

Vice President John Hamilton called the meeting to order at 6 p.m. followed by the **Pledge of Allegiance**.

The following Commissioners were in attendance: Julie Farrar, Dave Waddington, Pervis Brown, Dan Kaman (arrived 6:15 p.m.), John Hamilton and Kim Nuesse, 6.

City staff present: Scott Miller – General Services Director, Judy Nagy – Recreation Program Supervisor, Todd Roth – Engineer, Jim Lang – Interim Police Chief, Paul Ricci - Interim Fire Chief, Don Icsman – Law Director, Hank Solowiej – Finance Director, Kelly Kresser – Commission Clerk, Tom Whitted – IT Manager, Deb Leslie – Human Resources Specialist.

Don Icsman said there may have been some confusion about tonight's special meeting, but **the purpose is to introduce the methodology that will be used to rank projects for 2011**. He said there was some thought it would be important for the department heads to be in attendance so they can provide their thoughts and ideas as well as listen to the thoughts and ideas generated by the Commission. Don Icsman introduced Bruce Greenfield, Greenfield & Associates, of Huron, Ohio and said he will be facilitating the planning sessions. He said Bruce Greenfield is a management consultant who has provided diversity and harassment training for city employees and Bruce Greenfield has taught at Capital University and Firelands College.

Bruce Greenfield distributed some materials to use as an outline for the planning process. He said he would like the Commission to identify some of the projects they would like to see worked on and accomplished this year and then use a systematic ranking process to prioritize them. He said a point factor scoring system will be used to implement significant activities aside from normal day to day activities. Bruce Greenfield said he found a strategic plan document prepared by the city on its website and is using the goals listed in it tonight as a starting point for this process rather than beginning with a blank slate. Bruce Greenfield said the first row is for the factors which will be used to evaluate and rank projects.

The five goals listed in the most current strategic plan include: 1) community facilities and services, 2) economic development, 3) housing, 4) land use, and 5) parks, recreation and transportation. Bruce Greenfield said he used these items as column headings for a starting point. He also added columns entitled: 1) generating revenue, 2) reducing operating costs, 3) improving community relations, and 4) serving underserved populations. He said under the factor columns are weights (numbers) which will help to quantify and specify which factors are more important than others. Bruce Greenfield used some key words to define the factors including safety, health/wellness and environment. He said the projects and initiatives will be listed according to what the Commission would like to pursue. He said a total weighted score will be calculated for each project or initiative after the planning session so they can be ranked from most important to least important.

Dave Waddington said the strategic plan information used in the spreadsheet is from 2004 and he believes much of this information has changed or been altered at this point in time because of the budget. He said he understands the Commissioners were to present some goals and objectives tonight for consideration. Dave Waddington said he is worried about 2011 and believes the city is in survival mode and much has changed since 2004. Bruce Greenfield said his intent was to use this information (from 2004) just as a starting point; he said other factors could be used. Kim Nuesse said she believes Dave Waddington is saying we should perhaps start from scratch as the report from 2004 was prepared during better economic conditions. Bruce Greenfield said this was to give the Commission an idea of what the matrix would look like and to be used simply as a starting point. He said as the city begins to look at and evaluate projects, the "factors" should be the criteria to evaluate against. Don Icsman said these were the last public goals and objectives stated by the city and simply show the methodology used to rank projects; all of the data can be altered. Don Icsman said the staff will be offering their comments about their own projects, but the elected officials determine what is most important. Bruce Greenfield said he would like to get this framework in good enough shape to allow time for the Commission to review and then meet again to refine the items.

Bruce Greenfield said there are two important pieces missing including the estimated cost(s). He said focus should be on the merit of the various projects or initiatives at this time rather than the cost. He said there is currently not a column for an advocate/champion/point person for each project who will be doing the research or presenting the case to others and said this will be added at some point in the process.

Dave Waddington said he believes the city is in an emergency state and short-term goals were going to be outlined by the Commissioners for 2011 and then followed up upon by the department heads. Kim

Nuesse said she believes everyone at the table is prepared to bring proposed projects forward for consideration tonight. Bruce Greenfield said this is a good place to start. Don Icsman apologized if he got things wrong.

Bruce Greenfield said he would like to allow each Commissioner to offer projects or incentives they would like to see on the list.

Julie Farrar

- 1) sports complex
- 2) infrastructure improvements – water and sewer service lines from houses to the street or to the city's main line
- 3) the municipal court facility – idea to incorporate City Hall into this facility (or not)
- 4) prepare a cycle or a schedule for street improvements and use schedule for asphalt bidding and other cooperative buying opportunities with other communities
- 5) Huron Park project

Kim Nuesse

- 1) continue with ongoing projects working toward completion rather than adding new ones
- 2) revise the city's mission statement and create a vision statement for the city
- 3) use the assessments currently being conducted to reduce operational costs through implementation of recommendations
- 4) stricter commercial code enforcement
- 5) create legislation for an art district to offer incentives
- 6) work with Erie County Economic Development Corporation as a regional partner for economic development
- 7) create a master plan for the Sandusky Bay Pavilion property
- 8) complete the Paper District marina
- 9) provide creative solutions to help with the conditions of streets and roadways

John Hamilton

- 1) help with the airport idea at NASA for the nuclear test site and help to keep Griffing Airport in the city
- 2) fresh water supply – use as more than just as a source for swimming and fishing
- 3) develop a master plan for the Sandusky Bay Pavilion property
- 4) improvements to the skate park area

Dan Kaman

- 1) implement a plan/budget to pay for projects and initiatives
- 2) place \$1 million in reserve for the west end overpass project for cost overruns; assign a city staff person to work with ODOT
- 3) help to fund ECEDC and provide benchmarks
- 4) seek grant money for a snow machine at Mills Creek sled hill
- 5) adopt a motto, "keep it simple; do the basics exceptional"

Pervis Brown

- 1) generate a dialogue regarding the city hall facility to determine repairs of structural problems or consider relocation
- 2) complete the current activities and projects on the drawing board

Dave Waddington

- 1) fiscal stability for the future city budgets
- 2) community development, especially for downtown Sandusky
- 3) explore the Conestoga program and earmark the Kilbourne plat area
- 4) stricter code enforcement
- 5) improve perceptions about public safety
- 6) continue to upgrade our infrastructure
- 7) improve local government relationships
- 8) create a future strategy for our roads and road improvements
- 9) adopt a plan for combined sewer overflows (CSO's)
- 10) make decisions about city hall relocation or improvements
- 11) grade separation project
- 12) add goals and objectives to the city website for citizen input and review

Julie Farrar said she would also like the city to use Steve Brown, who recently became a Certified Building Official, to help with the many residential and commercial property violations. She said she would also like to see the drug and alcohol-related activities reduced in our neighborhoods. Kim Nuesse said Don Icsman is already working on a plan with Todd Roth for commercial building inspections for next year. Bruce Greenfield said these code enforcement issues might be too detailed at this point in the process.

Kim Nuesse said an initiative was started about how to fund the new payroll stabilization fund.

Dave Waddington said these are all great ideas but it still comes down to having the money to do them. Bruce Greenfield said at some point the city will have to look for grants or find money to fund certain initiatives and the first step is to identify and rank.

Dan Kaman said he would like to hear from the staff as to what they would like to see on this list.

Paul Ricci said service issues are currently being addressed and he feels it is important to know what people want from city personnel as well as what they are willing to pay for services. He said the city needs to talk about its plan for the future regarding emergency preparedness. He said this is a time commitment although it would not take a lot of money to accomplish. Paul Ricci said risk analysis and hazard identification needs to be performed to develop a city-wide plan which meshes with the county, state and federal plans. Paul Ricci said much has been done with regionalized services, but a lot more can be done.

Dave Waddington said the city is working on its water rates. He said local government funding will be diminishing in 2011 and 2012; it is possible after that it may completely go away. He said the school system's local government funding may be reduced by 15% - 20% and this will have an impact. He said the estate tax may also be eliminated which may cost some jobs and/or services. Dave Waddington said he does not want to leave the city in more debt than it was when he started.

Dan Kaman said he and Dave Waddington would like to leave the city in better shape than it was when they were elected. He said the city has a little bit of a surplus right now and he would hope it stays that way. He said as far as the court relocation is concerned, the Judge will be the one who says what he wants done with the money earmarked for the court. He said there have been discussions regarding the relocation of city hall but the city needs to do something to its current city hall facility or decide to relocate. Dave Waddington said he wished they would have listened to former Commissioner Leroy Sizemore when he said city hall should be fixed up and kept where it is/was.

Kim Nuesse said she has heard all year long the city wants basic services that are delivered in an excellent, courteous and timely manner. She said there are department heads in place now that will make sure this is a priority.

Scott Miller said with the current staffing levels, it is difficult to keep things maintained. He said he would like to see the city increase staffing and is one of his main concerns. He said the forestry division is the highest priority for preventative tree maintenance. Dan Kaman said there used to be two crews of four and now the city has one crew of two in forestry.

Dave Waddington said Cedar Point had a successful fall season with Halloweekends this year which has been good for the city. He said we may need to look further into tourism to see if we can enhance it, i.e. by increasing the number of fishing tournaments.

A break was held from 7:05 p.m. – 7:15 p.m.

Dan Kaman asked the department heads to provide their input about projects and initiatives they would like to see for 2011.

Todd Roth said completing existing projects would be at the top of his list. He said a capital projects plan for infrastructure should be developed for the next five years. He said infrastructure improvements should be put together with the planners in mind as funding will be a component (CDBG funding and other grant opportunities). Kim Nuesse asked Todd Roth what the optimal amount of money would be for road resurfacing and Todd Roth said the projects could be prioritized and then moved forward according to their cost(s), but he really could not put a number on this.

Dave Waddington said he would like to see a plan for the combined sewer overflows (CSO's) as they relate to street improvements. Todd Roth said economically, it was not feasible to separate the sewers

and it all comes back to the CSO's. Dave Waddington said storm water management is also an issue and is currently being worked on.

Jim Lang said the purchase of police vehicles was the biggest item on his list. Safety service departments always need more manpower but he knows this is not in the budget. Jim Lang said the city needs to look into a new video system for the police cruisers as well as new radios and new computers for the cruisers. He said the current video system is five years old and the warranties will be running out soon. He said the rest of the area police departments are using touch screens and grant monies will be explored for this purpose. He said the radios are being switched to multi-band and narrow banding and a digital system; the Erie County Emergency Management Agency is pursuing grants for this. He said he would also like to see additional training provided for the police officers.

Paul Ricci said the grade separation project will offer some operational opportunities for the Sandusky fire department. He said technology needs to be embraced and thinking outside of conventional means to serve the community with respect to rescue response. Paul Ricci said just about anything can be done, but the issue is how quickly.

Tom Whitted said the city's computers and software technology needs to be updated. He said the city has computers and systems that are over ten years old which need to be replaced.

Scott Miller said the window replacement for city hall should be considered. He said the city service center roof will need to be replaced or repaired and this will not be cheap. He said he would like to see the city stick with the current vehicle replacement schedule.

Judy Nagy said she would like to see employees have more community relations and better involvement with the public. She said she would like to see the city partner with organizations that can help with different issues such as housing, aging, etc. She said 25% of the population will be considered senior citizens by the year 2015. Judy Nagy said she would like to see a market plan developed for the city to help sell the community.

Deb Leslie said she believes these sessions are good means of communication between employees, citizens and the elected officials. She said she would like to see more large events take place here like fishing tournaments and the REV3 triathlon. She said there are great employees working in the safety service departments for the city.

Pervis Brown asked the department heads to provide their 'wish list' of priorities to the city manager so these can be reviewed.

Kim Nuesse said there has been discussion regarding a capital budget for the city and Don Icsman said this is being done with the current budgeting process and through these planning sessions. Hank Solowiej said he has heard tonight that the city should finish some of the projects currently being worked on, but he would like to see them defined, with numbers or dollar figures, as some may not be realistic. Kim Nuesse said over the past years there has not been a replacement schedule and the city's equipment needs to be sustained and money needs to be set aside for repair and/or replacement. Dan Kaman said he would like to see an executive summary of the projects.

Kelly Kresser said she has been exploring the new technology available for digital recording, video streaming, web based agenda creation and recordkeeping. Kelly Kresser said she has met with representatives from two different companies and has received cost proposals. She said items can also be chosen ala carte to improve technology and communications at city commission meetings. She said one concern that has been identified is every employee who uses a computer has a different skill level and would like to see training provided to get everyone to a minimum level of skill. She said if the city switches over to one of the systems available, employees will be trained to use it, but the 'basics' need to be developed first. Kelly Kresser said she has also looked at creating interactive pdf forms online and for a small investment, this could be done for us locally rather than training a city employee and trying keep up with it. Kelly Kresser said she would like to see the website updated with a web-based content management program which is more user friendly than the current software being used. She said employees can be given different permission levels to manage their own information. Dan Kaman said for the first year on the job, she (Kelly) is doing great.

Don Icsman said the staff reductions have affected the level of service and are frustrating. He said 95% of the workforce is doing so much with very little, but still cannot do it all. Don Icsman said his relationship with the legislative body is very important and will be important for anyone serving as the city manager. He said there is damage done to this position when it is not given the respect it should

get. Don Icsman said he does not believe it would be prudent to put money aside for the west end overpass project unless we are asking for changes. He said as far as code enforcement issues, the city is moving in the right direction by adding commercial inspections and Steve Brown has already been performing some of these inspections. Don Icsman said the city does need to make a commitment with city hall and whether it is going to stay where it is currently or be relocated. Don Icsman said the city used to have strategic planning or capital projects planning, but this (special session tonight) is a good process whether or not there is money available.

Dan Kaman asked Jason Singer, Sandusky Register, if he had any comments or goals he would like to see for the city. Jason Singer said he is not prepared to speak tonight, but appreciates being asked.

Bruce Greenfield said at some point in life, everyone has made a decision about where they would like to live. He said when choosing a place to live, one has to look at what things are most important to them, i.e. access to shopping, bus routes, parks, city services, etc. Bruce Greenfield said tonight's process is similar in analyzing and then communicating information to the citizens and employees. He said there are a lot of things listed and would like to see the city to next define the criteria to be used to evaluate each project. The city will then need to put weight factors on each item and is the next big task. Bruce Greenfield said nothing is unimportant but there is a limited budget and a short timeframe. He said the fundamental question in operations is "what do I do next and what steps should I take to realize my goals".

Dave Waddington asked if an email listing the results would be sent to the Commission next and Bruce Greenfield said he would send this to each of the Commissioners through the clerk, Kelly Kresser.

Julie Farrar thanked Bruce Greenfield and said all of the things discussed tonight are very important. She said out of the ten department heads here tonight, seven of them identified technology at the top of their list.

Dan Kaman said the next meeting will be scheduled through the city manager and clerk.

At 8 p.m., Dan Kaman announced adjournment of the special session.

Kelly L. Kresser
Clerk of the City Commission

Daniel J. Kaman
President of the City Commission