

Work Session Agenda Set

Attached is the proposed agenda for the Committee of the Whole Work Session scheduled for Saturday, February 7, 2004. Dr. Jim Tinnin from the Center for Public Administration and Public Policy at Kent State University has agreed to facilitate this work session. Following some morning exercises designed to learn more about each other's personalities and to consciously discuss how the Council governs and decides policy as a group, the majority of the work session will focus on conducting a round robin three times with all ten members of the Council. Everyone is asked to bring three different issues, policy concerns, goals, ideas, or whatever you label as an important challenge/opportunity for City government. During each of the three round robins, each Council member will be asked to spend a few minutes describing or explaining one of their priority issues while the others listen and ask question. A list of 30 issues will be recorded and made available after the meeting.

City administrative staff will not attend or participate in this work session, except the City Manager as an observer only. Following this meeting, the Administration will then be afforded the opportunity to submit what it believes to be important issues/policies facing City government. Council will then schedule a second work session to review, modify and prioritize this list.

Council members are asked to review the pamphlet on Policy Governance Principles prior to the work session and to bring it with you to the meeting. Jim Tinnin will review and discuss these principles during the work session. These pamphlets were placed at your chair in the Council Chambers this past Wednesday night.

COMMITTEE OF THE WHOLE WORK SESSION
Saturday, February 7, 2004
Second Floor Training Room – Safety Administration Building
319 S. Water Street

A G E N D A

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| 8:00 – 8:30 a.m. | Coffee and Rolls |
| 8:30 – 10:00 a.m. | 10 Habits of Highly Effective Councils
DISC Instrument
Basic Principles of Policy Governance |
| 10:00 – 10:15 a.m. | Break |
| 10:00 – 12:00 noon | Round Robin Discussion (each member of City Council is asked to describe three issues or concerns they believe are important for the City government to address) |
| 12:00 noon | Lunch |
| 12:15 – 2:00 p.m. | Round Robin Discussion (Continued):
Following a short break, Council members will be asked to continue their discussion of important issues, policies, concerns facing City government |
| 2:00 – 2:30 p.m. | Issue Dialogue: Council will be asked to discuss a specific community issue (to be announced at the work session) for one-half hour in an exercise aimed at forming a consensus on a polemic subject matter. |
| 2:30 p.m. | Adjourn |

**KENT CITY COUNCIL RETREAT
SATURDAY, FEBRUARY 7, 2004
KENT CITY FIRE STATION TRAINING ROOM**

IN ATTENDANCE:

KENT CITY COUNCIL MEMBERS-ED BARGERSTOCK, MIKE DE LEONE, GARRET FERRARA, CARRIE GAVRILOFF, RICK HAWKSLEY, BETH OSWITCH, WAYNE WILSON

CITY MANAGER LEWIS STEINBRECHER

CONSULTANTS FROM KENT STATE UNIVERSITY'S CENTER FOR PUBLIC ADMINISTRATION AND PUBLIC POLICY- DR. JAMES TINNIN, DR. MELINDA HOLMES & SUSAN M. DE LUCA

NOT IN ATTENDANCE- MAYOR FENDER, BILL SCHULTZ & ROBERT FELTON

PURPOSE:

TO IDENTIFY PRESSING COMMUNITY ISSUES, LEARN EFFECTIVE SKILLS OF COUNCILS AND TEAMBUILDING

SUMMARY OF THE DAY:

THE DAY BEGAN AT 8:00AM WITH REFRESHMENTS AND THE OPPORTUNITY TO GET ACQUAINTED WITH EACH OTHER.

ALL COUNCIL MEMBERS AND THE CITY MANAGER WERE REQUESTED TO CREATE A MURAL INDICATING THEIR INDIVIDUAL STRENGTHS THEY BRING TO THE GROUP. IT WAS LATER PROCESSED WITH THE GROUP. THE CITY MANAGER WAS GIVEN THIS TO HANG IN HIS OFFICE AS A REMINDER FOR ALL MEMBERS.

DR. TINNIN DISCUSSED WITH THE GROUP THE "10 HABITS OF HIGHLY EFFECTIVE COUNCILS" AND POSSIBLE ALTERNATIVES FOR KENT CITY COUNCIL TO ADOPT OR TO IDENTIFY IN THEIR PRESENT GROUP. AFTERWARDS, THE "DISC" INSTRUMENT WAS ADMINISTERED TO ACKNOWLEDGE EACH MEMBER'S PERSONAL STYLE AND HOW TO ENGAGE WITHIN A DIVERSE WORK GROUP. FINALLY, A GROUP DISCUSSION ON THE "BASIC PRINCIPLES OF POLICY GOVERNANCE" FURTHERED THE IDEA OF HOW TO WORK TOWARDS A COMMON GOAL.

FOR THE REMAINDER OF THE DAY, A BRAINSTORMING SESSION INTRODUCED ISSUES OF CONCERN PERTAINING TO THE CITY OF KENT. THE FOLLOWING ARE THE SPECIFIC ISSUES GENERATED FROM THE SESSION.

ECONOMIC DEVELOPMENT

- **NEED TO "SELL KENT"**
 - **MARKETING**
 - **WORK WITH LOCAL LANDLORDS**
- **TO CONTINUE TO SUPPORT CURRENT ENTITIES, BUT ALSO ATTRACT NEW BUSINESSES INCLUDING CORPORATE VENTURES**
 - **THERE ARE CONCERNS ABOUT CONSTITUENTS' OPPOSITION TO LARGER COMPANIES DUE TO INCREASED TRAFFIC AND INCONVENIENCE**
- **DECREASING THE TAX-BASE HAS AFFECTED AREA SERVICES**
- **DEVISE A PLAN ON HOW TO KEEP EXPANDING COMPANIES FROM LEAVING THE AREA AND STAY COMPETITIVE**
 - **PROMOTE THE IDEA THE CITY IS "BUSINESS FRIENDLY"**
 - **INCREASE THE AMOUNT OF COMMUNICATION TO BUSINESS LEADERS ON OPPORTUNITIES FOR DEVELOPMENT IN THE CITY (INCUBATOR PROGRAM)**
- **CITY-OWNED PROPERTY HAS NOT BEEN PROPERLY UTILIZED, ESPECIALLY FINANCIALLY**
- **IT WAS ACKNOWLEDGED THAT OCCASSIONALLY IT TAKES TIME TO CREATE AN ECONOMIC ZONE**
- **HOME OCCUPANT BUSINESSES**
 - **POSSIBLY ADDRESS CITY CODES THAT PROHIBIT HOME BUSINESSES**

NEIGHBORHOOD/COMMUNITY ISSUES

- **NEED TO ASSESS HOW TO EFFECTIVELY ADDRESS NOISE, ILLEGAL BOARDING (HOUSING 3 OR MORE UN-RELATED RESIDENTS IN THE SAME DWELLING), UNDER-AGE DRINKING AND TRASH ISSUES IN AREA, ESPECIALLY RENTAL PROPERTIES**

KENT STATE UNIVERSITY

- **BUILD A WORKING RELATIONSHIP BETWEEN THE CITY AND UNIVERSITY, INCLUDING ECONOMIC DEVELOPMENT AND STRATEGIC PLANNING**
- **THIS IS AN ASSET THAT IS UNDER-UTILIZED**
- **HOTEL/ CONFERENCE CENTER**
 - **THE UNIVERSITY IS IMPOSING ITS DESIRES ONTO THE CITY WITHOUT THEIR DESIRE**
 - **DOWNTOWN HOTEL COULD INCREASE ECONOMIC DEVELOPMENT**
- **STUDENTS**
 - **NEED TO ATTRACT 18-22 YEAR OLDS DOWNTOWN**
 - **ADDRESS SAFETY CONCERNS, SPECIFICALLY THE PLAZA AREA**

COMMUNITY STANDARDS AND FISCAL POLICY

- **INFORM COMMUNITY WHAT THESE STANDARDS ARE**
- **MAINTENANCE OF ROADS, HOUSING, SEWERS AND SIDEWALKS**

PUBLIC POLICY GOALS IN GENERAL

- **INCREASE COUNCIL RELATIONSHIPS INCLUDING TELEVISIONING MEETINGS**
- **TO BE ABLE TO SUCCINCTLY DEFINE THE PROBLEM AND BE ABLE TO EVALUATE IT**
 - **NEEDS ASSESSMENTS**
 - **GARNER ALTERNATIVES**
- **CODE ENFORCEMENT**
 - **STAFFING ISSUES ARE A BARRIER TO ENFORCEMENT**
 - **COLLECT FEES/FINES EXPEDITIOUSLY OR RAISE FEES**
 - **DEVELOP AMMENDMENTS TO INCREASE EFFICIENCY**
 - **MAKE IT A MINOR MISDEMEANOR IF THERE IS A CODE VIOLATION**
 - **ADDRESS PERSONAL BEHAVIOR OF TENANTS INSTEAD OF OWNERS AND LANDLORDS**
- **BUJAK HOTEL**
 - **OPTIONS ON WHAT TO DO WITH THE BUILDING**
 - **DIFFICULT ISSUE DUE TO ITS HISTORICAL VALUE**
 - **THERE ARE SAFETY CONCERNS SINCE THE AWNING FELL IN DECEMBER**
 - **THE ISSUE IS IT HAS BEEN HELD-UP IN COURT, THUS CAUSING PROBLEMS IN ENACTING A PLAN**
 - **CITIZEN PERCEPTION IS CITY COUNCIL IS DOING NOTHING ABOUT THE BUILDING, WHEN IN REALITY THE COURT HAS CREATED THE DELAY**
 - **DISCUSSION ALSO INVOLVED GIVING THE OWNER A DEADLINE TO SELL HIS PROPERTY OR THE CITY WILL DISPOSE OF IT**

AFTER THE BRAINSTORMING SESSION, CITY MANAGER STEINBRECHER WAS ASKED BY COUNCIL TO ADDRESS 3 ISSUES FROM THIS LIST TO DISCUSS. THE FOLLOWING ARE HIS COMMENTS.

REDEVELOPMENT OF DETERIORATED PROPERTIES

- **ASSEMBLAGE VS. CODE ENFORCEMENT**
 - **ASSEMBLAGE-BUY, TEAR DOWN, RE-DEVELOP AND SELL**
 - **THIS INCREASES THE QUALITY OF LIFE FOR COMMUNITY**
 - **INCREASE ECONOMY AND THE NUMBER OF JOBS**
 - **THE CITY WOULD TAKE LEADERSHIP ON THIS AS IT HAS BEEN SHOWN TO BE MORE EFFECTIVE. THIS CAN BE SEEN AS INVESTING IN THE CITY'S FUTURE, ALTHOUGH POSITIVE OUTCOMES WOULD NOT BE IMMEDIATE.**
- **CODE ENFORCEMENT**
 - **EXISTING LEGISLATION IS NOT STRONG ENOUGH TO ADDRESS ISSUE**
- **PROVIDE FINANCIAL INCENTIVES FOR OWNERS TO MAKE IMPROVEMENTS ON EXISITING PROPERTIES**
- **ADDRESS LENIENCY ON THE COURT SYSTEM FOR LACK OF RESPONSIBILITY ON TENANTS AND OWNERS**
- **NEED STRICT, FAST CONDEMNATION POLICY**

LONG RANGE BUDGETING

- **ENHANCE TAX BASE AND CREATE JOBS**
- **INCREASE TAX RATE**
- **REDUCE/RE-ALLOCATE/RE-DIRECT EXPENDITURES**
 - **THIS HAS BEEN DIFFICULT TO ACCOMPLISH IN PAST YEARS**

STREET/SIDEWALK/INTERSECTION SAFETY/TRAFFIC CALMING

- **SECURE NEW REVENUE MONEY**
 - **\$100,000 CAN BE GENERATED FOR A \$5 INCREASE IN CAR LICENSE FEES**
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AFTER CITY MANAGER STEINBRECHER'S COMMENTS, IT WAS DISCUSSED THAT THESE IDEAS WOULD BE BROUGHT BACK TO HIS STAFF. THE CITY MANAGER STATED THAT ALL COMMENTS WERE HELPFUL IN STRATEGIC PLANNING. IT WAS FURTHER NOTED HE WILL PLAN A SIMILAR RETREAT WITH HIS STAFF IN THE NEAR FUTURE.

THE MEETING WAS ADJOURNED AT 2:00PM.

KENT STATE UNIVERSITY WILL PROVIDE PARTICIPANTS OF THE RETREAT WITH A WRITTEN DOCUMENT DETAILING COMMENTS MADE AT TODAY'S MEETING.