

2007-09 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.

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

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

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.

2007-08

- Tallmadge/Kent JEDD Agreement
- West River Business Parking Evaluation
- Economic State of Readiness Assessment
- BTEC Project Development
- Normal Illinois Redevelopment Session
- Kent Retail Trade Area Study
- Summa Robinson Devon Project
- Summit Street Incubator Policy Update
- Economic Dev. Incentives Policy
- New Kent Marketing Videos
- Don Joseph Toyota Tax Abatement
- Spicer Village Site Visit and Discussion
- University Park Alliance Presentation
- Centennial Research Park 1
- JEDD Revolving Loan Fund Expanded
- City Loan Subordination Policy
- Revolving Loan Fund for Alpha Micron
- AWP Traffic Control Expands
- Don Joseph Expands
- Cambria Opens in Kent
- Alpha Micron \$5 Million Grant
- Diptech Systems Opens
- Kent Whitewater Grant
- Ohio Rugby Tournament in Kent
- Purdue Incubator Trip
- ACME Grocery Renovation
- Kent Business Expo
- Riverside Wines Expansion
- JEDD's Bring In \$350,000
- PDS \$3 Million Grant
- Go 2 Go Van Service
- Empire Grand Opening
- Water St. Tavern Expansion
- Loca-Lingual Incubator Tenant

2008-09

- Rehab Vintage Clothing Store
- Lucky Penny Creamery Opens
- West River Redevelopment Report
- Don Joseph Grand Re-Opening
- 157 Lounge Grand Opening
- Go-To-Go Taxi Expands
- Marathon Grand Opening
- McKay Bricker 25th Anniversary
- 5 Guys Hamburgers Buys Susan's
- Fig Leaf Grand Opening
- Tax Incentive Review Report
- Uniquely Yours Boutique Opens
- Arctic Squirrel Grand Opening
- Pita Pit Grand Opening
- Superior Aerial \$300,000 Expansion
- Alpha Micron Expansion in Centennial Park
- Looking Glass Grand Opening
- Cupcake Shop Grand Opening
- Coleman Apartments Open
- Campus Point Apartments Open
- JEDD Boundaries Expanded
- Kent-Portage Buy Local Initiative
- Kent Business Expo
- Main Street Snack Shop Opens
- JEDD's Bring In \$350,000
- Tannery Marketing Opens
- KSU National Hazard Training Status
- Book-Ends Café in Kent Library
- New Comfort Inn & Suites
- \$2.25 Million Line of Credit Approved
- Cambria Hosts National Conference

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.

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 RFO
- 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
- 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
- Rockin' in West River

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
- 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

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.

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
- 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

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

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.

2007-08

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

- 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

2008-09

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

- 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
- CDBG Action Plan Review and Public Hearings
- \$100,000 Social Service Funding
- Shoveling Volunteer Service
- 96 homeless provided shelter
- Holiday Toy Drive
- Garden Club Memorial Stone

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.

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

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

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.

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

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
- Exterior Maintenance Code Put In Effect
- Expanded Code Violations Tracking Report
- New Civil Ticketing System Implemented
- 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

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.

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

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

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.

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

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