How does this decision affect residents, businesses, and city operations?
- Is the action consistent with:

- The comprehensive plan,
- Adopted policies,
- Long-term city goals?

Prepared council members think beyond the immediate vote.

i. Avoid Last-Minute Information

- Avoid reviewing agenda materials for the first time at the dais.
- Do not rely on social media, rumors, or informal conversations as substitutes for official information.
- If you feel unprepared, it is appropriate to:
 - Ask questions,
 - Request additional information,
 - In some cases, request a deferral.

j. Arrive Ready and On Time

- Arrive early to:
 - Review notes,
 - Address procedural questions,
 - Ensure technology readiness.
- Professional presence reinforces public confidence in the council.

K. Communication and Public Image

Effective communication and a unified public image are essential to maintaining public trust, ensuring good governance, and supporting the efficient operation of city government. City council members serve both as policymakers and as visible representatives of the city. The standards below are intended to guide council members in fulfilling those roles responsibly.

1. The Official Representatives to the Media

The Mayor and the City Manager are the city representatives who represent the city to the Media. The Mayor Pro Tem can speak if the Mayor is not able.

2. Speak With One Voice After a Council Vote

Once the city council has taken official action through a vote, **the decision of the council becomes the position of the entire governing body**, regardless of individual votes cast.

- Council members are expected to **publicly support and uphold adopted policies, ordinances, resolutions, and decisions**.
- Individual disagreement should be expressed **during deliberation**, not after action has been taken.
- A Council member has the option to introduce changes or new ordinances or resolutions to change in how the city operates.
- Publicly criticizing or undermining an adopted decision can:
 - Erode public confidence,
 - Create confusion among staff and residents,
 - Expose the city to legal or operational risk.

Council members may acknowledge their personal vote when asked but should do so respectfully and without disparaging the council, city staff, or the adopted action.

3. Avoid Discussing City Business Outside Official Settings

City business should be conducted **only through proper channels** and in compliance with Georgia’s Open Meetings Act.

- Council members should avoid:
 - Informal deliberations with other council members outside a noticed meeting,
 - “Reply-all” emails or group texts discussing policy matters,
 - Social conversations that drift into decision-making or strategy.
- Even casual or unintentional discussions can be construed as:
 - An illegal meeting,
 - An attempt to circumvent transparency requirements.

4. When approached by citizens, developers, or organizations:

- Listen respectfully,
- Avoid commitments or promises,
- Refer matters to staff or request placement on a future agenda if appropriate.

5. Be Responsive to Citizens

Council members are often the most accessible point of contact between residents and city government. Responsiveness builds trust and credibility.

- Acknowledge citizen inquiries promptly, even if a full answer requires staff assistance.
- Clearly distinguish between:
 - **Policy issues** (council responsibility), and
 - **Operational or service issues** (staff responsibility).
- Refer service requests to the City Manager rather than attempting to intervene directly.

6. Council members should:

- Treat all residents respectfully and equitably,
- Avoid advocating for special treatment,
- Maintain professionalism even in difficult or emotional interactions.

7. Social Media Policy Georgia Municipal Association — Mayor & Council Handbook (latest ed.) GMA “Social Media & Open Government” training & ethics materials **Social media use by council members can significantly impact the city’s public image and legal exposure.**

a. Council members should observe the following principles:

- Clearly distinguish **personal opinions** from official city positions.
- Avoid commenting on:
 - Pending litigation,
 - Personnel matters,
 - Active enforcement or quasi-judicial cases,
 - Matters that may come before council for a vote.
- Do not use social media to:
 - Debate fellow council members,
 - Criticize city staff,
 - Disclose confidential or non-public information.

b. Posts made on personal accounts may still be perceived as official statements due to the council member’s public role. Content should always reflect professionalism, civility, and respect for the office.

- c. Council members are encouraged to:
 - Share factual information approved by the city,
 - Promote community events and public engagement,
 - Direct questions to official city communication channels when appropriate.

d. Key Takeaway

Every council member contributes to the city’s reputation. Thoughtful communication, respect for process, and a unified public message are essential to effective governance and to maintaining the public’s confidence in city leadership.

L. Orientation and Continuing Education

1. Georgia Municipal Association (GMA) or state-mandated training

a. State Law Training Requirements

1) Open Meetings Training (O.C.G.A. § 50-14-1 et seq.)

Under Georgia law, members of local governing authorities (including city councils) are **required to complete training on the Georgia Open Meetings Act.**

- **Who must train?**

Members of “**local governing authorities**” — which includes city councils.

- **What is required?**

Training on the state’s open meetings laws, including:

- What constitutes a public meeting;
- Requirements for notice and agendas;
- Prohibited communications (e.g., serial meetings);
- Penalties for violations.

- **When?**

This is covered in New Council Member Initial Training in February or March after the beginning of your term

- **Law citation:**

O.C.G.A. § 50-14-1(b) and related Attorney General opinions establish that public officials must receive open meetings training. There are AG-approved training programs designed specifically for compliance with this requirement.

2) Ethics Training

While Georgia does not currently require all city council members statewide to complete general ethics training in statute, the **state ethics law (O.C.G.A. § 45-10-1 et seq.)** imposes ethics standards, and many cities adopt **mandatory ethics training** by ordinance.

State Ethics Law Key Points

- Elected officials must comply with conflict-of-interest laws, disclosure requirements, and ethical standards.
- Training is not explicitly statutorily required statewide but is strongly recommended and commonly mandated locally.
- The Georgia Government Transparency and Campaign Finance Commission and AGO issue ethics-related training and guidance.

b. Training for Newly Elected Officials are in February and March after taking office. The training covers:

- **Georgia Open Meetings Act**
- **Public Records Act**
- **Ethics and Conflict of Interest**
- **Budget & Finance**
- **Municipal Roles & Responsibilities**
- **Zoning/Land Use**
- **Social Media / Communications**
- **Robert's Rules of Order or Meeting Procedure**
- **Public Safety and Risk Management**

c. Binder or digital orientation packet includes:

- 1) Charter & code
- 2) Current budget
- 3) Recent audit
- 4) Contact directory

City Council Orientation Checklist
Quick Reference for Newly Elected Officials

First 30 Days – Get Oriented

- Read the City Charter and Code of Ordinances.
- Identify the form of government (council–manager, mayor–council, etc.).
- Meet key staff: City Manager, Clerk, Attorney, Finance Director, Police/Fire Chiefs, Public Works Director.
- Learn how the agenda process works and when packets are released.
- Review council rules of procedure (Robert’s Rules or local variant).
- Review the current budget and last annual audit.
- Identify major revenue sources (property tax, sales tax, utilities, grants).
- Ask for a capital improvement plan (CIP) or list of major projects.
- Review ethics ordinance and conflict of interest policies.
- Complete open meetings / open records (Sunshine Law) training.

Next 30–60 Days – Learn Operations

- Tour key facilities: water plant, wastewater plant, city hall, fire/police, parks.
- Understand how water, sewer, and streets are funded and maintained.
- Review major equipment or facility replacement needs.
- Review the comprehensive plan and zoning map.
- Attend a Planning & Zoning Board meeting.
- Learn how rezonings, variances, and permits are approved.
- Meet your economic development or downtown authority.
- Meet with county, regional, and state partners.
- Get contact info for department heads and council colleagues.

Next 60–90 Days – Lead Effectively

- Review strategic or vision plans adopted by council.
- Learn ongoing grants and funding programs (CDBG, ARPA, SPLOST, etc.).
- Identify 2–3 issues most important to your district or the city’s future.
- Establish a citizen contact process (email, phone, forms).
- Review the city’s public communication and social media policy.
- Attend GMA Newly Elected Officials Institute (or state equivalent).
- Join GMA District Meetings for regional networking.

Ongoing Good Habits

- Read every agenda packet before each meeting.
- Treat staff and citizens with respect—even in disagreement.
- Keep personal and public matters separate.
- Remember: Council acts collectively, not individually.
- Focus on long-term community benefit over short-term politics.

Pro Tip: Keep a binder or shared drive folder labeled “Council Toolkit” with Charter, Code, Budget, Audit, Comprehensive Plan, Contacts, and Meeting Rules.

**Receipt & Acknowledgment of Review
Manchester City Council Member Handbook
The City of Manchester, Georgia**

I, _____ hereby acknowledge that I have received a copy of the Manchester City Council Member Handbook.

I confirm that:

1. I have been provided access to the handbook for my review;
 2. I understand that it contains important information regarding council roles, ethical standards, council–manager governance structure, meeting procedures, and applicable city policies; and
 3. I agree to review the handbook in full and seek clarification on any portion I do not understand.
- I further acknowledge that I understand it is my responsibility, as a member of the governing body of The City of Manchester, Georgia, to comply with all applicable provisions contained within the City Charter, local ordinances, and state law.

This receipt will be placed on file with the City Clerk.

Council Member Information

Printed Name: _____

Council Position/Seat: _____

Signature & Date

Signature: _____

Date Signed: _____

City Clerk Acknowledgment

Received by: Angel Fowler

Title: City Clerk Date: _____

CITY CLERK FILING STAMP

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