

**Administrative Staff Work Session
March 11, 2004**

2nd Floor Training Room – Safety Administration Building
(Old Council Chambers in Police Station)

- 11:45 a.m.** Lunch provided by City
- 12 Noon** Mission/Values/Mandates/Strengths/Weaknesses/Opportunities/Threats
(review and discuss enclosed draft strategic planning material)
- 1:00 p.m.** “The greatest strength I bring to the City is.....”

(Complete this sentence in seven words or less and bring it to meeting. All responses will be kept confidential.)
- 1:45 p.m.** Review City Council’s important issues and concerns

(review attached material from Feb. 7, 2004 Council work session)
- 2:15 p.m.** Your top 3 critical issues or priority needs for the organization or the community
- 3:50 p.m.** Show the Fish Sticks video

Show the Team Building for Local Government video

>Discuss videos

>Manager's message: Treat our fellow departments/employees like customers.
- 4:50 p.m.** Write a one sentence action statement of what you will do in the next week to improve your teamwork with a department other than your own.
- 5:00 p.m.** Adjourn

All Department Heads and Administrative Managers attending this work session are asked to give some thought prior to March 11th as to your greatest strength, and to your top three critical issues or priority needs for Kent. Also, please review the Council's identified needs/priorities and the DRAFT Strategic Plan document.

Administrative Staff Work Session

March 11, 2004

Present: Lew Steinbrecher, City Manager
Barbara Rissland, Director of Budget and Finance
Charley Bowman, Director of Community Development
John Ferlito, Health Commissioner
John Idone, Director of Parks & Recreation
Jim Silver, Law Director
Jim Peach, Police Chief
Bill Lillich, Safety Director
Dave Merleno, Service Director
Gene Roberts, Superintendent of Engineering
Pat Young, Human Resources Manager
Liz Zorc, Executive Secretary to the City Manager

City Manager Steinbrecher opened the meeting by discussing the results of the personality type survey the attendees had completed and submitted prior to the meeting. The results showed the personality makeup of the staff to be high on leadership, which Mr. Steinbrecher said he expected. There were 6 Leader types, 2 Task Types, 2 People types, and 1 Free Spirit type. The combination results showed the majority to be Leader/People, followed by Leader/Task, and one Free Spirit/People.

Attendees then watched a Team Building video which explained all the personality types, and pointed out their strengths, and weaknesses (Achilles heal). The video explained that knowing your own personality type, and the personality types that you need to interact with, is important for skillful and productive dialogue to accomplish what you need to in the work place. For example, understand that a leader type likes to get to the bottom line, a task type needs structure and hates change, the free spirit likes to think outside the box, and the people type just wants everyone to get along. If you are a meeting with a task type, you should be on time and be organized. A task type person needs to be able to manage change (their Achilles heal) and learn people skills. A leader type may need to be patient with other types and learn soft people skills. A people type needs to be able to face conflict and deal with it, and develop thicker skin. A free spirit needs to be independent and spontaneous, but also needs to learn self discipline and time management and avoid being rebellious.

All types need to have good judgment about when to use which skills in team interactions. Knowing your own personality type and the personality types on your team is part of team building. Always look at who you're dealing with.

Mr. Steinbrecher went over the list of strengths he'd asked each staff member to contribute:

1. Hard work ethic (public service)
2. Patient, unemotional and understanding, accepting
3. Uncompromising integrity
4. Leadership, collaboration and insightful professionalism
5. Diverse experience, strong work ethic
6. Technical ability and integrity

7. Knowledge in field of expertise
8. Understanding people and technical problem resolution
9. Offer good, sound timely advice
10. Work effectively with people

Mr. Steinbrecher then asked the staff for ^{comments on} economic development, an issue generally considered a priority by the Council.

Staff comments on Economic Development:

- Community Development department gets a lot of pressure for economic development, but it's a small department.
- Mixed messages from Council cause frustration
- Community Development has had a 66% increase in complaints to their dept.
- Focus on traditional urban services – cut service, raise taxes, economic development (seen as “easy” solution)
- There have been some company expansions
- West River Neighborhood - \$3 million is small compared to other investments
- Wish Council would understand that economic development \$ is an investment in the community's future, and does not compete with police/fire/street \$

Staff comments on Neighborhood/Community Issues:

- Kent has disproportionately large number of rentals and subsidized housing
- Task Force – needs restructure and time together, should take “little steps”
- Track problems (quantitative data)
- Need administrative and procedural changes
- Greek housing development
- Landlord suggestions – have seminars, educational programs?
- Need sequential implementation of enforcement efforts
- Explore different approach to trash management

Staff Issues

1. Find a way for Council to have confidence/trust in staff expertise, credibility and recommendations. Seems that Council chooses uneducated public opinion vs. staff research.
2. Budgetary/funding schedule for rapidly deteriorating infrastructure (streets, sidewalks, sewers).
3. Manpower needs relative to level of service desired by citizens – reactive, not proactive – unable to do preventive maintenance.
4. Improve 5-Year budget position (fund balance) bottom line projection
5. Council/Administration have a better understanding of impact that Parks & Rec have on community and economic development (quality of life, property values, attract businesses).
6. Work force development – automated processes, technology to increase efficiency.
7. Change attitude of community regarding cost to City for couch fires, etc. How do you educate? Celebratory rioting – behavior escalates until cops come. Non-students are trouble makers.

8. Keep pace with cost of increasing service demands which include statutory requirements as well as community mandates.
9. Organization of Engineering records.
10. Long range capital "wish list" – rank projects – have everyone work off the same list – house in one place in electronic format (projects change names, must be living document) – anyone can input.
11. Adoption of Bicentennial Plan – comprehensive plan (unfunded mandate)
12. Clean up downtown and neighborhoods
 - a) housing exterior maintenance
 - b) return multi-family to single family homes
 - c) talk to KSU for incentives to move to town
13. Leadership, direction, political courage from Council.
14. Acquire additional revenues (license tax, fees) and reduce spending on "feel good" services like social services.
15. Increase revenues (fees, taxes, economic development).
16. Council cooperation with staff.
17. More proactive, less reactive (appreciation of amount of staff time involved in following up on Council referrals to administration and from individual Council members).
18. Secondary permanent source of water.
19. Surface water drainage problems. Need for storm sewers and address I/I problems with sanitary sewer systems.
20. Need better control and management of trash haulers (Aug. and May large groups of people move in and out of City).
21. Rental units – 62% of dwellings in Kent. 44% of subsidized housing for Portage County is in Kent.
22. Kent has disproportionately large amount of subsidized housing.
23. Need more \$ in street resurfacing program.

Other comments:

KSU – generally good relationship

Community standards/Code enforcement – go after tenants, not landlords – increase fines and penalties

Bujack hotel – work with new owner

Attendees then watched "Fish Sticks" video.

elz