

City Council Planning Retreat

challenges	opportunities	resources	strategy
------------	---------------	-----------	----------

January 26, 2007

Good Afternoon,

Enclosed are the materials for our Council Planning Retreat scheduled for Wednesday, January 31 at 7 p.m. I hope we can use this time to better define our top priorities for 2007, and outline the strategies we will use to accomplish our goals for 2007.

As much as we would all like, we can't afford to do everything – so if we're going to be successful in 2007, we will have to focus on our critical priorities. We have many important issues facing us, so choosing the "vital few" will not be easy. To help that process, I've included a number of handouts for you to consider.

To start things off, I have provided a summary of the city's organizational and strategic framework. The purpose of this information is to remind everyone of the roles we play as Council and staff in achieving the community's goals. With that in mind, I have also enclosed a number of reference materials that previous Kent City Councils have used to define the roles of Council and staff. In addition, I've enclosed what I thought was a very good guide from the City of Sunnyvale California that includes a practical checklist that seemed like it might be useful for all of us.

Once we understand our roles, we can begin to focus on identifying the strategies we can use to achieve our goals in 2007. To help that discussion, I've listed the vision and mission statements, as well as the sustainability goals, adopted by previous councils. I thought these were important because whatever we decide is most important for us to focus on in 2007, we have check against these core statements of our purpose. In other words, as we consider items for 2007, we have to ask ourselves how well they fit within our existing policy directives.

On the second page, titled "Council Goals and Priorities," you will find the summary of each of your top priorities for 2007. I've shown the results both individually and in summary, ranked from the highest votes to the lowest. To give you a little perspective, I also added charts that showed the Council's priorities in 2002 and 2000. I thought it might be helpful to see how priorities have evolved as we try to understand where we're at in 2007.

Since this process is all about achieving the community's goals, I've also included a few excerpts from various citizen surveys that were done in 1999, 2003 and 2007. Again, this data is only offered as insight into how citizen perceptions and preferences have changed or remained the same.

You will also find a draft agenda, and suggested guidelines for your consideration as we head into our strategic planning session.

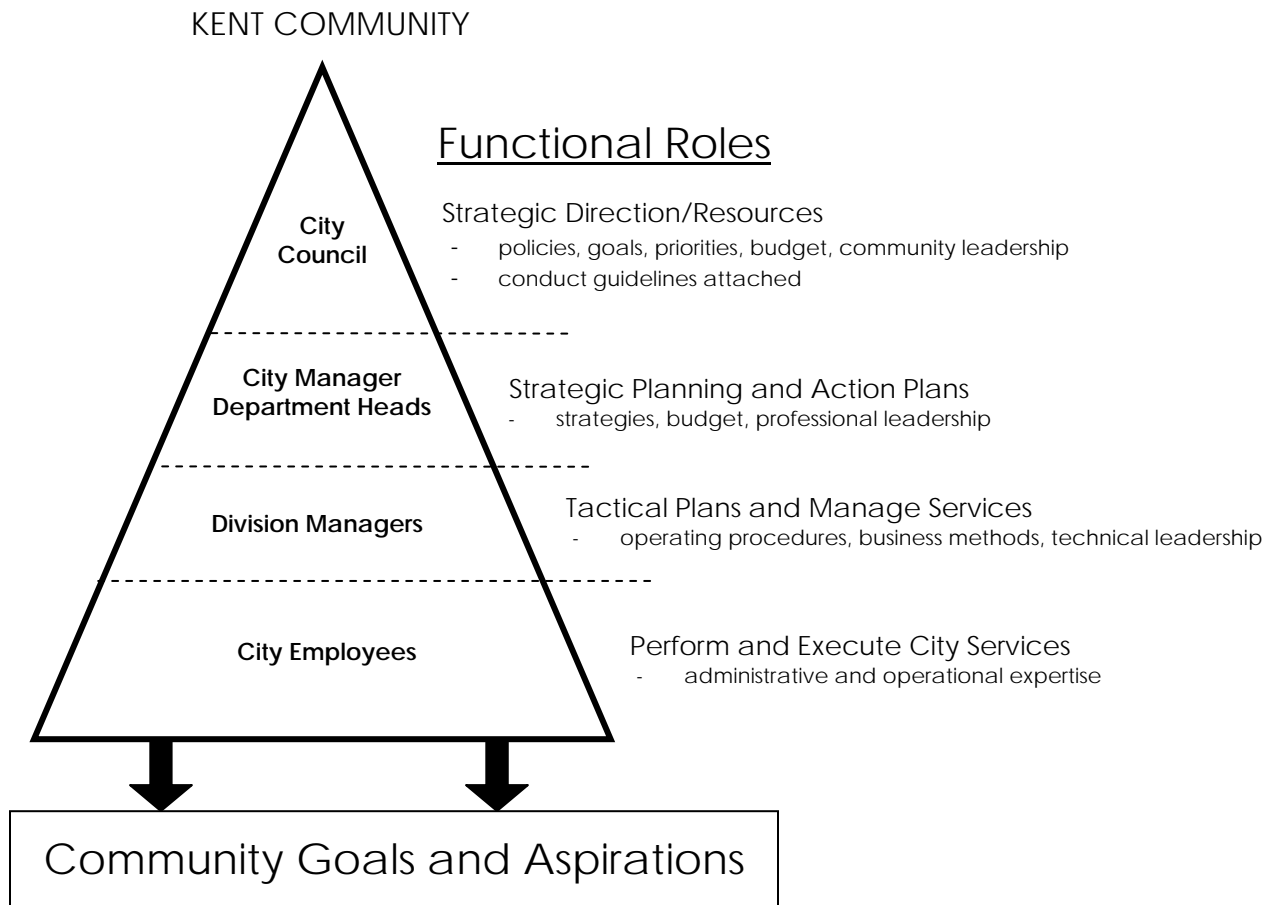
I'll see you Wednesday night.

Yours truly,



City of Kent Organizational and Strategic Framework

Through Us, the Community Achieves It's Goals



Defined by Council as...

Vision of Success: Kent's vision is to provide superior city services to residents and businesses, especially in areas of policing, fire suppression, emergency medical response, street repair and maintenance, parks and open space, sidewalks and open government, that leads to recognition of Kent as a model community in Ohio for its quality of life.

Mission Statement: The City of Kent has been entrusted with, and is committed to, providing vision, leadership, and exemplary urban services, equally and fairly, for the purpose of preserving and enhancing a safe and satisfying quality of life for residents, students and businesses who have chosen Kent as their home.

Sustainability Goals:

1. **Economic Vitality:** *"to be a prosperous and livable city for all citizens"*
 - vibrant downtown; office, retail, industrial nodes, high tech research and manufacturing; support and grow local business -
2. **Environmental Preservation:** *"to protect and promote the city's natural resources"*
 - reduce, reuse, recycle; quality of Cuyahoga River; protect drinking water sources; energy conservation; natural resources -
3. **Quality of Life:** *"to enhance lifestyle choices through the planned development of the physical and social environment"*
 - control sprawl; promote redevelopment; mix of quality, affordable housing; integrate developed areas with natural resources -
4. **Community Safety:** *"to be an exceptionally safe city"*
 - increase citizen awareness of laws; increase neighborhood participation; enhance physical safety; prevent violence -
5. **Communities within a City:** *"to strengthen the quality and enhance the value of neighborhoods"*
 - community based lifelong learning; reduce discrimination; maintain and support social services;

Council Goals and Priorities

	<u>First Priority</u>	<u>Second Priority</u>	<u>Third Priority</u>
Councilman Schultz	City Finances/Budget	Downtown Kent	Water Protection
Councilman Hawksley	Energy Conservation	Downtown Kent	City Facility Master Plan
Councilman DeLeone	City Finances/Budget	New/Grow Businesses	Streets and Sidewalks
Councilwoman Oswitch	More Police	Communications	More Businesses Citywide
Councilman Bargerstock	City Finances/Budget	Sell City Property	Cut Non-Core Services
Councilman Kuhar	Reduce City Staffing	Downtown Development	New Tech Industries
Mayor Fendor	Downtown Development	Hotel/Conf. Center	Continue West River Dev.
Councilman Wilson	New Businesses	New Businesses	New Businesses
Councilwoman Gavriloff	New Businesses	Communications	Increase Police
Councilman Ferrara	Economic Development	KSU Collaborations	Streets and Sidewalks

Priority Voting Results 2007

	<u>Total Votes</u>	<u>First Place Votes</u>	<u>Second Place Votes</u>	<u>Third Place Votes</u>
New/Grow Businesses	7	3	2	2
Downtown Kent	4	1	3	0
City Finances/Budget	3	3	0	0
Reduce City Staffing	2	1	0	1
Streets and Sidewalks	2	0	0	2
Increase Police	2	1	0	1
Communications	2	0	2	0
Sell City Property	1	0	1	0
New Tech Industries	1	0	0	1
Hotel Conf. Center	1	0	1	0
West River Redevelopment	1	0	0	1
KSU Collaborations	1	0	1	0
Energy Conservation	1	1	0	0
City Facility Master Plan	1	0	0	1
Water Conservation	1	0	0	1

Priority Voting Results

2007	2002	2000
<u>Total Votes</u>		
New/Grow Businesses	Hotel / Conference Ctr.	<u>3 or More Votes</u>
Downtown Kent	Economic Development	West River Redevelopment
City Finances/Budget	Downtown Parking	Kent Dam/Water Quality
Reduce City Staffing	Increasing Revenues (new jobs)	Hotel Conference Center
Streets and Sidewalks	JEDDs	JEDDs
Increase Police	High Tech Incubator	Business Park Development
Communications	West River Redevelopment	Increase Municipal Revenues
Sell City Property	Wellfield Development	Strategic Long Term Plan
New Tech Industries	Stormwater Master Plan	
Hotel Conf. Center	Traffic Signal Upgrades	<u>2 Votes</u>
West River Redevelopment	Industrial Park Development	Commuter Rail
KSU Collaborations	Retail Market Study	Middle Cuyahoga Water Quality
Energy Conservation	Thoroughfare Plan	Progress on Projects
City Facility Master Plan	Surface Water Quality Plan	
Water Conservation	Transit Market Study	<u>1 Vote</u>
	Comprehensive Community Plan	Rails to Trails
	Destination 2006 Steering Committee	High Tech Incubator
	Traffic Calming	Breakneck Creek Preservation
	Street/Sidewalk Funding	Communication
	Public Communications Plan	
	Land Use Conservation Plan	
	Safety Forces Strategic Planning	
	Urban Services Plan	
	Update Zoning Regulations	
	Balance Long Term vs. Short Term Planning	

Citizen Survey Results

2007 Survey (88 responses)

1 st and 2 nd Combined	Cumulative Ranking
Downtown Kent	1
New Business Services	2
Police Protection	3
Police Services	4
Image of the City	4
Fire Protection	5
Value for Tax Dollars	6
Streets	6
Development Services	7
Rate of Redevelopment	8
Maintenance of Streets	9
Neighborhood Patrol	9
Officer Attitudes	9
Code Enforcement	9
Retail Shopping Options	9
Town Gown Relations	10
Maintenance of Homes	10
Maintenance of Businesses	11
Police Response Time	12
Sidewalks	13
Snow Removal	13
Quality of City Services	14
Quality of Medical Services	14
Traffic Enforcement	15
Fire Response Time	15
Underage Drinking	16
Quality of New Businesses	16
Fire and EMS	17
Traffic Flow	17
Environmental Protection	17
Trash and Litter	17
Parks and Recreation	18
Kent Neighborhoods	18
City Communications	19
Noise Ordinance	19
Feeling Safe in Kent	20
Dining Options	20
Arts and Culture	20
Graffiti	21
Stormwater Drainage	21
Entertainment Options	21
Fire Prevention	22
Spring Clean Up	23
Leaf Collection	23
Parking Enforcement	24
City Buildings	24
Brush Collection	24
Rate of New Construction	24
Quality of New Homes	24
Firefighter Attitudes	25
Private Signs	25

2003 Survey (? responses)

City Services Report Card

Police	B+
Fire	B+
EMS	B+
Compost	B+
Drinking Water	B+
Utility Billing	B+
Snow Plowing	B
City Administration	B
Street Mtce.	C
Economic Development	C
City Council	C+
Traffic Enforcement	C+
Parks	C+
Zoning Enforcement	D
Downtown	D

1999 Survey (124 responses)

Favorite Features in Kent

82	University
58	Family/Friends
51	Neighborhoods
61	Quality of Life
57	Schools
47	Parks Recreation
43	Employment
43	Housing
41	Convenience
41	Affordability
35	Culture
35	Crime Rate
28	Public Services
27	Appearance
24	Fire Protection
23	Emergency Services
17	Shopping
8	Transportation

Priority of City Services

Police Protection	1
Fire Protection	2
EMS	3
Water / Sewer	4
Streets / Sidewalks	5
Recycling	6
Environmental	7
Parks and Recreation	8
Composting	9
Health Safety	10
Zoning	11
Natural Resources	12
Downtown Revitalization	13
Stormwater	14
Housing	15
Commercial Development	16
Industrial Development	17

Economic Development Focus:

57	Support and Retain Existing Companies
56	Focus on Redeveloping Downtown
46	Redevelop Industrial Areas
19	Attract New Companies
16	Build an Industrial Park
16	Heritage Tourism
12	Workforce Development
12	Industrial Incubators

COUNCIL PLANNING RETREAT AGENDA

January 31, 2007 - 7:00 P.M.

Council Chambers

INTRODUCTION - WHY ARE WE HERE ?

- brief overview of agenda
- discussion of objectives of retreat
- consideration of guidelines for discussion

HOW DO WE WORK ?

- synopsis / discussion of Council / Manager / Staff roles

WHERE ARE WE GOING ?

- overview of existing policy goals and objectives
- comments? suggestions? modifications?

WHERE HAVE WE BEEN ?

- review of previous Council goals
- discussion of progress, changes

WHAT ARE WE HEARING ?

- review of 2007 survey results
- review of previous survey results

WHERE DO WE GO IN 2007 ?

- discussion of Council priorities
- staff input on priorities
- consensus on policy direction for 2007

NEXT STEPS ?

- adoption of a strategic agenda for 2007
 - creation of a planning schedule for work activities
-

SUGGESTED PROCESS GUIDELINES

1. Think Big Picture / Don't Get Bugged Down in Details
2. Focus On the "Vital Few" / Keep the List Short
3. Limit Debate / Agree to Disagree at Some Point
4. In Setting Objectives, Be SMART.

"SMART"

S = specific objectives

M = measurable

A = achievable

R = results oriented

T = targets
