

**John Hamilton called the meeting to order** at 5 p.m.

The clerk called **the roll** and the following Commissioners responded: Jeff Smith, Pervis Brown, John Hamilton, Diedre Cole, Wesley Poole and Keith Grohe.

**City staff present:** Todd Roth – Engineer, Jim Lang – Interim Police Chief, Paul Ricci – Fire Chief, Scott Miller – General Services Director, Don Icsman – Law Director, Nicole Ard - City Manager, Hank Solowiej – Finance Director and Kelly Kresser – Commission Clerk.

**Upon motion of Wesley Poole and second of Pervis Brown, the commission voted to excuse Julie Farrar. The President declared the motion passed.**

Nicole Ard said this special meeting is a continuation of the meeting held on March 10 and to continue discussions about creating a **balanced scorecard, vision and mission statement** for the City of Sandusky.

The commissioners were asked to describe how they would like Sandusky to look in the year 2022 with the following points noted:

- Less/no crime and reduction of drug activities
- Development of the former coal docks
- Increased population
- Better neighborhoods
- Multi-modal facilities (for bicycles, pedestrians and vehicles)
- Neighborhood parks
- A vibrant downtown
- Upgrade in the existing housing stock
- Improved infrastructure
- Sewer and water sales with other entities
- Upgrade and continuous improvement to services provided by the city
- Improved infrastructure
- Homogenous community
- Attract new jobs
- Expand tax base
- Address the Hispanic population needs

The commissioners were asked to express the common themes they have heard which included: citizen safety, improved services, quality of life/neighborhoods, economic development and marketing. Some of the ideas to get us to the year 2022 included:

- Assessment
- Develop the necessary revenues to pay for effort
- Obtaining citizen feedback
- Learning to market the city
- Attraction of a “Gem” store
- Help to better the city’s reputation and work better/easier with businesses
- Work better with the citizens
- Review laws (i.e. zoning) as they pertain to making the city a better place to live
- Not running businesses out of town with out-of-date or old laws
- Express what the city “can do” rather what it cannot do
- Make use of the bayfront and fresh water as assets
- Maximize our capacity with other assets (i.e. plant)

The categories identified for improvement are: quality of life, community development, safety, economic development, city employee development and support, environmental sustainability and sustainability for city operations.

Language in the city’s mission statement should include:

- Prosperous (with a sense of ‘community’)
- Framework for team
- Inclusion of public and private sector
- Economically advanced community which is self sustainable
- A safe city with good jobs and services

Nicole Ard provided a draft of the city's vision based upon the input received thus far as: *Providing a framework for public/private partnerships to create a prosperous and economically viable community with a sense of place and pride. The mission of the city is to make Sandusky the best city in America through improved services, effective stewardship and management of public dollars and infrastructure.*

Nicole Ard then provided a recap of the meeting held with the department heads concerning the vision for Sandusky. The staff identified:

- Downtown development
- Revitalized storefronts
- Development of the Keller Building
- Working with retailers
- Creating a walkable town with shops
- Bringing people downtown and having family and recreational activities and events
- Providing a shuttle to Cedar Point
- Coordinate the downtown redevelopment and direction
- Market the city (for attractions and activities, downtown destinations and festivals)
- High tech industry to attract new people and youth
- Revitalize with help of shared services (IT, training, water services, joint purchasing, etc.)
- Senior activities and services and expansion of the tax base

A break was held from 6:15 p.m. until 6:25 p.m.

Nicole Ard said the departments were previously asked to identify their top priorities and these included:

#### **Information Technology – TOP PRIORITIES**

Cell tower leases  
Phone contracts  
Computer upgrades  
FCC relicensing  
Printing contract  
Saving money while increasing revenue  
Resolve dispatch issues

*Challenges for the IT division are politics, manpower and time. They will need assistance from outside consultants, commission liaisons and additional manpower.*

#### **Fire Department – TOP PRIORITIES**

MDT's – dispatching software, CAD  
Accreditation beginning in April  
ICMA recommendations

*Challenges for the fire department are funding and availability of grants, politics and the time necessary to go through processes.*

#### **Planning, Engineering & Development – TOP PRIORITIES**

Street repairs  
Reduced CSO's  
Expanded water  
Building renovations and plans

*Challenges for the Department of Planning, Engineering and Development include money, staffing, cooperation between the county and the city and a change in direction. Support from other departments as well as the EPA are necessary to complete the items identified as priorities.*

#### **General Services – TOP PRIORITIES**

Vehicle replacement  
Regionalize fleet services  
Reorganize horticulture services group with recreation to reduce operating costs

*Challenges for general services include money, time and people/staffing. For some items identified, assistance will be needed to write bid specifications. Assistance from other governmental entities will also be necessary.*

**Human Resources – TOP PRIORITIES**

Contracts  
Insurance  
Police chief recruitment  
Revision of civil service rules

*Challenges for the human resources department include money, cooperation and direction from the city commissioners, assistance from committee and commission members and time. Assistance will be required from other department heads, the commissioners and the members of the city's benefits committee.*

**City Commission Clerk – TOP PRIORITIES**

New Netbooks for the city commissioners (training and assistance)  
Job sharing/cross training

*Challenges for the clerk's office are the continuous change in leadership through elections, money and buy-in from the elected officials. The city commissioners and city manager are part of the solution to accomplish priorities.*

**Police Department – TOP PRIORITIES**

Revamp the report writing room  
Make a safe records retention area with bullet proof glass  
Upgrade (repaint) several offices  
Purchase SUV's  
Accomplish promotions and hire new officers to replace retiring officers

*The major challenge for the police department is money. Assistance is needed from the city manager, the commissioners and staff in the finance department to accomplish goals and priorities.*

**Upon motion of Wesley Poole and second of Pervis Brown, the commission voted to adjourn the meeting at 7:25 p.m. The President declared the motion passed.**

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Kelly L. Kresser  
Clerk of the City Commission

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John F. Hamilton  
President of the City Commission