

## ORDINANCE NO. 24-028

**AN ORDINANCE AUTHORIZING AND DIRECTING THE CITY MANAGER TO ENTER INTO AN AGREEMENT WITH CITY ARCHITECTURE, INC., OF CLEVELAND, OHIO, FOR PROFESSIONAL SERVICES FOR THE CREATION OF A NEW STRATEGIC PLAN; AND DECLARING THAT THIS ORDINANCE SHALL TAKE IMMEDIATE EFFECT IN ACCORDANCE WITH SECTION 14 OF THE CITY CHARTER.**

**WHEREAS**, the City Commission adopted a Bicentennial Vision / Strategic Plan for the City by Ordinance No. 16-003, passed on January 25, 2016, which centered around the five (5) priorities areas of Vibrant City, Livable City, Connected City, Destination City and Celebrated City; and

**WHEREAS**, in September 2023, the City issued a Request for Qualifications (RFQ) for a City of Sandusky Strategic Plan Update in which seven (7) proposals were received and evaluated by a selection committee and based upon an interview process of the top two (2) firms and scoring evaluations it was determined City Architecture, Inc. was the most qualified; and

**WHEREAS**, the City has identified four (4) primary areas of focus for the strategic plan update, including Strong Neighborhoods, Vibrant Regional Economy, Destination City, and Excellent Municipal Services and the process will include an internal working group of City staff, a Steering Committee of stakeholders to act as an overall guide to the process and priorities, and a series of focus group conversations centered around each of the project focus areas, giving focus to establishing shared vision and values and establishing goals, objectives, and measurable actions to attain the vision; and

**WHEREAS**, City Architecture, Inc., in collaboration with (re)StartSmart and Urban Partners, will be providing professional services for the Strategic Plan Update and is more fully described in the Scope of Services, which is attached to this Ordinance and marked Exhibit "A" and specifically incorporated herein; and

**WHEREAS**, the primary focus of the consultant will be developing and implementing the process to obtain a final document that will assist City leadership and staff in creating a strategic approach for undertaking projects and initiatives over the next five (5) years; and

**WHEREAS**, the estimated cost for the professional services is \$79,250.00 and will be paid with American Rescue Plan Act (ARPA) Stimulus Funds; and

**WHEREAS**, this Ordinance should be passed as an emergency measure under suspension of the rules in accordance with Section 14 of the City Charter in order to execute an agreement with City Architecture Inc. prior to March 1, 2024, which is the anticipated start as outlined in the Scope of Services; and

**WHEREAS**, in that it is deemed necessary in order to provide for the immediate preservation of the public peace, property, health, and safety of the City of Sandusky, Ohio, and its citizens, and to provide for the efficient daily operation of the Municipal Departments of the City of Sandusky, Ohio, the City Commission of the City of Sandusky, Ohio finds that an emergency exists regarding the aforesaid, and that it is advisable that this **Ordinance** be declared an emergency measure which will take immediate effect in accordance with Section 14 of the City Charter upon its adoption; and NOW, THEREFORE,

PAGE 2 - ORDINANCE NO. 24-028

BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF SANDUSKY, OHIO, THAT:

Section 1. The City Manager is authorized and directed to enter into an agreement with City Architecture, Inc., of Cleveland, Ohio, for Professional Services for the creation of new Strategic Plan, substantially in the same form as reflected in Exhibit "1" which is attached to this Ordinance and specifically incorporated as if fully rewritten herein together with such revisions or additions as are approved by the Law Director as not being substantially adverse to the City and being consistent with the objectives and requirements of this Ordinance and with carrying out the City's public purposes, at an amount **not to exceed** Seventy-Nine Thousand Two Hundred Fifty and 00/100 Dollars (\$79,250.00).

Section 2. If any section, phrase, sentence, or portion of this Ordinance is for any reason held invalid or unconstitutional by any Court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

Section 3. This City Commission finds and determines that all formal actions of this City Commission concerning and relating to the passage of this Ordinance were taken in an open meeting of this City Commission and that all deliberations of this City Commission and of any of its committees that resulted in those formal actions were in meetings open to the public in compliance with the law.

Section 4. That for the reasons set forth in the preamble hereto, this Ordinance is hereby declared to be an emergency measure which shall take immediate effect in accordance with Section 14 of the City Charter after its adoption and due authentication by the President and the Clerk of the City Commission of the City of Sandusky, Ohio.



---

RICHARD R. BRADY  
PRESIDENT OF THE CITY COMMISSION



ATTEST:

---

CATHLEEN A. MYERS  
CLERK OF THE CITY COMMISSION

Passed: February 12, 2024

## AGREEMENT

This Agreement is made and entered into as of the \_\_\_\_\_ day of \_\_\_\_\_, 2024, (the “effective date”) by and between the City of Sandusky, Ohio, an Ohio Municipal Corporation located in the County of Erie, (hereinafter “City”), and City Architecture, Inc., an Ohio corporation with offices located at 12205 Larchmere Boulevard, Cleveland, Ohio 44120, (hereinafter “Consultant”).

### Recitals:

**WHEREAS**, the City desired to update its Strategic Plan, which would focus on Strong Neighborhoods, Vibrant Regional Economy, Destination City, and Excellent Municipal Services; and

**WHEREAS**, the City issued a RFQ in September 2023 and a selection committee reviewed seven (7) submittals; and

**WHEREAS**, based on the firm qualifications, project team qualifications, project understanding and approach, project management and timeline, relevant project experience, and overall quality of the submittal, City Architecture, Inc. was chosen as the most qualified firm; and

**WHEREAS**, City Architecture, Inc. will be providing professional services for the Strategic Plan Update, which includes but is not limited to the documentation of the final Strategic Plan in high-quality, graphic forward format with clear, concise written content to be available for print and online viewing, and is more fully described in the Scope of Services, which is attached to this Agreement and marked Exhibit “A” and specifically incorporated herein; and

**WHEREAS**, the cost of the professional services is not to exceed \$79,250.00 and will be paid with American Rescue Plan Act “ARPA” Funds; and

**WHEREAS**, the City and the Consultant thereafter negotiated this Agreement to set forth their mutual understandings and agreements concerning Consultant’s provision of the services and the Sandusky City Commission authorized the City Manager to enter into this Agreement by Ordinance No. \_\_\_\_\_, passed on February 12, 2024.

**THEREFORE**, in consideration of the mutual promises herein set out, the City and the Consultant agree as follows:

**Agreement:**

1. **Recitals.** The recitals are incorporated by reference and form a part of this Agreement as if set forth herein.
2. **Scope of Services / Non-Assignment.** The Consultant agrees to perform the services as described in the Scope of Services, a copy of which is attached to this Agreement, marked Exhibit "B", and is specifically incorporated as if fully rewritten herein.

Consultant shall perform such services in accordance with applicable sections of the Ohio Revised Code and any other applicable Federal, State, or local statutes, ordinances, rules, and regulations.

Consultant shall perform the services under this Agreement personally and shall not assign or delegate the performance of those services to any other person without the prior written approval of the City.

3. **Independent Contractor.** Consultant acknowledges that it is an independent contractor while performing the services required in this Agreement and any personnel required to perform the services in this Agreement will not be employees of the City.
4. **Compensation.** Consultant shall be paid for the services performed in accordance with this Agreement in an amount not to exceed Seventy Nine Thousand Two Hundred Fifty and 00/100 Dollars (\$79,250.00). Consultant agrees to timely submit monthly invoices to the City Manager's Office for services rendered for the previous thirty (30) day period. The City agrees to make timely payment to Consultant within thirty (30) days of receipt of the monthly invoice from Consultant.

5. **Insurance and Indemnification.**

- 5.1. **Insurance**

- 5.1.1. **Casualty Insurance.** Except when a modification is requested in writing by the Consultant and approved in writing by the City, the Consultant shall carry and maintain at the Consultant's cost, with companies authorized to do business in Ohio, all necessary liability insurance (which shall include as a minimum the requirements set forth below) during the term of this Agreement:

- a. Workers' Compensation and employer's liability insurance to the full extent as required by applicable law;

- b. Commercial general liability coverage for bodily injury and property damage, including limited contractual liability coverage, in not less than the following amounts:
  - i. General Aggregate Limit: \$2,000,000
  - ii. Each Occurrence Limit: \$1,000,000 each occurrence;
- c. Commercial automobile liability coverage, including non-owned and hired, in an amount not less than \$1,000,000.

5.1.2. Professional Liability Insurance. Subject to the City's waiver or modification of Professional Liability Insurance upon written request of the Consultant, the Consultant shall maintain insurance to protect against claims arising from the performance of the Consultant's services caused by any negligent acts, errors or omissions for which the Consultant is legally liable ("Professional Liability Insurance"). Except when a waiver is approved by the City upon written request of the Consultant, such Professional Liability Insurance shall be in an amount not less than \$1,000,000 per claim and in the annual aggregate. The Consultant may be held liable for its performance of services. If the Professional Liability Insurance is written on a claims-made basis, such insurance shall have a retroactive date no later than the date on which the Consultant commenced to perform the services. The insurance company issuing the Professional Liability Insurance policy must be authorized to do business in Ohio and have a rating of at least A status as noted in the most recent edition of the Best's Insurance Reports.

5.1.3. Certificates. The Consultant shall provide the City with certificates of insurance evidencing the required coverages and amounts, including without limitation any certificates of renewal of insurance. The certificates of insurance shall contain a provision that the policy or policies will not be canceled without thirty (30) days' prior written notice to the City. The Consultant will provide a current certificate of insurance.

5.1.4. Waiver of Subrogation. Notwithstanding anything to the contrary in this Agreement, the City and Consultant each hereby waive any and all claims for recovery against the other party, its members, officers, officials, employees, representatives and/or agents on its own behalf and on behalf of any person or entity claiming through or under it by way of subrogation or otherwise, for any and all damages, losses and expenses covered or coverable by insurance, even if such damages, losses or expenses are the result of any negligent acts, errors or omissions of the other party, its members, officers, officials, employees, representatives and/or agents.

5.2. Indemnification.

5.2.1. Indemnification by Consultant Generally. The Consultant shall and does agree to indemnify and hold harmless the City and its members, officers, officials, employees and representatives from and against insurable damages, losses, and expenses (including

reasonable attorney's fees and other reasonable costs of defense), of any nature, kind or description, which (a) arise out of, are caused by or result from performance to the Consultant's services hereunder and (b) are attributable to bodily injury, personal injury, sickness, disease or death of any person, or to damage to or destruction of property, including the loss of use resulting therefrom, but (c) only to the extent they are caused by any negligent acts, errors or omissions of the Consultant, or anyone directly employed by the Consultant. This Subparagraph is intended to be, and shall be construed as consistent with, and not in conflict with, Section 2305.31 of the Ohio Revised Code, to the fullest extent permitted.

5.2.2. Intellectual Property Indemnification. The Consultant shall and does agree to indemnify and hold harmless the City and its members, officials, officers, employees and representatives from and against insurable damages, losses and expenses (including reasonable attorney's fees and other reasonable costs of defense), of any nature, kind or description, which result from infringement of any copyright, patent or other intangible property right to the extent caused by the negligent act, errors, or omissions of the Consultant, or anyone directly employed by the Consultant. The Consultant shall not be required to indemnify and hold harmless such persons for such matters when the claimed infringement occurs in materials provided by the City.

6. Confidentiality. City and Consultant each recognize and acknowledge that the City is subject to the Public Records Act, Ohio Revised Code Section 149.43, and that trade secrets are exempt from disclosure as public records and Consultant agrees that any information communicated to the Consultant during the performance of the services required by this Agreement that concerns confidential personal, financial or other affairs of the City shall be treated by Consultant as confidential and shall not be revealed or discussed unless required by law or specifically authorized to do so in writing by the City.

7. Public Records. The Consultant shall have access to pertinent public records as are available to the City and applicable to the project. The City does not guarantee the accuracy of said records and it shall be the Consultant's duty to verify the same. The City shall at all reasonable times have access to the work and plans of the Consultant for purposes of inspection. The Consultant agrees that all reports prepared for the City under the terms of this Agreement shall be furnished to the City upon request and delivered to and become the property of the City. The Consultant shall not destroy any documents it creates that belong to the City and shall not destroy any documents in any media that are considered public records as defined in the Ohio Public Records Act, O.R.C. §149.43 et seq.

8. Term. The term of the Agreement shall commence on the date set forth above, the effective date, and shall continue until the services are completed unless earlier terminated in accordance with this Agreement.

9. **Termination for Cause.** Notwithstanding any other provision of this Agreement the City may terminate this Agreement for cause by giving written notification to the Consultant. The notice of termination shall be by certified mail, return receipt requested.

The notice of termination is deemed effective upon receipt. Upon termination of this Agreement, Consultant shall have no further obligation to provide services to the City and the City shall have no further obligation to pay compensation beyond that for satisfactory services rendered before the notice of termination is received. Consultant shall surrender to the City copies of all completed work, work in progress and any reports, records, and any other documents relating to the scope of services that may be in the possession of Consultant at the time of termination. Consultant shall be paid an amount that bears the same ratio to the total services of the Consultant covered in this Agreement, less payments of compensation previously made.

10. **Notice.**

Whenever in this Agreement there shall be required or permitted that notice or demand to be given or served by either party to this Agreement, to or on the other, such notice or demand shall be given or served in writing by certified mail, return receipt requested addressed as follows:

City of Sandusky  
C/O City Manager  
240 Columbus Avenue  
Sandusky, OH 44870

City Architecture, Inc.  
C/O Alex Pesta, Principal Planner  
12205 Larchmere Boulevard  
Cleveland, OH 44120

11. **Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the State of Ohio.

12. **Equal Employment Opportunity.** In carrying out this Agreement, the Consultant will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity or expression, national origin, disability, or age. Such action will include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; selection for training, including apprenticeship; and participation in recreational and educational activities. The Consultant will post in conspicuous places, available to employees and applicants for employment, notices to be provided by the government setting forth the provisions of this nondiscrimination clause. The Consultant will state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity or expression, national original,

disability, or age. The Consultant will incorporate the provisions of this paragraph in all subcontracts for any work covered by this Agreement.

**13. Entire Agreement.** This Agreement sets forth the entire Agreement between the parties with regard to the subject matter of the Agreement. No other agreements, representations or warranties have been made by either party to the other with respect to the subject matter of this Agreement

**14. Severability.** If any of the provisions of this Agreement are found or deemed by a Court of competent jurisdiction to be invalid or unenforceable, they shall be considered severable from the remainder of this Agreement and shall not cause the remainder to be invalid or unenforceable

**15. Amendments.** This Agreement may be amended by the parties only by a written agreement signed by both parties.

**SIGNATURE PAGE TO FOLLOW**

EXHIBIT A



**WITNESSES:**

\_\_\_\_\_  
  
\_\_\_\_\_

**CITY OF SANDUSKY:**

\_\_\_\_\_  
John Orzech  
City Manager

**WITNESSES:**

\_\_\_\_\_  
  
\_\_\_\_\_

**CITY ARCHITECTURE, INC.**

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Printed Name and Title)

Approved as to Form:

\_\_\_\_\_  
Sarah S. Chiappone #0101179  
Assistant Law Director  
City of Sandusky

EXHIBIT "A"

**CERTIFICATE OF DIRECTOR OF FINANCE**

The undersigned, fiscal officer of the City of Sandusky, hereby certifies that the moneys required to meet the obligations of the City during the year 2024 under the Agreement have been lawfully appropriated by the Commission of the City for such purposes and are in the treasury of the City or in the process of collection to the credit of an appropriate fund, free from any previous encumbrances. This Certificate is given in compliance with Sections 5705.41 and 5705.44, Ohio Revised Code.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Michelle Reeder  
Director of Finance

\_\_\_\_\_  
Account Number

EXHIBIT 311

January 23, 2024  
Updated: January 29, 2024

Tom Horsman  
Communications Director  
City of Sandusky

**CITY OF SANDUSKY STRATEGIC PLAN  
SANDUSKY, OHIO  
PROPOSAL FOR PROFESSIONAL SERVICES**

Dear Tom:

City Architecture and (re)StartSmart are pleased to present this proposal for professional services for the City of Sandusky's Strategic Plan. We are thrilled to be considered for this important work, and look forward to continuing our partnership with the City's Administration, leadership, staff, residents, and other stakeholders through this work. We recognize this work will focus internally on the City's operations and processes, and we will work with your team to help discover where strategic updates should be considered to further Sandusky's momentum.

We are enthused by our recent conversations where, together, we have considered foci, approach, schedule, and activating this work. We are confident this work will lead to new strategies, updated approaches, open lines of communication and accountability, and position the City to continue its growth. It is our understanding that you wish to move forward with the project by March 1, 2024 (depending on City of Sandusky contracting process).

**PROJECT TEAM**

City Architecture is a planning and architectural firm that focuses on a wide range of initiatives. We are partnering with consulting professionals who are selected based on their experiences and abilities. For this project, we propose to use the following consultants:

- (re)StartSmart (Strategic and Operational Planning)
- Urban Partners (Market Study Specialists)

**WORKFLOW ORGANIZATION**

We envision a structured process that allows for flexibility through engagement with a variety of representative groups. Based on our conversations, our approach (outlined below) is founded on collaborating across five primary groups:

- *Consultant*: Project managers will provide consistent communication with your team
- *Strategic Process Coordinators (SPC)*: City of Sandusky representatives that will be primarily charged with managing this work while providing feedback and guidance
- *Department Liaisons*: City of Sandusky staff that are empowered to represent departments and their processes
- *City Commission*: Elected officials serving the City and its residents
- *Community*: City residents, business owners and operators, stakeholders that will be engaged via online survey

**STRATEGIC PLANNING APPROACH AND ANTICIPATED DELIVERABLES**

Our team has created a comprehensive approach that is organized around an 8-month timeline. Based on our conversations, we understand this timeline aligns with other City initiatives and positions the final Strategic Plan to

be fully completed and activated by year's end. This approach is intended to outline our collective work, how aspects are related, associated deliverables, and their anticipated timing. However, it must be noted that this outline must remain flexible to account for additional conversations, review times, coordination with limited public engagement, and other factors that will likely influence the creation of an exciting Strategic Plan.

For purposes of this document, and the attached Workflow Chart, please note the following definitions:

- *Strategic Plan*: Considerations, goals, and implementation activities for the City
- *Master Plan*: Physical planning concepts, policies, and ideas that can shape the City's landscape
- *V1, V2, V3 Plan*: Culminating drafts of work
- *Workshop(s)*: Working meetings that occur throughout the process
- *Implementation Playbook*: Highlighted action items borne from the Strategic Plan

## **MONTH 1 | PREWORK**

### *Consultant:*

- Submit request for existing documents: Ex. current org chart, primary and secondary contact lists (name, role, email, phone)
- Schedule, conduct, and synthesize summary of interview and small group findings
- Review previous Strategic Plan and related outcomes

### *Strategic Process Coordinators (SPC):*

- Share documents as needed with consulting team
- Send introduction email to Department Liaisons and Commission
- Participate in 1-1 Interview (each member of the core group plus City Manager)
- Establish the list of Departmental Liaisons and invite to small group interviews
- Establish a working calendar of all meetings including a monthly SPC meeting across the timeline

### *Department Liaisons:*

- Participate in small group interviews with appropriate department liaisons (6)
- Establish a working calendar of communications/meetings-across the timeline

### *City Commission:*

- Participate in 1-1 Interviews (7)

### *Community:*

- On hold

### **Deliverables:**

- Submit suggested language to SPC for email announcement to all staff
- Submit suggested language to SPC for email introductions to Department Liaisons-email will include a list of prompt questions for the liaison to promote the discussion across their department in advance of the small group interview
- Submit interview guide(s) to SPC for approval
- Summary of interview and small group findings
- Submit a list of context questions to SPC based on existing documents

## **MONTHS 2 & 3 | LAUNCH**

### *Consultant:*

- Facilitate Launch Meeting with SPC including a discussion to define goals for this work
- Facilitate department liaison response discussion
- Work with CoS to set dates and communications plan to promote online survey
- Develop draft online survey for SPC review and comment

### *Strategic Process Coordinators:*

- Participate in Launch Meeting-level set understanding of what has been accomplished, set communication themes for the process

### *Department Liaisons:*

- Participate in small group response session to Launch Meeting Summary

### *City Commission:*

- City Manager report to City Commission during standard Commission Meetings
- Possible workshop to develop initial decision-making matrix

### *Community:*

- City announcement/press release that defines what this work is and is not
- Formally announce forthcoming online survey and its anticipated dates

### **Deliverables:**

- Summary of Launch Meeting
- Summary of Departmental Liaison response discussion
- Summary of Commission workshop
- Submit key update messaging points to City Manager
- Draft and approval of online survey

## **MONTHS 4 & 5 | ONGOING**

### *Consultant:*

- Facilitate Workshop V1 Update with SPC
- Provide update V1 to V2
- Facilitate Workshop V2 Update with Department Liaisons
- Submit final online survey and post online (in coordination with the City of Sandusky)

### *Strategic Process Coordinators:*

- Participate in meeting to workshop V1 Update Plan
- Approve final online survey

### *Department Liaisons:*

- Participate in small group response session using V2 Update Plan-map how this might be activated

### *City Commission:*

- City Manager report to City Commission during standard Commission Meetings
- Possible workshop: Review of initial decision-making matrix

### *Community:*

- Participate in online survey

### **Deliverables:**

- Develop and submit V1 Update Plan with suggested short, middle, longer term opps
- Convert V1 Plan to V2 Plan
- Summary of Department Liaison session

- Create initial Decision-Making matrix for Commission discussion
- Submit key update messaging points to City Manager

### **MONTHS 6 & 7 | THE FINAL STRETCH**

#### *Consultant:*

- Facilitate discussion of V3 Update Plan to include an implementation playbook, accountability map, and scorecard
- Facilitate Workshop with Commission
- Synthesize online survey responses at its close

#### *Strategic Process Coordinators:*

- Participate in final consideration of V3 Plan, playbook, accountability map, scorecard and matrix
- Review report templates and provide feedback

#### *Department Liaisons:*

- On hold/high level email update

#### *City Commission:*

- City Manager report to City Commission during standard Commission Meetings
- Final matrix approval

#### *Community:*

- On hold

#### **Deliverables:**

- Final Version Updated Plan
- Implementation Playbook with accountability map for activating the work
- Approved Scorecard
- Convert Decision-Making Matrix into Communication Outline
- Create report templates for final reporting and documentation
- Survey summary document

### **MONTH 8 | ACTIVATE**

#### *Consultant:*

- Submit final documents for approved by City of Sandusky
- Co-presentation with SPC to Department Liaisons
- Co-presentation with SPC and Department Liaisons to all staff
- Co-presentation to City Commission

#### *Strategic Process Coordinators:*

- Co-presentation with Consultant to Department Liaisons
- Co-presentation with Department Liaisons to all staff
- Co-presentation to City Commission

#### *Department Liaisons:*

- Co-presentation with SPC to all staff

#### *City Commission:*

- City Manager report to City Commission during standard Commission Meetings
- Co-presentation with SPC of decision-making matrix and how it connects to SPC
- Allocate agenda time for Strategic Plan presentation at a regular Commission meeting

#### *Community:*

- Attendance at City Commission Meeting

**Deliverables:**

- Submit all final documents to City of Sandusky

**PROFESSIONAL FEES**

The fee for Basic Services as described in this proposal will be billed on a lump sum basis. The following is a fee analysis breakdown by phase for your consideration:

<b>Basic Services</b>	<b>Fee Allocation</b>
Strategic Planning	\$73,500
Market Analysis	\$3,500
<b>Total Basic Services</b>	<b>\$77,000</b>

<b>Reimbursable Expenses</b>	<b>Fee Allocation</b>
Printing, Travel, Etc.	\$2,250
<b>Total Reimbursable Expenses</b>	<b>\$2,250*</b>
<b>Total Services and Expenses</b>	<b>\$79,250</b>


**\*Note: Reimbursable expenses cover third-party online survey**

**ASSUMPTIONS**

- Project will not have a specific website
- Online survey will be hosted by a third-party and linked/promoted by the City of Sandusky
- Public Meeting related to this work will consist of a presentation to the City Commission as an agenda item at a Commission Meeting
- Final documents will be delivered digitally to the City of Sandusky

If this proposal is acceptable, we will develop an agreement which will define the terms and conditions for execution. We look forward to continuing our partnership with the City of Sandusky on this incredibly important work, and thank you for the opportunity.

Sincerely,  
CITY ARCHITECTURE, INC.



Alex J. Pesta, AIA, AICP, LEED AP  
Principal Planner

Attachments: Strategic Plan Workflow Graphic  
Copies To: Shelley Freed, Michelle Bandy-Zalatoris

# CITY OF SANDUSKY | STRATEGIC PLAN WORKFLOW

Updated | 01/23/2024



## Prework + Launch

Doc. review, interviews, Focus Area/Goal align

Communications Plan + Press Release

Summary Documents

## Community Online Survey

Draft Survey for Review

Community Online Survey Period

Online Survey Summary

## Evaluation of Internal Strengths, Challenges, and Opportunities

WITH Leadership

Accountability Chart

Departmental Interconnectness

V1 Update for Review

V2 Update for Review

V3 Update for Review

## Assist in the Development of Short and Long-term Goals & Objectives + Outcomes to Measure Ongoing Effect

Focus Area Strategies + Initiatives

Market Research + Coordination

Action Plan + Accountability Plan Alignment

Decision-making Matrix

Action Plan + Implementation Playbook

## Documentation of the Final Strategic Plan

Strategic Plan Update Package - Summary Documents will be formatted to build into final document

Final Draft for review

### City Commission Meeting

- Process Overview
- Recommendations
- Implementation Actions