



CITY OF KENT, OHIO

DEPARTMENT OF COMMUNITY DEVELOPMENT Building Services Division

To: Dave Ruller
City Manager

From: Bridget Susel
Community Development Director *B.S.*

Date: March 1, 2017

RE: Monthly Permit and Zoning Complaint Report – February 2017

Attached are the monthly reports per council's request. If you have questions or require further information, please let us know.

Permit Revenue Summary Report

Payment Date Range 02/01/17 - 02/28/17

Summary Listing

Fee Code	Fee Type	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed
Permit Type BZA-BOARD OF ZONING APPEALS						
BZA - BOARD OF BUILDING APPEALS		1	0	50.00	.00	50.00
Permit Type BZA-BOARD OF ZONING APPEALS Totals						
		1	0	\$50.00	\$0.00	\$50.00
Permit Type ELECTRICAL COMM-ELECTRICAL COMMERCIAL						
3% BBS - 3% BBS		3	0	14.81	.00	14.81
COM-ELEC REPAIR - Commercial Electric Repair/Remodel		2	0	443.70	.00	443.70
COM-ELEC SERVICE - Commercial Electric Service Replacement		1	0	50.00	.00	50.00
Permit Type ELECTRICAL COMM-ELECTRICAL COMMERCIAL Totals						
		6	0	\$508.51	\$0.00	\$508.51
Permit Type ELECTRICAL RES-ELECTRICAL RESIDENTIAL						
1% BBS - 1% BBS		4	0	1.85	.00	1.85
RES-ELEC REPAIR - Residential Electric Remodel/Repair		3	0	150.00	.00	150.00
RES-ELEC OWN SRV - Residential Electric Owner Occupied Service		1	0	35.00	.00	35.00
Permit Type ELECTRICAL RES-ELECTRICAL RESIDENTIAL Totals						
		8	0	\$186.85	\$0.00	\$186.85
Permit Type ENGINEERING COM-ENGINEERING COMMERCIAL						
BOND-EXCAVATION - EXCAVATION BOND		1	0	10,000.00	.00	10,000.00
EXCAVATION - EXCAVATION		3	0	60.00	.00	60.00
SEWER COMM - SEWER COMMERCIAL		1	0	75.00	.00	75.00
WATER FEE - WATER FEE		1	0	25.00	.00	25.00
Permit Type ENGINEERING COM-ENGINEERING COMMERCIAL Totals						
		6	0	\$10,160.00	\$0.00	\$10,160.00
Permit Type ENGINEERING RES-ENGINEERING RESIDENTIAL						
EXCAVATION - EXCAVATION		3	0	60.00	.00	60.00
SEWER RES - SEWER RESIDENTIAL		2	0	50.00	.00	50.00
SEWER UTILIZE - SEWER UTILIZATION		1	0	1,310.00	.00	1,310.00
STORM CONNECTION - STORM SEWER CONNECTION		1	0	100.00	.00	100.00
STORM RES PERMIT - STORM SEWER RESIDENTIAL PERMIT		2	0	50.00	.00	50.00
W-METR (3/4"W/BF - WATER METER (5/8-3/4")		1	0	315.00	.00	315.00
WATER FEE - WATER FEE		1	0	25.00	.00	25.00
WATER UTILIZED - WATER UTILIZATION		1	0	550.00	.00	550.00
Permit Type ENGINEERING RES-ENGINEERING RESIDENTIAL Totals						
		12	0	\$2,460.00	\$0.00	\$2,460.00
Permit Type EXISTING COMM-EXISTING COMMERCIAL						
3% BBS - 3% BBS		6	0	84.90	.00	84.90
COM-BUILD ADD - Commercial Building Addition		1	0	100.00	.00	100.00
COM-BUILD REPAIR - Commercial Building Repair/Remodel		5	0	2,730.20	.00	2,730.20
FIRE-REVIEW INSP - FIRE DEPT REVIEW & INSPECTION		1	0	100.00	.00	100.00
PLAN REVIEW <=3 - Plan Review for 3 or Less Reviews		15	0	2,418.75	.00	2,418.75
PLAN REVIEW 4+ - Plan Review for 4 or More Reviews		3	0	750.00	.00	750.00
Permit Type EXISTING COMM-EXISTING COMMERCIAL Totals						
		31	0	\$6,183.85	\$0.00	\$6,183.85
Permit Type EXISTING RES-EXISTING RESIDENTIAL						
1% BBS - 1% BBS		3	0	1.52	.00	1.52
RES-BUILD ADD 1 - Residential Building Addition- Single Family		1	0	51.50	.00	51.50

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Summary Listing

Fee Code	Fee Type	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed
Permit Type EXISTING RES-EXISTING RESIDENTIAL						
RES-BUILD REPAIR - Residential Building Remodel/Repair		2	0	100.00	.00	100.00
Permit Type EXISTING RES-EXISTING RESIDENTIAL Totals		6	0	\$153.02	\$0.00	\$153.02
Permit Type FIRE ALARM-FIRE ALARM						
3% BBS - 3% BBS		3	0	6.00	.00	6.00
COM-SUPR SYS RPR - Commercial Suppression Systems Repair/Remodel		3	0	200.00	.00	200.00
PLAN REVIEW <=3 - Plan Review for 3 or Less Reviews		2	0	187.50	.00	187.50
Permit Type FIRE ALARM-FIRE ALARM Totals		8	0	\$393.50	\$0.00	\$393.50
Permit Type FIRE SUPPRESSION-FIRE SUPPRESSION						
3% BBS - 3% BBS		1	0	11.22	.00	11.22
COM-SUPR SYS RPR - Commercial Suppression Systems Repair/Remodel		1	0	374.00	.00	374.00
PLAN REVIEW <=3 - Plan Review for 3 or Less Reviews		2	0	112.50	.00	112.50
Permit Type FIRE SUPPRESSION-FIRE SUPPRESSION Totals		4	0	\$497.72	\$0.00	\$497.72
Permit Type HVAC COMM-HVAC COMMERCIAL						
3% BBS - 3% BBS		4	1	29.40	(1.50)	27.90
COM-HVAC REPAIR - Commercial HVAC Repair/Remodel		1	0	830.00	.00	830.00
COM-HVAC REPLACE - Commercial HVAC Replacement		3	1	150.00	(50.00)	100.00
Permit Type HVAC COMM-HVAC COMMERCIAL Totals		8	2	\$1,009.40	(\$51.50)	\$957.90
Permit Type HVAC RES-HVAC RESIDENTIAL						
1% BBS - 1% BBS		8	0	4.40	.00	4.40
RES-HVAC NEW - Residential HVAC New		2	0	200.00	.00	200.00
RES-HVAC OWN RPL - Residential HVAC Owner Occupied Replacement		4	0	140.00	.00	140.00
RES-HVAC REPAIR - Residential HVAC Repair/Remodel		2	0	100.00	.00	100.00
Permit Type HVAC RES-HVAC RESIDENTIAL Totals		16	0	\$444.40	\$0.00	\$444.40
Permit Type NEW RES-NEW RESIDENTIAL						
1% BBS - 1% BBS		1	0	3.29	.00	3.29
PARKS & REC - PARKS & REC		1	0	350.00	.00	350.00
RES- BUILD NEW 1 - Residential Building New Construction-Single Family		1	0	328.60	.00	328.60
Permit Type NEW RES-NEW RESIDENTIAL Totals		3	0	\$681.89	\$0.00	\$681.89
Permit Type PC-PLANNING COMMISSION						
FIRE-REVIEW INSP - FIRE DEPT REVIEW & INSPECTION		1	0	100.00	.00	100.00
PC - PLANNING COMMISSION		2	0	200.00	.00	200.00
Permit Type PC-PLANNING COMMISSION Totals		3	0	\$300.00	\$0.00	\$300.00
Permit Type PLUMB COMM-PLUMBING COMMERCIAL						
3% BBS - 3% BBS		3	0	27.90	.00	27.90
COM-PLUMB REPAIR - Commercial Plumbing Repair/Remodel		2	0	880.00	.00	880.00
CRES-PLUMB RPAIR - Commercial Residential Plumbing Repair/Remodel		1	0	50.00	.00	50.00

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Fee Code	Permit Type	Fee Type	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed
Permit Type PLUMB COMM-PLUMBING COMMERCIAL Totals							
			6	0	\$957.90	\$0.00	\$957.90
Permit Type PLUMB RES-PLUMBING RESIDENTIAL							
1% BBS - 1% BBS			4	0	1.40	.00	1.40
RES-PLUMB OWN RP - Residential Plumbing Owner Occupied Replacement			4	0	140.00	.00	140.00
Permit Type PLUMB RES-PLUMBING RESIDENTIAL Totals							
			8	0	\$141.40	\$0.00	\$141.40
Permit Type SIGN/AWNINGS-SIGN/AWNINGS							
3% BBS - 3% BBS			3	0	4.50	.00	4.50
COM-SIGN/AWN/CAN - Commercial Signs Awnings Canopies			3	0	150.00	.00	150.00
COM-ZONING PSIGN - Commercial Zoning Permanent Signs			3	0	250.00	.00	250.00
PLAN REVIEW <=3 - Plan Review for 3 or Less Reviews			2	0	112.50	.00	112.50
PLAN REVIEW 4+ - Plan Review for 4 or More Reviews			1	0	62.50	.00	62.50
Permit Type SIGN/AWNINGS-SIGN/AWNINGS Totals							
			12	0	\$579.50	\$0.00	\$579.50
Permit Type ZONING-ZONING							
COM-ZONING ADD - Commercial Zoning Addition			1	0	100.00	.00	100.00
RES-ZONING - Residential Zoning Fence Pool Etc			1	0	25.00	.00	25.00
RES-ZONING ADD - Residential Zoning Addition			1	0	25.00	.00	25.00
RES-ZONING NEW - Residential Zoning New			1	0	75.00	.00	75.00
Permit Type ZONING-ZONING Totals							
			4	0	\$225.00	\$0.00	\$225.00
Grand Totals							
			142	2	\$24,932.94	(\$51.50)	\$24,881.44

Permit Revenue Summary Report

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Detail Listing

Fee Code	Permit Type	Transaction Type	Transaction Date	Permit Number	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed
	BZA - BOARD OF ZONING APPEALS								
	BZA - BOARD OF BUILDING APPEALS								
02/03/2017	Payment Monies Received			BZ17-001	1	Issued To GREER HEATING & AIR CONDITIONING INC	50.00	Amount 50.00	50.00
								\$50.00	
	Permit Type BZA-BOARD OF ZONING APPEALS Totals								
					1		\$50.00	\$0.00	\$50.00
	ELECTRICAL COMM-ELECTRICAL COMMERCIAL								
	3% BBS - 3% BBS								
02/02/2017	Payment Monies Received			2017-00000037	3	Issued To THOMPSON ELECTRIC	14.81	Amount 1.50	14.81
02/20/2017	Payment Monies Received			2017-00000063		KOZMA ELECTRIC INC		3.80	
02/20/2017	Payment Monies Received			2017-00000064		HARSTONE ELECTRICAL		9.51	
								\$14.81	
	COM-ELEC REPAIR - Commercial Electric Repair/Remodel								
02/20/2017	Payment Monies Received			2017-00000063	2	Issued To KOZMA ELECTRIC INC	443.70	Amount 126.80	443.70
02/20/2017	Payment Monies Received			2017-00000064		HARSTONE ELECTRICAL		316.90	
								\$443.70	
	COM-ELEC SERVICE - Commercial Electric Service Replacement								
02/02/2017	Payment Monies Received			2017-00000037	1	Issued To THOMPSON ELECTRIC	50.00	Amount 50.00	50.00
								\$50.00	
	Permit Type ELECTRICAL COMM-ELECTRICAL COMMERCIAL Totals								
					6		\$508.51	\$0.00	\$508.51
	ELECTRICAL RES-ELECTRICAL RESIDENTIAL								
	1% BBS - 1% BBS								
02/01/2017	Payment Monies Received			2017-00000035	4	Issued To STIEFER ELECTRIC, INC	1.85	Amount .50	1.85
02/15/2017	Payment Monies Received			2017-00000048		WILLOW ELECTRIC INC		.50	
02/15/2017	Payment Monies Received			2017-00000050		RICK'S ELECTRIC, INC.		.50	
02/20/2017	Payment Monies Received			2017-00000066		FOUR STAR ELECTRIC CORP		.35	
								\$1.85	
	RES-ELEC REPAIR - Residential Electric Remodel/Repair								
02/01/2017	Payment Monies Received			2017-00000035	3	Issued To STIEFER ELECTRIC, INC	150.00	Amount 50.00	150.00
02/15/2017	Payment Monies Received			2017-00000048		WILLOW ELECTRIC INC		50.00	
02/15/2017	Payment Monies Received			2017-00000050		RICK'S ELECTRIC, INC.		50.00	
								\$150.00	

Permit Revenue Summary Report

Payment Date Range 02/01/17 - 02/28/17

Detail Listing

Fee Code	Permit Type	Service	Date	Transaction Type	Permit Number	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed															
	ELECTRICAL RES-ELECTRICAL RESIDENTIAL	RES-ELEC OWN SRV - Residential Electric Owner Occupied	02/20/2017	Payment Monies Received	2017-00000066	1	0	35.00	.00	35.00															
	<table border="0" style="width:100%"> <tr> <td style="width:100%">Permit Type</td> <td>Issued To</td> <td>Amount</td> </tr> <tr> <td>2017-00000066</td> <td>FOUR STAR ELECTRIC CORP</td> <td>35.00</td> </tr> <tr> <td></td> <td></td> <td><u>\$35.00</u></td> </tr> </table>										Permit Type	Issued To	Amount	2017-00000066	FOUR STAR ELECTRIC CORP	35.00			<u>\$35.00</u>						
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2017-00000066	FOUR STAR ELECTRIC CORP	35.00																							
		<u>\$35.00</u>																							
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Permit Type	Totals	Amount																							
ELECTRICAL RES-ELECTRICAL RESIDENTIAL		<u>\$186.85</u>																							
	ENGINEERING COM-ENGINEERING COMMERCIAL	BOND-EXCAVATION - EXCAVATION BOND	02/01/2017	Payment Monies Received	2016-00000115	1	0	10,000.00	.00	10,000.00															
	<table border="0" style="width:100%"> <tr> <td style="width:100%">Permit Type</td> <td>Issued To</td> <td>Amount</td> </tr> <tr> <td>2016-00000115</td> <td>N L CONSTRUCTION CORPORATION</td> <td>10,000.00</td> </tr> <tr> <td></td> <td></td> <td><u>\$10,000.00</u></td> </tr> </table>										Permit Type	Issued To	Amount	2016-00000115	N L CONSTRUCTION CORPORATION	10,000.00			<u>\$10,000.00</u>						
Permit Type	Issued To	Amount																							
2016-00000115	N L CONSTRUCTION CORPORATION	10,000.00																							
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Permit Type	Totals	Amount																							
ENGINEERING COM-ENGINEERING COMMERCIAL		<u>60.00</u>																							
	EXCAVATION - EXCAVATION		02/20/2017	Payment Monies Received	2017-00000008	1	0	75.00	.00	75.00															
	<table border="0" style="width:100%"> <tr> <td style="width:100%">Permit Type</td> <td>Issued To</td> <td>Amount</td> </tr> <tr> <td>2017-00000008</td> <td>ROBERTS GENERAL EXCAVATION</td> <td>20.00</td> </tr> <tr> <td>02/23/2017</td> <td>DOMINION EAST OHIO GAS</td> <td>20.00</td> </tr> <tr> <td>02/23/2017</td> <td>S K MECHANICAL LLC</td> <td>20.00</td> </tr> <tr> <td></td> <td></td> <td><u>\$60.00</u></td> </tr> </table>										Permit Type	Issued To	Amount	2017-00000008	ROBERTS GENERAL EXCAVATION	20.00	02/23/2017	DOMINION EAST OHIO GAS	20.00	02/23/2017	S K MECHANICAL LLC	20.00			<u>\$60.00</u>
Permit Type	Issued To	Amount																							
2017-00000008	ROBERTS GENERAL EXCAVATION	20.00																							
02/23/2017	DOMINION EAST OHIO GAS	20.00																							
02/23/2017	S K MECHANICAL LLC	20.00																							
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Permit Type	Totals	Amount																							
EXCAVATION - EXCAVATION		<u>75.00</u>																							
	SEWER COMM - SEWER COMMERCIAL		02/23/2017	Payment Monies Received	2017-00000011	1	0	25.00	.00	25.00															
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		<u>\$25.00</u>																							
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Permit Type	Totals	Amount																							
SEWER COMM - SEWER COMMERCIAL		<u>25.00</u>																							
	WATER FEE - WATER FEE		02/20/2017	Payment Monies Received	2017-00000008	1	0	25.00	.00	25.00															
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2017-00000008	ROBERTS GENERAL EXCAVATION	25.00																							
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WATER FEE - WATER FEE		<u>25.00</u>																							
	ENGINEERING COM-ENGINEERING COMMERCIAL	EXCAVATION - EXCAVATION	02/03/2017	Payment Monies Received	2017-00000003	3	0	60.00	.00	60.00															
	<table border="0" style="width:100%"> <tr> <td style="width:100%">Permit Type</td> <td>Issued To</td> <td>Amount</td> </tr> <tr> <td>2017-00000003</td> <td>REMBRANDT HOMES</td> <td>20.00</td> </tr> <tr> <td>02/03/2017</td> <td>ROBERTS GENERAL EXCAVATION</td> <td>20.00</td> </tr> <tr> <td>02/28/2017</td> <td>HIRST CONSTRUCTION</td> <td>20.00</td> </tr> <tr> <td></td> <td></td> <td><u>\$60.00</u></td> </tr> </table>										Permit Type	Issued To	Amount	2017-00000003	REMBRANDT HOMES	20.00	02/03/2017	ROBERTS GENERAL EXCAVATION	20.00	02/28/2017	HIRST CONSTRUCTION	20.00			<u>\$60.00</u>
Permit Type	Issued To	Amount																							
2017-00000003	REMBRANDT HOMES	20.00																							
02/03/2017	ROBERTS GENERAL EXCAVATION	20.00																							
02/28/2017	HIRST CONSTRUCTION	20.00																							
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Permit Type	Totals	Amount																							
ENGINEERING COM-ENGINEERING COMMERCIAL		<u>\$10,160.00</u>																							
	SEWER RES - SEWER RESIDENTIAL		02/03/2017	Payment Monies Received	2017-00000003	2	0	50.00	.00	50.00															
	<table border="0" style="width:100%"> <tr> <td style="width:100%">Permit Type</td> <td>Issued To</td> <td>Amount</td> </tr> <tr> <td>2017-00000003</td> <td>REMBRANDT HOMES</td> <td>25.00</td> </tr> <tr> <td>02/28/2017</td> <td>HIRST CONSTRUCTION</td> <td>25.00</td> </tr> <tr> <td></td> <td></td> <td><u>\$50.00</u></td> </tr> </table>										Permit Type	Issued To	Amount	2017-00000003	REMBRANDT HOMES	25.00	02/28/2017	HIRST CONSTRUCTION	25.00			<u>\$50.00</u>			
Permit Type	Issued To	Amount																							
2017-00000003	REMBRANDT HOMES	25.00																							
02/28/2017	HIRST CONSTRUCTION	25.00																							
		<u>\$50.00</u>																							
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Permit Type	Totals	Amount																							
SEWER RES - SEWER RESIDENTIAL		<u>50.00</u>																							

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Detail Listing

Fee Code	Fee Type	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed
Permit Type ENGINEERING RES-ENGINEERING RESIDENTIAL						
SEWER UTILIZE - SEWER UTILIZATION						
02/03/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000003	Issued To REMBRANDT HOMES	1,310.00	Amount 1,310.00	1,310.00
					\$1,310.00	
STORM CONNECTION - STORM SEWER CONNECTION						
02/03/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000003	Issued To REMBRANDT HOMES	100.00	Amount 100.00	100.00
					\$100.00	
STORM RES PERMIT - STORM SEWER RESIDENTIAL PERMIT						
02/03/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000003	Issued To REMBRANDT HOMES	50.00	Amount 25.00	50.00
02/03/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000005	Issued To ROBERTS GENERAL EXCAVATION	50.00	Amount 25.00	50.00
					\$50.00	
W-METR (3/4"W/BF - WATER METER (5/8-3/4")						
02/03/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000003	Issued To REMBRANDT HOMES	315.00	Amount 315.00	315.00
					\$315.00	
WATER FEE - WATER FEE						
02/03/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000003	Issued To REMBRANDT HOMES	25.00	Amount 25.00	25.00
					\$25.00	
WATER UTILIZED - WATER UTILIZATION						
02/03/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000003	Issued To REMBRANDT HOMES	550.00	Amount 550.00	550.00
					\$550.00	
Permit Type ENGINEERING RES-ENGINEERING RESIDENTIAL Totals				\$2,460.00	\$0.00	\$2,460.00
Permit Type EXISTING COMM-EXISTING COMMERCIAL						
3% BBS - 3% BBS						
02/03/2017	Transaction Type Payment Monies Received	Permit Number 2016-00000879	Issued To METIS CONSTRUCTION SERVICES	84.90	Amount 3.34	84.90
02/16/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000014	Issued To INFINITY CONSTRUCTION CO, INC	84.90	Amount 48.30	84.90
02/20/2017	Transaction Type Payment Monies Received	Permit Number 2016-00000795	Issued To SUN'S CONSTRUCTION, INC		Amount 10.95	
02/20/2017	Transaction Type Payment Monies Received	Permit Number 2016-00000813	Issued To FORMAN INDUSTRIES		Amount 17.51	
02/20/2017	Transaction Type Payment Monies Received	Permit Number 2016-00000857	Issued To MARTIN & VALENT MELUCH		Amount 3.00	
02/20/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000058	Issued To FROMBY CONSTRUCTION		Amount 1.80	
					\$84.90	

Permit Revenue Summary Report

Payment Date Range 02/01/17 - 02/28/17

Detail Listing

Fee Code	Date	Transaction Type	Fee Type	Permit Number	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed
COM-BUILD ADD - COMMERCIAL BUILDING ADDITION									
02/20/2017		Payment Monies Received		2016-00000857	1	0	100.00	.00	100.00
						Issued To		Amount	
						MARTIN & VALENT MELUCH		100.00	
								\$100.00	
COM-BUILD REPAIR - Commercial Building Repair/Remodel									
02/03/2017		Payment Monies Received		2016-00000879	5	0	2,730.20	.00	2,730.20
02/16/2017		Payment Monies Received		2017-00000014		Issued To		Amount	
02/20/2017		Payment Monies Received		2016-00000795		METIS CONSTRUCTION SERVICES		111.50	
02/20/2017		Payment Monies Received		2016-00000813		INFINITY CONSTRUCTION CO, INC		1,610.00	
02/20/2017		Payment Monies Received		2017-00000058		SUN'S CONSTRUCTION, INC		364.90	
						FORMAN INDUSTRIES		583.80	
						FROMBY CONSTRUCTION		60.00	
								\$2,730.20	
FIRE-REVIEW INSP - FIRE DEPT REVIEW & INSPECTION									
02/20/2017		Payment Monies Received		2016-00000795	1	0	100.00	.00	100.00
						Issued To		Amount	
						SUN'S CONSTRUCTION, INC		100.00	
								\$100.00	
PLAN REVIEW <=3 - Plan Review for 3 or Less Reviews									
02/01/2017		Payment Monies Received		2016-00000546	15	0	2,418.75	.00	2,418.75
02/02/2017		Payment Monies Received		2016-00000317		Issued To		Amount	
02/03/2017		Payment Monies Received		2016-00000879		TROY CONSTRUCTION		150.00	
02/03/2017		Payment Monies Received		2016-00000879		GILBANE CO		75.00	
02/03/2017		Payment Monies Received		2017-00000012		METIS CONSTRUCTION SERVICES		150.00	
02/03/2017		Payment Monies Received		2017-00000012		METIS CONSTRUCTION SERVICES		37.50	
02/16/2017		Payment Monies Received		2017-00000014		RLB PHOENIX PROPERTIES, LLC		37.50	
02/16/2017		Payment Monies Received		2017-00000014		RLB PHOENIX PROPERTIES, LLC		75.00	
02/20/2017		Payment Monies Received		2016-00000795		INFINITY CONSTRUCTION CO, INC		375.00	
02/20/2017		Payment Monies Received		2016-00000795		INFINITY CONSTRUCTION CO, INC		637.50	
02/20/2017		Payment Monies Received		2016-00000795		SUN'S CONSTRUCTION, INC		112.50	
02/20/2017		Payment Monies Received		2016-00000795		SUN'S CONSTRUCTION, INC		168.75	
02/20/2017		Payment Monies Received		2016-00000813		SUN'S CONSTRUCTION, INC		187.50	
02/20/2017		Payment Monies Received		2016-00000813		FORMAN INDUSTRIES		37.50	
02/20/2017		Payment Monies Received		2016-00000857		FORMAN INDUSTRIES		225.00	
02/20/2017		Payment Monies Received		2016-00000857		MARTIN & VALENT MELUCH		112.50	
						MARTIN & VALENT MELUCH		37.50	
								\$2,418.75	
PLAN REVIEW 4+ - Plan Review for 4 or More Reviews									
02/10/2017		Payment Monies Received		2016-00000860	3	0	750.00	.00	750.00
02/20/2017		Payment Monies Received		2016-00000795		Issued To		Amount	
02/20/2017		Payment Monies Received		2016-00000795		KENT NATURAL FOODS COOP		250.00	
						SUN'S CONSTRUCTION, INC		375.00	
						SUN'S CONSTRUCTION, INC		125.00	

Permit Revenue Summary Report

Payment Date Range 02/01/17 - 02/28/17

Detail Listing

Fee Code	Permit Type	Fee Type	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed
EXISTING COMM-EXISTING COMMERCIAL							
Permit Type			31	0	\$6,183.85	\$0.00	\$6,183.85
Permit Type EXISTING COMM-EXISTING COMMERCIAL Totals							
1% BBS - 1% BBS							
Date	Transaction Type	Permit Number	Issued To		Amount		1.52
02/15/2017	Payment Monies Received	2017-00000045	CARANO ENVIRONMENTAL SERVICE		.50		
02/20/2017	Payment Monies Received	2017-00000043	KATHY FISHER		.52		
02/28/2017	Payment Monies Received	2017-00000071	ALL CUSTOM PAINTING		.50		
					\$1.52		
RES-BUILD ADD 1 - Residential Building Addition- Single Family							
Date	Transaction Type	Permit Number	Issued To		Amount		51.50
02/20/2017	Payment Monies Received	2017-00000043	KATHY FISHER		51.50		
					\$51.50		
RES-BUILD REPAIR - Residential Building Remodel/Repair							
Date	Transaction Type	Permit Number	Issued To		Amount		100.00
02/15/2017	Payment Monies Received	2017-00000045	CARANO ENVIRONMENTAL SERVICE		50.00		
02/28/2017	Payment Monies Received	2017-00000071	ALL CUSTOM PAINTING		50.00		
					\$100.00		
EXISTING RES-EXISTING RESIDENTIAL							
Permit Type			6	0	\$153.02	\$0.00	\$153.02
Permit Type EXISTING RES-EXISTING RESIDENTIAL Totals							
3% BBS - 3% BBS							
Date	Transaction Type	Permit Number	Issued To		Amount		6.00
02/20/2017	Payment Monies Received	2017-00000067	PALADIN PROTECTIVE SYSTEMS, INC		3.00		
02/20/2017	Payment Monies Received	2017-00000068	PALADIN PROTECTIVE SYSTEMS, INC		1.50		
02/20/2017	Payment Monies Received	2017-00000069	PALADIN PROTECTIVE SYSTEMS, INC		1.50		
					\$6.00		
COM-SUPR SYS RPR - Commercial Suppression Systems							
Date	Transaction Type	Permit Number	Issued To		Amount		200.00
02/20/2017	Payment Monies Received	2017-00000067	PALADIN PROTECTIVE SYSTEMS, INC		100.00		
02/20/2017	Payment Monies Received	2017-00000068	PALADIN PROTECTIVE SYSTEMS, INC		50.00		
02/20/2017	Payment Monies Received	2017-00000069	PALADIN PROTECTIVE SYSTEMS, INC		50.00		
					\$200.00		
PLAN REVIEW <=3 - Plan Review for 3 or Less Reviews							
Date	Transaction Type	Permit Number	Issued To		Amount		187.50
02/03/2017	Payment Monies Received	2016-00000814	STRAYCO INC/DBA RADIO-SOUND COMMUNICATION		75.00		
02/20/2017	Payment Monies Received	2017-00000067	PALADIN PROTECTIVE SYSTEMS, INC		112.50		
					\$187.50		

Permit Revenue Summary Report

Payment Date Range 02/01/17 - 02/28/17

Detail Listing

Fee Code	Permit Type	Fee Type	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed
Permit Type FIRE ALARM-FIRE ALARM							
Permit Type FIRE ALARM-FIRE ALARM Totals			8	0	\$393.50	\$187.50	\$393.50
Permit Type FIRE SUPPRESSION-FIRE SUPPRESSION							
3% BBS - 3% BBS							
Date	Transaction Type	Permit Number	Issued To		Amount		
02/20/2017	Payment Monies Received	2017-00000052	AUTOMATIC FIRE PROTECTION SYSTEMS		11.22		11.22
					11.22		
					\$11.22		
COM-SUPR SYS RPR - Commercial Suppression Systems							
Date	Transaction Type	Permit Number	Issued To		Amount		
02/20/2017	Payment Monies Received	2017-00000052	AUTOMATIC FIRE PROTECTION SYSTEMS		374.00		374.00
					374.00		
					\$374.00		
PLAN REVIEW <=3 - Plan Review for 3 or Less Reviews							
Date	Transaction Type	Permit Number	Issued To		Amount		
02/20/2017	Payment Monies Received	2017-00000052	AUTOMATIC FIRE PROTECTION SYSTEMS		37.50		37.50
02/20/2017	Payment Monies Received	2017-00000052	AUTOMATIC FIRE PROTECTION SYSTEMS		75.00		75.00
					75.00		
					\$112.50		
Permit Type FIRE SUPPRESSION-FIRE SUPPRESSION Totals							
Permit Type HVAC COMM-HVAC COMMERCIAL			4	0	\$497.72	\$0.00	\$497.72
3% BBS - 3% BBS							
Date	Transaction Type	Permit Number	Issued To		Amount		
02/15/2017	Payment Monies Received	2017-00000051	WRIGHT HEATING & AIR CONDITIONING		1.50		1.50
02/20/2017	Adjustment	2017-00000056	GREER HEATING & AIR CONDITIONING		(1.50)		(1.50)
02/20/2017	Payment Monies Received	2017-00000040	GREER HEATING & AIR CONDITIONING		1.50		1.50
02/20/2017	Payment Monies Received	2017-00000056	GREER HEATING & AIR CONDITIONING		1.50		1.50
02/28/2017	Payment Monies Received	2017-00000075	S A COMUNALE CO INC		24.90		24.90
					\$27.90		
COM-HVAC REPAIR - Commercial HVAC Repair/Remodel							
Date	Transaction Type	Permit Number	Issued To		Amount		
02/28/2017	Payment Monies Received	2017-00000075	S A COMUNALE CO INC		830.00		830.00
					830.00		
					\$830.00		
COM-HVAC REPLACE - Commercial HVAC Replacement							
Date	Transaction Type	Permit Number	Issued To		Amount		
02/15/2017	Payment Monies Received	2017-00000051	WRIGHT HEATING & AIR CONDITIONING		50.00		50.00
02/20/2017	Adjustment	2017-00000056	GREER HEATING & AIR CONDITIONING		(50.00)		(50.00)
02/20/2017	Payment Monies Received	2017-00000040	GREER HEATING & AIR CONDITIONING		50.00		50.00
02/20/2017	Payment Monies Received	2017-00000056	GREER HEATING & AIR CONDITIONING		50.00		50.00
					\$100.00		

Permit Revenue Summary Report

Payment Date Range 02/01/17 - 02/28/17

Detail Listing

Fee Code	Permit Type	Fee Type	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments (\$51.50)	Net Billed	
Permit Type HVAC RES-HVAC RESIDENTIAL								
1% BBS - 1% BBS	HVAC COMM-HVAC COMMERCIAL							
			8	2	\$1,009.40		\$957.90	
			Totals					
Permit Type HVAC RES-HVAC RESIDENTIAL								
			8	0	4.40	.00	4.40	
			Totals					
Permit Type HVAC RES-HVAC RESIDENTIAL								
			2	0	200.00	.00	200.00	
			Totals					
Permit Type HVAC RES-HVAC RESIDENTIAL								
			4	0	140.00	.00	140.00	
			Totals					
Permit Type HVAC RES-HVAC RESIDENTIAL								
			2	0	100.00	.00	100.00	
			Totals					
Permit Type HVAC RES-HVAC RESIDENTIAL								
			16	0	\$444.40	\$0.00	\$444.40	
			Totals					
Permit Type HVAC RES-HVAC RESIDENTIAL								
			1	0	3.29	.00	3.29	
			Totals					
Permit Type HVAC RES-HVAC RESIDENTIAL								
			1	0	350.00	.00	350.00	
			Totals					

Permit Revenue Summary Report

Payment Date Range 02/01/17 - 02/28/17

Detail Listing

Fee Code	Fee Type	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed
Permit Type NEW RES-NEW RESIDENTIAL						
RES- BUILD NEW 1 - Residential Building New Construction- Single Family		1	0	328.60	.00	328.60
02/03/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000019	Issued To REMBRANDT HOMES	Amount	Amount 328.60	
					\$328.60	
Permit Type NEW RES-NEW RESIDENTIAL Totals						
		3	0	\$681.89	\$0.00	\$681.89
Permit Type PC-PLANNING COMMISSION						
FIRE-REVIEW INSP - FIRE DEPT REVIEW & INSPECTION		1	0	100.00	.00	100.00
02/20/2017	Transaction Type Payment Monies Received	Permit Number PC17-001	Issued To MIKE WOHLWEND	Amount	Amount 100.00	
					\$100.00	
PC - PLANNING COMMISSION Totals						
		2	0	200.00	.00	200.00
Permit Type PLUMB COMM-PLUMBING COMMERCIAL						
3% BBS - 3% BBS		3	0	\$300.00	\$0.00	\$300.00
02/20/2017	Transaction Type Payment Monies Received	Permit Number PC17-001	Issued To MIKE WOHLWEND	Amount	Amount 100.00	
02/20/2017	Transaction Type Payment Monies Received	Permit Number PC17-002	DS ARCHITECTURE	Amount	Amount 100.00	
					\$200.00	
Permit Type PC-PLANNING COMMISSION Totals						
		3	0	\$300.00	\$0.00	\$300.00
Permit Type PLUMB COMM-PLUMBING COMMERCIAL						
COM-PLUMB REPAIR - Commercial Plumbing Repair/Remodel		3	0	27.90	.00	27.90
02/20/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000059	Issued To KLINE & KAVALI	Amount	Amount 1.50	
02/28/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000076	S A COMUNALE CO INC	Amount	Amount 24.90	
02/28/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000077	ABC DRAIN & PLUMBING	Amount	Amount 1.50	
					\$27.90	
COM-PLUMB REPAIR - Commercial Plumbing Repair/Remodel Totals						
		2	0	880.00	.00	880.00
Permit Type PLUMB COMM-PLUMBING COMMERCIAL						
CRES-PLUMB RPAIR - Commercial Residential Plumbing Repair/Remodel		1	0	50.00	.00	50.00
02/20/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000059	Issued To KLINE & KAVALI	Amount	Amount 50.00	
02/28/2017	Transaction Type Payment Monies Received	Permit Number 2017-00000076	S A COMUNALE CO INC	Amount	Amount 830.00	
					\$880.00	
CRES-PLUMB RPAIR - Commercial Residential Plumbing Repair/Remodel Totals						
		1	0	50.00	.00	50.00
Permit Type PLUMB COMM-PLUMBING COMMERCIAL						
PLUMB COMM-PLUMBING COMMERCIAL		6	0	\$957.90	\$0.00	\$957.90

Permit Revenue Summary Report

Payment Date Range 02/01/17 - 02/28/17

Detail Listing

Fee Code	Permit Type	Transaction Type	Permit Number	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed
1% BBS - 1% BBS	PLUMB RES-PLUMBING RESIDENTIAL							
Date	Transaction Type	Permit Number	Issued To				Amount	
02/03/2017	Payment Monies Received	2017-00000042	ABC PLUMBING & DRAIN	4	0	1.40	.35	1.40
02/15/2017	Payment Monies Received	2017-00000049	ABC PLUMBING & DRAIN				.35	
02/28/2017	Payment Monies Received	2017-00000073	WIESE PLUMBING & HEATING				.35	
02/28/2017	Payment Monies Received	2017-00000074	ABC PLUMBING & DRAIN				.35	
							\$1.40	
<hr/>								
RES-PLUMB OWN RP - Residential Plumbing Owner Occupied Replacement				4	0	140.00	.00	140.00
Date	Transaction Type	Permit Number	Issued To				Amount	
02/03/2017	Payment Monies Received	2017-00000042	ABC PLUMBING & DRAIN				35.00	
02/15/2017	Payment Monies Received	2017-00000049	ABC PLUMBING & DRAIN				35.00	
02/28/2017	Payment Monies Received	2017-00000073	WIESE PLUMBING & HEATING				35.00	
02/28/2017	Payment Monies Received	2017-00000074	ABC PLUMBING & DRAIN				35.00	
							\$140.00	
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Permit Type PLUMB RES-PLUMBING RESIDENTIAL Totals						\$141.40	\$0.00	\$141.40
3% BBS - 3% BBS	SIGN/AWNINGS-SIGN/AWNINGS							
Date	Transaction Type	Permit Number	Issued To				Amount	
02/01/2017	Payment Monies Received	2016-00000478	D R MILLER DESIGN BUIJD	3	0	4.50	1.50	4.50
02/03/2017	Payment Monies Received	2017-00000010	NORTHCOAST SIGNWORKS				1.50	
02/16/2017	Payment Monies Received	2017-00000033	Advanced Sign & Lighting				1.50	
							\$4.50	
<hr/>								
Permit Type PLUMB RES-PLUMBING RESIDENTIAL Totals						\$141.40	\$0.00	\$141.40
COM-SIGN/AWN/CAN - Commercial Signs Awnings Canopies								
Date	Transaction Type	Permit Number	Issued To				Amount	
02/01/2017	Payment Monies Received	2016-00000478	D R MILLER DESIGN BUIJD	3	0	150.00	50.00	150.00
02/03/2017	Payment Monies Received	2017-00000010	NORTHCOAST SIGNWORKS				50.00	
02/16/2017	Payment Monies Received	2017-00000033	Advanced Sign & Lighting				50.00	
							\$150.00	
<hr/>								
Permit Type COM-SIGN/AWN/CAN - Commercial Signs Awnings Canopies Totals						150.00	.00	150.00
COM-ZONING PSIGN - Commercial Zoning Permanent Signs								
Date	Transaction Type	Permit Number	Issued To				Amount	
02/01/2017	Payment Monies Received	2016-00000478	D R MILLER DESIGN BUIJD	3	0	250.00	100.00	250.00
02/03/2017	Payment Monies Received	2017-00000010	NORTHCOAST SIGNWORKS				50.00	
02/16/2017	Payment Monies Received	2017-00000033	Advanced Sign & Lighting				100.00	
							\$250.00	
<hr/>								
Permit Type COM-ZONING PSIGN - Commercial Zoning Permanent Signs Totals						250.00	.00	250.00
PLAN REVIEW <=3 - Plan Review for 3 or Less Reviews								
Date	Transaction Type	Permit Number	Issued To				Amount	
02/01/2017	Payment Monies Received	2016-00000478	D R MILLER DESIGN BUIJD	2	0	112.50	37.50	112.50
02/16/2017	Payment Monies Received	2017-00000033	Advanced Sign & Lighting				75.00	
							\$112.50	

Permit Revenue Summary Report

Payment Date Range 02/01/17 - 02/28/17

Detail Listing

Fee Code	Permit Type	Fee Type	Transaction	Billing Transactions	Adjustment Transactions	Amount Billed	Adjustments	Net Billed
SIGN/AWNINGS-SIGN/AWNINGS								
PLAN REVIEW 4+ - Plan Review for 4 or More Reviews			Permit Number	1	0	62.50	.00	62.50
02/03/2017	Transaction Type	Payment Monies Received	2017-00000010	Issued To			Amount	
				NORTHCOST SIGNWORKS			62.50	
							\$62.50	
SIGN/AWNINGS-SIGN/AWNINGS Totals								
				12	0	\$579.50	\$0.00	\$579.50
RESIDENTIAL ZONING - Residential Zoning Fence Pool Etc								
COM-ZONING ADD - Commercial Zoning Addition			Permit Number	1	0	100.00	.00	100.00
02/20/2017	Transaction Type	Payment Monies Received	2017-00000057	Issued To			Amount	
				MARTIN & VALENT MELUCH			100.00	
							\$100.00	
RESIDENTIAL ZONING - Residential Zoning Fence Pool Etc Totals								
				1	0	25.00	.00	25.00
RESIDENTIAL ZONING - Residential Zoning Addition								
RES-ZONING ADD - Residential Zoning Addition			Permit Number	1	0	25.00	.00	25.00
02/10/2017	Transaction Type	Payment Monies Received	2017-00000038	Issued To			Amount	
				TERRY J & DEBORAH J PEACOCK			25.00	
							\$25.00	
RESIDENTIAL ZONING - Residential Zoning Addition Totals								
				1	0	25.00	.00	25.00
RESIDENTIAL ZONING NEW - Residential Zoning New								
RES-ZONING NEW - Residential Zoning New			Permit Number	1	0	75.00	.00	75.00
02/03/2017	Transaction Type	Payment Monies Received	2017-00000020	Issued To			Amount	
				REMBRANDT HOMES			75.00	
							\$75.00	
RESIDENTIAL ZONING - Residential Zoning New Totals								
				4	0	\$225.00	\$0.00	\$225.00
Grand Totals								
				142	2	\$24,932.94	(\$51.50)	\$24,881.44

Case by Inspector Report

Date Type: Open Date

From Date: 02/01/2017 - To Date: 02/28/2017

Case Type	Case Number	Status/Priority	Description	Case Date	Resolution Date	Open Period In Days	Reported By	Location
Inspector:	Paul Bauer							
BUILDING CODE	2017-00000102	Active	work w/out permit	02/06/2017		23	Paul J. Bauer	709 STINAFF ST KENT, OH 44240
PARKING IN YARD	2017-00000107	Active	bump out	02/07/2017		22	Maria A. Dunn	443 SILVER MEADOWS BLVD KENT, OH 44240
PARKING IN YARD	2017-00000108	Active	bump out	02/07/2017		22	Maria A. Dunn	1265 DENISE DR KENT, OH 44240
TRASH-DEBRIS	2017-00000113	Active	tires behind shed	02/08/2017		21	Paul J. Bauer	227 STARR AVE KENT, OH 44240
TRASH-DEBRIS	2017-00000114	Active	3 cars in drive most mornings	02/09/2017		20	Paul J. Bauer	735 ALLERTON ST KENT, OH 44240
ZONING-ROOMING HOUSE	2017-00000115	Active	unlicensed rooming house and front yard bump out	02/13/2017		16	Paul J. Bauer	712 MAE ST KENT, OH 44240
ZONING-ROOMING HOUSE	2017-00000116	Active	illegal rooming house, broken door glass, drive expansion	02/13/2017		16	Paul J. Bauer	609 S WATER ST KENT, OH 44240
PROPERTY MAINTENANCE	2017-00000118	Active	multiple violations	02/14/2017		15	Suvi Husien and Kendalyn Meillo	237 SUMMIT ST KENT, OH 44240
TRASH-DEBRIS	2017-00000125	Active	spilled garbage on tree lawn	02/20/2017		9	Paul J. Bauer	173 CURRIE HALL PKWY KENT, OH 44240
PARKING IN YARD	2017-00000128	Active	bump out	02/21/2017		8	Maria A. Dunn	321 SPAULDING KENT, OH 44240
ZONING-ROOMING HOUSE	2017-00000129	Active	illegal conversion from single family	02/21/2017		8	Paul J. Bauer	1209 S WILLOW ST KENT, OH 44240
PROPERTY MAINTENANCE	2017-00000132	Active	storm damage to rear roof	02/21/2017		8	neighbor	614 N WILLOW ST KENT, OH 44240
TRASH-DEBRIS	2017-00000133	Active	tires, debris in back yard	02/21/2017		8	WebQA	1123 N MANTUA ST KENT, OH 44240
PROPERTY MAINTENANCE	2017-00000134	Active	garage soffit dangling	02/21/2017		8	Paul J. Bauer	809 S DEPEYSTER ST KENT, OH 44240
ZONING	2017-00000137	Active	zoning inquiry	02/22/2017		7	Paul J. Bauer	429 CARTHAGE KENT, OH 44240
TRASH-DEBRIS	2017-00000141	Active	trash on tl	02/22/2017		7	Paul J. Bauer	315 HARRIS ST KENT, OH 44240
UNSHeltered STORAGE-VEHICLE	2017-00000142	Active	blk SUV w/ flat, exp 10/14. Debris on porch	02/22/2017		7	Paul J. Bauer	439 HARRIS ST KENT, OH 44240
BUILDING CODE	2017-00000145	Active	work w/out permit	02/23/2017		6	Paul J. Bauer	324 WHETSTONE DR KENT, OH 44240

Case by Inspector Report

Date Type: Open Date

From Date: 02/01/2017 - To Date: 02/28/2017

Case Type	Case Number	Status/Priority	Description	Case Date	Resolution Date	Open Period In Days	Reported By	Location
ZONING	2017-00000146	Active	Greek letters in window	02/24/2017		5	Paul J. Bauer	436 SUMMIT ST KENT, OH 44240
UPHOLSTERED FURNITURE OUTDOORS	2017-00000147	Active	sofa on porch	02/24/2017		5	Paul J. Bauer	325 N WILLOW ST KENT, OH 44240
PARKING IN YARD	2017-00000148	Active	bumpout?	02/24/2017		5	Maria A. Dunn	1094 MUNROE FALLS RD KENT, OH 44240
PARKING IN YARD	2017-00000149	Active	bump out?	02/24/2017		5	Maria A. Dunn	1326 CHELTON RD KENT, OH 44240
UPHOLSTERED FURNITURE OUTDOORS	2017-00000150	Active	sofa on porch, trash from missed pick up	02/22/2017		7	Paul J. Bauer	521 FRANCIS ST KENT, OH 44240
UNSHELTERED STORAGE-VEHICLE	2017-00000151	Active	silver Mazda no tags, tv on walk	02/24/2017		5	Paul J. Bauer	928 FRANKLIN AVE KENT, OH 44240
PARKING IN YARD	2017-00000152	Active	ruttled mud along drive	02/24/2017		5	Maria A. Dunn	524 FRANCIS ST KENT, OH 44240
PROPERTY MAINTENANCE	2017-00000153	Active	electric shutoff	02/20/2017		9	Doria Daniels	344 DODGE ST KENT, OH 44240
UNSHELTERED STORAGE-VEHICLE	2017-00000154	Active	Taurus w/o tags, spilled trash	02/27/2017		2	Paul J. Bauer	1310 CAROL DR KENT, OH 44240
TRASH-DEBRIS	2017-00000156	Active	cans, trash in yard	02/27/2017		2	Paul J. Bauer	244 COLUMBUS ST KENT, OH 44240
UNSHELTERED STORAGE-VEHICLE	2017-00000157	Active	wrecked blue Civic	02/27/2017		2	Paul J. Bauer	316 E COLLEGE AVE KENT, OH 44240
TRASH-DEBRIS	2017-00000158	Active	cans, bottles, litter	02/27/2017		2	Paul J. Bauer	239 E COLLEGE AVE KENT, OH 44240
PROPERTY MAINTENANCE	2017-00000160	Active	lacks premise ID	02/27/2017		2	Fire	463 W MAIN ST KENT, OH 44240
TRASH-DEBRIS	2017-00000161	Active	cans, trash in yard	02/27/2017		2	Paul J. Bauer	312 E MAIN ST KENT, OH 44240
TRASH-DEBRIS	2017-00000162	Active	refrigerator, furniture, mattress	02/27/2017		2	Paul J. Bauer	238 E MAIN ST KENT, OH 44240
TRASH-DEBRIS	2017-00000163	Active	cans, bottles, litter	02/27/2017		2	Paul J. Bauer	244 E MAIN ST KENT, OH 44240
TRASH-DEBRIS	2017-00000164	Active	cans, bottles, litter	02/27/2017		2	Paul J. Bauer	222 UNIVERSITY DR KENT, OH 44240
TRASH-DEBRIS	2017-00000165	Active	cans, bottles, litter	02/27/2017		2	Paul J. Bauer	216 UNIVERSITY DR KENT, OH 44240

Case by Inspector Report

Date Type: Open Date

From Date: 02/01/2017 - To Date: 02/28/2017

Case Type	Case Number	Status/Priority	Description	Case Date	Resolution Date	Open Period In Days	Reported By	Location
TRASH-DEBRIS	2017-00000166	Active	cans, bottles, litter	02/27/2017		2	Paul J. Bauer	126 UNIVERSITY DR KENT, OH 44240
TRASH-DEBRIS	2017-00000167	Active	trash	02/28/2017		1	Shen L. Chestnutwood	436 SUMMIT ST KENT, OH 44240
PROPERTY MAINTENANCE	2017-00000168	Active	broken window glass	02/28/2017		1	Paul J. Bauer	436 SUMMIT ST KENT, OH 44240
PROPERTY MAINTENANCE	2017-00000170	Active	water discharge onto Lake St	02/28/2017		1	John S. Osborne	318 LAKE ST KENT, OH 44240
TRASH-DEBRIS	2017-00000171	Active	trash and debris	02/28/2017		1	Terry Peacock	654 WOODSIDE DR KENT, OH 44240
UNSHELTERED STORAGE-VEHICLE	2017-00000172	Active	car on jacks	02/28/2017		1	Paul J. Bauer	177 CURRIE HALL PKWY KENT, OH 44240
UNSHELTERED STORAGE-VEHICLE	2017-00000173	Active	Volvo w/o tags rear of property, tv in side yard	02/28/2017		1	Paul J. Bauer	1263 CAROL DR KENT, OH 44240
PROPERTY MAINTENANCE	2017-00000174	Active	tarped roof	02/28/2017		1	Paul J. Bauer	1271 CAROL DR KENT, OH 44240
UNSHELTERED STORAGE-VEHICLE	2017-00000175	Active	Geo w/ flats, exp tags	02/28/2017		1	Paul J. Bauer	717 SILVER MEADOWS BLVD KENT, OH 44240
UNSHELTERED STORAGE-VEHICLE	2017-00000176	Active	Honda exp tags w/ rear window smashed	02/28/2017		1	Paul J. Bauer	716 N MANTUA ST KENT, OH 44240
Paul Bauer Totals:		46 Case(s)						
Grand Totals :		46 Case(s)						



KENT FIRE DEPARTMENT MONTHLY INCIDENT REPORT JANUARY 2017

FIRE INCIDENT RESPONSE INFORMATION

Summary of Fire Incident Alarms

	CURRENT PERIOD			YEAR TO DATE		
	2017	2016	2015	2017	2016	2015
City of Kent	40	51	43	40	51	43
Kent State University	6	8	5	6	8	5
Franklin Township	10	9	15	10	9	15
Sugar Bush Knolls	0	0	0	0	0	0
Brady Lake Village	0	1	0	0	1	0
Mutual Aid Given	0	2	4	0	2	4
Total Fire Incident Alarms	56	71	67	56	71	67

Summary of Mutual Aid Received by Location

City of Kent	2	1	1	2	1	1
Kent State University	0	0	0	0	0	0
Franklin Township	0	0	1	0	0	1
Sugar Bush Knolls	0	0	0	0	0	0
Brady Lake Village	0	0	0	0	0	0
Total Mutual Aid	2	1	2	2	1	2

EMERGENCY MEDICAL SERVICE RESPONSE INFORMATION

Summary of Emergency Medical Service Responses

	CURRENT PERIOD			YEAR TO DATE		
	2017	2016	2015	2017	2016	2015
City of Kent	233	170	167	233	170	167
Kent State University	21	28	25	21	28	25
Franklin Township	37	38	39	37	38	39
Sugar Bush Knolls	0	0	0	0	0	0
Brady Lake Village	2	3	2	2	3	2
Mutual Aid Given	5	5	0	5	5	0
Total Emergency Medical Service Responses	298	244	233	298	244	233

Summary of Mutual Aid Received by Location

City of Kent	0	1	2	0	1	2
Kent State University	0	0	0	0	0	0
Franklin Township	0	0	0	0	0	0
Sugar Bush Knolls	0	0	0	0	0	0
Brady Lake Village	0	0	0	0	0	0
Total Mutual Aid	0	1	2	0	1	2

TOTAL FIRE AND EMERGENCY MEDICAL SERVICE RESPONSE INCIDENTS

	354	315	300	354	315	300
--	------------	------------	------------	------------	------------	------------

TOTAL ALL RESPONSES, INCLUDING MUTUAL AID

	356	317	304	356	317	304
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REVISED
2ND EDITION

Community Heart & Soul™

— Guided by What Matters Most —

FIELD

GUIDE



ORTON FAMILY
FOUNDATION

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ORTON FAMILY
FOUNDATION

OUR HISTORY

The Orton Family Foundation was founded in 1995 by Lyman Orton, a seventh-generation Vermonter who served on his town's planning commission and witnessed firsthand the challenges communities face in balancing growth with maintaining small town character. The Foundation is supported by profits from the Orton Family's iconic retail and direct mail business, The Vermont Country Store.



The idea behind the Orton Family Foundation was to find a way to empower all residents to shape the future of their communities and uphold the unique character of each place.

Lyman was passionate about inverting the pyramid so that planning in a community was, in fact, community-based planning that started from the ground

up with genuinely broad involvement from all sectors, all neighborhoods, and all members of the community.

After more than a decade of listening, learning, and refining—working in tandem with more than a dozen small towns (under 50,000 residents)—Community Heart & Soul is a proven resident-driven approach that does much more than draw lines on maps.

Heart & Soul mends fences, restores trust, and reconnects communities in ways that create a ripple effect throughout towns, moving them forward with a renewed sense of purpose and place.

We welcome you to join us, and to learn with us, as we come together to help small towns in America build their own successful futures.

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Praise for Community Heart & Soul

Here is what community volunteers, mayors, council members, planners, city managers, and foundation leaders have to say about Community Heart & Soul:

“The power of Heart & Soul is that it **created a critical mass of positivity** that overcame old differences that had become obstacles in the community.”

- » John Alden, planning commissioner
Essex Junction, Vermont

“The fabric of a community is built by its volunteers. By placing volunteers front and center, the Heart & Soul process has helped **to weave the fabric of our community.**”

- » Mike Bestor, city manager
Golden, Colorado

“The Heart & Soul process really **provides us with a framework** for how to collect input from residents and how to use the input that we get from the town. It’s been great.”

- » Robin Mayer, selectboard member
Damariscotta, Maine

“If you really want to take an in-depth look at what matters to the members of your community and **create a stronger, more cohesive community**, Heart & Soul’s the way to go.”

- » Thom Harnett, mayor
Gardiner, Maine

“Our partnership with Orton to bring Heart & Soul to small towns in Hancock County has changed the way the Community Foundation does business in a powerful way by making our **grant-making less transactional and more transformational.**”

- » Julie Brown, program director,
The Findlay-Hancock County Community Foundation
Findlay, Ohio

The results of our Heart & Soul work have **exceeded our expectations** in the number and diversity of people participating and the quality of information received.

- » Jacob Smith, former mayor
Golden, Colorado

“We are creating **successful economic development that pays tribute to... where we come from.** Without that base, we risk becoming “some revitalized city” instead of an evolving Biddeford with culture and flavor and strengths that need to be maintained while adding the new.”

- » Delilah Poupore, executive director,
Heart of Biddeford
Biddeford, Maine

“The Heart & Soul project ultimately helped us look into ourselves and our community and determine what our heart and soul really is, and **helped us use that to create a great future.**”

- » Darlis Smith, Heart & Soul coordinator
Polson, Montana

“Our foundation has been leading effective community engagement since 2005. We believe strongly that local decision making is key to building strong, sustainable communities. With Orton’s experience, support, and resources like the Community Heart & Soul Field Guide, **we see an opportunity to move our work from good to great.**”

- » Nancy Van Milligen, president and chief executive officer,
Community Foundation of Greater Dubuque
Dubuque, Iowa

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A MESSAGE FROM LYMAN ORTON,

Founder and chairman, Orton Family Foundation



Lyman Orton (third from left) with his sons (left to right) Gardner, Eliot and Cabot

Vermont, where my roots are deep, is known for participatory democracy. The state motto is “Freedom and Unity”—I place the emphasis on “and.”

Here residents are close to local government. Budgets are voted on at Town Meeting in March. We have an independent streak that makes us willing to tackle tough issues head-on. Right from the start in 1791, Vermont became the first state to abolish slavery, doing so in the state Constitution. Vermont was at the forefront in 1970, adopting a statewide environmental law still in use today that recognizes the connection between the environment and quality of life and economic success. Vermonters stood up for scenic beauty by banning billboards in 1968, and took a stand for individual freedom, establishing civil unions in 2000.

Vermont is a state of small towns. We feel we all know one another. Of course, we don’t, but the feeling that we do, the knowing that your neighbors could be there for you, the sense that everyone matters, and our participation in small town character are all nurturing, emotional elements of loving the towns we live in. Don’t get me wrong—negative and divisive actions do intrude in unpredictable ways and set us back. Proposals can divide us and result in hard feelings.

I experienced such divisions in my hometown of Weston, Vermont. Not long after I graduated from college and returned home to join my dad at The Vermont Country Store, I was recruited to the Planning Commission. We updated our town plan after many public hearings and late nights, producing a document that sounded wonderful.

Except that the picture it painted for the town was not realistic and never anticipated a proposal for an African animal amusement park a few miles north of the village at 2,000 feet on the side of a mountain.

Seemingly overnight the town was divided over the park. That scrap left enemies and hard feelings that took many more years to heal than the scars on the mountain did after the park was eventually approved, built, and then went bust. This experience shaped my thinking. It led me to develop Community Heart & Soul™: Guided by What Matters Most.

Community Heart & Soul recognizes that residents hold deep emotional connections to their town. Current formal planning processes do not take this into account. They leave most residents in the dust of mind-numbing formulas and endless boring meetings where lawyers quibble over language that no one understands. Sure, formulas such as dwelling units per acre, floor-to-area ratios, set backs, and green space are necessary, but they frequently lack the WHY element other than “that’s how professional plans are done.” What towns need is some logic behind the WHY and that’s where Community Heart & Soul comes in.

Community Heart & Soul begins with a partnership between local government and residents in a process that casts a wide net of engagement that works to identify and articulate what matters most—emotionally—to residents.

Why did you come to this town? Why do you stay? What might make you leave? These are great starter questions. What do you treasure in town? Do you and your kids feel safe anywhere in town? What places do you go to that nurture your need for nature? What gathering places and events are fulfilling and easy to get to? What natural feature do you love? What public buildings are you proud of? Is your neighborhood supporting and connected? Do you feel good about your elected officials? Do they listen to you? These examples get at those emotional connections that are important to the everyday lives of all residents. This process results in community-wide agreement on a document that lays out those things that really matter most to the everyday lives of residents.

A Heart & Soul document is then formally adopted by the governing body of the town and used as a basis for updating a comprehensive plan or zoning ordinance *to deliver on residents'*

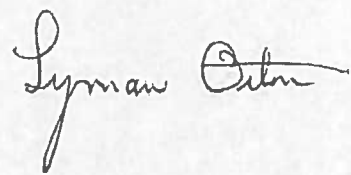
Heart & Soul. Because Heart & Soul is about people, residents will turn out in far greater numbers than they do for a typical planning meeting.

By engaging *everybody* with the inclusive focus on elements *all* residents have in common (“we all live here”) rather than focusing on issues that divide residents, a town can come together to discover its common Heart & Soul and use that as a foundation—a communal touchstone—on which to make decisions about the future. When residents get to know one another over what they hold dear, they address issues together rather than divided, and a stronger more vibrant town where people want to live and invest in will emerge.

Make no mistake in thinking Community Heart & Soul is a quick fix to current problems or a facilitated visioning process that creates an idealized wish list for the future. In fact, after a year-long evaluation of Heart & Soul, here is how our evaluator described it:

“The Heart & Soul process is a positive disruptive force in most communities. It causes residents to turn out for meetings and conversations (in small or large groups) in ways that are outside traditional norms. It also leads to intentional reflection by community members on the community's character and critical features.”

If initiating a “positive disruptive force” in your town sounds exciting, and if your town is up for it, then Community Heart & Soul could be for you. It's a deep dive into what matters most to residents—and therefore what should matter most to your government—and will serve your town well for years to come.



» Lyman Orton

There's
something
special about
every town.



Community

HEART & SOUL

There's something special about every town—the old downtown, the pastures or woodlands, a get-it-done spirit, or an everyone-is-welcome ethic.

Whether they are real places, traditions, or attitudes, these community characteristics are the things that really matter to the people who live there. They draw people to a place and make them care about where they live. Such characteristics are a community's heart and soul.

The Orton Family Foundation believes that the strength of a community lies in the hands and the hearts of the people who live there, and that the community's heart and soul is the common cause that they will rally around. Communities that acknowledge and value their heart and soul are able to take action to strengthen it.

"When a community takes the time to get to know itself, it gains a sense of **identity and purpose** that informs decisions about its future."

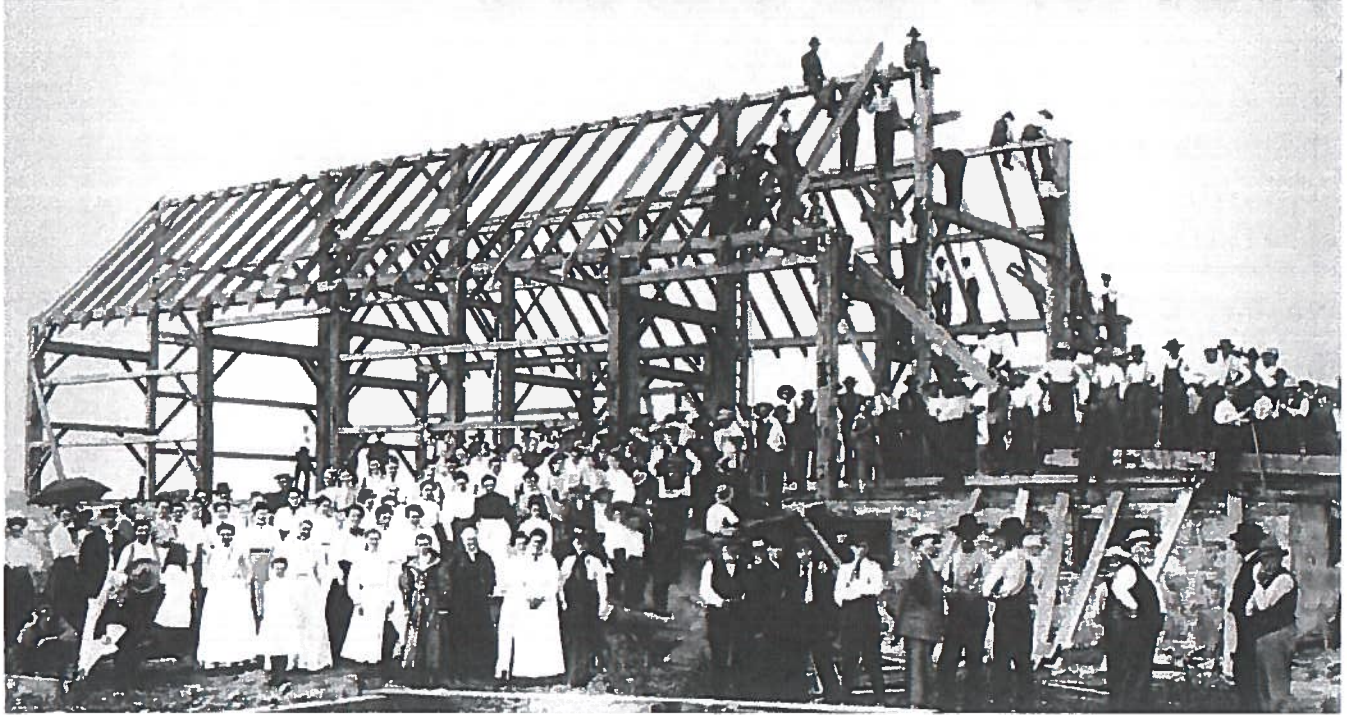
» *Lyman Orton, founder and chairman, Orton Family Foundation*

Across America, small cities and towns struggle to prosper and are often ill prepared to deal with change. National and global trends have enormous local impacts. National tax or energy policies can change the regional economy overnight. In a shifting global economy, multi-national companies might close down local factories, requiring some families to move away to find jobs, others to go on unemployment.

In this context, community members are expected to make important decisions that either embrace or resist these outside influences. By identifying the characteristics that make their community special and how these can be protected or enhanced, residents can equip themselves to steer change rather than simply cope with it. In doing so, they are crafting a positive message about the future that says, "We know who we are. We know what's great about this place. We know what we want our future to be." Ultimately, residents want their community to be a great place to live, to visit, and to start a business.

"The more a community does to enhance its distinctive identity, the more reasons there are to **visit and invest** there."

» *Ed McMahon, Orton trustee and senior fellow, Urban Land Institute*



The best way to identify a community's distinctive character—and find the means to protect it—is to listen to and work closely with the people who live in the community. When residents get involved, they begin to see themselves and their personal stories as part of a larger community story. They also begin to see themselves as the creators of that larger story. They become invested in how the story turns out, and this investment translates into a heightened ability to shape change and prepare for the future.

The Orton Family Foundation believes that every town has a heart and soul, that the residents of each town are the only people who can tell you what it is, and that those same residents are the people who must work together to strengthen it. The Foundation has named its approach *Community Heart & Soul* for the special characteristics that make each community unique, as well as for the deep commitment that residents feel and show for where they live.

This Field Guide explains how you can work with residents to understand a community's heart and soul, make decisions about how to strengthen it, and in the process create a more resilient community.

How to Use This **FIELD GUIDE**

This Field Guide distills twenty years of experience working with small cities and towns into a **step-by-step process and a kit of resources** to equip leaders, staff, and volunteers with everything they need to design and deliver the Heart & Soul method in their community.

Take some time to read the opening pages that describe Community Heart & Soul's philosophy and beliefs. Community Heart & Soul's lasting benefits rest on our **three principles**: Involve Everyone, Focus on What Matters, and Play the Long Game.

Abiding by them during your Heart & Soul process **will yield profound and lasting results.**

This Field Guide is an overview of our **four-phase method** that breaks the process down into manageable steps and tasks to help you get the job done.

It is a road map to **discovering what matters most to residents** and then planning for a future shaped by that understanding. As with a roadmap, it is important to begin at the beginning and follow through the phases in sequence to arrive at the best possible destination.

Digging Deeper

Think of this Field Guide as your operator's guide to Heart & Soul. When you **tap into our resources**, you've got the full owner's manual at your side. Resources include detailed instruction and advice on how to conduct a Community Network Analysis, how to use storytelling to learn what matters most to residents, how to form your Heart & Soul Team, how to write a press release, and much more.

Throughout the Field Guide you will find hyperlinks to these relevant and useful resources. Clicking on these links will **take you to a deeper level of detail.** You will see references to specific resources at points when they will prove particularly helpful.

Our resources include **helpful checklists, templates of forms and samples of documents**, suggested graphics, and other materials used by existing Heart & Soul towns. These resources, taken together, act as your personal trainer—the one you can rely on to learn from and who will help increase your confidence before you take your next step in the process.

See page 68 for a full list of the published resources that accompany this Field Guide, or go to [Heart & Soul Resources](#) on our website for free downloads.

The Foundation continues to develop field-tested resources and tools, so make regular return visits to find the latest.

When you see this information icon:

The Foundation's **COMMUNITY NETWORK ANALYSIS TOOL** explains how to conduct this vitally important task.



you'll know that a resource is being recommended for the step and/or task with which it is associated. Just click on the title of the resource (the Community Network Analysis tool, for example) and it will download as a free PDF, which you can save and also print out.

If you download the Field Guide and print it out because you prefer working from a hard copy, but also want **quick access to our resources**, return to either your saved downloaded PDF file of the Field Guide to use hyperlinks or visit our [Heart & Soul Resources](http://www.orton.org/resources) website page at <http://www.orton.org/resources> to explore and download the guides you need.

The Field Guide also includes links to helpful websites, tools, and resources developed by other organizations and by Heart & Soul towns.

The following symbols are hyperlinks indicating the format of the resource.



This Field Guide features a series of **On the Ground** pieces, inspiring **stories of challenges, successes, and results directly from the towns** where we've worked. "On the Ground" stories show results of Community Heart & Soul that occur throughout and after the process. They are glimpses into how and where the Community Heart & Soul approach has strengthened towns.

Who Can Use This Field Guide?

This Field Guide is written to **encourage residents to lead Heart & Soul** in partnership with local elected leaders and town staff. It will serve community volunteers in small cities and towns as well as elected officials (city council and selectboard members); planners and planning commissioners; volunteer groups and civic organizations; economic development, planning, land-use, and resource consultants; and non-profit organizations.

The Heart & Soul Principles underline the importance of a **resident-driven effort**, and that means volunteers. It also means partnering with others. In many circumstances, organizations that serve the community in different ways come together as a team to deliver Community Heart & Soul.

Heart & Soul **PRINCIPLES**

Community Heart & Soul is designed to help small cities and towns succeed by identifying and strengthening those characteristics that matter most to the people who live there.

Community members must be deeply involved in this effort, which lets them connect with each other and the places and customs they care about.

These deep emotional connections lead to commitment and action, and the community builds resilience through the practice of working together and learning new skills.



The Community Heart & Soul approach is founded on three basic principles:
Involve Everyone, Focus on What Matters, and Play the Long Game.



ONE: Involve Everyone

Community Heart & Soul emphasizes the wisdom that can be found in local experience and diverse perspectives. The Heart & Soul approach calls for hearing all voices in the community, so it deliberately seeks to have all groups represented.

This means that the Heart & Soul process connects with, listens to, and embraces everyone who lives, works, learns, or plays in the community, including those who are hard to reach or underrepresented. To involve everyone means casting a wide net of engagement that works to identify and articulate *what matters most*—emotionally—to residents.

To do this in a meaningful way, Heart & Soul requires dialogue and an exchange of ideas. The conversation is made as accessible and relevant as possible so that people are able and willing to participate. To do this effectively, Heart & Soul introduces new tools and ideas, such as using storytelling among residents to help different groups find common ground and have more productive conversations.

Heart & Soul emphasizes the need to work together in order to get things done. No small town government, local non-profit, service club, wealthy donor, or super-volunteer can build or maintain a great community alone. Heart & Soul finds common ground among residents, promotes communication, and builds collaborative skills so that everyone knows where they are headed and can pull the wagon together.

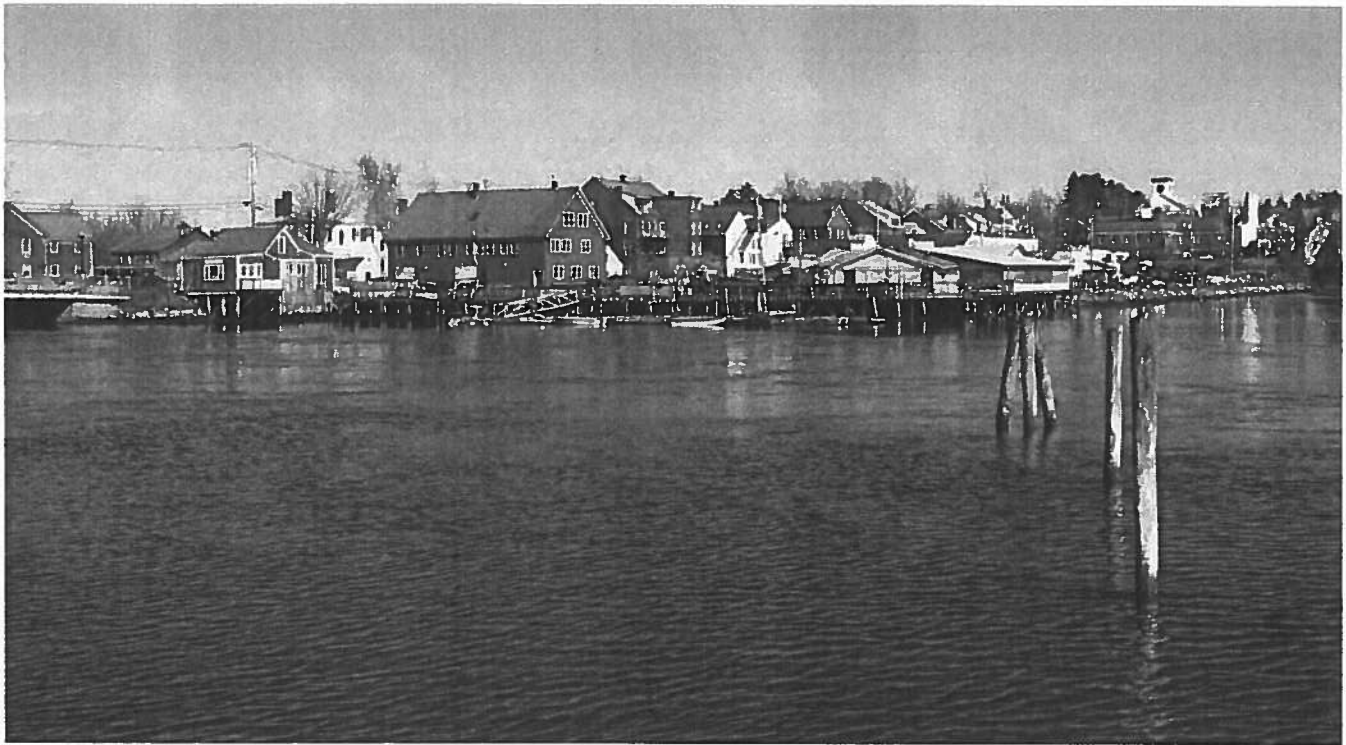


Image credit: Creative Commons, Lyn Hart

TWO: Focus on What Matters

Heart & Soul brings people together to identify their community's characteristics and attributes and their emotional attachments to place that together define what matters most about a town.

This represents a community's heart and soul—those things that distinguish a community and make it a good place to live. By having conversations about these heartfelt attachments, participants can immediately relate to things they care about most and better understand how decisions they make will affect those things. Best of all,

participants who care about the results of a decision will stay involved as action is taken.

Heart & Soul uses these acknowledged attachments to place to help residents understand issues and identify and prioritize actions. Instead of first creating blue-sky visions or impossibly long wish lists, Heart & Soul helps residents

identify and select actions that will have the best impact on the things that they care about. It then matches those actions to the abilities and resources of local organizations. Since Heart & Soul invites everyone into the process, chosen actions are quickly recognized as homegrown ideas that community members will support.



THREE: Play the Long Game

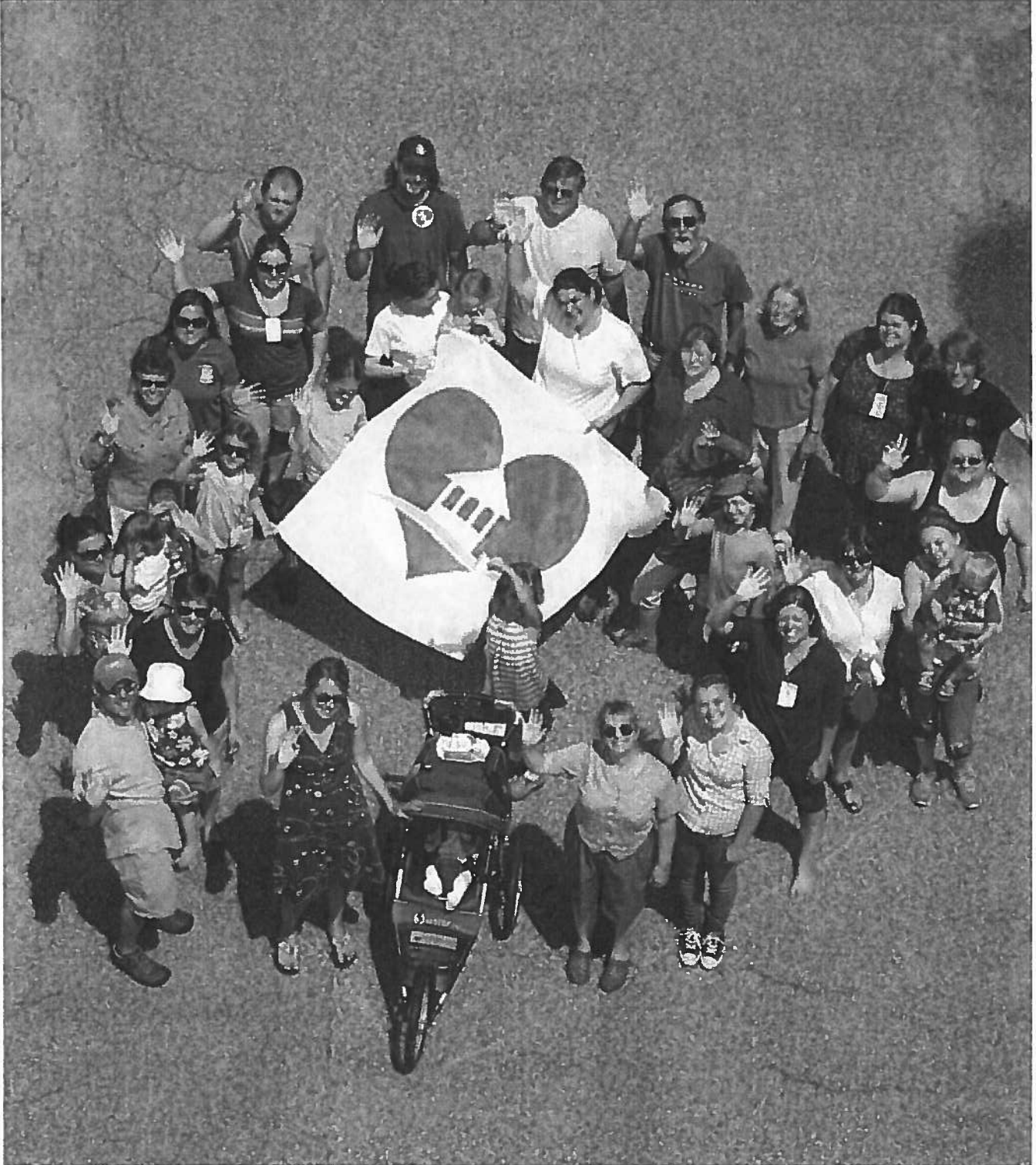
Heart & Soul is focused on long-term success. To ensure that plans or ideas don't just sit on the shelf, Heart & Soul focuses heavily on building ownership for and commitment to the results.

This means that current and potential leaders and any organizations or departments responsible for following through on plans and ideas are engaged throughout the process, especially in making decisions.

Community Heart & Soul cultivates a permanent shift toward more effective and participatory decision making. Heart & Soul anticipates this shift by including leadership development and skill building in each activity. The process expands the

talent pool by constantly seeking to bring in new participants, especially young people and underrepresented groups. Heart & Soul also strengthens the social fabric of a community by making connections between different groups of people and forging new personal relationships. Heart & Soul helps to create a leadership structure that will steward the community's values, and seeks permanent commitment from local government to open and participatory decision making.

In addition, the Heart & Soul process leads to revisions of comprehensive plans, zoning regulations, and other documents that codify what residents identify as mattering most about their town. These revised "codes with soul," if you will, help ensure that what matters most guides residents and local officials long into the future.

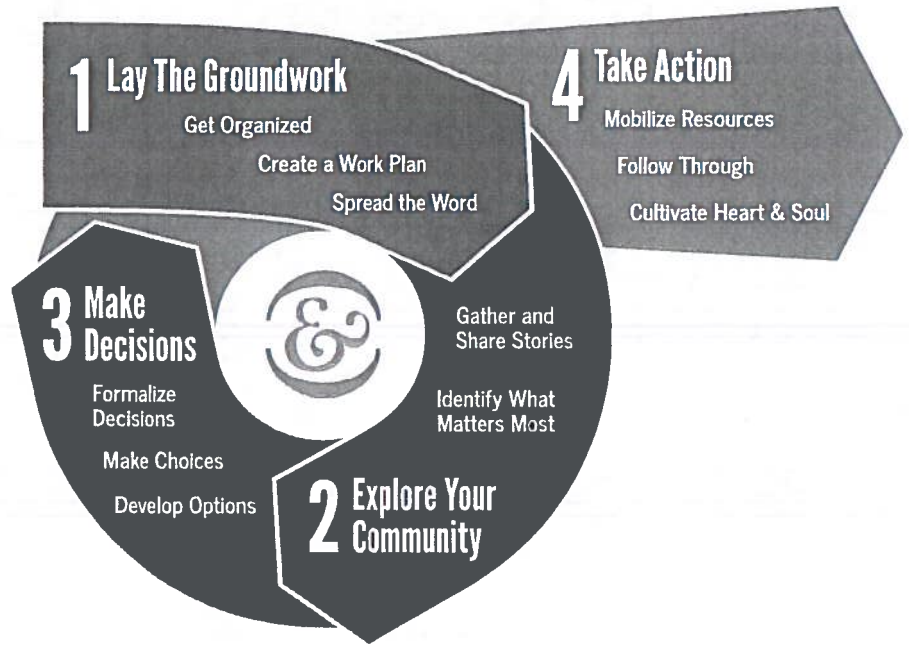


Heart & Soul

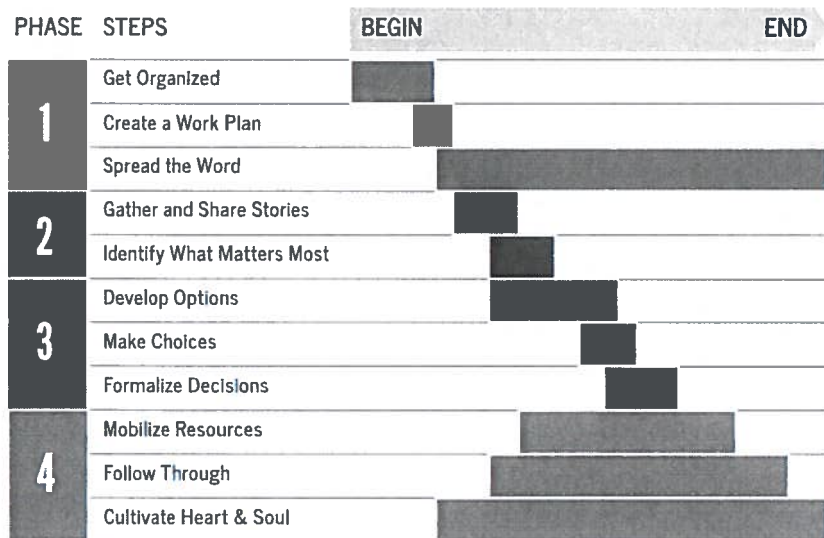
STEP BY STEP

Use this guide to structure your approach to community engagement, participation, and decision making. The Community Heart & Soul process described here begins with a project team getting organized, developing partnerships, listening to what residents care about, and identifying what matters most to them. From there, the process moves to choosing actions and following through for success over the long term. The Heart & Soul method is outlined in 11 steps, each with a short list of tasks. The steps are organized into four phases that lead to specific results.

The four phases of the framework are illustrated on the right and explained in detail on the following pages.



Our circular Heart & Soul method graphic gives an accurate picture of the sequence of phases and steps, but it's also important to understand that, in practice, phases and steps overlap along the way. Phase 2 activities start before the "end" of Phase 1, and Phase 4 steps are important throughout the work. That's another reason why it is important to understand the entire process before diving in.



Phase 1: **Lay the Groundwork**

Laying the groundwork is about getting organized to conduct a successful Heart & Soul process.

This is when you gather partners and a team of volunteers, figure out how they will coordinate with each other, set goals, and establish what will be included in the process. It's also an important time to find out who lives or works in the community and set up a communications strategy to reach them.

Phase 2: **Explore Your Community**

Explore Your Community is vital to the Heart & Soul approach.

Activities in this phase focus on attracting a broad, diverse mix of people to help identify what matters most. Telling personal stories about local experiences is a key engagement strategy in this phase, bringing people together and helping them to find common ground. This phase ends with the articulation of that common ground in Heart & Soul Statements, which guide activities and results in phases 3 and 4.

Phase 3: **Make Decisions**

Making decisions is about figuring out how to protect and enhance your community's heart and soul—what matters most—and building toward a future that honors them.

What are the options available to your community and which should be pursued? Also important to the decision-making process is figuring out when things will be done. What will you do this year and what will you work on later?

Phase 4: **Take Action**

Taking action is about following through with the action plan and doing the work needed to produce lasting results.

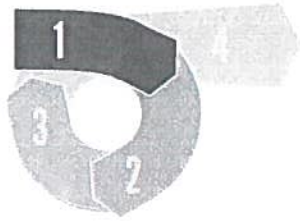
A particularly important action is to create a Stewardship Team that will keep watch on how the other actions are progressing. This leadership team coordinates the work and communicates progress to keep community members engaged and decision-makers accountable. This team also looks for ways to infuse civic culture and any community decision making with the three Heart & Soul Principles (pages 5-8).

Supplementary resources (guides, websites, online tools, and more) are available on the Resources page of the Orton Family Foundation's website: orton.org/resources.

Phase 1

LAY THE GROUNDWORK

DURATION: 2-3 MONTHS



Laying the groundwork is about getting organized to conduct a successful Community Heart & Soul process. This is when you gather partners and a team of volunteers, figure out how they will coordinate with each other, set goals, and decide what will be included in the process. It is also an important time to find out who lives or works in the community and set up a communications strategy to reach them.

Phase 1 includes three steps:

**STEP
1**

Get Organized

Laying the groundwork is about getting organized to conduct a successful Heart & Soul process. The first task is to determine the demographic makeup of your town, assisted by our Community Network Analysis tool. Then you gather partners and a team of volunteers reflective of your demographic makeup and figure out how they will coordinate with each other, set goals, and establish a timeline for your Heart & Soul process. Keep in mind from this point forward that you will be reaching out to your entire community so use every opportunity to capture details of how that will occur.

**STEP
2**

Create a Work Plan

A Heart & Soul operations timeline or work plan is essential for good project management, and it also works as a communications tool that helps people understand what will happen and when. The work plan should include specific activities and tasks, milestones, timing, and budget.

**STEP
3**

Spread the Word

This step is about building public awareness, interest, and good will for Heart & Soul. Community members will want to know about the Heart & Soul Principles and the particular details of the method. Before you start getting the good word out, assemble all the tools, information, and people-power needed to support communications.

Phase 1 CHECKLIST

A well-organized Heart & Soul process will have the following elements in place by the end of Phase 1:

- A Heart & Soul Team of volunteers whose members reflect the demographic makeup of the community and include a coordinator, staff, or contractors ready to perform tasks such as project management and coordination, volunteer management, communications and outreach, event planning, facilitation, website and social media management, and financial oversight
- Clear goals for both the overall Heart & Soul process and for each phase that can be explained and understood by everyone
- A completed Community Network Analysis that captures social networks, to help your team be more effective in communications and outreach (see Task 1.2: Understand community networks), remember to revisit your Community Network Analysis throughout the process
- An engagement strategy that outlines activities and timing (include clear tactics for including youth, marginalized voices, busy people, minorities, and the elderly)
- A communications plan specifying how you'll reach people, who you'll reach, and when you'll do so
- Ready-to-go communications tools such as branding and messaging, and website and social media identities
- A work plan that details overall tasks, schedules, responsibilities, and budget allocations
- One or more preliminary awareness-raising activities to begin to get the word out, such as a round of introductory presentations with local organizations or a booth at an existing local event, followed by a more significant and widely publicized Heart & Soul "kickoff" event
- An awareness that kick-off events and presentations are early opportunities to gather information about what matters most to residents, which is a smart way to build toward Phase 2 Explore Your Community activities—particularly Task 4.2: Organize the data (page 35)
- Short-term actions and the early stages of longer-term actions are underway

STEP 1

Get Organized

This is when you assemble a team, conduct a Community Network Analysis, set up the work plan, and size up your community's strengths and weaknesses for the project. Take this step seriously. Each of its tasks plays an enormous role in the overall success of your Heart & Soul project.

Step 1 includes five tasks:

- 1.1 Form an initial Heart & Soul Team
- 1.2 Understand community networks
- 1.3 Expand the team
- 1.4 Scope out the process
- 1.5 Assess community readiness

TASK 1.1

Form an initial Heart & Soul Team



The Foundation's FORMING YOUR HEART & SOUL TEAM resource will help your team with this task.

Assemble an initial team of pioneers who are excited about the work and have some capacity to support it. This could be staff from town government or local organizations, an existing committee, or your friends—and strangers, too. The more diverse the backgrounds and perspectives of this initial team's members, the more representative it will be and the better it will be at reaching those people in your community who are often overlooked. This team plays several key roles; it shapes and monitors the process, connects with local leaders, and navigates various roadblocks.

TIP from the Field

We strongly recommend that the initial Heart & Soul Team **include at least one elected official** (city council or selectboard member) and one high-level city or town staffer. Our experience tells us that early and active involvement of local officials means that they are more likely to understand and embrace what residents say matters most to them about their town.

The initial team may include organizational partners that supply or find funds, staff, and other resources. It also includes volunteers who are simply eager to be involved. It is smart to also include people who have established relationships and bring strategic benefits to the project, such as a leader from a local civic organization. Representatives from local businesses, community leaders, municipal staff, and people with relevant community experience add value to the team and help ensure success.

In some towns where we've worked, the local government initiated Heart & Soul; in others, local non-profits did so. In either case, a strong partnership between the Heart & Soul Team and local government proved vital to lasting results. After all, those folks, among others, will be largely responsible for making sure the results of your work endure.

TASK 1.2

Understand community networks

The Foundation's COMMUNITY NETWORK ANALYSIS TOOL explains how to conduct this vitally important task. Strong network analysis is key to delivering on the promise of Principle 1: Involve Everyone.



Community Network Analysis: Have you ever been in a situation where you had something to say but couldn't find a way to be heard? Most have endured this frustrating situation either at the dinner table or at gatherings and meetings. Now imagine that experience on a community-wide level, with additional obstacles to being heard, such as work schedules, lack of child care to attend meetings, lack of transportation, inability to use digital tools, or even just not feeling like you belong. It's important to remember that no community, no matter how small, forms a uniform entity. It is composed of unique, diverse people, groups,

and organizations, many of which rarely intersect with the others. The Orton Family Foundation's Community Network Analysis resource is a powerful tool to better understand who lives, works, and plays in your town and how best to reach them *where they are*. It gets you beyond the "same-ten-people syndrome" by helping to reach more diverse groups so all community members have a voice in their town's future.

Community Network Analysis is a new kind of stakeholder assessment tool. It helps your Heart & Soul Team examine *who* to connect with and *how*. It goes beyond simply assessing attitudes in traditional stakeholder analyses by also assisting your team to identify segments of your population that are typically underrepresented. This step-by-step guide will help you balance census data with local knowledge and, ultimately, prepare you for achieving the broad engagement and participation that makes Principle 1: Involve Everyone move from aspiration to reality.

By networks we mean the groups of people who associate with each other and share information. Tapping into these networks is the best way to broadcast information and engage with residents. Networks can be formal (Rotary, conservation commission, churches) or informal (a seniors' exercise class, food bank customers, bingo enthusiasts, ESL (English as a second language) students). Since one of the Heart & Soul Team's most important tasks is to engage people in the community, accessing these networks must be embedded in your engagement strategy (Task 2.2: Design an engagement strategy) and communications plan (Task 3.2: Prepare a communications plan).

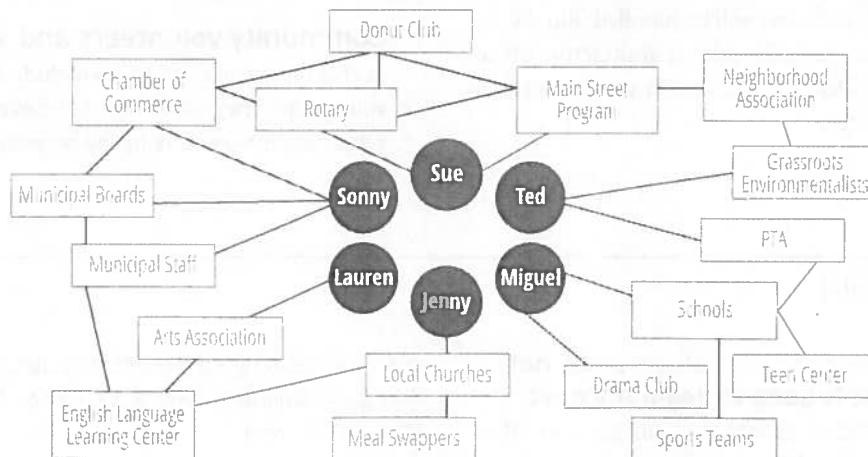
Developing your Community Network Analysis requires you to identify networks within and unique to your community and how to connect with them.

Think beyond the usual groups of people that come to mind, such as town leaders, business or property owners, and active volunteers. Remember, diverse perspectives can be obtained only by engaging with people from a lot of places and situations in your community, some that often go unrecognized. Here is a sampling just to get you thinking about the diversity in your town, whether ethnic, socioeconomic, or lifestyle. If you'd like to go deeper, see our list, [Many Perspectives from Diverse Voices](#).

- Parents/guardians
- Workforce
- Neighborhoods
- Business community
- Students/young adults
- Ethnic minorities
- Renters
- Military personnel and their families
- Seniors
- Low-income residents
- LGBTQ community
- Disabled community
- Faith community
- Homeless residents
- Seasonal/second-home owners

Connections may be through a *place* (local breakfast café, Rod & Gun Club, corner market), a *person* (Betsy, the town clerk), or a *moment* (Green Drinks happy hour, Firefighters' BBQ, soup kitchen lunches, chamber mixer). You will probably find that some connections help the team reach a large number of residents, while other connections lead to a specific group that is perhaps difficult yet important to reach.

FIGURE 1: EXAMPLE NETWORK MAP



Using what you learn about your community's networks will allow you to develop engagement and communications plans that connect you to many more community members. Throughout the Heart & Soul process you will need to evaluate your team's depth of reach into the community and whether it's been as inclusive and diverse as identified within your Community Network Analysis.

TASK 1.3

Expand the team



The Foundation's [SELECTING A HEART & SOUL COORDINATOR](#) resource will help your team with this task.

Heart & Soul requires a broad base of committed volunteers and advisors, more than the original team provides. Be inclusive and strategic when expanding this team by including people who will be representative of and can connect with the identified community networks and groups (in Task 1.2: Understand community networks), have the skills the team needs, and have the right personalities to balance or energize the group. Individuals or organizations with skills in project management, budgeting, event planning, communications, facilitation, and local politics are critical. Take a look at adding community leaders and key staff from local non-profit organizations, local civic groups, and/or local churches to help with engagement as well as with the leadership buy-in needed to act on Principle 3: Play the Long Game.

Make sure that everyone involved knows what he or she is signing up for. A great way to do this is to write up formal descriptions of everyone's roles and responsibilities, sign contracts—especially if there is money involved—and include some procedural agreements such as how decisions will be made and how transitions will be handled. Finally, find an organization that can offer staff or contractors office space and help manage finances. The sooner you recruit such an organization, the better.

Project Coordinator. A qualified, paid project coordinator is essential to the success of Community Heart & Soul, so take your time filling this key position. Coordinators manage volunteers, handle administrative tasks and finances, and keep everything on track. A coordinator needs experience with project management, coordinating volunteers, facilitating meetings and discussions, community organizing, firefighting, and juggling. A coordinator ought to be at once forceful and patient—and have a sense of humor.

To fulfill all these duties and expectations, we strongly recommend that project coordinators be hired full time for the duration of the process; half time has proved unrealistic. Before undertaking this task, read the Foundation's [Selecting a Heart & Soul Coordinator](#) resource, which describes specific skills and qualifications required.

A coordinator with leadership ability is essential to ensure that your Heart & Soul initiative gets off the ground, carries out its strategy, and successfully achieves its desired results. This person needs to fit the culture of the community and complement the skills of team members. Selecting the right person is a responsibility best left to a small committee rather than an individual. Yet there are no guarantees; in one of our towns, an initial hire proved unequal to the task and had to be replaced. Finding the right fit will significantly increase the success of Community Heart & Soul in your town.

The expanded Heart & Soul Team typically includes:

- **Partners.** Partners usually commit staff, funds, or other resources to the project. They include town or city government (included on your initial team), local or regional non-profit and for-profit organizations, service agencies, and youth-focused organizations. Define clear roles and responsibilities for each partner and formalize them in a partnership agreement.
- **Community volunteers and advisors.** Members of this representative group include advisors and active volunteers. They are the eyes and ears of the effort; acting as ambassadors to the broader community and

TIP from the Field

When establishing schedules for each phase, **do not wait until one phase is done to begin the next phase.** This is a common mistake that will get you off schedule. Best practices in project management are to

plan overlapping schedules, not strictly sequential ones. Any good building contractor knows how important it is to plan this way.

to specific groups and networks. They contribute their perspectives, local experience, and special skills to point the project in the right direction. Individuals in this group attend community gatherings and help facilitate discussions.

- **Task forces.** These are smaller groups of volunteers that take on special assignments. Task forces meet frequently to coordinate and follow through on specific tasks, such as youth outreach, policy or plan development, and fundraising. Task forces typically disband when a task is completed.

TASK 1.4

Scope out the process

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The Foundation's CREATING A HEART & SOUL PROJECT WORK PLAN resource will help your team with this task.

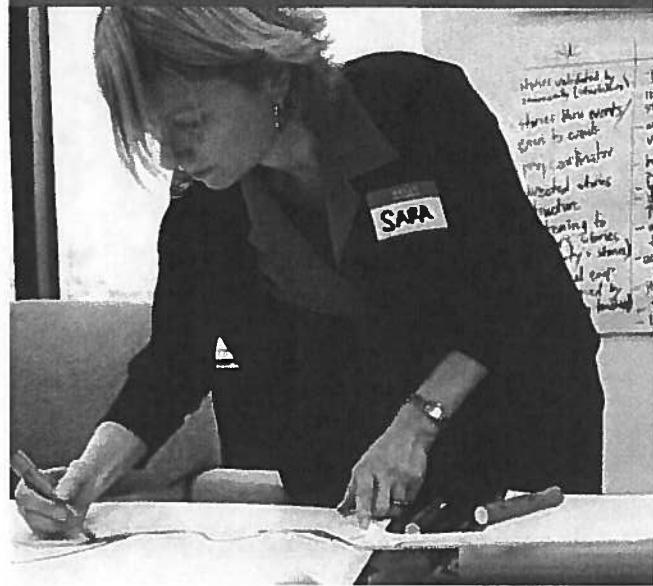
Describe the need and the specific projects that your Heart & Soul process is addressing, as well as its goals and desired results. Be as clear as possible in writing up the need, projects, goals, and desired results. This is the first Heart & Soul communications piece.

Your expanded team of volunteers is more likely to care about and commit to the effort if they have a chance to shape the project and make it their own, so review the project scope and goals with the full team and make sure these are on target. It may be necessary to tweak the goals and results to help organizational partners align their own mission or programs to the Heart & Soul process.

Fundraising and gaining approvals are common startup tasks. While you are developing the scope of the process—everything that your project will include—you can also be preparing a proposal for grant applications or other "sales pitches" that may be required by city council or a local non-profit board, for example.

Have the team develop or review the proposal. A simple way to do this is to ask the team to consider the following questions and have them keep in mind what they learned from Task 1.5: Assess community readiness.

Biddeford, Maine



ON THE GROUND

LOCAL SKILL BUILDING

Train local volunteers to help facilitate meetings.

In Biddeford, Maine, the Heart & Soul Team partnered with Everyday Democracy to offer a facilitator workshop to build volunteers' skills. The workshop trained more than 35 residents as facilitators, including high school and University of New England students.

These volunteer facilitators supported 16 neighborhood meetings across the city. They can continue to volunteer their newfound skills at any future gatherings where key community decisions are discussed.

[Visit everyday-democracy.org](http://everyday-democracy.org)

Cortez, Colorado



ON THE GROUND

GOING THE EXTRA MILE

Involving everyone reaps big rewards.

In Cortez, Colorado, the Ute Mountain Ute, a nearby Native American tribe, were typically underrepresented at public meetings. Determined to hear from everyone in the community, the Cortez Heart & Soul Team met with tribal members and learned that going door-to-door, sending letters of invitation, and using the tribe's radio station were the best ways to reach people.

After overcoming fears and assumptions about their neighbors, and learning the best ways to seek participation, Heart & Soul volunteers hosted meetings with tribal members, strengthening relationships and beginning to build trust. When it came time for a downtown Cortez beautification project, the trust building paid off; Ute Mountain Ute members gave direct input on the plans and partnered with the city to incorporate aspects of tribal culture and history into the project.

Learn strategies for reaching all groups in your community by listening to a CommunityMatters conference call on Engaging Diversity with Mónica Palmquist Velázquez of Cortez. [🔗 Listen online.](#)

- **What is the need?** What are the community challenges or opportunities that the project will address?
- **What are our goals or expectations for success?** What will be accomplished through this process? Are there specific deliverables? What will be the short-term and long-term results?
- **What is the scope?** Is there a geographic area of focus or a topic of focus? Is there a clear timeline? Are there issues that are "off the table"?
- **Why Heart & Soul?** How will this process differ from previous community projects?

In establishing goals, avoid proposing specific solutions or taking positions, such as saying "no" to a pig farm or "yes" to repairing the potholes on Main Street. Heart & Soul is about building a sense of shared purpose and organizing a response to it, which could reveal unanticipated solutions. Heart & Soul is all about finding and working toward common goals rather than taking sides or reinforcing a position.

For detailed guidance on how to establish goals and develop your project plan, see our [Creating a Heart & Soul Project Work Plan](#) resource.

TASK 1.5

Assess community readiness

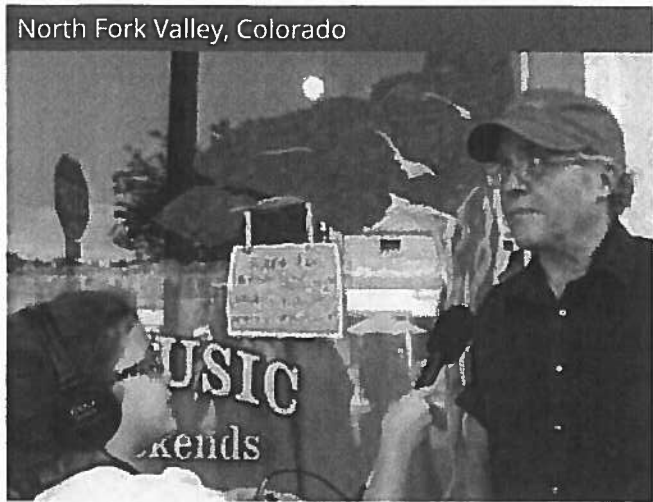
Take some time with your team to understand how ready your community is to conduct Heart & Soul. Some communities can dive right into the work of Phase 2 to explore their communities, but others will need to focus more heavily on building leadership, trust, relationships, and skills before they can enter the next phase of the process.

Readiness involves a combination of community interest and capacity. Community interest relates to how much anyone cares about what you are trying to do. Is there an acute need or a big decision that needs to be tackled? Is there a desire for collaborative action that Community Heart & Soul will tap into?

Community capacity relates to the social and civic factors—trust and skills—that can slow down or speed up the process. These factors include:

1. **Leadership.** A community with strong leadership embraces formal and informal leaders, including youth. Leaders are trusted, responsive, and accessible. They encourage community participation, and they are able to build relationships and enable action. To support leadership, focus on equipping existing leaders with opportunities to connect with residents.
2. **Relationships and community building.** A community with strong relationships between individuals and organizations has experience with collaboration and is well equipped for Heart & Soul. To strengthen collaboration, focus on bringing different types of groups together, coordinating among organizations, and giving everyone an opportunity to connect by sharing experiences of living in the community.
3. **Civic participation.** A community with an ethic of civic participation and the skills to include people from diverse cultural, economic, and political perspectives provides many opportunities for people to participate in making meaningful decisions. Where it is weak, demonstrate the benefits of civic participation throughout the process by bringing local staff and leaders to events, giving them ongoing updates and participant feedback that will make them more confident in making decisions.

Heart & Soul fortifies each of these factors, so this task is simply about understanding where to begin and what to focus on. In other words, you will consider your community's strengths and weaknesses in each area and then design a process that addresses the gaps. If your town is typically unable to do more than respond to crises and fill short-term needs, for example, then you might begin with a focus on relationship building and small, tangible successes. On the other hand, if your town has a solid record of working together toward long-term results, then you might be able to dive more quickly into strategic planning.



ON THE GROUND
KIDS BRIDGE
DIVIDES

Colorado's North Fork Valley Heart & Soul Team partnered with local radio station KVNF to create Pass the Mic, a youth-led story-sharing project to collect and share stories about local people from each of the town's sometimes hostile economic sectors.

Over the course of two years, 14 reporters (ages 10-12) were assigned to a local beat in one of North Fork Valley's five major economic sectors. The youth reporters learned skills for creating multimedia stories and conducting interviews. Even more important, Pass the Mic helped the whole community start conversations about important issues like taxes, coal mine expansion, supporting local agriculture, and having people get along.

Want to see Pass the Mic in action?

[▶ View videos and interviews.](#)

STEP 2

Create a Work Plan

A Heart & Soul work plan is essential for good project management, and it also works as a communication tool that helps people understand what will happen and when. The work plan should include specific activities and tasks, milestones, timing, and budget.

Step 2 includes three tasks:

- 2.1 Refine the proposal
- 2.2 Design an engagement strategy
- 2.3 Create a detailed work plan and budget

TASK 2.1

Refine the proposal

This is a good time to respond to what you may have learned about existing projects, resources, or constraints. Do an inventory of other local projects that have been recently completed or are underway. You may discover that your Heart & Soul effort could build on results from past projects, piggyback on an existing one, or even add value to other projects currently underway by strengthening their community engagement.

Similarly, you may have learned that the local government or other key players are more resistant to your ideas than expected. In that case, the goals of your process may need to focus more on collaboration and building alliances. You'll also be learning more and more from using your Community Network Analysis. Assess that newly gained understanding of how residents interact and gauge whether revisions to your proposal are indicated.

TASK 2.2

Design an engagement strategy



The Foundation's [USING STORYTELLING IN COMMUNITY HEART & SOUL](#) and [PUBLIC ENGAGEMENT METHODS](#) resources and its [COMMUNITY NETWORK ANALYSIS TOOL](#) provide essential guidance for this task.

A community engagement strategy spells out specific activities that the team will conduct in order to involve residents, promote discussion, gather feedback, and share in making decisions. Check out the On the Ground series in this Field Guide for examples of creative, fun, and effective engagement approaches. (For more examples, visit [our website](#).) The activities you choose depend on your team's abilities, the information you hope to glean, or the results you hope to achieve. The activities should be chosen with reference to your Community Network Analysis to be sure your activities are aimed at involving everyone.

"Heart & Soul is about community engagement. It's about **reaching out to the community** and trying to get the voices of those who don't normally participate in the public process."

» *Shane Hale, city manager, Cortez, CO*

Successful public engagement requires that people participate, of course, so be creative and thoughtful about the timing, location, publicity, and format of each activity to make participation easy. Avoid scheduling a gathering during hunting season or on the sixth floor of a building with no elevator! Similarly, do not put a survey on social media without a plan to steer people to it—they can't participate if they don't know about it or don't know where to find it.

When imagining a public engagement effort, it is critical to understand that it is not enough to simply deliver information or get feedback on a preconceived idea. **Good engagement asks participants to help develop the information and generate the ideas.** It is also unacceptable to ask for input and then do nothing with it. Meaningful engagement uses participant's ideas and feedback to better understand issues, clarify priorities, and evaluate options.

Whether you are working toward an action plan, a town plan, or some other policy, the right sequence of activities will be the one that leads your team and your community along a path to reach the desired result. A well-designed sequence of activities over the course of the project enables community participants and your team to (in this order):

1. Identify what matters most to residents
2. Understand concerns, issues, and trends
3. Set goals and targets
4. Identify ideas for action or potential solutions to a problem

5. Clarify and refine options, alternatives, and trade-offs between the ideas or solutions
6. Select or prioritize options
7. Formalize decisions and create an action plan

A well-designed sequence of activities also encourages people and organizations to build new connections with each other and develop new skills that prepare team members and the broader community to take action.

TASK 2.3

Create a detailed work plan and budget

The Foundation's HEART & SOUL MILESTONES and HEART & SOUL WORKFLOW worksheets will help your team with this task and remain useful throughout the process. You will also want to refer to the CREATING A HEART & SOUL PROJECT WORK PLAN resource.

The final details in mapping out the process are to allocate budgets, figure out the timing, and create a work plan that includes preparing for and processing the results of each activity. Be sure that the work plan spells out the what, why, when, where, who, and how much for each task.

This activity requires a bit of back-and-forth between overall design and communications planning. Many project planners will start by designing grand engagement strategies with all the bells and whistles, but realize later that the budget can't afford it. The budget must be spread across all phases very carefully to support the whole project.

Activities must also be carefully spread out. Allow time in between big events, usually two to three months, to process feedback, do research, and develop new materials. Coordinate activities with other community events and activities such as summer festivals, holidays, and elections.

Our Heart & Soul Milestones and Heart & Soul Workflow worksheets will help you map out your process over time, track progress (making course or timing corrections as needed), and record and celebrate milestones achieved. Reproduce these sheets in poster-size format to prominently display them on a wall at your Community Heart & Soul headquarters for the entire team to view, review, and update as the process unfolds. You'll also use these sheets to show visitors your progress—a great way to model transparency in your work.

North Fork Valley, Colorado



ON THE GROUND

MAKING THE PROCESS VISIBLE

Hold your team accountable with a visible project wall.

North Fork Valley Heart & Soul in Colorado dedicated a wall to deadlines, milestones, and information. Not only did the wall keep team members on track, it also provided a visual way to explain the process to new volunteers and other community members. North Fork Valley includes the towns of Paonia, Hotchkiss, and Crawford.

Finally, don't overlook the small stuff. There is just as much work behind the scenes as there is in running events and outreach activities. Regular email blasts and website updates, processing feedback, documenting meetings, and maintaining relationships takes time and energy.

Hard research may be required in order to bring specific information into a discussion. Some decision points may require formal procedures, such as a council vote or a referendum at a town meeting. Try to anticipate these as much as possible and write them as tasks or milestones in your work plan.

FIGURE 2: FOUNDATION'S MILESTONES AND WORK PLAN WORKSHEETS

Download the [Milestones Worksheet](#), [Milestones Poster](#), and [Workflow Worksheet](#)

MILESTONES Are you on track? Community Heart & Soul

Phase 1 LAY THE GROUNDWORK Get organized, create a roadmap, and spread the word	Phase 2 EXPLORE YOUR COMMUNITY Gather stories, identify what matters most, and get oriented	Phase 3 MAKE DECISIONS Develop options, make choices, and formalize decisions	Phase 4 TAKE ACTION Mobilize resources, follow through, and cultivate Heart & Soul
2-3 months	6-8 months	4-6 months	3+ months
<input type="checkbox"/> Heart & Soul Team assembled <input type="checkbox"/> Initial Community Network Analysis (CNA) conducted <input type="checkbox"/> Goals developed by phase <input type="checkbox"/> Work plan complete <input type="checkbox"/> Communications plan complete <input type="checkbox"/> Data management system set up <input type="checkbox"/> Preliminary launch complete <input type="checkbox"/> Formal launch complete <input type="checkbox"/> Celebrate!	<input type="checkbox"/> Heard from enough people to understand what matters most <input type="checkbox"/> Data transcribed <input type="checkbox"/> Meta themes and shared community values developed <input type="checkbox"/> Community verified Heart & Soul	<input type="checkbox"/> Local and national trend data used to make decisions <input type="checkbox"/> Heart & Soul goals developed <input type="checkbox"/> Goals verified by community	<input type="checkbox"/> Stewardship Team assembled <input type="checkbox"/> Target number of residents reached <input type="checkbox"/> Representative group of residents reached <input type="checkbox"/> Heart & Soul Statements publicly

WORKFLOW Sample Heart & Soul Team and community tasks Community Heart & Soul

Phase 1 LAY THE GROUNDWORK Get organized, create a roadmap, and spread the word	Phase 2 EXPLORE YOUR COMMUNITY Gather stories, identify what matters most, and get oriented	Phase 3 MAKE DECISIONS Develop options, make choices, and formalize decisions	Phase 4 TAKE ACTION Mobilize resources, follow through, and cultivate Heart & Soul
2-3 months	6-8 months	4-6 months	3+ months
Heart & Soul Team <ul style="list-style-type: none"> <input type="checkbox"/> Develop Heart & Soul Team <input type="checkbox"/> Expand Heart & Soul Team <input type="checkbox"/> Conduct Community Network Analysis <input type="checkbox"/> Develop partnerships <input type="checkbox"/> Develop work and communications plans <input type="checkbox"/> Map out project and budget <input type="checkbox"/> Set up data management system <input type="checkbox"/> Celebrate! 	<ul style="list-style-type: none"> <input type="checkbox"/> Arrange and publicize events <input type="checkbox"/> Engage community gather stories <input type="checkbox"/> Transcribe recordings <input type="checkbox"/> Assemble recorded data to be shared with community <input type="checkbox"/> Analyze data for initial Heart & Soul Statements and issues <input type="checkbox"/> Report to partners <input type="checkbox"/> Verify what was heard with community <input type="checkbox"/> Research and report on existing conditions <input type="checkbox"/> Celebrate! 	<ul style="list-style-type: none"> <input type="checkbox"/> Arrange and publicize events <input type="checkbox"/> Engage community to identify and prioritize actions <input type="checkbox"/> Analyze data. Verify with partners and community <input type="checkbox"/> Identify policies/plans that can be modified/created to reinforce Heart & Soul <input type="checkbox"/> Begin developing partnerships <input type="checkbox"/> Develop Heart & Soul action plan <input type="checkbox"/> Celebrate! 	<ul style="list-style-type: none"> <input type="checkbox"/> Build a Stewardship Team <input type="checkbox"/> Continue building partnerships <input type="checkbox"/> Work with town council and nonprofit boards to adopt Heart & Soul Statements <input type="checkbox"/> Monitor and report on actions <input type="checkbox"/> Celebrate!
Community <ul style="list-style-type: none"> <input type="checkbox"/> Attend events and learn about the Heart & Soul effort <input type="checkbox"/> Get involved in Heart & Soul efforts 	<ul style="list-style-type: none"> <input type="checkbox"/> Share stories at events <input type="checkbox"/> Participate in neighborhood and/or community wide events <input type="checkbox"/> Contribute values, issues and ideas <input type="checkbox"/> Celebrate! 	<ul style="list-style-type: none"> <input type="checkbox"/> Attend community events, and find ways to act together and individually <input type="checkbox"/> Consider participating in new leadership team or role in the community 	<ul style="list-style-type: none"> <input type="checkbox"/> Get involved in actions <input type="checkbox"/> Celebrate!