

CITY OF HURON: VISION 2020

To serve the residents, businesses and visitors of Huron by providing the finest and most responsive City Government in the State of Ohio today and tomorrow.

MISSION

The City of Huron will pursue the establishment of the most efficient public service policy, by encouraging participation in its development and demonstrating an ability to utilize innovation and creativity to deliver service of the highest quality.

CITY OF HURON: VISION 2020

- 1.) **A Commitment to Sustainable Community & Economic Development:** declining revenues pose a significant threat to the city's ability to maintain current service levels. This economy, particularly the regional unemployment level, cannot support an increase in the local tax liability. Therefore, the city will promote policy designed to distribute the current tax burden across a larger volume of taxpayers. Retention, expansion and recruitment efforts will benefit through a combination of planning, infrastructure improvement projects, development incentives and marketing exposure to create new employment opportunities needed to support local growth.
- 2.) **An Established Superior Quality of Life for Citizens and Visitors:** service delivery founded upon the desire to be the best municipal government operation creates a distinguished image for the city needed to retain and draw residents, businesses and visitors to the community. Building upon current programs and infrastructure to enhance quality of life is necessary to build a brand for the city.
- 3.) **The Provision of Financial Security and Clear Accountability:** the ability to safely meet obligations and create sound public policy is grounded in the availability and management of scarce resources. A clear and accurate statement of current municipal revenues and expenditures, as well as an understanding of future financial circumstances, is essential to the establishment of a superior public service organization.
- 4.) **The Responsibility for Outstanding Public Service Delivery:** the city is, at its core, a business and is completely dependent upon its various constituents for long term sustainability and success. In recognition of this fact, the city considers its constituents as its customers -- consumers of public goods and services. Policies promoting customer service, safety, security, prudence and excellence will be adopted to ensure this responsibility is met. Excellent service delivery demands excellent customer service.
- 5.) **Prudent Planning and Execution of Long Term Capital Infrastructure Improvement:** understanding the general condition of the municipal "plant" (buildings, grounds, streets, bridges, sidewalks, equipment etc.) is imperative to success and progress into the future. A proper capital inventory, maintenance and replacement schedule will prudently guide the allocation of resources and contain future costs. A commitment to the city's capital infrastructure planning will also enhance quality of life and establish new development opportunities over time.
- 6.) **Utilization of Innovation to Ensure Continuous Process Improvement:** the comprehension of new methodologies and employment of new technologies to deliver traditional public service will promote a consistent review of the current process and mandate consistent evolution and improvement.
- 7.) **The Incorporation of Deliberative Regional Partnership:** the city supports partnership with other agencies to deliver public service wherever possible. However, it also recognizes certain partnerships will advance a regional benefit more effectively than others. As such, it reserves the right to focus attention on those regional partnerships encouraging the most positive impact to Huron.

A Commitment to Sustainable Community & Economic Development

- Request proposals for professional services associated with the delivery of a Master Plan outlining future development throughout the city
- Inventory properties well situated for potential acquisition and redevelopment needed to increase retail services in the community
- Present options for North Main Street redevelopment to support increased volume of traffic associated with the Huron River Boat Launch
- Promote the development of Lake Erie Blvd.
- Review and recommend updates to the Revolving Loan Fund
- Research partnership between the city and BGSU Firelands for Economic Development opportunities
- Support the Erie County Commissioners in their pursuit for the dedication of federal resources in support of an expansion at NASA Plum Brook
- Implement and complete CORF grant award for demolition and remediation of ConAgra property
- Establish development guidelines needed to transition the former ConAgra parcel into a viable waterfront asset; recruit private investment to return the property to the marketplace
- Review financial commitment to ECEDC and reassess options for economic development support for the city
- Research options for marketing the Corporate Park, Sawmill Parkway, the Old Plat and waterfront areas of downtown and various parcels throughout the city
- Recommend strategies to the Council for acquisition and remediation of dilapidated structures
- Present legislation to Council to establish Community Reinvestment Areas No. 3, No. 4 and No. 5
- Review municipal operational costs for potential improvement to support cost reductions
- Research the potential to utilize alternative and new energy technologies to reduce utility costs: public lighting, heating and cooling of public buildings; implement plans to reduce the cost of utility service within the city
- Recommend electric aggregation policy for municipal consumers
- Explore regional collaboration for the delivery of water
- Review the Huron Sewer Monitoring District and relationship with Erie County for sewer service
- Establish business retention and expansion program; inventory all local businesses and total employment statistics to benchmark program success
- Provide superior legal counsel to council and administration
- Provide legal oversight in the creation of master plan for downtown revitalization and development

- Promote and explore municipal funding opportunities for business
 - grant applications, Local, State and Federal
 - revolving loan fund
- Provide the legal oversight necessary to create three additional Community Reinvestment Areas
 - streamline the process for CRA participation and provide technical assistance to applicants
- Continue work with local organizations needed to support the provision of informational publications for residents and visitors

An Established Superior Quality of Life for Citizens and Visitors

- Establish a series of surveys for completion by the community to better gauge customer satisfaction with general services provided and a basis to make future improvements
- Manage the new municipal website to promote a better understanding of municipal operations; utilize variety of online social media to disseminate important information to a new and larger audience
- Work with Parks & Recreation Division to select a professional firm to complete a master plan for Fabens Park and Nickel Plate Beach and implement recommendations to improve each facility
- Research a new municipal map function for community distribution and inclusion on the website; include annual report within the map
- Present electric aggregation program for Council action to reduce local consumers' utility costs
- Provide more efficient water operation
- Inventory city sidewalk infrastructure; review current conditions, maintenance needs and future expansion areas and initiate annual improvement schedule
- Ordinance review
 - a comprehensive review of all municipal ordinances to ensure that the City is operating in the most efficient and current way.
 - ensuring that all ordinances are equally applied in every circumstance.
 - staying current on recent trends and changes in the laws which affect the day to day operations of the City.
 - promote a public resource tool to assist in the understanding of the ordinances and how a specific ordinance applies in a citizen's day-to-day existence.
- Promote safety and security for all residents and visitors of the City.
 - impact studies of what are residents are concerned about; what do they want to see change
- Increase visibility of the law department in the community
 - promotion of a city ombudsman program for the availability of free mediation services for civil entanglements
 - promotion of domestic violence outreach in the community utilizing civic and religious organizations

- partner with school to participate in “law day” program
- Continue to improve and develop communication with the public through the website and/or article submissions to keep the public informed of City issues and projects
- Develop surveys utilizing website features to capture public opinion on quality of life issues.
- Continue to work with local organizations for the provision of informational publications for residents and visitors.

The Provision of Financial Security and Clear Accountability

- Prepare application for Government Finance Officers Association’s *Distinguished Budget Awards Program*
- Update and improve budget presentation format, access, narrative, definition
- Reconcile all outstanding non-compliance issues with Annual Audit report
 - Balance estimated resources with actual receipts
 - Maintain appropriate balance of estimated resources to project expenditures
- Oversee and direct the inventory of capital equipment by department; prepare short-term replacement program; initiate review for future/long-term needs
- Oversee and direct the inventory of capital infrastructure, by function, throughout the city; prepare long-term priority list
- Establish capital replacement and reserve funds by departmental responsibility and establish scheduled execution
- Identify long-term payroll liabilities and fund with departmental resources on an annual basis
- Project surplus funds and recommend appropriate distribution to the following areas: capital, economic development, planning, health care, debt and long term liabilities
- Utilize local paralegal programs to provide assistance to the legal department
- Review and improve central purchasing function; research opportunities to utilize existing software to closely manage projects; research options to streamline payroll function; establish training at all levels of operation
- Ordinance review to determine applicability of all revenue based code sections; evaluate with individual departments to proactively protect economic resources
- Continue to improve and implement the posting of information on the City’s website to provide clear accountability of public records.

The Responsibility for Outstanding Public Service Delivery

- Continue to work with Council to set goals and objectives; connect each level of the organization to the goals
- Implement uniform personnel evaluation program based upon management by objectives
- Institute first phase of merit compensation program
- Recommend redistribution of discretionary compensation programs to support merit program
- Establish clear and measurable statistics to define performance evaluation

- Increase training budgets to ensure excellent customer service, safety and value
- Promote safe working environment for all departments; ensure that necessary regulations are in effect to protect the overall liability of the City of Huron
- Increase visibility of the law department in the community
 - Promotion of a city ombudsman program for the availability of free mediation services for civil entanglements
- Continue to improve and develop communication with the public through website and/or article submissions
- Continue to improve and implement the posting of information on the City's website to provide clear accountability of public records.
- Develop surveys utilizing website features to capture public opinion on quality of life issues.
- Continue to work with local organizations for the provision of informational publications for residents and visitors.
- Development of a Records Retention schedule for each Department
- Development of a filing system to correspond with Records Retention Schedules.

Prudent Planning and Execution of Long Term Capital Infrastructure Improvement

- Draft request for proposals from qualified firms to direct the identification of infrastructure improvements
- Provide legal oversight in negotiation of capital acquisitions and contracts for capital improvement
- Coordinate efforts with bond counsel to strengthen the City's financial position

Utilization of Innovation to Ensure Continuous Process Improvement

- Direct review of snow maintenance program
- Exploration of unique grant opportunities to enhance legal department
- Utilize local paralegal programs to provide assistance to the legal department
- Contract review – organization and evaluation of all existing contracts to allow for a seamless management of obligations without incurring unnecessary expense through automatic renewal provisions
- Routinely focus on individual department reviews to determine use of law department and assess need for additional oversight
- Development of a records retention schedule for each Department
- Development of a filing system to correspond with Records Retention Schedules

The Incorporation of Deliberative Regional Partnership

- Research options and coordinate with neighboring agencies for improved regional dispatch service delivery
- Present alternatives to expand refuse and recycling program and include relevant options in an RFP for next contract cycle (2012 - 2013)
- Collaborate with regional local governments and public agencies to establish new wholesale water agreements needed to drive utility costs down
- Work with Erie County to promote development opportunities associated with the NASA Plum Brook facility
- Coordinate with local agencies to implement a regional approach to pending changes with storm water management, as directed by the OEPA
- Continue to work and develop Human Resource program with Erie County
- Continue to work and develop with Huron Township and City Schools to promote the most effective and efficient Fire, Ambulance and Police emergency services
- Coordinate with Erie County Auditor, GIS Coordinator, to accurately inventory infrastructure, property and relevant community land marks for future development
- Work with Erie County Regional Planning, Erie County Economic Development and other regional development offices to secure the best development representation for the city

A Commitment to Sustainable Community & Economic Development

- Monitor service requests to ascertain most feasible deployment of manpower
- Review impact of Fire Service regulations concerning zoning code
- Communicate and Coordinate building plan reviews with Building Department
- Analyze possible return of zoning responsibility to Fire Chief

An Established Superior Quality of Life for Citizens and Visitors

- Continue Fire Prevention programs, including general fire inspections, fire suppression and detection system testing, home safety inspections, foster home inspections
- Analyze a possible expansion of Fire Safety Education to include an “all Hazard” safety module
- Research a modernization of Fire Prevention Week activities
- Develop and distribute a Huron Fire Department brochure
- Evaluate and develop a citizen’s Academy
- Within three years the department will have pre-planned 100% of the target hazards and critical infrastructure within the Community.
- Continue building community citizen emergency responders to assist with public education, community events, and emergency assistance.

The Provision of Financial Security and Clear Accountability

- Review service contract with Township with projected revenue changes
- Increase employee knowledge of funding sources
- Research alternative EMS billing companies to obtain increased revenue
- Monitor fire levy revenue, seek increase when absolutely necessary
- Maintain percent of expense budget as surplus
- Publish the Department budget for all employees
- Ensure individual responsibility and accountability for our budget
- Ensure the use of proper purchasing practices
- Educate employees on the budget process
- Ensure new programs are properly funded:
- Identify the total cost for new programs;
- Identify the funding source for new programs; and,
- Actively educate the policymakers and the community regarding the need for and benefit of the new program.
- Hire a Grant writer, on a contingency basis, to locate and secure grants

The Responsibility for Outstanding Public Service Delivery

- Review ISO analysis for possible adjustment when ISO establishes changes to point award system
- Increase use of CAD records management when available and feasible
- Analyze potential of a Full-time, 40 hour Chief
- Continues emphasis on training for all hazards
- Create a succession plan for senior officers
- Leadership Succession Planning

Through education, training, and leadership opportunities, the fire department strives to develop the next generation of department leadership. As we look forward, we have identified future leadership vacancies, and encourage employees to use the available opportunities and resources to gain the knowledge and experience necessary for promotion. The Fire Department has many talented, motivated and dedicated people, and our goal is to ensure they are ready to compete for each position in the department, up to and including Fire Chief. This is accomplished through leadership training, assignment rotation, and a continued emphasis on formal education.

Prudent Planning and Execution of Long Term Capital Infrastructure Improvement

- Inventory all capital assets
- Replacement plan including vehicles, protective equipment, building requirements
- Develop a maintenance and replacement schedule for fire department facilities, to include roofing, HVAC systems, flooring, paint, appliances, and other capital items.

Utilization of Innovation to Ensure Continuous Process Improvement

- Maintain partnership with local instructional institutions for recruitment
- Emphasize continued use of technology in daily duty
- Review the Department Policies, Procedures, Rules, and Regulations and update to reflect how we currently do business. Once reviewed and published, all staff should be updated on any changes; supervisors and managers should ensure consistent application.
- Ensure all Policies and Procedures are in one document while Rules and Regulations are in another document;
- Ensure the Fire Chief approves additions and revisions;
- Ensure proper publication of the documents;
- Provide formal training for staff on the new documents

The Incorporation of Deliberative Regional Partnership

- Facilitate dispatch merger
- Look to surrounding communities for automatic mutual aid contracts
- Continually evaluate local fire service partnerships to identify and eliminate service duplication, reduce service costs, and provide more efficient and effective fire and life safety services to the community.
- A new computer aided dispatch will greatly enhance emergency operation in the field, and improve interagency coordination and cooperation. This new technology will provide for automatic vehicle location, allowing the closest available resource to be dispatched to the emergency. It will provide greater reliability, field reporting, and has great potential to reduce service duplication.

A Commitment to Sustainable Community & Economic Development

- Work with City Administration on development projects
 - Analysis of safety/security of projects
 - Identify traffic problems/concerns of development projects
- Seek funding opportunities for expansion of current and future services of department
- Carefully plan budget to meet the needs of the community and department
- Attend meetings, planning sessions or other relevant communications to have an active role in the future development of the City of Huron

An Established Superior Quality of Life for Citizens and Visitors

- Increased professionalism and integrity of personnel through accountability measures
- Community Policing philosophy emphasized among all personnel
- Continued review of services to ensure safety needs of community are being met
- Analyze traffic patterns, intersections and thoroughfares for potential improvement and additions
- Monitor and analyze neighborhoods, parks and businesses to potential security threats
- Continued cooperation with the Northern Border Initiative for border safety/security
- Continued presence on the Huron River and Lake Erie by way of the Harbor Patrol Boat.

The Provision of Financial Security and Clear Accountability

- Closely monitor new revenue streams for potential impact to operation
- Implement expenditure liability to meet long term compensation benefits (Employee Sick Leave Payout)
- Maintain percentage of expense budget as surplus
- Create sinking fund, and annual cost, for capital equipment and projects

The Responsibility for Outstanding Public Service Delivery

- Modernization of policy & procedure manual to maximize service delivery
- Increased professionalism and integrity of personnel through accountability measures
- Community Policing philosophy emphasized among all personnel
- Enhancement of web site for greater interaction with public
- Continued professional training for all personnel
 - Free/low cost online training opportunities
 - In-house training by qualified personnel
 - Regional training opportunities with area LE agencies

Prudent Planning and Execution of Long Term Capital Infrastructure Improvement

- Submission of annual capital request as part of the operational budget in the fall of each year
- Replacement schedule implementation for equipment and capital items
 - Cruiser acquisitions
 - Portable and mobile radios
 - Computers and related technology
- Seek opportunities for long and short term savings opportunities
 - Regional partnerships
 - Shared purchasing

Utilization of Innovation to Ensure Continuous Process Improvement

- Quarterly review of planning objectives and reconcile missed targets
Notes of goals met and objectives used to attain
Notes of goals missed and corrective measures to take for completion
- Use of new technology for tracking activity and personnel
- Use of new technology to work with other departments for better service delivery
- Seek grant funding opportunities for equipment and personnel
- Enhancement of web site for greater interaction with public

The Incorporation of Deliberative Regional Partnership

- Work with administration and Council to develop useful regional partnerships
- Continue cost savings through dispatch
Pilot program continuation
Reduced overtime costs
No reduction in service delivery to residents and visitors
- Continue to seek contract with Huron Township for Police School Resource Officer
- Regional training opportunities with area LE agencies

A Commitment to Sustainable Community & Economic Development

- To Promote an Avenue for Local Business' to bring their disputes for a quick and equitable resolution.
- Seek funding opportunities for expansion of current and future services

An Established Superior Quality of Life for Citizens and Visitors

- Provide safe and secure Court Facilities
- Probation for Monitoring and Rehabilitating Defendants
- Consistent Sentencing of Defendant to deter crime
- Re-Establish warrant sweep in conjunction with all outside agencies
- Closely monitor all Court Ordered Treatments for Defendants
- Promptly implement changes in administrative procedures required by the State Supreme Court and the administrative office.
- Ensure that elapsed time to dispose of cases complies with National Standards
- Protect the integrity and confidentiality of case files
- Track the clearance rates of cases to ensure that the court is not producing a back log of unheard cases.
- Ensure that citizens are not unduly inconvenienced through jury selection.
- Work with the ADAMS Board regarding the best use of the Indigent Alcohol Funds available for use to indigent defendants
- Provide presentations on how the judicial branch serves as a check of the powers of both the executive and legislative branches and how a court operates to improve the public's understanding of the law and the legal system
- Increased professionalism and integrity of personnel through accountability measures

The Provision of Financial Security and Clear Accountability

- Implement and monitor Budget Closely
- Seek new grant opportunities for the court
- Re-Apply for the JAG grant to help offset costs associated with the Probation Department
- Continue to send all overdue fines and costs to Collections for help in securing payments
- Reconcile Monthly all Court activity and report to Council
- Actively seek & monitor all Accounts Payable (ie. Warrants, fines outstanding)
- Comply with reporting requirements and established schedules for reporting to the Supreme Court of Ohio, the Bureau of Motor Vehicle and the Bureau of Criminal Investigation and
- Ensure that payments are collected and distributed within established timelines, including restitution to victims.
- The court will annually report on and electronically publish trends, workload, emerging issues and budgetary statistics
- To ensure that the Court continues to be self-sustaining as to not be a drain on taxpayers and the General Fund

The Responsibility for Outstanding Public Service Delivery

- Post more Court Forms on the website
- Youth Court Program
- Compete Research and incorporate increased convenience by accepting payments via the internet
- Improved Customer Trust and Confidence through court surveys
- Ensure that Justice is delivered to the general public in an accessible manner, expeditiously and fairly.
- Disseminate information to the public timely regarding the court programs and operations
- Customer Training for personnel to ensure that all court personnel are courteous and responsive to customers
- Ensure that calls are answered promptly and courteously
- Ensure that cases are filed timely and accurately
- All public requests for information are answered or resolved within 2 working days

Prudent Planning and Execution of Long Term Capital Infrastructure Improvement

- Continue to collect for the Court's Capital Projects Fund so that in the event a capital item is need by the court, we will not need to use General Fund monies.
- Continue to collect for the Court's Computer Fund so as not to be a drain on the General Fund
- Continue to work with Erie County regarding the use of Video Arraignment to decrease the risk of transporting prisoners and costs for transport
- Study the cost effectiveness of this video arraignment equipment as to whether we can incorporate this with presentation equipment for the Council Chambers

Utilization of Innovation to Ensure Continuous Process Improvement

- Maintain & Update website for easier access
- Upgrade the court recording system and computer system
- Complete Research involving video arraignment to determine costs effectiveness

The Incorporation of Deliberative Regional Partnership

- Quarterly meetings w/ Erie County, Sandusky, Vermilion and Norwalk Municipal Courts.
- The Court Clerk to continue to complete the Supreme Court of Ohio's State Court Management Certification Program
- The Court Clerk to continue to stay active in the Ohio Association of Municipal Court Clerks Association (presently on board)
- The Judge to continue to stay active in the Ohio Judges Association

A Commitment to Sustainable Community & Economic Development

- Develop plans for connecting pedestrian trails within the city.
- Develop a park master plan for redevelopment that will address short term operations/maintenance and recommend long term solutions.
- Work with existing businesses and the Chamber of Commerce to partner for existing and new special events and programs.
- Continue to review and improve all community recreational programming.
- Provide thorough planning, training, and implementation of a clean, safe, and aesthetically pleasing environment within our parks and community for leisure enjoyment by citizens and visitors.
- Continue to pursue opportunities to link the community to available commerce and recreational areas, thus promoting a sustainable health and wellness to our citizens and business associates alike.

An Established Superior Quality of Life for Citizens and Visitors

- Continuously improving river and lakefront properties for both residents and visitors.
- Review and update current safety policies and procedures.
- Create and analyze web based customer service surveys.
- Implement a weekly physical and visual safety check list for our parks and community, thus promoting pro-active prioritization and implementation of our service resources.
- Pursue avenues to link our parks with our community by promoting Fabens Park with seasonal playground, sports, and creative activity programs.
- Improve areas of the community of high visibility through the implementation of routine maintenance.

The Provision of Financial Security and Clear Accountability

- Continue adding monies to carry-over fund for long term projects.
- Identify all potential grant sources for future projects.
- Implement new revenue streams from existing programs or special events.

The Responsibility for Outstanding Public Service Delivery

- Establish and monitor customer survey forms and implement policies to improve service delivery and record measurable statistics of customer satisfaction.
- Analyze the cooperation and support system within our three departments.
- Establish a weekly/monthly public safety checklist.
- Analyze our part time staffing for weekends and holidays.
- Continue to set, plan, and monitor annual goals and objectives to meet community opportunities and needs.

- Analyze the potential for a part time volunteer coordinator/clerical employee to recruit and organize volunteers at community events, track daily work orders, and compile information to be analyzed by manager.
- Analyze potential use of full time maintenance workers to offset annual work load and provide more efficient citizen service.

Prudent Planning and Execution of Long Term Capital Infrastructure Improvement

- Establish and follow proper guidelines for maintaining and updating current 5-year capital budget.
- Submission of annual capital request as part of our operational budget each year.

Utilization of Innovation to Ensure Continuous Process Improvement

- Expand regional Parks & Recreation meetings and site visits.
- Review and update marina and Parks & Recreation software in an effort to generate new and efficient registrations, marketing functions, and cost savings.
- Attend educational training sessions, seminars, and conferences to improve as employees and managers in specific fields of responsibility.

The Incorporation of Deliberative Regional Partnership

- Continue partnership with Erie Metroparks.
- Analyze opportunities to explore joint partnerships with other local government agencies.

A Commitment to Sustainable Community & Economic Development

- Identify roads for pavement for 2011
- Mapping of storm sewer lines and catch basins
- Suggest updates to improve city streets, sidewalks, right of ways and public lots by reviewing current codes
- Review and update the City's Snow Maintenance Program

An Established Superior Quality of Life for Citizens and Visitors

- Update sign inventory and have signs complaint for retroreflectivity by 2015
- Correct current drainage issue on Gumwood
- Label all catch basins with Drain to lake markers
- Analyze traffic patterns, intersections and thoroughfares for potential improvements and additions
- Follow up and execute the recommendations from code review to consistently maintain all overgrown public areas

The Provision of Financial Security and Clear Accountability

- Monitor any new revenues and the impact on Street operations
- Check monthly revenues and expenses and justify any variances
- Create a line item to offset future Sick Leave payouts
- Create a fund and costs for any capital equipment and projects

The Responsibility for Outstanding Public Service Delivery

- Make sure all vehicles are serviced properly and professionally and replaced as needed as per a five year plan
- Establish a system to address complaints and follow ups
- Track and monitor costs attributed to snow and ice control on unforeseen incidents, such as yard repairs, mailboxes, etc
- Check for any part time assistance for the Street Department, maintenance of vehicles and equipment and assisting with any general labor requirements

Prudent Planning and Execution of Long Term Capital Infrastructure Improvement

- Create a 5 year plan for roads, vehicles and equipment
- Submit request for capital each year as part of budget
- Have engineering done prior to budget

Utilization of Innovation to Ensure Continuous Process Improvement

- Attend LTAP training courses for all employees during each year on a variety of topics that would benefit the employee and of benefit to the City
- Visit other agencies for a different perspective on various operations
- Review of objectives and progress on a quarterly basis

The Incorporation of Deliberative Regional Partnership

- Continue meeting with Storm Water Committee on a monthly basis
- Keep updated with Ashland ODOT on Huron River Bridge Project
- Follow up with possible partnership with Perkins Township and City of Sandusky on a Dura Patch Machine
- Continue discussions about possible outsourcing of mechanical work performed on vehicles
- Continue to be part of a large group spearheaded by Erie County for the purchase of and supply of salt for the winter season

A Commitment to Sustainable Community & Economic Development

- Establish a five year and a ten year capital improvement plan for the Water filtration and distribution systems.
- Request proposals for professional services to improve water plant production at the water filtration plant for current and future growth.
- Review water distribution system network to ensure water is being delivered to the customers at the highest quality, adequate pressure and with minimum interruptions.
- Explore regional water concept for the city of Huron and where this would benefit city customers the most.
- Review bulk water rate sales for large users such as Erie County and possibly NORW in the future.
- Maintain current partnership with the City of Sandusky for chemical purchases at the Water Filtration plant.
- Review current budget to see if a minimum rate hike will be needed to meet current and future maintenance issues at the plant.

An Established Superior Quality of Life for Citizens and Visitors

- Operate and maintain water system in accordance with all local/state/federal guidelines to ensure the safest and highest quality of water to our customers.
- Review existing chemical feed systems in the filtration plant to see if they need to be updated to maintain highest quality of water is being delivered for our customers.
- Review all existing equipment including pumps and motors in the filtration plant to maintain operation if a 24 hour emergency mode is needed or conditions warranted if this type of water production is needed for future use.

The Provision of Financial Security and Clear Accountability

- Monitor current water revenue funds to maintain a surplus balance in the operations funds to finance future projects and emergency repairs.
- In the process of installing new meter reading system to change from quarterly readings to monthly reading and billing cycle.
- Water loss at 15% for the year 2009. Try to trim this loss ratio to 8-10% for a savings of up to \$22,000/year if achieved.
- Combine on-call personnel in Pumping Filtration and Distribution into one rotating schedule for the Water Division. This would result in a savings of \$4800/year

The Responsibility for Outstanding Public Service Delivery

- Establishing a work order program for Pumping Filtration and Distribution to record and measure expenditures.
- With a work order program in place identify water distribution failure areas and to replace these areas in a future capital improvement project priority list.
- Establish a valve maintenance program which includes record keeping, numbering system, valve turning, and valve replacement.
- Establish a hydrant maintenance program which includes record keeping, numbering, flushing, repair, and painting.
- Establish a hydrant flow program with support from the Fire Division to color code hydrants according to their flow rate.
- Establish a color-code and labeling system for all equipment/water lines/chemical feed and monitoring systems at the water filtration plant.
- Maintain or improve operating shifts at the water plant to utilize operators in an efficient manner and to reduce hours when needed to save on operation costs.
- Utilize computers to help streamline information to City Hall/Fire Division/Police Dept./Finance-service order program to be done daily from the water division.
- Maintain OPERATOR ON RECORD for EPA reporting and monitoring. Train existing personnel to maintain or upgrade proper certification required at the filtration plant.
- Analyze the permanent part-time person on which schedule will work out best for the efficiency on operating the plant on 2nd shift and weekends.
- Establish a backflow program on all commercial and industrial customers; protect the safety of the drinking water from possible contamination; residential program will follow after industrial program is set up and operating.

Prudent Planning and Execution of Long Term Capital Infrastructure Improvement

- Inventory all capital infrastructures and establish a replacement or repair schedule for the filtration plant and distribution system. High service pump and motor replacements- \$15,000/unit which would result in \$6540/year savings in electrical cost with motor replacement.
- Prioritize this list to evaluate critical areas which need immediate attention or repair or replacement.
- Have an engineering firm evaluate current and future needs or expansion that is needed for the water filtration plant and distribution network.
- Caustic line/filter effluent header line that there is a 40-50% obstruction. Look at ways to clean this line and move the chemical feed line into a gravity feed system in the plant to prevent this from occurring again.

Utilization of Innovation to Ensure Continuous Process Improvement

- Schedule visits to other local and state water facilities to observe other operations to generate new and efficient alternatives to our existing operations.
- Monthly visits from city manager to tour water filtration plant and service complex.
- Annual visits by City Council to tour water filtration plant and service complex.
- Biannual visits by general public in a form of an open house to tour water filtration plant and service complex.
- *TO BE ABLE TO PRODUCE AND SELL MORE WATER IN AN EFFICIENT AND COST SAVING MANNER FOR PRESENT AND FUTURE ECONOMIC DEVELOPMENT.*

The Incorporation of Deliberative Regional Partnership

- Coordinate with Council and City Manager to develop regional partnerships with Erie County, Sandusky, NORW, Vermilion, Norwalk, and Bellevue to discuss water purchases, equipment, manpower issues, treatment techniques, chemical feet systems, etc..
- Continue to sell water to Erie County and look for ways to expand on this operation.
- Look at ways to expand the water filtration plant to make it a key player for the present and future water regional study.