




## Kent Parks & Recreation Department

497 Middlebury Road Kent, Ohio 44240 (330) 673-8897 FAX: (330) 673-8898

TO: Dave Ruller, Jim Silver  
FROM: John Idone   
DATE: January 15, 2013  
RE: Kent Parks & Recreation Donation

\* M E S S A G E \*

Kent Parks & Recreation Department has received the following check to assist with the Department Projects.


\$100.00 from TN Bhargava

The check has been forwarded to Budget and Finance and will be held until Council formally accepts them. Please request the necessary authorization from City Council to accept this donation. Your attention to this matter is sincerely appreciated.

PC: Budget & Finance  
Linda Copley, Clerk of Council  
Kent Parks & Recreation Board

CITY OF KENT  
DEPARTMENT OF PUBLIC SERVICE

TO: Dave Ruller, City Manager

FROM: Gene Roberts, Director of Public Service 

DATE: January 3, 2013

SUBJECT: Christenson Foundation Donation for Adopt-a-Spot Program

Please find attached check number 1395 in the amount of \$1,500.00 from the Christenson Foundation intended for the City's Beautification Program.

Historically, the City has received a grant from the Christenson Foundation each year for the Adopt-a-Spot program. The last donation from the Christenson Foundation was received by the City in January of 2012. The 2012 donation was forwarded onto Main Street Kent as part of the 2012 agreement with Main Street Kent to administer the Adopt-a-Spot Program.

The agreement for the administration of the 2013 Adopt-a-Spot program has not been finalized. I am requesting that the donation from the Christenson Foundation be accepted by Kent City Council at this time, with the understanding that the funds will be forwarded to Main Street Kent or other non profit organization that the City enters into an agreement with for administration of the Adopt-a-Spot Program.

cc: David Coffee, Finance Director  
Jim Silver, Law Director

**THE HENRY V. AND FRANCES W. CHRISTENSON FOUNDATION**

**c/o James D. Kraus  
3800 Embassy Parkway, Suite 300  
Akron, OH 44333  
Ph: 330-258-6483 – Fax: 330-252-5483  
Email: jkraus@bdblaw.com**



December 27, 2012

Eugene K. Roberts  
Director of Public Service  
City of Kent Dept. of Public Service  
930 Overholt Road, 2nd Floor  
Kent, OH 44240

**Re: Henry V. and Frances W. Christenson Charitable Foundation**

Dear Mr. Roberts:

At its Board meeting on December 10, 2012, the Directors of the Henry V. and Frances W. Christenson Foundation approved an unsolicited and unrestricted grant in the amount of \$1,500 for Kent Parks and Recreation Beautification Program in 2013. Enclosed is the Foundation's Check No. 1395.

Sincerely,

A handwritten signature in black ink that reads "James D. Kraus".

James D. Kraus

JDK/nw

Enclosure

«AK3-1122012\_v1»



# KENT FIRE DEPARTMENT

## DECEMBER 2012 MONTHLY INCIDENT REPORT

FIRE RESPONSE INFORMATION	CURRENT PERIOD			YEAR TO DATE		
	2012	2011	2010	2012	2011	2010
<b>Summary of Fire Incident Alarms</b>						
City Of Kent	40	26	41	629	524	571
Kent State University	19	15	14	210	240	196
Franklin Township	14	13	12	173	137	140
Sugar Bush Knolls	0	0	0	4	1	0
<b>RESPONSES</b>	<b>73</b>	<b>54</b>	<b>67</b>	<b>1016</b>	<b>902</b>	<b>907</b>
<b>Mutual Aid Received by Location</b>						
City Of Kent	0	0	0	16	5	13
Kent State University	0	0	0	2	1	0
Franklin Township	0	1	0	5	2	10
Sugar Bush Knolls	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>23</b>	<b>8</b>	<b>23</b>
<b>Mutual Aid Given</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>46</b>	<b>48</b>	<b>46</b>
<b>TOTAL FIRE INCIDENTS</b>	<b>78</b>	<b>58</b>	<b>70</b>	<b>1062</b>	<b>950</b>	<b>953</b>
<b>EMERGENCY MEDICAL RESPONSE INFORMATION</b>						
<b>Summary of Medical Responses</b>						
City Of Kent	181	188	207	2215	2379	2393
Franklin Township	36	28	22	445	366	351
Kent State University	32	28	25	438	378	335
Sugar Bush Knolls	2	0	0	12	6	9
Mutual Aid Given	2	2	4	31	24	39
<b>TOTAL RESPONSES</b>	<b>253</b>	<b>246</b>	<b>258</b>	<b>3141</b>	<b>3153</b>	<b>3127</b>
<b>Mutual Aid Received by Location</b>						
City Of Kent	1	1	1	32	26	28
Franklin Township	2	0	1	10	5	3
Kent State University	0	0	0	8	5	4
Sugar Bush Knolls	0	0	0	0	0	0
<b>TOTAL</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>50</b>	<b>36</b>	<b>35</b>
<b>Total Fire and Emergency Medical Incidents</b>	<b>331</b>	<b>304</b>	<b>328</b>	<b>4203</b>	<b>4103</b>	<b>4080</b>

**CITY OF KENT  
BOARD OF ZONING APPEALS  
PUBLIC HEARING & BUSINESS MEETING  
FEBRUARY 18, 2013  
COUNCIL CHAMBERS – KENT CITY HALL  
325 SOUTH DEPEYSTER STREET**

**I. CALL TO ORDER**

**II. PLEDGE**

**III. ROLL CALL**

**IV. PREAMBLE**

**V. ADMINISTRATION OF THE OATH**

**VI. NEW BUSINESS**

**A. BZ13-004 GRAPHIC EXPRESSIONS / KENT KARATE  
122 WEST COLLEGE STREET**

Sections: 1165.05(d)(1)(A) and 1165.05(d)(1)(B)(i)

Requests: The applicant is requesting the following:

- 1) A 46 square foot variance from the 50-foot maximum square footage for signage in the C-D zone district to allow the total building signage to be 96 square feet (Section 1165.05(d)(1)(A)), and
- 2) A variance from Section 1165.05(d)(1)(B)(i), to allow a total of two building signs, where one is the maximum number permitted.

**1. Public Comment**

**2. Board of Zoning Appeals Discussion / Action**

**VII. OTHER BUSINESS**

**A. PRESENTATION ON BOARD POLICIES AND PROCEDURES  
BY JIM SILVER**

**VIII. ADJOURNMENT**



# CITY OF KENT, OHIO

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## DEPARTMENT OF COMMUNITY DEVELOPMENT

**DATE:** FEBRUARY 8, 2013  
**TO:** KENT CITY BOARD OF ZONING APPEALS  
**FROM:** HEATHER PHILE, DEVELOPMENT PLANNER  
**RE:** STAFF REPORT FOR THE FEBRUARY 18, 2013 BOARD OF ZONING APPEALS MEETING

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The following case appears on the agenda for the February 18, 2013 Board of Zoning Appeals meeting:

### NEW BUSINESS

**CASE NO.:** BZ13-004

**APPLICANT:** GRAPHIC EXPRESSIONS / KENT KARATE

**SITE LOCATION:** 122 West College Street

**STATUS OF APPLICANT:** The applicant is the owner of the property and the sign contractor.

**REQUESTED ACTION:** The applicant is requesting the following:

- 1) A 46 square foot variance from the 50-foot maximum square footage for signage in the C-D zone district to allow the total building signage to be 96 square feet (Section 1165.05(d)(1)(A)), and
- 2) A variance from Section 1165.05(d)(1)(B)(i), to allow a total of two building signs, where one is the maximum number permitted.

**ZONING:** This property is currently located in the C-D: Commercial – Downtown Zone District.

**TRAFFIC:** The property is accessible from West College Street.

**SURROUNDING LAND USES:** The property is surrounded by other commercial uses on all sides.

**APPLICABLE CODE SECTIONS:** 1165.05(d)(1)(A) and 1165.05(d)(1)(B)(i)

**ANALYSIS:**

**Page 2**  
**Board of Zoning Appeals Staff Report**  
**February 18, 2013 meeting**

This property is located at 122 West College Street and is currently zoned C-D: Commercial – Downtown. This property was formally home to Raley Upholstery. The applicants are requesting variances to allow a total of two building signs that will exceed the maximum square footage allowed.

This property is now home to Kent Karate. The applicants would like to install two signs on the building; one facing West College Street and one that faces Haymaker Parkway (State Route 59). Each sign is approximately 48 square feet in size, and will consist of painted letters and channel letters installed on the building. The applicant explains that the signs will be easier for the members to locate the facility and will help to attract new clients. They also explain the signs need to be larger for better readability at a greater distance. The second sign on the rear of the building will help both existing and new clients to locate the building from Haymaker Parkway.

The City of Kent Zoning Ordinances states that businesses in the C-D district are allowed one building sign, one projecting sign, and one permanent window sign. The maximum square footage allowed for all of the signs is 50 square feet.

cc: Applicants  
Case file  
Jennifer Barone, Development Engineer  
Bridget Susel, Community Development Director  
Eric Fink, Asst. Law Director

CITY OF KENT  
HEALTH BOARD MEETING  
February 12, 2013 5:30 PM  
KENT CITY HEALTH DEPARTMENT OFFICES  
325 S. DEPEYSTER STREET  
KENT, OH 44240  
Phone (330) 678-8109 Fax (330) 678-2082

AGENDA

- I. MINUTES January 8, 2013 Meeting
- II. OPEN COMMENTS
- III. REPORTS
  - A. Statistical Report for January 2013
  - B. Expenditures & Encumbrances for January 2013
  - C. Health Commissioner's Report for January 2013
  - D. Public Health and Infectious Disease – Flu Report
- IV. OLD BUSINESS
  - A. Resolution Increasing Swimming Pool and Spa License Fees
  - B. KSU Student Built Environment Research and Presentation
- V. NEW BUSINESS
  - A. Medical Director
  - B. Environmental Health Director Position
  - C. EH DSI Technology
  - D. Intern/Shadow Expectations and Waiver
  - E. ODA Training Meeting with Haymakers Farmers Market
  - F. Resolution Replacing Section of Environmental Health and Housing Maintenance Code on Smoke Detectors
- VI. EXECUTIVE SESSION
- VII. ADJOURN MEETING

If you require assistance to attend this meeting, please contact the Health Department at (330) 678-8109.

JN/trr

cc: Health Board  
City Manager  
Clerk of Council  
Health Staff  
Mayor  
News Media  
Post  
File



Kent City Health Department  
325 S. Depeyster Street  
Kent, Ohio 44240  
HEALTH BOARD MINUTES  
January 8, 2013

**Board Members Present**

Doug Wagener  
Marchelle Bobbs  
Chris Woolverton  
Susan Roxburgh  
Jack Amrhein  
Pam Freeman

**Others Present**

Elizabeth James-KSU  
Josh Filla-KSU  
Ken Slenkovich-KSU  
John Hoornbeek-KSU

**Staff Present**

Jeff Neistadt  
Tracy Radovic  
Anthony Bartholomew

Doug Wagener called to order the Health Board Meeting of January 8, 2013 at 5:31 p.m.

The minutes from the December 2012 meeting were distributed and reviewed by the Health Board members prior to the meeting.

**Motion:** A motion to approve the minutes from the December 2012 meeting was made by Marchelle Bobbs and seconded by Pam Freeman. The motion passed.

**Open Comments**

We received 1 letter objecting to the fee increase for food service operations from Henry Wahner's. No Food Service Operators attended the meeting.

**Guest Speakers**

Jeff Neistadt stated he invited Ken Slenkovich, Elizabeth James, Josh Filla, and John Hoornbeek to the Health Board meeting to discuss Phase I of the Draft Portage County Community Health Needs Assessment. Elizabeth James presented on the background methodology. She reviewed with the Board an overview of data sources, methods, and review findings. She touched on the County Health Rankings and key health indicators. Elizabeth explained comparison points and gave a list of our peer counties that compare to us in size, race/ethnicity, age and poverty levels.

**Statistical Report**

**Expenditures & Encumbrances**

VENDOR	ITEM DESCRIPTION	AMOUNT
Treasurer, State of Ohio	FSO Transmittal fees for December	\$28.00
Ohio Div. of Real Estate	Burial Permit Transmittal fees for December	\$72.50
	TOTAL	<b>\$100.50</b>
<u>Travel &amp; Reimbursements</u>		
		<b>\$0.00</b>

**Motion:** A motion was made by Chris Woolverton and seconded by Marchelle Bobbs to approve the Expenditures and Encumbrances for the month of December 2012. The motion passed.

**Commissioner's Report**

Enclosed in the Health Board packet were several articles regarding the Ravenna City Health Department and the closing of their immunization clinic as well as them eyeing a merger with the Portage County Health Department.

A letter was enclosed in the Board packet from the food service operation Henry Wahner's against the raising of the food service operation fees.

Trust for American's Health has released their annual report on disaster preparedness. Ohio scored 6 out of 10 on the annual report. No state had a perfect score. 8 out of 10 was the highest score. Deficiencies included a lack of funding commitment for public health programs from the state health department, health system preparedness, extreme weather event preparedness, and infectious disease control and vaccinations.

A Notice of Violation from the EPA was attached regarding the Health Department's former Industrial Pretreatment Program which is now under the Service Department. The letter identified 14 violations that require corrective action. The program was noted as having serious deficiencies due to past neglect and is working on bringing the IPP back into compliance with state and federal requirements. Due to this letter and the numerous violations, I have allowed the Service Department to utilize the Environmental Technician for 32 hours per week until a plan of action is developed addressing these

violations as unfortunately they occurred under the former management of this department.

At the December 20th immunization clinic, we provided a total of 13 shots to the public including 5 flu shots.

I met with Kent State University regarding several discrepancies in the licensing of their food service operations. As of March 1st of this year, all of their locations will be properly licensed according to their Risk Level Classifications.

Kyle Kelly and I attended the Portage Prepares meeting and will represent the City of Kent in future meetings regarding Emergency Preparedness in the county.

We have received a demo from Health Space which is going to be our new Environmental Health Data System for the department. The demo will provide opportunities for staff to become oriented and learn how to operate the new system.

Due to increased flu activity in the area, the Akron Regional Hospital Association including Robinson Memorial has restricted visitation in order to provide additional protection to patients.

I would like board approval for a letter of support to apply for accreditation readiness funding. Awards range from \$5,000 to \$15,000 and are due on January 23.

And finally, this is Pam Freeman's last Health Board meeting as a Board of Health member.

### **Old Business**

#### Third Reading of the Food Service Fees Increase

**Motion:** A motion was made by Susan Roxburgh and seconded by Pam Freeman approve the Resolution No. 2013-001 increasing the local license fees for Food Service Operation and Retail Food Establishment in the Kent City Health. This resolution was approved by roll call vote; Freeman-Aye; Roxburgh-Aye; Bobbs-Aye; Woolverton-Aye; Amrhein-Aye; Wagener-Aye. The motion passed.

### Indigent Burial

Jeff stated that the Indigent Burial application has been reworked, to include a more detailed request for information to allow for a better determination of indigent status of an applicant.

**Motion:** A motion was made by Chris Woolverton and seconded by Jack Amrhein to accept the amended Indigent Burial Application Form. With no objection, the motion passed.

### New Business

#### Accreditation Readiness Funding Grant

**Motion:** A motion was made by Chris Woolverton and seconded Marchelle Bobbs to approve a letter of support and application for the Health Commissioner to apply for Accreditation Readiness Funding Grant. The motion passed.

#### Swimming Pool Cost Analysis

Jeff stated that swimming pool license fees have been \$150.00 for several years now. In order for license fees to pay for the program, they would need to be raised to \$350.00.

**Motion:** A motion was made by Susan Roxhburgh and seconded by Marchelle Bobbs to phase in a swimming pool license fee increase beginning with \$250.00 for 2013, and then raising them each season by \$50 until they reach the \$350 dollar mark. With no objection, the motion passed.

#### Composting

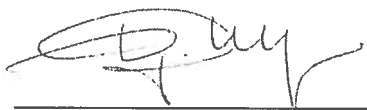
Jeff stated that currently the City does not have an ordinance or a policy on composting. An Ordinance has been drafted; Section 783.12 Composting, outlining the definition of Composting and the regulations. A brochure has also been developed as a guide on how to and what to compost, as well as how to make an approved compost bin.

**Motion:** A motion was made by Pam Freeman and seconded by Marchelle Bobbs to approve the Ordinance and brochure as written. With no objection, the motion passed.

Being no further business for the Board of Health,


**Motion:** A motion to adjourn the meeting of November 20, 2012 was made by Pam Freeman and seconded by Jack Amrhein. With no objection, the motion passed, the meeting adjourned.

Approved:



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Doug Wagener, President



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Jeff Neistadt, Secretary

## KENT HEALTH DEPARTMENT STATISTICAL REPORT 2013

	Jan 2013	YTD 2013	Jan 2012	YTD 2012
<b>HEALTH DEPT. \$ COLLECTED</b>				
FamAbuse fund	\$ 648.00	\$ 648.00	\$ 489.00	\$ 489.00
Vital Stats Rev.	\$ 3,672.00	\$ 3,672.00	\$ 2,771.00	\$ 2,771.00
Child Abuse	\$ 1,296.00	\$ 1,296.00	\$ 978.00	\$ 978.00
State VS	\$ 3,888.00	\$ 3,888.00	\$ 2,934.00	\$ 2,934.00
B Perm Rev	\$ 21.00	\$ 21.00	\$ 17.00	\$ 17.00
B Perm State	\$ 105.00	\$ 105.00	\$ 85.00	\$ 85.00
Food Estab. RFE	\$ 0.00	\$ 0.00	\$ 440.70	\$ 440.70
Food Service FSO	\$ 864.00	\$ 864.00	\$ 951.70	\$ 951.70
FSO Vending	\$ 28.00	\$ 28.00	\$ 0.00	\$ 0.00
Home Sewage	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Housing	\$ 4,365.00	\$ 4,365.00	\$ 3,925.00	\$ 3,925.00
Swim Pools	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
SolWst(Trks)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Tattoo Parlors	\$ 200.00	\$ 200.00	\$ 100.00	\$ 100.00
*Misc(Xerox, etc.)	\$ 51.60	\$ 51.60	\$ 0.00	\$ 0.00
(trash fine, copies)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
**ST Subsidy	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
<b>TOTAL COLLECTED</b>	<b>\$ 15,138.60</b>	<b>\$ 15,138.60</b>	<b>\$ 12,691.40</b>	<b>\$ 12,691.40</b>
<b>TO STATE</b>				
FamAbuse fund	\$ 628.59	\$ 628.59	\$ 474.34	\$ 474.34
Food Estabs	\$ 0.00	\$ 0.00	\$ 56.00	\$ 56.00
Bur.Permits	\$ 105.00	\$ 105.00	\$ 85.00	\$ 85.00
Child Abuse	\$ 1,257.12	\$ 1,257.12	\$ 948.66	\$ 948.66
State VS QTRLY	\$ 3,888.00	\$ 3,888.00	\$ 2,934.00	\$ 2,934.00
Food Service	\$ 56.00	\$ 56.00	\$ 56.00	\$ 56.00
Food Vendors	\$ 6.00	\$ 6.00	\$ 0.00	\$ 0.00
Swim Pools	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Wells	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
<b>TOTAL</b>	<b>\$ 5,940.71</b>	<b>\$ 5,940.71</b>	<b>\$ 4,554.00</b>	<b>\$ 4,554.00</b>
<b>TOTAL ASSETS</b>	<b>\$ 9,197.89</b>	<b>\$ 9,197.89</b>	<b>\$ 10,993.90</b>	<b>\$ 10,993.90</b>
+Admin fee to Vital Stats	\$ 58.29	\$ 58.29	\$ 30.40	\$ 30.40
-3% FamAbuse	\$ 19.41	\$ 19.41	\$ 10.15	\$ 10.15
-3% ChildAbuse	\$ 38.88	\$ 38.88	\$ 20.25	\$ 20.25

**STATISTICAL REPORT Cont.**

**Jan 2013**

**YTD 2013**

**Jan 2012**

**YTD 2012**

**PERMIT/lic.**

Food Estabs	0	0	2	2
Food Service	2	2	2	2
FS Vending	1	1	0	0
Home Sewage	0	0	0	0
Housing	21	21	30	30
Solid Waste	0	0	0	0
Swim Pools	0	0	0	0
Septic Haul.	0	0	0	0
Tattoo Parlors	2	2	1	1
Other	0	0	0	0
<b>TOTAL</b>	<b>26</b>	<b>26</b>	<b>35</b>	<b>35</b>

**MOSQ.CONT.**

Sites Treat.	0.0	0.0	0.0	0.0
Adulticide	0.0	0.0	0.0	0.0
Tot Man Hrs	0.0	0.0	0.0	0.0

**COMPLAINTS**

Received	14	14	13	13
Abated	6	6	9	9

**LEGAL.COMPL.**

Filed	0	0	0	0
Pre-trials	0	0	0	0
Trials	0	0	0	0

**COMM.DISEASE**

77	77	40	40
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**VNA CLINICS IMMUNIZATIONS**

60	60	4	4
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**BIRTH Copies issued**

30	30	43	43
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**DEATH Copies issued**

402	402	283	283
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# THE HARVEY REDMOND BRIDGE

**Harvey is unhappy.** Why are people taking his name in vain? What is taking so long to replace the Harvey Redmond Bridge?

In 1947 when the bridge was built, they didn't need any permits...they simply built it. They drove telephone poles into the river bed and in five spans crossed the river to open up the isolated parcel that was trapped between the Cuyahoga and the CSX Railroad. The steel was even coated with lead based paint so it would last a long time. Thankfully it did!

**Things are different now.**

50 years later, the Kent Parks and Recreation Department received a grant for \$80K to rehabilitate the bridge. Three piers were repaired and the wood deck was replaced. The beams were then discovered to contain that pesky lead paint. The cost of cleaning and painting while spanning the Cuyahoga made it cost effective to replace them with galvanized steel. However, the weight restrictions still limited access of emergency vehicles because the bridge was still supported by those original telephone poles. Even so, the total cost of the project 12 years ago was \$120K. It turns out that was an expensive band-aid.

In 2009 the annual bridge inspection discovered deterioration in other piers and led the department to authorize additional quarterly inspections to insure safety of park users. The department researched sources of funding, and application was made to the Ohio Municipal Bridge Fund. Given the need of many

aging bridges in Ohio our application was denied. The application was duly resubmitted in 2010 and funding was approved. Those grant dollars would be released in July of 2013, but first the city had to provide all environmental documents, cultural resource inventory, wetland delineation, floodplain analysis, type/style/design study, and the US Corps of Engineer permit, (not to mention the relocation of a few mussel beds). On April 15, 2011, after funding was received, the inspectors recommended closing the bridge to the public because it was leaning and several piers had section loss. We thought we could limp along a few more years and only lose one season, but that has not been the case. The bridge was ordered to be closed.



**A common question has been.....Why does it take so long?**

In addition to the above studies and permits, the plans and specifications had to be developed prior to the release of funds. The grant provides for 80% federal /20% local match for construction. Design and all studies must be paid for by our department. Two Community Development Block Grants (\$50K in 2010 and \$45K in 2012) have paid for about one half of the design costs. As frustrating as it may seem to all of us, the project is moving forward as planned.

**It has been suggested that.... The city should just enter from Mogadore Road and cross the railroad.**

CSX will not give permission for new crossings. This is their main line with over 30 high speed trains a day. There is another crossing less than ¼ mile away. These crossings are considered by CSX to be a major liability and a high potential for accidents. Additionally, the city does not have funding to install a railroad crossing. There is not a compelling argument to force CSX to allow us access from that location.

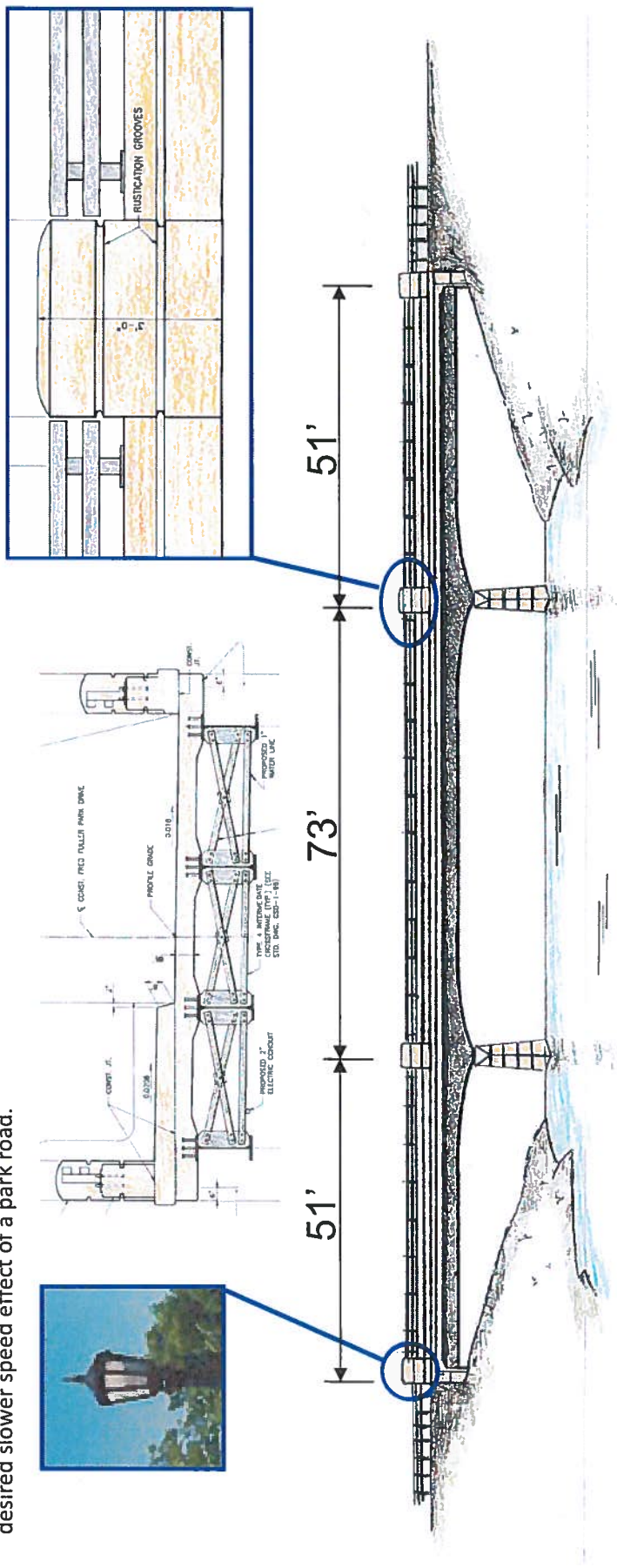


***It has also been asked.....Why does it cost so much?***

The weight load capacity will be increased from the currently posted 12 tons to a 40 ton limit. This will enable ambulances and park maintenance access. The bridge design will be three spans with two piers in the river near the shore to open up the main channel of the river. The concrete abutments will support galvanized steel girders and a concrete deck. To construct piers in the Cuyahoga River in an environmentally sensitive way is costly.

***And so....What will the new bridge look like?***

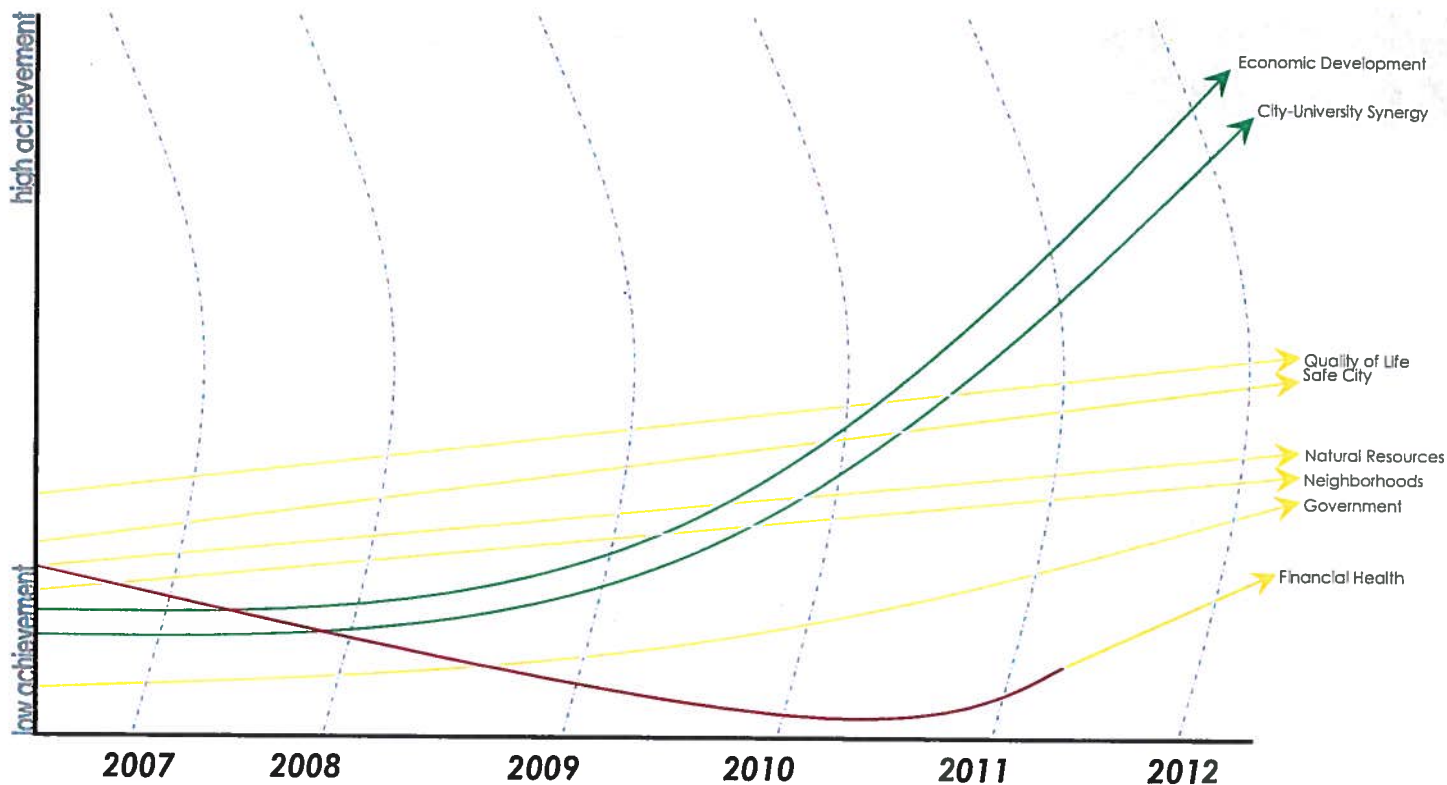
Great care was taken to make the bridge an aesthetically pleasing structure which will fit into that beautiful site along the Cuyahoga. The bridge will offer stunning views and will feature historic street lighting. The concrete piers and side walls will have slip forms installed to give a native stone appearance. The bridge width will be only slightly wider than the existing bridge with a six foot wide sidewalk and an eleven foot wide vehicle lane. This single lane design was selected because of the traffic calming effect it will have on this high pedestrian area around the ball fields. Additionally, the newly constructed bike trail crosses near the north side abutment. A two lane bridge would have made the area feel like a city street with increased speed, instead of the desired slower speed effect of a park road.



**And so Harvey, please don't be too unhappy...** Kent Parks & Recreation has rented fields so that not a single game has been cancelled. We know it is frustrating, but it is one more season without playing ball at Kramer Fields. With a little patience we will have improved access to our signature ball fields for the next seventy five years. **You see, things really are different now!**

# City of Kent 6-Year Strategic Trending

## For Key Strategic Priority Objectives (2007-2012)



In the last 6 years the Kent community has made steady progress towards achieving its strategic goals. This report outlines the collective actions which are behind the trend lines illustrated in the chart above.

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

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

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

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

Lastly, financial health has at last begun to show some signs of recovery with a significant jump in jobs and income taxes ending 2012. City finances are typically lagging indicators but the City's investments produced a 12.1% rise in income taxes in 2012, providing some validation that an economic recovery is underway in Kent.

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

# 2007-12 Strategic Achievements Summary\*

\*highlights above and beyond routine City services

## Strategic Goal

## Financial Health & Economic Development

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

### Financial Health Actions & Events

#### Objectives:

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

#### 2012

- City Receives a Clean Audit Report from State Auditor
- 2013 City Tax Budget, Operating Budget and Capital Plan
- State ODOT and ODOT Grants (\$800,000)
- Water Reclamation Lab Reorganization
- Expanded Job Creation Tax Credit into Franklin JEDD
- Established Fund Balance Policy and Fiscal Health Index
- Re-Approved Multi-Year Utility Rate Stabilization Plan
- Updated City Development Fee Schedule
- Held 2 On-line City Surplus Property Auctions
- City Notes Rollover, \$4M Bond Issue for Downtown
- Parking Fee Amnesty Program (\$9,000)
- FOP Wage Re-Opener, 1% wage increase in 2013
- Absorbed \$600,000 in State Revenue Cuts to City
- Legislation to Enable Tax Liens on unpaid water/sewer bills
- Purchased New Comprehensive Financial System Software
- Instituted Credit Card Payments for Online Fees and Bills
- Productivity and Efficiency Savings of \$100,000 in 2012
- Applied For Local Gov't Innovation Fund Grant
- AT&T Cell Tower Lease Evaluation
- Reviewed Income Tax Collection from Contractors
- DKC West River Land Title Transfer Reduce Tax Liability
- EPA Water Reclamation Grant/Loan Application

#### 2010

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

#### 2011

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

#### 2009

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

#### 2008

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

# Economic Development Actions & Events

## Economic Development Objectives:

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

## Viable Downtown Objectives:

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

## 2012

- Portage County Court Land Swap
- Obtained Certified Local Gov't Status
- Approved Downtown Parking Strategy
- Job Creation Tax Credit in JEDD
- Relocation Funds for Jimmy Johns
- \$4M Downtown Bonds
- Entertainment District Designation
- Licenses to Occupy Public ROW
- EDA RLF Certification
- Entrepreneur In Residence Program
- 2012 Celebrate Kent Awards
- Modified Short Term Parking Downtown
- ODOT, ODOT Grants (\$800,000)
- 1<sup>st</sup> in State Development Awards
- Trex Liquor License Policy
- KRBA Provided \$35,000 Supplement
- City Incubator Tenant Agreements
- Heritage Festival
- Ametek Building Lease Back
- Gougler Demolition
- Jimmy John's Relocation \$
- Ron-Al Mold & Machine RLF
- MAC Trailer RLF, \$150,000
- JRS Grant Application
- Building C Plans Approved
- MOMs Expansion
- Smithers-Oasis GroundBreaking
- CVS Reconstruction
- Kent! Business Expo
- JEDD's Bring In \$350,000
- Cover Story Properties Magazine
- Opening of New Record Courier
- Discover Kent KSU Orientation
- City Leased Railroad Parking
- KSU Launch Pad Opens
- Extreme Entrepreneurship
- Street Vendor Regs Changed
- 2012 Mixed Use Project of Year
- 19 New Business Openings

## 2010

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

## 2011

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

## 2009

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



# Economic Development Actions & Events (continued)

2008

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

## Strategic Goal

### Support for Natural Resources

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

## Natural Resource Actions & Events

### Objectives:

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

2012

- Considered Fracking Ban Proposal
- RB&W Investigation Completed
- Leaf Collection/Mulching
- Adopt a Spot Program
- Health Dept. Trash Citations
- Updated City Stormwater Ordinance
- New Hike & Bike Trail Agreements
- Applied for ODNR Tree Grant
- Planted 111 New Trees
- Aquaponics Expansion in Kent
- AMATS Hike and Bike Trail Funds
- Ride/Walk to Downtown Kent Event
- New Bike Trail Construction (Tannery)
- Plum Creek Recovery Data
- Who's Your Mama Earth Day
- Purchased 5 acres of wetlands
- Kayak documentary in Kent
- 26<sup>th</sup> Tree City USA Designation
- Annual River Clean Up

2010

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

2008

- Green Building Design Guidelines
- City Building Green Standards
- Leaf Collection/Mulching
- Adopt a Spot Program
- Kent State Sustainability Task Force
- TV recycling with KSU Sept 20
- Set Conservation Reduction Goals
- Whitewater Park Study
- Stormwater BMP Regulations Update
- New NEFCO Watershed Coordinator
- Ohio EPA River Quality Report
- Citywide Bike Plan
- City Energy Conservation Program
- Green Economy Expert Panel
- Environmental Film Festival
- Memorial Tree Fund Project
- Adopt a Spot Program
- Kent Sustainability Commission
- Tree City USA Designation
- Emerald Ash Borer Quarantine
- ODNR \$250,000 River Access Grant
- Kent Parks & Rec Promotional Video
- \$1.4 Million for Plum Creek Project
- AMATS Hike and Bike Funds
- DC Lobbying for Multi-Modal
- Agree to Esplanade Extension
- Sidewalk Snow Removal
- Lincoln @ Summit Improvements
- Multi-Modal Environmental Study
- Multi-Modal Land Acquisition
- Lincoln @ SR 59 Crosswalk Work
- Area Q, Phase V Began
- Cuyahoga River Clean Up
- Sidewalk Snow Removal
- Citywide Bike Plan
- KSU-City Bike Share Research
- Central Gateway Transit Study
- Tree City USA Designation

## Strategic Goal

### Superior Quality of Life

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

## Quality of Life Actions & Events

### Objectives:

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

### 2012

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

- Summer Heritage Festival
- New Veterans Memorial Project
- Alley 4 Pedestrian Improvements
- Wells Sherman House Relocation
- Downtown Holiday Lighting
- Turkey Trot Race
- Heritage Fest Race
- Crooked River Adventure Race
- Black Squirrel Adventure Race
- \$100,000 Social Service Funding
- Sidewalk and Patio Seating Approved
- 85 homeless families provided shelter
- Holiday Toy Drive
- 2012 CDBG Action Plan
- Cider Fest, Ice Carving, Ice Cream Social
- Good For Grill Event
- Plaza Outdoor Movie Series
- Art in the Park Festival
- Fill a Cruiser Toy and Food Drive
- Bowman Cup Race
- Wine and Art Festival
- Kent Folk Festival, Kent Blues Festival
- Family Friendly Halloween Event
- Discover Downtown Student Orientation
- Kent Stage Music Events
- CHIP Funds for New Senior Housing
- Street Vendor Modifications
- Health Dept. \$125,000 Study Grant
- Hoops for Heroes Fire, Police Event
- Fill the Truck For Hunger Challenge
- City KSU Public Art Project

### 2009

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

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

### 2011

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

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

### 2008

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

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

### 2010

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

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

# Strategic Goal

## Community Safety "to be an exceptionally safe city"

### Public Safety Actions & Events

#### Objectives:

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

#### 2012

- Citizens Advisory Safety Committee
- Second Hand Retail Regs Changed
- Adopted Interior Mtce. Standards
- On-Site Security Review
- Hired New Fire Chief
- Snow Street & Sidewalk Operations
- Sidewalk Repair Policy Review
- Fred Fuller Bridge Agreement
- Smoke Alarm Program
- Participated in Ohio Tornado Drill
- Summit Street Improvement Plan
- Downtown Waterline Upgrade
- Police Building Levy
- Emergency Planning Intern
- Kent Police Awards
- Redmond Bridge ODOT Agmt.
- 2<sup>nd</sup> Citizens Police Academy
- Police Reports On-Line
- Updated Street Vendor Regs
- F&CS Building Fire
- Hydrant Flushing Program
- Annual Sidewalk Program
- Police Cruiser Award
- Rider Rumble Fund Raiser
- Crisis Intervention Officer of Year
- Hoops for Heroes Event
- New Swift Reach Notification
- Crain Ave. Resurfacing

#### 2010

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

#### 2008

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

#### 2011

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

#### 2009

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

## Strategic Goal

## Communities Within the City

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

### Community Actions & Events

#### Objectives:

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

#### 2012

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- Monthly Community Dinners
- City Tool Loan Program
- Rehab Parcel Property Transfer
- Rehab Loan Subordination Request
- KSU Student Orientation
- CHIP Funds for New Senior Housing
- 2012 CDBG Action Plan
- Haymaker Farmers Market Grant
- Code Compliance Annual Report
- City/County Moving Forward Grant
- University Edge ROW Dedication
- Resolution for Coleman Grant
- Alley 11 (CVS) Dedication
- New Senior Housing Tax Credits
- Joint Meeting with Franklin Township
- 2012 Social Service Funding
- \$15,000 Loan for Wells Sherman House
- Demo 8 blighted properties
- Province, University Edge Opened
- Moving Ohio Forward Grant
- Forest City Graffiti Removal
- Portage Land Revitalization Fund
- Baker's Towing Case

#### 2010

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

#### 2008

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

#### 2011

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

#### 2009

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



## Strategic Goal

### City and University Synergy

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

## Collaboration Actions & Events

### Objectives:

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

### 2012

- City/KSU Homecoming Parade
- Monthly Meetings with KSU
- 2 Bowman Breakfasts
- One Kent Ride and Walk Event
- International Food Event
- KSU Student Volunteers
- Flash Fleet Bike Share
- City/KSU River Clean Up
- Electronic Bulletin Board Constructed
- Modified City/KSU Mutual Aid
- Established Joint Patrol Areas
- Wells Sherman House Relocation
- President Obama's Visit
- Extreme Entrepreneurship
- 10 Properties Demo for Esplanade
- Public Art Planning
- KSU Sustainability Task Force
- Tailgate Parties
- Black Squirrel Adventure Race
- Discover Downtown Event
- City/KSU Mutual Aid
- City/KSU Kyrgyzstan Exchange
- Opened May 4<sup>th</sup> Visitor Center
- Summit Street Improvement Plan
- Baseball/Football Celebrations
- Dr. Lefton Visit to City Council
- KSU 100 Year Video
- Launch Pad Opens
- Esplanade Construction Begins

### 2010

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

### 2008

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

### 2011

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

### 2009

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

# Strategic Goal

## Government Performance

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

### Government Actions & Events

#### Objectives:

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

#### 2012

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- \$100,000 in Employee Initiated Cuts and Savings
- City of Kent Web, Pinterest, Twitter, Facebook, Citizen Sites
- New City Mobile App
- Joint Asphalt Equipment Purchase
- Worker's Comp Safety Achievement Award
- Created Public Works Equipment Wiki
- Continued Council Activity Quarterly Reports
- Maintained On-Line Capital Projects Information Site
- Parks and Rec Mowing Contract, Saved \$11,000
- Water Reclamation Lab Reorganization
- Civil Service Position Re-evaluation
- Negotiated Union Contracts with 1% Wage Increase for 2013
- Replaced Councilmen Valenta and Turner
- Shared Street Sweeper, Bucket Truck Leases
- Began On-line Payment of Bills
- Mayors and Manager's Regional Meetings
- Absorbed \$600,000 in State Funding Cuts
- Policy Facility Levy
- Kent-Stow Public Works Mutual Aid Agreement
- Franklin Township Fire Service Contract Renewal

#### 2011

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

#### 2010

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

#### 2009

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

#### 2008

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