



VISION TO BE THE CITY OF CHOICE IN NORTHEAST OHIO FOR RESIDENTS, BUSINESSES, AND STUDENTS SEEKING ENRICHING COMMUNITY EXPERIENCES THAT WILL LAST A LIFETIME.

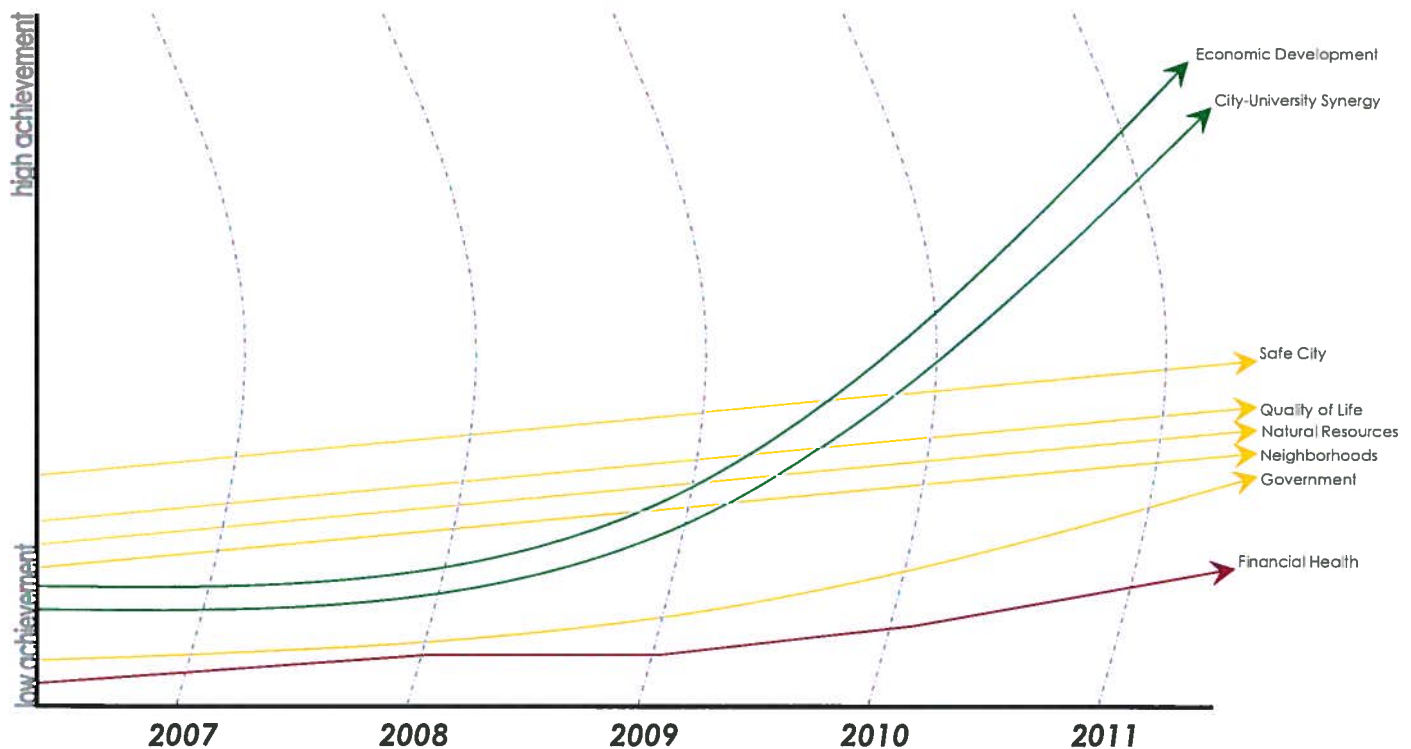
MISSION TO CREATE SOCIAL, ECONOMIC, AND LIFESTYLE OPPORTUNITIES IN A SAFE, VIBRANT AND DIVERSE ENVIRONMENT THAT CONNECTS PEOPLE TO THEIR COMMUNITY IN A PERSONAL WAY.

STRATEGIC VALUES	FINANCIAL HEALTH	ECONOMIC GROWTH AND DEVELOPMENT	NATURAL RESOURCES	EXCEPTIONAL QUALITY OF LIFE	SAFE COMMUNITY	STRONG DISTINCT NEIGHBORHOODS	CITY/UNIVERSITY SYNERGY	GOVERNMENT PERFORMANCE
KEY RESULTS	<ol style="list-style-type: none"> BALANCED BUDGET DIVERSIFIED REVENUE BASE GOOD BOND RATING ADEQUATE RESERVE FUNDS 	<ol style="list-style-type: none"> NEW JOB CREATION VIBRANT DOWNTOWN EFFECTIVE NETWORK OF ENTREPRENEURSHIP CONSISTENT PRIVATE REINVESTMENT 	<ol style="list-style-type: none"> PRESERVE NATURAL RESOURCES PROMOTE ECO-FRIENDLY ACTIVITIES GOOD PARK /TRAIL SYSTEM 	<ol style="list-style-type: none"> MODERN URBAN AMENITIES WITH SMALL TOWN CONVENIENCES ENTERTAINMENT, ARTS & CULTURE OPPORTUNITIES SHOPPING/DINING CHOICES 	<ol style="list-style-type: none"> PEOPLE FEEL SAFE HELP ARRIVES FAST FIRST RATE TALENT & TECH 	<ol style="list-style-type: none"> INCREASING RATE OF OWNER OCCUPIED HOUSING PROMOTE PROPERTY MTCE. & REINVESTMENT NEIGHBORHOODS ARE ENGAGED 	<ol style="list-style-type: none"> FREQUENT COLLABORATION JOINT PLANNING LEVERAGE ASSETS & RESOURCES 	<ol style="list-style-type: none"> COST SAVING INNOVATIONS SERVICE IMPROVEMENT INITIATIVES CITIZEN FRIENDLY
KEY MEASURES	<ol style="list-style-type: none"> REVENUES > EXPENSES MAINTAIN 65% INCOME TAX SHARE FROM PRIVATE SECTOR MINIMUM \$7 MILLION RESERVE BALANCE 	<ol style="list-style-type: none"> INCOME TAX GROWTH NUMBER OF NEW BUSINESS STARTS TARGET \$750,000 PRIVATE REINVESTMENT PER YEAR 	<ol style="list-style-type: none"> ENERGY SAVING/YR. % SIDEWALKS REPAIRED / YEAR RIVER CLEAN UP 	<ol style="list-style-type: none"> COMMUTE TIME NO. OF REC PROGRAM PARTICIPANTS NO. OF ARTS & CULTURE EVENTS DOWNTOWN 	<ol style="list-style-type: none"> LOW INCIDENCE OF CRIME FAST RESPONSE TIMES 	<ol style="list-style-type: none"> INCREASING % OF OWNER OCCUPIED NUMBER OF HOUSING CITATIONS ISSUED 	<ol style="list-style-type: none"> NUMBER OF JOINT INITIATIVES PERCENT OF COLLABORATIVE OBJECTIVES MET 	<ol style="list-style-type: none"> CITIZEN SATISFACTION WITH CITY SERVICES SAVINGS/YEAR NEW SERVICE INITIATIVES/YR.

STRATEGIC FOCUS 2012	DOWNTOWN REVITALIZATION	FISCAL HEALTH	NEIGHBORHOOD ENRICHMENT
KEY ACTION STEPS	<ol style="list-style-type: none"> CONSTRUCTION OF ESPLANADE CONSTRUCTION OF SURFACE PARKING LOT FINISH ALLEY 4 UPGRADES IMPLEMENT NEW DOWNTOWN PARKING PROGRAM SECURE FUNDING FOR PHASE I GREAT ATLANTIC DISCOVERY PARK BECOME A CERTIFIED LOCAL GOVERNMENT EXPAND CULTURAL EVENTS, ARTS, LOCAL FOOD AND INTERNATIONAL OFFERINGS. 	<ol style="list-style-type: none"> UPDATE UTILITY RATE STABILIZATION PLAN FINALIZE A FUNDING STRATEGY FOR A NEW CITY POLICE STATION. PARTICIPATE IN REGIONAL COLLABORATIONS TO SAVE FUNDS. IMPROVE EFFICIENCY AND PRODUCTIVITY TO DRIVE OPERATIONAL SAVINGS DEVELOP FINANCIAL SCENARIO POLICIES AND CONTINGENCY ACTION PLANS. PURCHASE AND DEPLOY NEW FINANCIAL COMPUTER SYSTEMS TECHNOLOGY. 	<ol style="list-style-type: none"> DEVELOP AND IMPLEMENT NEIGHBORHOOD GRANT PROGRAM DEPLOY CIVIL FINES FOR NEIGHBORHOOD CODE VIOLATIONS TAKE LEGAL ACTION AND/OR DEMO "WORST CASE" VACANT & BLIGHTED PROPERTIES WHERE AFFORDABLE. EXPAND COMMUNITY POLICING IN CITY NEIGHBORHOODS. PERFORM HOUSING MARKET STUDY AND DEVELOP HOUSING MASTER PLAN.

City of Kent 5-Year Strategic Trending

For Key Strategic Priority Objectives (2007-2011)



In the last 5 years the Kent community has made steady progress towards achieving its strategic goals. This report outlines the collective actions which are behind the trend lines illustrated in the chart above.

The pace of progress has varied among the 8 strategic categories but it is encouraging to see positive steps underway across the board. As a testament to City Council's leadership productivity, it is worth noting that those areas where Council devoted the most time and resources – economic development and City University synergy – also witnessed the most rapid rate of success.

Demonstrating the capacity to bring a leadership focus, make hard decisions, and deliver results has been critical to gaining the public confidence necessary to rally community resources and inspire an optimistic outlook for Kent's future. That sense of optimism has proven to be the intangible ingredient behind Kent's positive strategic trajectory, as momentum has grown in Kent's favor and each success increases the probability of more successes.

One of the unifying themes of the City's strategic objectives is collaboration – building partner networks, pooling resources, aligning intent and leveraging assets for mutual gain. This concept was put to the test in downtown redevelopment and it's no surprise to see the two trend lines of economic development and university synergy topping the chart (in green). These high flyers bode well for future endeavors as the partnership formula looks to be applied into the other areas of strategic importance.

The middle cluster of trend lines (in yellow) shows positive gains as well, albeit at a more moderate pace, which is perhaps to be expected as these are core function areas that tend to be the stabilizing components of the community; so disruptive change is not necessarily as favorable an outcome as steady progress.

Lastly, financial health (in red) has shown some signs of recovery in this troubled economy but it continues to lag the other areas. City finances are typically lagging indicators so as the early gains in economic development take root we hope to see improvement in City revenues and a favorable return on our early investments.

Since 2007 Kent has dealt with its fair share of setbacks, frustrations and delays, but in the end it is clear that by holding true to our strategic path and sustaining a focus on our goals, we did what had not been done for decades – most notably we pushed through some long-standing community milestones highlighted by the construction of the new downtown redevelopment and the imminent restoration of the old hotel.

2007-11 Strategic Achievements Summary*

*highlights above and beyond routine City services

Strategic Goal

Financial Health & Economic Development

"to be a prosperous and livable city for all citizens"

Financial Health Actions & Events

Objectives:

- Ensure that Kent is a fiscally strong and financially well-managed City.
- Maintain superior financial reporting, financial controls, budgeting, financial management, and transparency, and invest in capital infrastructure to support efficient long-term provision of services.
- Maintain reserves, and increase them when appropriate, to ensure financial flexibility, and to assist with difficult economic times, disasters or other emergencies.
- Maintain a high financial credit (bond) rating, maintain debt policies and debt practices that allow the assessment of appropriate debt levels, and periodically review debt and debt service to minimize costs.

2010-11

- City CAFR Honored With Distinction by State Auditor
- 2012 City Operating Budget
- 2012 City Capital Plan
- Expanded RITA services to include collections
- Promoted resident savings thru prescription discount cards
- SAFER Grant
- Adopted Multi-Year Utility Rate Stabilization Plan
- Re-bid City Bank Services Contract
- Central Maintenance Staff Reorganization
- City Notes Rollover
- Researched and Reported on PLA Options for City Contracts
- Union Contract Negotiations, 0% wage increase in 2012
- Absorbed \$500,000 in State Revenue Cuts to City
- Adopted Legislation to Enable Tax Liens on unpaid bills
- Engineering Staff Restructuring
- Experimented with steel plow blades to save money
- Hired a new City Controller
- Productivity and Efficiency Savings of \$250,000 in 2011

2009-10

- \$244,600 NOPEC Grant
- \$20 Million Tiger Grant
- 2011 Operating Budget
- 2011 Capital Plan
- City Bond Rating Raised from Aa3 to Aa2
- ODOT Salt Contract Savings
- PAFERS Fire Consolidation Study Completed
- On Line Auction Services
- Gas Well Revenue Agreement
- \$10,000 Printer & Copier Savings
- City Council Salary Review Committee Convened
- ODOT-City Maintenance Savings
- City Notes Rollover Savings
- Ended Employee Loan to Main Street
- Created Council Audit Review Committee
- \$1,000 Savings from Paper Vendor Re-bid
- \$26,000 in Health Care Re-Insurance Savings
- \$25,000 in Phone Service Contract Changes
- OPWC Grant Funding
- Police JAG Grant
- TIF Agreement with Kent City Schools
- West Side Fire Replacement Levy

2008-09

- \$25,000 New Skate Park Grant
- \$250,000 ODNR River Grant
- 2010 Temporary Budget
- 2010 Capital Plan
- \$10,000 Leaf Service Savings
- ODOT Salt Contract Savings
- RITA Tax Service Change
- On Line Auction Services
- Reduced Prosecutors Pay
- Energy Project Savings
- \$1.4 Million Plum Creek Grant
- COPS & JAG Grant Funds
- Issue II Grant Applications
- \$3 Million Crain Stimulus Funds
- City Notes Rollover Savings
- Parks & Rec \$25,000 Award
- Legal Savings of \$25,000
- 20% Construction Bid Savings
- Citizen Referral \$25,000 Savings
- \$150,000 Health Care Savings
- \$94,000 Street Paving Savings
- 2010 Water & Sewer Rate Changes
- Parks and Rec Replacement Levy
- General Operating Renewal Levy
- Increase in CDBG Funding
- Worker's Safety Discount of 2%
- Gov QA \$25,000 Savings
- KSU \$250 Million Bonds Announcement
- Business Tax Research and Report
- Printer/Copier Contract Savings
- Public Service Reclassification Savings
- Weather Forecasting Savings

2007-08

- Cell Tower Lease
- 2009 City Budget
- New Cable Franchise Fees
- NOPEC Savings Refund
- RITA Tax Service Change
- Financial Status Reports
- Issue II Grant Applications
- Blue Ribbon Panel
- City Notes Rollover
- Natural Gas Well Proposal
- Union Contract Negotiations
- AMATS Funds for Summit Street
- Fire/Police Equipment Grants
- Retiree Health Care Savings
- Street Paving With Township
- NOPEC Gas and Electric Rates
- City Cuts and Savings Report
- City Budget Forecasting
- Worker's Safety Discount of 2%
- AFLAC Flexible Spending Accounts
- Solicited Wellness Proposals
- Explored 4 Day Work Weeks
- Reduced Engineering Position

Economic Development Actions & Events

Economic Development Objectives:

- Aggressively pursue job expansion, retention and attraction to diversify the jobs & careers available to Kent residents.
- Increase the competitiveness of the Kent business climate to expand the employment base and create more jobs.
- Strengthen linkages with the City's largest employers and support Kent State's goal to expand its research mission.
- Engage Kent's economic resources including the Kent Regional Business Alliance (KRBA), Kent State University, the Joint Economic Development Districts (JEDD), Main Street Kent, Downtown Kent Corporation, Portage County and the Chamber of Commerce to foster small business development and entrepreneurship.
- Facilitate sustainable redevelopment throughout the City with a focus on the downtown central business district.
- Develop projects that revitalize aging centers or re-use vacant land for retail, office or industrial redevelopment.

Viable Downtown Objectives:

- Leverage the central business district to support and create economic opportunities.
- To be a pedestrian friendly destination for residents and visitors to Kent.
- Provide alternative and unique shopping, dining and entertainment options.
- Serve as a social and cultural gathering place that accentuates the quality of life and lifestyle opportunities in Kent.

2010-11

- Top 5 Finalist for Sierra Nevada Facility
- Kent Healthcare Center Re-Opened
- Revised Tap Fee Payment Schedule
- Grand Opening for MAC Trailer
- Transfer of SR59 from ODOT to City
- New Record Publishing Building Built
- Davey Tree/Amelek Sign 15 Year Leases
- Alumni Foundation \$15 Million Investment
- Old Hotel Purchased and Re-sold
- Acorn Alley II Construction and Opening
- Entrepreneur In Residence Program
- New Family Dollar Store Opened
- New Firehouse Restaurant Opened
- New Martial Arts Studio
- City 3rd in State Development Awards
- Liquid Crystal Diagnostics Opened
- KRBA Provided \$35,000 Supplement
- Anderson Aerospace featured in Paris
- Heritage Festival
- Destination Kent Web Site
- Explanade Agreements Signed
- Wild Earth Outfitters Opened
- Purchased Amelek Property
- CRA for Record Courier
- Job Creation Tax Credit for MAC
- Robin Hood Private Demolition
- Celebrate Kent Awards
- Land O'Lakes Enterprise Zone
- Kent Business Expo
- JEDD's Bring In \$350,000
- West River Parking Renewed
- Aquaponics Seminar
- Discover Kent KSU Orientation
- City Leased Railroad Parking
- Bent Tree Coffee Shop Opens
- Downtown Project Ground Breaking
- RB&W CORF Grant and Land Sale
- LaZiza's Restaurant Opens
- Soup Works Opens

2009-10

- McKay Bricker 25th Anniversary
- 5 Guys Grand Opening
- Tax Incentive Review Report
- Montrose Mazda Grand Opening
- Sheetz Store Grand Opening
- Klaben Quick Lane Grand Opening
- Buzz Barbershop Opens
- Habitat for Humanity ReStore Opens
- Huntington Bank Upgrades
- KRBA Small Business Workshop
- Abison/5 Guys Revolving Loan Fund
- Christian Edwards Salon Relocation
- Chamber Tree City Business Awards
- Liberty Tire Recycling Considered
- Renewed W. River Business Parking
- Record Courier Building Demo
- Dancing Beta Sushi Opens
- New Econ Dev Facebook Page
- Groundbreaking for Phoenix II
- Star of West Enterprise Zone
- Kent Business Expo
- JEDD's Bring In \$350,000
- Home Savings Summer Concerts
- Quality IP Opens
- Kent Yoga Opens
- Kent Elastomer Expansion
- NAPA Auto Opens
- 4th Annual Art & Wine Festival
- Façade Grants Program
- Farmer's Market
- Kent Folk Festival
- Who's Your Mama Event
- 2009 Heritage Festival
- Downtown Cider Festival
- Downtown Ghost Walk
- Halloween Family Festival
- Festival of Lights
- Celebrate Kent Awards
- Dominick's Façade
- Cajun Dave's Cooker Permit

2008-09

- Rally in Acorn Alley Music Fest
- Who's Your Mama Event
- 2009 Heritage Festival
- Downtown Cider Festival
- Downtown Ghost Walk
- Halloween Family Festival
- Festival of Lights
- Clydesdales Return to Kent
- Phoenix Project Grand Opening
- Kent Whitewater Grant \$250,000
- RB&W Site Demolition Begun
- Celebrate Kent Grants
- KSU Buys Record Courier Bldg
- Design Guidelines Adopted
- Kent Motor Lodge Site Demo
- Downtown Master Plan Done
- Kent State Folk Festival
- Adopt a Spot Flowers Program
- Rehab Vintage Clothing Opens
- Lucky Penny Creamery Opens
- West River Development Report
- Don Joseph Grand Re-Opening
- 157 Lounge Grand Opening
- Go-2-Go Taxi Expands
- Marathon Financial Opens
- Fig Leaf Grand Opening
- Uniquely Yours Boutique Opens
- Arctic Squirrel Grand Opening
- Pita Pit Opens
- Superior Aerial Expands
- Alpha Micron Expands
- Looking Glass Opens
- Façade Grants Program
- Kent Quilt Show
- Rockin' in West River Celebration
- Farmers Market with Music
- Downtown Toy Drive
- Discover Downtown Event
- 3rd Annual Wine and Art Fest
- Retail is Detail Business Assistance
- 2009 Main Street Work Program
- Downtown Parking Study Done
- Blighted Buildings Demo on SR 43
- Cajun Dave's Grand Opening
- Home Savings Summer Concerts
- Children's Reading Room at Library
- Memorial Day Parade
- Homecoming Parade
- Duncan Yo Yo Team
- Cupcake Shop Grand Opening
- Coleman Apartments Open
- Campus Point Apartments Open
- JEDD Boundaries Expanded
- Kent/Portage Buy Local Program
- Kent Business Expo
- Main Street Snack Shop Opens
- JEDDs bring in \$350,000
- Tannery Marketing Opens
- KSU Hazard Training Designation
- Book Ends Café Opens
- New Comfort Inn & Suites
- \$2.25 Million Credit Line Approved
- Cambria Hosts National Conference

2007-08

- Bagpiper Tour Downtown
- Who's Your Mama Event
- Heritage Festival
- Downtown Cider Festival
- Downtown Ghost Walk
- Halloween Family Festival
- Festival of Lights
- St. Pets Day at Kent Stage
- KSU Game Broadcast at Kent Stage
- New Trash Cans
- Bid Downtown Redevelopment RFQ
- Kent Whitewater Park Study
- Earth Day Event Street Permit
- Celebrate Kent Grant Awards
- Main Street Kent 2-Year Renewal
- Downtown Design Guideline funding
- Home Savings Concert Series
- Kent State Folk Festival
- Tallmadge/Kent JEDD Agreement
- West River Parking Evaluation
- Economic State of Readiness Report
- BTEC Project Development
- Normal Illinois Redevelopment Study
- Summa Robinson Devon Project
- Summit Street Incubator Policy Update
- Economic Dev. Incentives Policy
- New Kent Marketing Video
- Don Joseph Tax Abatement
- Akron Spicer Village Site Visit
- University Park Alliance Presentation
- Centennial Research Park 1 Opens
- JEDD Revolving Loan Fund Expanded
- City Loan Subordination Policy
- Downtown Blight Study Update
- Downtown Master Plan Project
- Land Banking
- Adopt a Spot Flowers Program
- Façade Grants Program
- Phoenix Project Presentation
- Rockin' in West River
- Farmers Market with music
- Downtown Toy Drive, Art Walk
- Old Red Diner Removed
- 2nd Annual Wine and Art Fest
- Phoenix Redevelopment Begins
- Black Squirrel Gallery Relocates
- Downtown Parking Study Done
- Gallery Saggio Opens
- Water Street Tavern Loan
- Black Squirrel Projection Art
- AWP Traffic Control Expands
- Cambria Opens
- Alpha Micron \$5 Million Grant
- Diptech Systems Opens
- Kent Whitewater Grant
- Purdue Incubator Trip
- CME Grocery Renovation
- Riverside Wine Expansion
- JEDDs bring in \$350,000
- PDS \$3 Million Grant
- Empire Grand Opening
- Water Street Tavern Expansion
- Loca-Lingual Incubator Tenant

Strategic Goal

Support for Natural Resources

"to protect and promote the City's natural resources"

Natural Resource Actions & Events

Objectives:

- Expand the opportunities for Kent residents and visitors to experience & enjoy Kent's natural resources.
- Serve as a model for conservation and environmental practices.
- Develop and promote eco-tourism, eco-recreation and green based business prospects in Kent.
- Support events that showcase the City's natural resources as a quality of life amenity.
- Reduce energy and fuel dependency; have a smaller carbon footprint as a City.
- Preserve and expand wetland areas and create conservation easements for environmentally sensitive areas.

2010-11

- Soils Clean Up Downtown Block
- Shade Tree Mission Renewed
- Leaf Collection/Mulching
- Adopt a Spot Program
- First Energy Light Bulb Replacement
- New Downtown River Access Built
- AMATS Bike Plan Meeting in Kent
- New River Access in Riverbend
- Planted 154 New Trees
- Samsung Environmental Video
- Tree Inventory Technology Purchased
- AMATS Hike and Bike Trail Funds
- Sustain Great Lakes Grant
- New Signs on Hike and Bike Trail
- New Bike Trail Construction
- New Kent is Green Video
- Who's Your Mama Earth Day
- Plum Creek Project State Award
- Jerry's Cleaner's Remediation
- 25th Tree City USA Designation
- Annual River Clean Up
- Clean Ohio Remediation Grant

2009-10

- Middle Cuyahoga Watershed Plan
- Emerald Ash Borer Grant
- Environmental Film Festival
- Memorial Tree Fund Project
- Adopt a Spot Program
- Jerry's Cleaners Remediation
- Tree City USA Designation
- Carbon CarBan Event
- Energy Conservation Approved
- River Access Public Meetings
- City-ODOT Bike Trail Agreement
- AMATS Hike and Bike Funds
- Kent Food CoOp First Board
- Annual River Clean Up
- Kent Dam International Honor
- KSU New Bike Share Program
- Davey Tree Orchard Dedication
- Who's Your Mama Earth Day
- Plum Creek Grant Increased
- Area Q, Phase V Constructed
- Clean Ohio Assessment Grant

2008-09

- City Energy Conservation Program
- Green Economy Expert Panel
- Environmental Film Festival
- Memorial Tree Fund Project
- Adopt a Spot Program
- Kent Sustainability Commission
- Tree City USA Designation
- Emerald Ash Borer Quarantine
- ODNR \$250,000 River Access Grant
- Kent Parks & Rec Promotional Video
- \$1.4 Million for Plum Creek Project
- Cuyahoga River Clean Up
- Area Q, Phase V Began
- AMATS Hike and Bike Funds
- DC Lobbying for Multi-Modal
- Agree to Esplanade Extension
- Sidewalk Snow Removal
- Lincoln @ Summit Improvements
- Multi-Modal Environmental Study
- Multi-Modal Land Acquisition
- Lincoln @ SR 59 Crosswalk Work

2007-08

- Green Building Design Guidelines
- City Building Green Standards
- Leaf Collection/Mulching
- Adopt a Spot Program
- Kent State Sustainability Task Force
- TV recycling with KSU Sept 20
- Set Conservation Reduction Goals
- Whitewater Park Study
- Stormwater BMP Regulations Update
- New NEFCO Watershed Coordinator
- Ohio EPA River Quality Report
- KSU Kayak Training
- Cuyahoga River PBS Movie
- AMATS Hike and Bike Trail Funds
- City/KSU Transportation Seminar
- Walk-N-Roll Presentation
- New Bike Trail Construction
- Sidewalk Snow Removal
- Citywide Bike Plan
- KSU-City Bike Share Research
- Central Gateway Transit Study
- Tree City USA Designation

Strategic Goal

Superior Quality of Life

"to enhance lifestyle choices through the physical and social environment"

Quality of Life Actions & Events

Objectives:

- Achieve the goals of the City's Sustainability Plan.
- Improve the City's transit, transportation and pedestrian networks to ensure safe access for people of all capabilities.
- Promote projects that diversify the retail base, providing greater shopping, dining and entertainment options in Kent.
- Expand awareness & access to arts, sports and cultural opportunities.
- Offer programs to rehabilitate aging housing stock, preserve property values, and promote a mix of affordable housing.
- Support City beautification programs like the downtown flower pots, the Adopt-a-Spot gardens, street banners, public art.
- Adopt design guidelines and where possible/affordable upgrade City crosswalks, medians, and sidewalks utilizing more landscaping, attractive pavers, bricks, colorized concrete, impressed asphalt, etc.
- Improve effectiveness of rooming house licensing and regulation.
- Continue to financially assist health and social service programs.

2010-11

See Also Viable Downtown Event Listing
See Also Natural Resources Actions Listing

- Summer Heritage Festival
- Completed New Fairchild Bridge Tunnel for Hike and Bike Trail
- Alley 4 Pedestrian Improvements
- Bicentennial Sculpture Unveiled
- Downtown Holiday Lighting
- Turkey Trot Race
- Heritage Fest Race
- Crooked River Adventure Race
- Black Squirrel Adventure Race
- \$100,000 Social Service Funding
- Shoveling Volunteer Service
- 85 homeless families provided shelter
- Holiday Toy Drive
- CDBG Action Plan Review and Public Hearings
- Cider Fest, Ice Carving, Ice Cream Social
- Good For Grill Event
- Plaza Outdoor Movie Series
- Art in the Park Festival
- Bra's Across the River Event
- Fill a Cruiser Toy and Food Drive
- Bowman Cup Race
- Wine and Art Festival
- Kent Folk Festival
- Kent Blues Festival
- Family Friendly Halloween Event
- Discover Downtown Student Orientation
- Kent Stage Music Events
- Urban Hen Raising Evaluation

2008-09

See Also Viable Downtown Event Listing
See Also Natural Resources Actions Listing

- Summer Heritage Festival
- Opened New Crain Ave. Section of Hike and Bike Trail
- Opened New Section of Middlebury Road Hike and Bike Trail
- Designed Plans to Connect Hike & Bike Trail Sections to KSU Trails
- Turkey Trot Race
- Heritage Fest Race
- KSU Brady's Leap Adventure Race
- Black Squirrel Adventure Race
- \$100,000 Social Service Funding
- Shoveling Volunteer Service
- 96 homeless provided shelter
- Holiday Toy Drive
- Garden Club Memorial Stone
- CDBG Action Plan Review and Public Hearings
- Cider Fest, Ice Carving, Ice Cream Social
- Wine and Art Festival
- Kent Folk Festival
- Plaza Outdoor Movie Series
- Art in the Park Festival

2009-10

See Also Viable Downtown Event Listing
See Also Natural Resources Actions Listing

- Summer Heritage Festival
- Chamber Time Capsule Opened
- Kurtz Family Donation Drive
- Skate Park Ribbon Cutting
- Standing Rock Cultural Arts Grant
- Kent Health Dept. Award
- Farmer's Market Mural Approved
- King James Basketball Tournament
- Downtown Holiday Lighting
- Turkey Trot Race
- Heritage Fest Race
- Crooked River Adventure Race
- Black Squirrel Adventure Race
- \$100,000 Social Service Funding
- Shoveling Volunteer Service
- 85 homeless families provided shelter
- Holiday Toy Drive
- CDBG Action Plan Review and Public Hearings
- Cider Fest, Ice Carving, Ice Cream Social
- Good For Grill Event
- Plaza Outdoor Movie Series
- Art in the Park Festival
- Bra's Across the River Event
- Fill a Cruiser Toy and Food Drive
- Bowman Cup Race
- Shop With a Cop
- Wine and Art Festival
- Kent Folk Festival
- Kent Blues Festival
- Kent Reggae Meltdown
- Main Street Kent Featured on local PBS

2007-08

See Also Viable Downtown Event Listing
See Also Natural Resources Actions Listing

- Summer Heritage Festival
- Horning Road KSU/City/Township Trail Agreement
- New Bike Trail Construction Middlebury/Lake Street
- Comprehensive Citywide Bike Plan
- Turkey Trot Race
- Heritage Fest Race
- Brady's Leap Adventure Race
- Horning Road Trail Construction
- CDBG Action Plan Review and Public Hearings
- Ohio Vietnam Veteran's Memorial
- \$100,000 Social Service Grants
- Brunch Bunch Participation
- City Employee Donations
- Cider Fest, Ice Carving, Ice Cream Social
- Wine and Art Festival
- Kent Folk Festival
- Plaza Outdoor Movie Series
- Art in the Park Festival

Strategic Goal

Community Safety "to be an exceptionally safe city"

Public Safety Actions & Events

Objectives:

- Provide state-of-the-art 911 services for fire, police, and emergency medical and management services.
- Aid individuals who are in danger of harm and assist those who are unable to care for themselves.
- Use prevention and suppression programs to deter and reduce incidents of crime, fires and hazards.
- Continue to develop neighborhood relationships to proactively address public safety issues.
- Provide the best available emergency medical response, pre-hospital support and transport system to the residents and visitors in the greater Kent service area.
- Explore collaborative and regional approaches to addressing shared public safety needs.
- Create and maintain a feeling of security in the community.
- Ensure the physical safety of neighborhoods, business and shopping districts, schools and transportation corridors.

2011-10

- Citizens Advisory Safety Committee
- Second Hand Retail Regulations
- Sex Offender Task Force
- New Fairchild Bridge Opened
- Hired New Police Chief
- Snow Street & Sidewalk Operations
- Life Support Equipment Grant
- Nixle Emergency Notification
- Smoke Alarm Program
- 911 Dispatch with Kent State
- SAFER Funding Grant
- Kent Police Awards
- Redmond Bridge Closed
- 1st Citizens Police Academy
- Police Reports On-Line
- New Street Vendor Regulations
- New Solicitation Regulations
- Hydrant Flushing Program
- Annual Sidewalk Program
- Ride for 911 Rides Thru Kent
- Rider Rumble Fund Raiser
- New Kent Police Web Page

2010-09

- Kent Snow Picture in NY Times
- Longmere Drive Reconstruction
- Police Bike Patrols Re-Introduced
- Passed New Taxi Cab Regulations
- Annual Street Program
- Temporary Repairs on Crain Bridge
- Snow operations
- SR59 Signal Upgrade Started
- Carthage Ave Speed Measures
- Smoke Alarm Program
- City Radio Upgrades
- Search and Rescue Training in Kent
- CSX Gateway Project in Kent
- JAG Grant
- Brady Lake Bridge Repaired
- Nixle Emergency Notification System
- Emergency Response Drill
- Neighborhood Watch Meetings
- Stonewater Drive Opened
- Hydrant Flushing Program
- Good Neighbor Shoveling Program
- Annual Sidewalk Program
- SR59 Light Pole Replacement

2008-09

- Crain Bridge Work Started
- Extra \$94,000 for Paving Streets
- Spaulding Road Bridge Done
- Train Derailment Repairs Done
- Plum Creek Bridge Repair Started
- Snow Street & Sidewalk Operations
- H1N1 Pandemic Continuity Plan
- Middlebury Rd. Bridge Repair
- Smoke Alarm Program
- SWAT Training in Kent
- CDBG Neighborhood Policing
- Kent Police Awards
- COPS & JAG Safety Grant Funds
- New Drug House Laws
- New Identity Theft Laws
- Kent Crime Statistical Report
- Emergency Broadcast Repairs
- Hydrant Flushing Program
- Annual Sidewalk Program
- Fire Response at Star of West Mill

2007-08

- Crain/Fairchild Bridge Project
- Reallocation for More Paving
- Spaulding Bridge Agreement
- ODOT Salt Purchase Agreement
- Funding for Sidearm Replacements
- Plum Creek Bridge Agreement
- Snow operations
- CSX Train Derailment
- Middlebury Road Bridge Repair
- Smoke Alarm Program
- Hurricane Ike Response
- Shop With A Cop
- Anti-Graffiti Campaign
- CEDAP Chemical Detection Grant
- Rescued Lost Kids Near Riverbend
- Arrests Made in Serial Burglary Cases
- Justice Center Study
- New Traffic Engineer Hired
- Hydrant Flushing Program
- Raw Water Transmission Line Repair
- Annual Sidewalk Program
- Fire Response to Chlorine Gas Leak

Strategic Goal

Communities Within the City

"to strengthen the quality and enhance the value of neighborhoods"

Community Actions & Events

Objectives:

- Strengthen and build partnerships with the City's diverse community; celebrate and capitalize on Kent's diversity.
- Provide services and programs for a multi-cultural audience.
- Increase awareness, participation and compliance with neighborhood code issues.
- Promote rehabilitation and sustainable infill development.
- Develop programs that encourage neighborhood based initiatives and planning.
- Partner with Kent State University to revitalize campus border neighborhoods.
- Seek programs that instill a sense of neighborhood pride.
- Strive to improve the rate of home ownership in Kent.
- Enhance neighborhood identities.

2011-10

- Monthly Community Dinners
- City Tool Loan Program
- Neighborhood Grants Proposed
- S. Lincoln Street Overlay Created
- KSU Student Orientation
- 2 Owner Occupied Homes Rehabbed
- CDBG Action Plan
- Passed Vacant Property Ordinance
- Community Gardens Research
- Code Compliance Annual Report
- Zoning Text Changes
- Joint Meeting with Franklin Township
- New Senior Housing Project
- Volunteer Snow Shoveling Initiative

2010-09

- Monthly Community Dinners
- Revised Zoning Code
- City Tool Loan Program
- Neighborhood Walk Arouns
- Monthly Town/Gown Planning Sessions
- KSU Student Orientation
- Student and Neighborhood Brochures
- Community Policing Continued
- 2 blighted homes demolished using NSP Grant Funds
- Save the Dream Foreclosure Assistance
- Rehab Program Loan Changes
- Neighborhood Watch Meetings
- Edwards Student Housing Project Proposed
- Removal of the Triangle Cleaner Building
- Implemented New Civil Infraction Notices
- Kent Selected by Forbes Magazine as top 10 most affordable City in the US.

2008-09

- Monthly Community Dinners
- KSU Community Relations Session
- City Tool Loan Program Started
- Neighborhood Walk Arouns
- College Fest Party Issues
- KSU Student Orientation
- New Neighborhood Brochures
- Community Policing Resumed
- 5 low income housing rehabs performed
- 13 low income furnace repairs/replacements
- 400' of storm sewer improvements in low income area
- 3 blighted homes demolished using NSP Grant Funds
- Exterior Maintenance Code Put In Effect
- Expanded Code Violations Tracking Report
- New Civil Ticketing System Implemented

2007-08

- Community Dinner Presentation
- Plan For New Tool Loan Program
- Neighborhood Walk Around
- Citywide Trash Hauling Study
- KSU Student Orientation
- Police Great Dane Incident
- DECA Welcome To Kent Project
- Upgraded Code Officer to full time
- Exterior Maintenance Code Revisions
- Code Compliance Annual Report
- Thoroughfare Plan Revisions
- On-Street Parking Changes
- Crain/Fairchild Citizens Committee
- Zoning Text Changes
- Joint Meeting with Franklin Township
- White Oaks Subdivision Changes

Strategic Goal

City and University Synergy

"to expand collaborative opportunities that enrich the university community experience"

Collaboration Actions & Events

Objectives:

- Showcase the assets of the City's university community that make Kent a great place to live, work, play and learn.
- Embrace the university-city brand and leverage the social and cultural opportunities for community enrichment and personal growth.
- Promote life long learning opportunities and the value of education at every phase in a person's life.
- Create public spaces that attract diverse populations for engagement and interaction.
- Communicate Kent's town/gown vision to current and potential residents, visitors and members of the media.

2011-10

- City/KSU Homecoming Parade
- Monthly Meetings with KSU
- KSU/Kent Parks Basketball Toumey
- 2 Bowman Breakfasts
- One Kent Ride and Walk Event
- International Food Event
- KSU Student Volunteers
- City/KSU CARE Grant
- Flash Fleet Bike Share
- City/KSU River Clean Up
- Esplanade Agreement
- Electronic Bulletin Board Design
- Summit Street Public Meetings
- Downtown Project Land Exchange
- Sculpture Walk Dedication
- Aquaponics Seminar
- KSU Sustainability Task Force
- \$15 Million Hotel Commitment
- Tailgate Parties
- Black Squirrel Adventure Race
- Sports Interns
- Discover Downtown Event
- City/KSU Mutual Aid

2010-09

- Kent Hamlet Ingensia Project
- Community Liaison Hired
- Community Liaison Web Site
- KSU Senior Services Assistance Day
- Sorority Halloween Clean-Up
- KSU Street Print on Loop Road
- Kent State Community Day
- Flash Fixers 100 Hours of Power
- New KSU Street Light Banners
- Crooked River Adventures Opens
- Transportation Survey of Residents
- KSU Quality of Life Forum
- 2 Bowman Breakfasts
- Risman Plaza Reconstruction
- Regional Collaboration Grant
- KSU International Summit
- Community Electronic Bulletin Board
- City/KSU Homecoming Parade
- Tailgate Parties
- Sports Interns

2008-09

- City/KSU Homecoming Parade
- Monthly Meetings with KSU
- 2 Washington DC Trips with KSU
- 2 Bowman Breakfasts
- Regional Development Meetings
- Iron Chef Competition at Kent State
- 2,555 KSU Student Volunteers
- Agree to Community Liaison Position
- KSU/Community Kayak Training
- City/KSU River Clean Up
- Campus Upgrades
- Electronic Bulletin Board Research
- City/KSU Summit Street MOU
- City/KSU/PARTA Multi-Modal MOU
- Cincinnati Presentation
- New KSU Businesses
- KSU Sustainability Task Force
- \$3 Million Hotel Commitment
- Tailgate Parties
- Black Squirrel Adventure Race
- Sports Interns
- Sustainability Study
- Broadband Stimulus Project
- Discover Downtown Event
- New Student Community Guide
- Joint Federal Work Study Project
- City/KSU Mutual Aid

2007-08

- City/KSU Joint Transportation Seminar
- Horning Road KSU/City Agreement
- City/County/KSU Justice Center Study
- Centennial Research Park Project
- Regional Development Meetings
- Tallmadge Regional Study
- Kent State Community Day
- Flash Fixers 100 Hours of Power
- KSU/Community Kayak Training
- Bulletin Board Research
- Kent Central Gateway Transit Study
- Kent State-City Turkish Justice Partnership
- 2 Bowman Breakfasts
- City/University Budget Modeling
- Regional Collaboration Grant
- Kent State Flags on SR 59
- Kent State Sustainability Task Force
- TV Recycling with KSU
- Speaker on Service Projects
- Community KSU Tailgate Parties
- Downtown Hotel/Conf. Ctr.
- Main Street Kent Support

Strategic Goal

Government Performance

"to provide the best services at the lowest possible cost"

Government Actions & Events

Objectives:

- Deliver exceptional public services with a high level of customer service.
- Commit the entire organization to achieve customer satisfaction.
- Utilize the latest technology improvements to improve customer information, communication and interaction.
- Make sound business decisions using data and customer input.
- Develop and institute performance metrics to measure progress towards objectives.
- Create a culture of continuous improvement; provide training in quality improvement techniques.
- Strive to leverage technology to improve productivity and do more with less operational resources.
- Be strategic and market driven in planning and managing public services.
- Work towards full cost accounting of utility services and enterprise funds with rate based user fees.
- Create an atmosphere of innovation, risk taking and tolerance for failure as an occasional price for improvement.
- Benchmark City operations against best practices to ensure the delivery of the best services at the lowest possible cost.
- Create a culture where things are done right the first time, every time.
- Develop innovative ways to make participation in local government activities possible for all residents and foster a sense of engagement among the citizenry by communicating a common identity, actively seeking insight into the needs of the community and aligning City services with customer expectations.

2011-10

- \$250,000 in Employee Initiated Cuts and Savings
- Maintained City of Kent Twitter Site
- Maintained City of Kent Facebook Sites
- Strategic Planning Documents Updated
- Maintained Citizen Action Center Web Site
- Continued Council Activity Quarterly Reports
- Maintained On-Line Capital Projects Information Site
- Continued City Vehicle Lease with the City of Aurora
- Re-Bid City Banking Services Contract
- Promoted Residents' Savings Thru Prescription Discount Cards
- Negotiated Union Contracts with 0% Wage Increase for 2012
- Re-structured City Engineering and Central Maintenance
- Expanded RITA Tax Services to Include Collections
- Graduated First Class of Kent Citizens Police Academy
- Continued Monthly Safety Department Citizens Committee
- Absorbed \$500,000 in State Funding Cuts
- Re-Appportioned City Council Wards
- Subscribed to State Legislative Information Service
- Franklin Township Fire Services Contract

2008-09

- \$400,000 in Employee Initiated Cuts and Savings
- Phase 1 of Regional Fire Services Study Completed
- Cardio and Vascular Screening for City Employees
- Distributed 2008 Strategy Brief
- Continued Council Activity Quarterly Reports
- Distributed Fairchild Ave. Bridge Video Clip and Brochure
- City Vehicle Lease with the City of Aurora
- Leaf Collection Routing Changes
- Citizen Study Committee on Sidewalk Shoveling
- DECA Student City Welcome Project
- Citywide Trash Service initiated to lower costs for residents
- Evaluating Hire Local Incentive Program for Kent Projects
- Franklin Township Fire Services Contract

2010-09

- \$100,000 in Employee Initiated Cuts and Savings
- Introduced City of Kent Twitter Site
- Revised City/ODOT SR261 & SR43 Maintenance Duties
- Strategic Planning Documents Updated
- Council Activity Quarterly Reports
- City Employee Walking Challenge for Wellness
- Maintained Citizen Action Center Web Site
- Maintained On-Line Capital Projects Information Site
- Workplace Safety Award from Portage County
- New Safety Department Citizen's Advisory Committee
- Continued City Vehicle Lease with the City of Aurora
- PAFERs Fire Consolidation Study
- New ComDoc Office Services Contract Savings
- NOPEC Grant \$244,600
- New City Council Audit Committee
- Added Permitting and Code Enforcement Module to GovQA
- On-Line Access to Fire Inspection Forms
- Electronic Records Conversion For Data Storage
- New City Facebook Page
- Summit Street Project Citizen's Advisory Committee Formed
- Internet Auction of Surplus City Property
- Gas Well Revenue Agreement Signed
- Franklin Township Fire Services Contract

2007-08

- \$200,000 in Employee Initiated Cuts and Savings
- Council / Manager Orientation Workshop
- Ohio Excellence Program Preview for City Operations
- Strategic Planning Work Sessions
- New Council Activity Quarterly Reports
- New On-Line City Strategic Planning Web Page
- New Citizen Action Center Web Site
- New On-Line Capital Projects Information Site
- Mentoring Day with Roosevelt High School Student
- Citywide Trash Hauling
- Comparative Income, Property and Sales Tax Staff Report
- Franklin Township Fire Services Contract