



City Strategic Performance

Council Activity Report: 2010 Summary

For the past 3 years the City Manager's Office has tracked the issues that City Council has deliberated upon in Committee and work-sessions to make sure that the staff and Council are focusing on those items that are most relevant to the achievement of the City's strategic priorities. With so many responsibilities potentially falling within the reach of the City's mission, the tracking framework offers a means for Council and the administration to continually test for mission creep and ensure that the majority of the City's resources are staying focused on the primary goals of the community.

staying on-track

In this way, the tracking framework serves as a tool to manage the direction of City affairs consistent with the strategic trajectory desired by the community. If the community or Council expectations change, the staff can use the continuity of the framework to change activities right along with them without disruption.

managing forward

City Vision: *To be the city of choice in northeast Ohio for residents, businesses, visitors and students seeking enriching community experiences that will last a lifetime.*

City 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.*

Cities are needed in many different ways by residents, businesses and visitors and one of the greatest challenges for Council and the administration is sustaining adequate attention, focus and activity levels necessary to advance the communities top priorities. It takes discipline on the part of Council and the staff to make strategic choices, and the tracking framework helps to identify and inform those choices within the context of the City's goals.

strategic discipline

Part of the City's mission is to be prepared for the unexpected and be ready to respond at a moment's notice. The City takes pride in its role as community responder, safety net and line in the sand between safety and harm. But as visible and important as the reactive function is, successful cities know that reacting must remain a small percentage of what they do so that the Council and staff can devote the majority of their effort to making decisions that promise to create prosperity moving forward.

City's 911 function

That prosperity is defined by the categories and activities contained within the City's strategic priorities. These priorities are a cumulative product that evolved through years of community visioning exercises, citizen surveys, strategic planning retreats and annual strategy updates.

co-creating the future

City of Kent's Strategic Goals

the community framework for defining who we are, where we are going, and knowing when we have arrived.

1. Financial Health and Economic Development
"to be a prosperous and livable city for all citizens"

2. Support for Natural Resources
"to protect and promote the City's natural resources"

3. Superior Quality of Life
"to enhance lifestyle choices through the physical and social environment"

4. Community Safety
"to be an exceptionally safe city"

5. Communities Within the City
"to strengthen the quality and enhance the value neighborhoods"

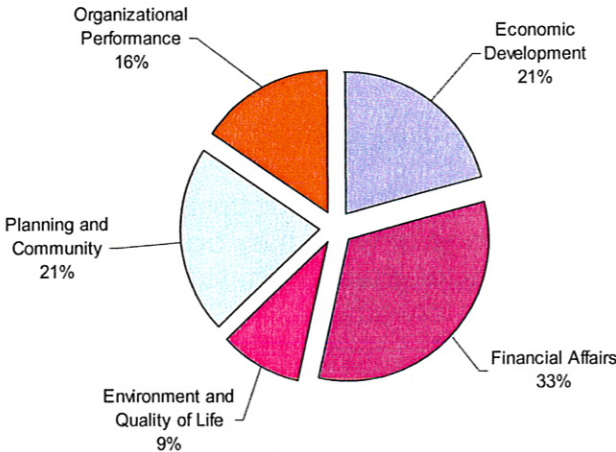
6. City and University Synergy
"to expand collaborative opportunities that enrich the university community experience"

7. Government Performance
"to provide the best services at the lowest possible cost"

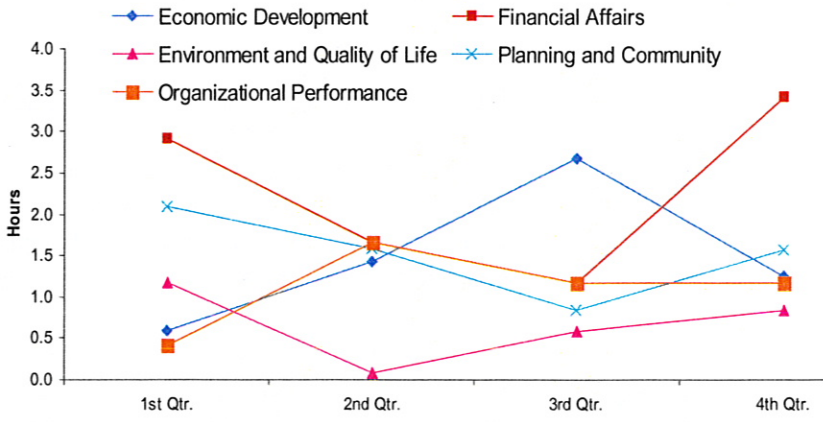
2010 Year in Review

In 2010 City Council met in Committee for a total of 28.2 hours to set policy, allocate resources and authorize programs and services to achieve the community's strategic priorities.

2010 Council Committee Time Focus %



2010 Council Committee Time Focus By Quarter



In 2010, the City passed two budgets – the 2010 budget in January 2010 and the 2011 budget in December 2010 – which explains why Financial Affairs had the highest percentage (33%) of Council activity time for the year.

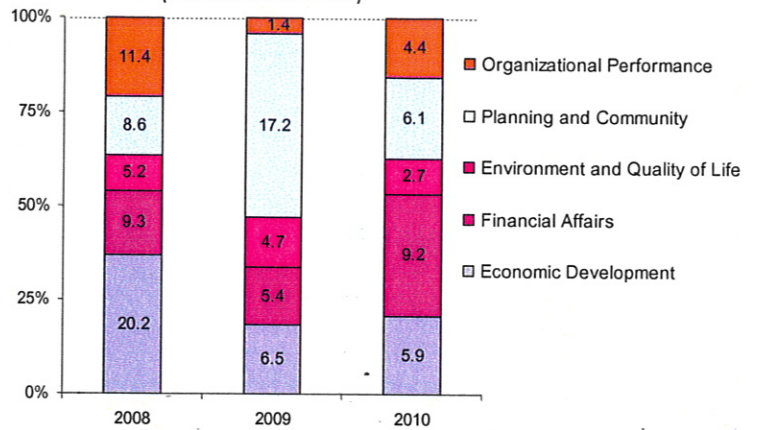
Economic Development continued to receive significant attention (21%) as the City passed the TIF Agreement, the Fairmount Development Agreement and the Pizzuti Development Agreement in 2010.

Planning and Community Development matters returned to a more typical number of hours in Committee following the sharp rise in hours in 2010 when Council dedicated a significant number of hours to developing a new policy for sidewalk snow removal.

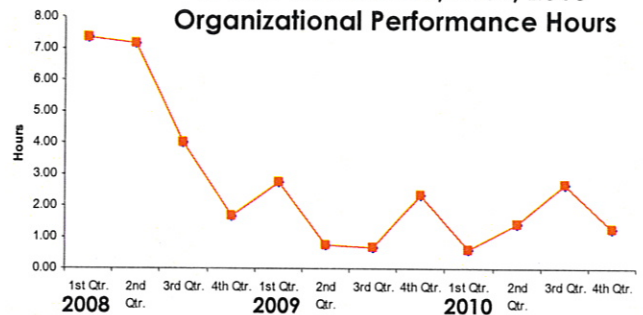
Over the last 3 years City Council has devoted over 117 hours in Committee to policy decisions aimed at achieving the community's strategic goals.

There has been good balance between hours spent on Economic Development (32%), Planning & Community Development (32%) and Financial Affairs (23%) as noted in the adjacent charts.

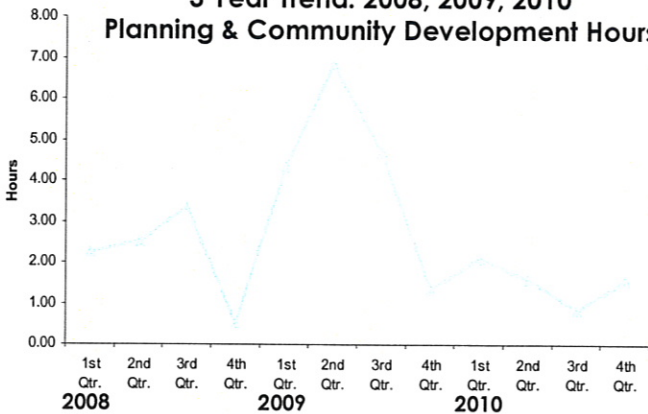
Council Committee Time Focus Over 3 Years (total hours listed)



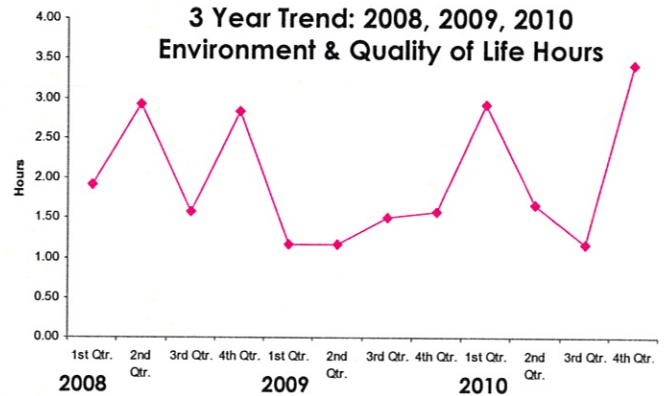
3 Year Trend: 2008, 2009, 2010 Organizational Performance Hours



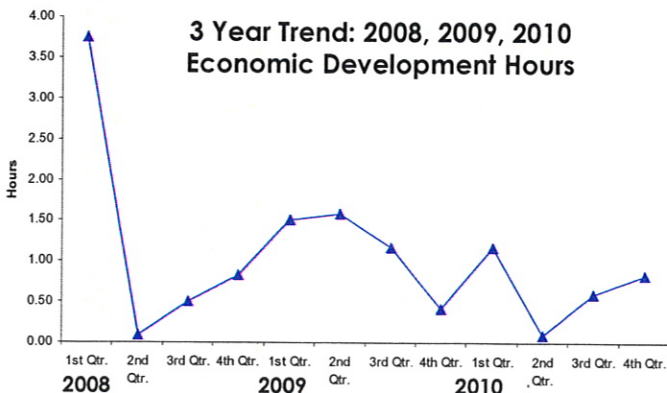
3 Year Trend: 2008, 2009, 2010 Planning & Community Development Hours



3 Year Trend: 2008, 2009, 2010 Environment & Quality of Life Hours



3 Year Trend: 2008, 2009, 2010 Economic Development Hours



3 Year Trend: 2008, 2009, 2010 Financial Affairs Hours

