

John Hamilton **called the meeting to order** at 9 a.m.

The following **Commissioners were in attendance**: Wes Poole, Keith Grohe, Jeff Smith, Julie Farrar, Pervis Brown, John Hamilton and Diedre Cole.

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

**Jerry Garrett facilitated a brainstorming retreat** with the city commissioners and administrative staff members of the City of Sandusky. An initial exercise in communications provided those in attendance with the ability to recognize each person is a unique individual and that people conduct themselves in different ways and bring individual thoughts and ideas to the table. There are also a wide range of cultural influences which affect a person's perceptual orientation and cause self-centered reactions or other-centered responses.

Jerry Garrett led a discussion about how the city's public meetings are structured and how they relate to the Open Meetings Act and the city commissions' Rules of Order. Prior to this special session, Jerry Garrett said he met with each of the city commissioners individually to ascertain what expectations they have and the common expectations include:

- Working together – airing things out
- Communication – amongst each other, the charter officers, staff and citizenry
- Public safety
- Development
- Project prioritization
- Airing things out
- Operational plans
- Audience participation
- Improving services

The charter officers also provided their expectations and these were as follows:

- Project prioritization
- Communication between city commissioners, charter officers, department heads and other employees
- Audience participation

There are numerous organizational perspectives as identified by the city manager:

Customer:	Is the city meeting citizen needs? Is the organization delivering the services the community wants?
Internal Business:	Focuses on critical operation(s) that enable them to satisfy citizens Can the organization improve upon a service by changing the way a service is delivered?
Financial:	Focus on how to meet service needs in an efficient manner Is the service delivered at a good price?
Learning & Growth:	An organization's ability to improve and meet citizen demands ties directly to our employees' ability to meet those demands. Is the organization providing employees with the training, technology and proper work environment to enable the success?

Nicole Ard provided an overview of the balanced scorecard initiative which would be a method to continually track what the city staff is doing and how well they are performing. She said it would be valuable to conduct a community survey which would provide relevance to what is being done by the employees working for the City of Sandusky.

A lunch began at 11:55 p.m. The special session resumed at 12:35 p.m.

Jerry Garrett outlined the role of the President of the city commission who is responsible for conducting the meetings, attending and representing the city at other meetings, representing the city at ceremonial functions, responding to the media and working with the commission to understand the vision and direction of the city. The role of the city commissioners is to make decisions, understand constituent issues, allocate resources, develop policy, represent the city, deliberate with fellow commissioners about proposed legislation and to adopt a budget. There was discussion about the role of the press and the city's relationship with the local newspaper.

The top ten projects, as identified in 2011, were recapped and included: the west end overpass, completion of the paper district marina, cleaning up neighborhoods, repairing streets, furthering the master plan process for Lions Park, improving code inspection/enforcement efforts, improving public safety, fund and benchmark for the Erie County Economic Development Corporation, improve water and sewer service lines and to enhance tourism opportunities.

Moving forward, the city should update its vision and mission statement.

The group was divided into two teams and asked to determine the next steps for development and include its impact on future planning, customers, internal business, finances, etc. with the following results:

#### Customers

- Strengthen access and involvement
- Expand recreation/connectivity
- Preserve our culture and natural resources
- Help to reduce crime (block watches, curfews, legislation)
- Develop goals and a mission statement for the organization "overall"
- Put the focus back on customers/residents
- Use scorecards to track how well we are doing
- Use of internet and intranet

#### Internal Business

- Enhance emergency preparedness
- Provide consumer responsive services
- Improve communications (internal and external)
- Staff and logistical support
- Provide training for all city departments and employees
- Look at the number of employees
- Empower the employees to problem solve and troubleshoot issues as they occur
- Inter-organizational communication
- Use of internet and intranet

#### Financial

- Maintain fiscal strength
- Invest in infrastructure
- Deliver efficient service

The special meeting was adjourned at 2:55 p.m.

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Kelly L. Kresser  
Clerk of the City Commission

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John F. Hamilton  
President of the City Commission