



CITY OF KENT, OHIO

DEPARTMENT OF COMMUNITY DEVELOPMENT

May 4, 2009



TO: Dave Ruller
City Manager

FROM: Gary Locke
Community Development Director *GL*

RE: Outline of Proposed Neighborhood Enhancement Program (NEP)

As you know, for the past several months, the Community Development Department has been working on putting together a wide-ranging and multi-faceted program for Kent City Council and the community to consider in regard to neighborhood enhancement. Attached to this cover letter is a rather detailed outline for that program.

The primary goal of the NEP is to identify and encourage a number of related but distinct programs, policies, as well as private and public undertakings all of which are aimed at improving out neighborhoods both physically and socially. The events of the last several weekends have brought attention to some of the issues and problems that Kent neighborhoods face but it is important for residents to keep in mind that the underlying problems which impact negatively on our residential areas go well beyond the issue of parties and the behaviors demonstrated at these recent events.

In developing the outline for the program, we attempted to identify a number of areas ranging from code enforcement, to resident involvement and to communications and education. The issues we face today cross the entire spectrum of our residential population and are not created by just one group of people or one type of land use. Thus in attempting to deal with these issues, we do not feel that we can react to them in just one or two ways. We cannot emphasize enough, the need for the City, our residents, our businesses and Kent State University to equally participate in these efforts.

The outline itself identifies seven different program areas and actions that can be implemented to begin the process of turning Kent's neighborhoods around. These programs are directed at enhancing / improving the physical conditions in some areas, and to begin to deal with how people look at their neighborhoods in terms of what they can do to make them a better place to live. Several of the programs look to instill a renewed sense of community and hopefully a sense of respect for each other.

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Neighborhood Enhancement Program

The programs presented in the outline describe a very significant undertaking by the community and requires a long term commitment by all. While some improvements will be seen quickly and in the relatively short term, others are longer term oriented. Nonetheless, there needs to be a starting point and a commitment by all. It is also possible that not all of the programs will be adopted or implemented as described, or possibly at all. We believe that the outline provides a roadmap for the future and in fact, some of the items have already been presented or discussed with Council.

In closing, we have learned through a number of discussions with business leaders in the City and those who may wish to come to Kent, that quality of life issues are very important. The appearance of the City and its neighborhoods are all important considerations that they take into account when deciding whether to make Kent the new home for their business or to remain here in a very competitive environment.

Cc: CD Dept Staff and City Department Heads (by email)

NEIGHBORHOOD ENHANCEMENT PROGRAM (NEP) **(Overview)**

The purpose of this draft is to present an outline for discussion of a wide-ranging City-University-Resident effort to begin steps to revitalize and enhance Kent's various neighborhoods. While many of these neighborhoods are residential in character, some are mixed use residential / commercial and many are mixed with both rentals and owner occupied structures.

There are several points and facts that should be recognized as justification for the initiation of the NEP. These are noted below and are not limited to those listed:

1. The City of Kent is primarily composed of older neighborhoods dating back prior to 1970. As such, most of the City's housing is more than 35 years old and is therefore more prone to deterioration.
2. The University generates a strong market for rental properties. Historically the rental areas were limited mainly to the neighborhoods surrounding, and in close proximity to the campus. Over the past 20 years, these rental properties have been advancing out into other areas of the community to the point where as of the 2000 census, over 60% of the residential units in Kent are rental.
3. The demand for rental housing is sustained by the university market and by potential investors who see the profitability of such units. Such investors include parents who purchase homes for their college age children to live in while in school. The latter situation has caused an increase in absentee ownership whereas historically, more of the landlords were more local and were represented locally. The rental market will not go away.
4. Changes in the drinking age, less supervision and decreased respect for ones neighbors have generated deterioration in neighborhoods, more criminal activity and disruption of residential lifestyles. This deterioration cannot be attributed solely to the university population but is becoming more prevalent with the non-university related population.
5. Property owners, for several reasons, appear to be doing less to maintain their properties. Most have an expectation that they should be able to generate substantial rent or property sale revenues. These expectations, and the attendant rental market, cause property values to remain high while the quality of the property may decrease. As such the sales value of these properties are sustained by their income generating potential rather than their condition. This is opposite from how other residential properties are valued.
6. The environment for the above trends is likely to continue and no neighborhood in the City is immune from these effects.

A program such as the NEP is needed to stem the negative effects of these influences both past, present and future. The NEP needs to be wide-ranging since the causes of the deterioration come from multiple sources.

The preservation of the City's neighborhoods is absolutely critical to the general well-being of the City and its residents. Despite strong market influences, property values are at risk and while the overall real estate market is seeing some reduction in property values, the problem will be exacerbated by the continued deterioration of buildings and properties that are not being maintained and by members of the community who do not take an active role in preserving their homes and neighborhoods.

Neighborhood preservation and enhancement is also critical to the community's ability to attract new jobs, retain existing jobs and promote new business. Historically, decisions to locate a business in a particular community were often based on the availability of railroad, transportations and utilities. Work force quality was and still is an important factor. Staff has heard through numerous discussions with both existing and prospective companies that the "quality of life" factor within the community is a key point in making a decision to locate or move a business. Kent has many positives going for it in this respect but we also have to recognize that there are negative factors that need to be addressed as well.

The scope of the NEP being proposed is wide-ranging as previously noted. It is wide-ranging from the standpoint that it needs the support and energy of all interests within the community. It will require that town and gown come together to work toward a common good. It will require that property owners, renters, and landlords come together and work to rebuild our neighborhoods. The academic institutions within the community including Kent State and the Kent Schools will need to support this program. None of this will be easy and may go against some of the prevailing attitudes being seen today.

The key elements to the NEP are noted below and are briefly outlined and discussed in the following pages of this draft:

- Increased Code Enforcement
- Crime Prevention & Enforcement
- Resident Engagement
- Mini-Grants for Neighborhood Based Enhancement Projects
- Communication and Organization
- Education and Outreach
- Rental Housing Licensing

INCREASED CODE ENFORCEMENT

- **Zoning**
 - **Building & Property Maintenance**
 - **Trash & Garbage**
 - **Noise**
 - **Penalties linked to KSU if students / University Certification of Housing / Linkage to Code of Student Conduct**
 - **Tie-in to Rental Licensing**
 - **Concentrated Enforcement**
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Statement of Need / Relevance: Strong and improved mechanisms for code enforcement are needed in order to push property owners who are not maintaining their properties to do so. The need for enforcement should decrease as other elements of the NEP are implemented and take effect.

Zoning: The zoning code is somewhat limited in its ability to regulate existing uses from a quality of life perspective, especially those which are classified as legal non-conforming uses. It is effective in regulating where new uses can go and setting some basic parameters for those uses, i.e. parking. While the zoning code is an important element to a strong code enforcement program, it is not the most important element, and should be used to complement other enforcement efforts.

Building and Property Maintenance: The primary premise upon which a city derives its powers relate to the health, safety and welfare of its residents. Balanced with that concept is the protection that our laws provide in regard to property rights. Thus the question becomes what constitutes a proper balance between the two. Building and property maintenance codes are some of the most essential codes to protecting public safety. They also help to control property and building deterioration with proper enforcement. Improper maintenance and safety concerns are not limited to the exterior of the building but are often found inside the structure and may pose threats to the occupants with regard to structural and mechanical systems.

Noise: Excessive or onerous noise can be detrimental to neighborhood relations and demonstrates a basic lack of respect for others living around the offending property. Disturbing the peace has been a long-standing violation of law and its enforcement can tie-up valuable city resources and personnel.

Linkage to Kent State University: The university is undeniably one of the most critical elements to the success and well-being of the City. In this respect, the University must be a key player in any enhancement program or efforts undertaken by the City. At a minimum the University needs to help police and educate its clients in regard to rules and regulations and take a more active role in enforcing / reinforcing these behaviors.

Some communities have the university take an active role in registering or certifying housing units for student use and tying that effort into their student code of conduct for the university.

Tie-In to Rental Licensing: As will be discussed in a separate section of this draft, the City should consider developing and adopting a rental property licensing program that engages all rental properties in the City. As part of the licensing process, code violations and enforcement should be connected to the licensing as a way to better leverage compliance. Violators could pay increased fees or risk losing their license to operate the rental.

Concentrated Enforcement: The City may consider undertaking a concentrated enforcement action within any given area as a way to institute actions in a short period of time to address code violations. Such concentrated efforts would be more effective in the short term at addressing significant problems and potentially show noticeable results in the targeted area. Such efforts could be connected to Police Department activities and efforts in the criminal area.

CRIME PREVENTION & ENFORCEMENT

- **Neighborhood Watch Programs**
 - **Community Policing**
 - **Concentrated Enforcement**
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Statement of Need / Relevance: Along with code enforcement, the City will need to find ways to improve the enforcement of criminal code violations and other offenses handled through the police department. It should be noted that the police department can only do so much in this regard and could potentially benefit from the help of others, especially residents. This component is one of the most obvious and important elements to the NEP in that it could help the police and give residents a feeling that they are doing something themselves to improve their quality of life by dealing with significant problems in their neighborhood.

Neighborhood Watch Programs: This activity would be used to mobilize residents to a safe and appropriate level of action to assist police and other code enforcement personnel. Primarily residents would act as the ears and eyes within the neighborhood and could help report potential violations to enforcement officials.

While residents currently do these sort of things now, the point of the program would be to provide some formal structure in educating residents in what to look for and how to deal with such problems in terms of contacting the appropriate enforcement official and providing important information to that official when possible. The educational part of this effort could be facilitated through a well organized neighborhood group.

Community Policing: This would be closely tied in with the Watch programs and would be directed at providing increased crime prevention and enforcement within certain areas of the City. Such a program is already being conducted in certain areas of the City with the assistance of CDBG funding. CDBG funds can be used in certain (not all) areas where median household income falls below certain levels. In terms of tying into the Watch programs, increased community policing efforts by the police department would help to develop better relations between residents and law enforcement officers.

Concentrated Enforcement: As noted in the previous section, concentrated code enforcement could be used to bring about short term and noticeable improvement in neighborhoods experiencing significant code violation problems. Likewise, concentrated police enforcement efforts could be coordinated with the other code enforcement areas when such concentrated actions are undertaken in areas where high criminal activity is suspected.

RESIDENT ENGAGEMENT

- **Accept responsibility & ownership**
 - **Education & Training**
 - **Re-instill concept of Neighborhood**
 - **Regular neighborhood based cleanups**
 - **Volunteerism**
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Statement of Need / Relevance: Residents within a neighborhood will need to take an active role in maintaining their properties and attempting to establish relationships with other neighbors and property owners to do the same. This concept recognizes that the City through its efforts, cannot address all the needs within a neighborhood and that the residents and property owners need to take some ownership.

Accepting Responsibility & Ownership: While City government has a significant role to play in neighborhood enhancement efforts, the value of having active residents and property owners in such efforts cannot be underestimated. As with most significant community projects, there should be a strong public – private partnership. In the case of neighborhoods, the private partnership consists of organized groups of residents who have come together to represent a stable and long-lasting interest in seeing their neighborhood preserved and improved. Residents and property owners have the most at stake in attempting to preserve their property values by preserving and enhancing their neighborhoods.

While a good “grass-root” effort is critical, the City should also be prepared to help and guide these groups in a way where their interactions with government are more productive and seen in a positive light by the residents.

Education and Training: The City should provide guidance to the neighborhood organizations by educating them on how city government works, how city operations (police, code enforcement, building / zoning) relate to their neighborhood, and how to most effectively organize as a group to not only work with the city but also promote the neighborhood group’s goals and objectives. The City could provide a basic structure for group formation and operation and could also educate the group on law and code enforcement issues (see crime enforcement and code enforcement sections).

Regular Neighborhood Based Clean-Ups: Neighborhood groups who are organized should attempt to establish regular times during which a neighborhood based clean-up effort can be conducted. The clean-ups can entail picking up garbage and trash of manageable size and placing it in bags for pickup. Most pick-up would be within the public areas (street right-of-ways) of a neighborhood but could be expanded, with written permission, onto private property. Participation by as many people as possible should be promoted and regular events could serve as a social organizing mechanism within the neighborhood. Recognition could be given to the most effective neighborhoods and the people devoting the most time to these efforts.

Volunteerism: This element ties into the above item quite well, both in terms of neighborhood participation and potentially those outside of the neighborhood. Promoting volunteerism among KSU students with the assistance of the university and also promoting volunteerism within the community could serve to be an effective way to facilitate larger projects within a neighborhood. This past year, KSU spearheaded an effort (100 hours of power) that provides a basis around which to promote and organize this volunteerism. Neighborhood project efforts of this type could be coordinated with city funding or other private funding assistance and be properly planned and coordinated.

MINI-GRANTS FOR NEIGHBORHOOD BASED ENHANCEMENT PROJECTS

- **Capital Improvements Programming**
 - **Providing Mini-Grants for Neighborhood based improvement and Beautification projects**
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Statement of Need / Relevance: A number of communities that have active neighborhood programs provide some funding mechanism for promoting and supporting capital improvement and smaller scaled, neighborhood sponsored beautification projects.

This concept ties public or private financial support to a program that facilitates and encourages neighborhood groups to organize and work toward a common project or goal. This process can also help identify and coordinate larger scaled capital improvement projects undertaken by the City that involves or affects one or more neighborhoods. The program helps to instill a sense of pride in residents and a positive attitude of what can be done if everyone works together.

Capital Improvements Programming: Given the recent trend toward more limited financial resources being available for capital projects, Cities have had to become more deliberate in determining capital improvement budgets and the projects to be funded. Residents conversely have high expectations in regard to projects that are needed in their neighborhood. In the past there has been limited input from neighborhoods in regard to what larger scale improvements may be needed with regard to infrastructure. The neighborhood enhancement program could provide a structure through which their comments can be channeled and the project designed and implemented. This type of programming could lead to more effective implementation of the project and communication with residents.

Providing Mini-Grants for Neighborhood Based Improvement and Beautification Projects:

This activity would provide limited financial resources in the form of small grants to be made to organized neighborhood groups to provide the materials and other items needed to beautify or clean-up their neighborhood. Funds could be used to purchase landscaping materials and other items needed to enhance the physical appearance of the neighborhood. Such activities would also help to encourage and foster working relationships between residents themselves and between the residents and the City. Grant amounts would be limited and neighborhood groups would need to demonstrate an on-going commitment to meet and organize. Such programs would help to address some of the blighting influences, improve neighborhood appearance and help to improve property values.

COMMUNICATION AND ORGANIZATION

- **Develop more effective communication between City, University and Neighborhoods**
 - **Provide structure and organization for neighborhood groups**
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Statement of Need / Relevance: Poor or non-existent communications between residents, the City and the University can often generate problems or exacerbate those which already exist. Lack of communication typically generates distrust and sometimes the notion that public officials are the enemy, thus effectively reducing or eliminating a positive atmosphere in which officials and residents could operate. Some effort should be given to look at ways in which communication on City and University operations can be shared with residents.

Such communication could focus on services provided, “how to ...”, or upcoming events. Along with this communication, the City should help neighborhood groups organize by providing a workable and relatively standard structure under which neighborhoods can organize and formally participate in City programs and communicate with both the City and the University.

Develop More Effective Communication Between City, University And Neighborhoods: This objective requires both some structure and a commitment on the part of all parties to make the process work. The City and the University need to commit to an on-going public relations effort directed both at informing residents and seeking their input through organized channels and then use that input to address community and university issues. While this may seem somewhat idealistic on one hand, effective relationships cannot be fostered between the three entities without such efforts. Kent is fortunate to have multiple forms of media and avenues for communication and the City and University should strive to identify improvements that can be made to those systems to reach out to as many residents as possible. The key to effective neighborhood group organization will be effective communications.

Provide Structure And Organization For Neighborhood Groups: It will be critical for residents to make a commitment to being part of a neighborhood group. This commitment should come with the commitment on the resident’s part to maintain the group on an on-going basis and to actively participate in the group and its activities. In turn, the City should provide some standardized structure to the group, how it organizes, meets and communicates with the City (and University), how to encourage new members and how to run meetings. For its part, the City will need to provide the support structure to promote this information, identify where groups are organized, the geographic area they cover and the names of contact people within the groups. Any planning efforts that the City facilitates should somehow include input from these groups whether the planning is directly or indirectly relevant to the specific neighborhood(s).

EDUCATION & OUTREACH

- **Develop educational programs that engage and teach the value of neighborhoods and respect among neighbors at the college level.**
 - **Develop educational programs that reach into the middle school and high school age children which teaches the value of community, neighborhood and the importance of working together to maintain these areas.**
 - **Educate the general public (adults) on being good residents, maintaining their properties to the best of their ability and how to work with and assist the City in its various programs.**
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Statement of Need / Relevance: Efforts to educate and reach out to residents tie directly into the communication and organization elements of this overall NEP strategy. The importance of this component cannot be underestimated and needs to be conveyed to all age groups but especially to our younger residents, who need to grow into civic-minded adults. Simply put, the mindset of “ME” needs to be changed to the idea of “WE”. The ease of saying “no we can’t” needs to move towards, “yes we can”, even if it is not the easiest path to take.

These concepts seem to have been lost with more recent generations and it has become increasingly easier over recent decades and even more of an issue today with the economic difficulties being faced by not only our residents but those across the country. The community will only get out of the NEP what it puts into it. To this end, the City, the University, and the schools should collectively work to educate residents of all ages on how to be more civic minded and respect the needs and rights of others. An aggressive outreach will be needed since the task itself in doing this will not be easy.

Develop Educational Programs That Engage And Teach The Value Of Neighborhoods And Respect Among Neighbors At The College Level: The University should take a more active role in educating students on the value of neighborhoods and being good neighbors. Current programs / new programs should be assessed with regard to Freshman Orientation / New Student Orientation so that they can provide adequate learning opportunities and practicum. These programs should be tied into the Neighborhood Group organizational structure. Such education should serve the students well both now and in the future as they move through their adult lives.

Develop Educational Programs That Reach Into The Middle School And High School Age Children Which Teaches The Value Of Community, Neighborhood And The Importance Of Working Together To Maintain These Areas: Community and civic values need to be instilled in our young at early ages. There may already be programs in place in the local schools that attempt to address civics and community attitudes. If so, these programs should be evaluated to determine whether improvements could be made. If such programs do not exist, they should be considered for inclusion within the curriculum for all students. Such an effort could be considered a proactive approach to developing a positive mind-set about community and working together, with respect for each other.

Educate The General Public (Adults) On Being Good Residents, Maintaining Their Properties To The Best Of Their Ability And How To Work With And Assist The City In Its Various Programs: A comprehensive approach to community education also should attempt to address the general public and the need to instill community and neighborhood values in their approach to their daily lives. Residents should have a good understanding of their local government and how to best access the services available. Residents also need to appreciate that the quality of their community in large part rests with their efforts to make it a good place to live or work. Many neighbors do not know each other much less respect each other. Government is not a panacea that can fix all problems as seen by each individual person.

Rental Property Licensing

- **Licensing of rental properties**
 - **Components of Program:**
 - o **Level of inspection, based on use, could range from quick exterior to combination of exterior and interior.**
 - o **Obtain detailed information about rental property and persons on lease**
 - o **Invoke administrative fees in lieu of fines that serve as a deterrent and compensate City for enforcement services.**
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Statement of Need / Relevance: One of the most difficult and controversial elements of the NEP will involve the question of the licensing of rental properties. Under the current Environmental Housing Code of the City, the City inspects and licenses a portion of the rental properties in the City for some basic criteria related to health and sanitation. Even though these houses are licensed, they may be adequate in some respects but do not necessarily convey a positive image for a neighborhood. The current licensing process, while respectful of zoning and other code requirements, does not denote or control compliance with all city codes as one might expect when obtaining such a license. The City needs to consider taking the present licensing process and expanding it into a centralized system that accounts for all code areas and uses the licensing process as a control and enforcement point rather than merely relying solely on the current court system.

Licensing of Rental Properties: As just noted, the current licensing of rental properties should be evaluated for being expanded to being a comprehensive licensing program for rental properties. One basic question related to this process is to what degree should the program be expanded? To all rental properties? Those currently controlled through the Health Department licensing? Or some combination in between? Staff research in regard to programs in other communities indicates that rental licensing programs involving most or all rental housing within a community is quite common and has been adopted in communities such as:

- | | |
|-----------------------|----------------------------|
| - Athens, Ohio | - Boulder, Colorado |
| - Hammond, Indiana | - Houghton, Michigan |
| - Iowa City, Iowa | - Kalamazoo, Michigan |
| - Lansing, Michigan | - Mount Pleasant, Michigan |
| - Oxford, Ohio | - State College, PA |
| - Ypsilanti, Michigan | |

In Kent's case, roughly 2/3s of the housing units in the City are rental properties so this type of effort could be a substantial undertaking and some evaluation would be needed in regard to cost of implementation and enforcement.

Components of Program: While some will argue that a comprehensive rental housing licensing program is too expensive, draconian or unfair, it would appear that a number of communities have seen the merit in implementing such a program. While staff has not yet done exhaustive research into how some of these communities feel their programs work, there do appear to be some common threads in the components of their programs:

- **Inspection / Level of Inspection:** We noted some variety in level of inspection based on dwelling unit size and occupancy, compliance with regulations and type of use. For example, single family rental properties may only be inspected once every 3 years, whereas more intensive rooming houses (4 or more people) were inspected every year. Licenses would have to be obtained each year but the level of inspection varied. We saw one instance where licensing renewal was regulated in regard to frequency based on the history of code compliance where a property might qualify for a 3 year license if well maintained and not in violation of code or creating day to day issues. There was also variety in regard to what was inspected, whether the inspection was a cursory exterior evaluation or involved both interior and exterior inspections. Some of the communities referenced the Property Maintenance Code in their regulations as well.
- **Information About Property / Persons Living in Unit:** One of the primary functions of all the licensing programs we looked at focused on identifying and tracking basic information about the property, the property owner, the local representative of the property and in several cases, each individual tenant. The latter component is interesting in that actual names and information about the tenant were requested. This information could be useful in helping enforcement staff track who is actually living at the property, the number permitted to live at the property and contact information. The information requested on the license could be added to or reduced based on local preference. The lack of some of this information today creates more problems with enforcement and could be very useful if obtained in the licensing process.
- **Enforcement / Administrative Fees:** Some of the regulations that we looked at established fees for licensing and generated some annual income that could be used to offset at least some of the administrative cost of such a program. Further research would be needed to see how much of the administrative costs of doing such a program could be offset. We also have not assessed how much of the workload and the administrative responsibilities could be handled by existing staff while still maintaining their current duties. On a separate point, one of the more intriguing elements of some of the fee structures we saw appeared to create an incentive based fee structure that rewarded compliant properties and penalized non-compliant properties. Such structures, assuming that they would pass legal muster, could provide an alternative enforcement mechanism than having to rely solely on the courts. Some of the entities also appeared to have separate housing courts and there is of course some additional cost associated with that.

Closing Remarks

The purpose of this overview is to identify basic components that could constitute a comprehensive program aimed at enhancing Kent's various residential neighborhoods. This enhancement should facilitate an improved quality of life for residents, both owners and renters, and help enhance property values through better maintained properties and buildings. The program should also enhance the safety and quality of life for tenants in these properties, many of whom are university students.

We also realize that many of the proposed components need further study and may cause controversy on the part of some of our residents and property owners. Their concerns need to be evaluated. The City also needs to do further evaluation on each of the components with regard to detailed implementation and cost.

This overview is presented with the intention of suggesting a framework and stimulating community discussion of how we can implement such a program. If we agree that the situation needs to be fixed, then we cannot be opposed to the changes needed to fix the problems we see in our neighborhoods today and the collective responsibility we have to see this done.

Neighborhood Enrichment Strategy

Strategic Issue: Quality of life in neighborhoods is a driver of livability and economic prosperity.

Problem Description: Emergence of at-risk neighborhoods in areas of Kent that have a disproportionately high share of at-risk factors, including: declining ownership and high rental rates, aging housing stock, problems with noise from parties and vehicles, parking supply problems, public safety issues including vandalism and trash, poor property maintenance practices, code violations, loss of sense of neighborhood, declining property values, etc.

Enrichment Program Objectives: To create a framework that supports a multi-faceted approach to enriching Kent neighborhoods and restoring the social and economic vitality of at-risk areas in Kent.



No one strategy or policy alone is adequate to address the issues of at-risk neighborhoods. National research shows that a broad range of strategies, implemented by the university, the city, landlords and the neighborhoods are necessary to begin the process of resolving these issues.

In the pages that follow, staff has begun to lay out the items that comprise a comprehensive strategy. There is much work to do and we will continue to expand our research within these categories in future editions of this report.

We have also included a few attachments that describe efforts in other cities that are facing the same challenges to help us learn their lessons.





CITY OF KENT, OHIO

DEPARTMENT OF COMMUNITY DEVELOPMENT

May 8, 2009

TO: Dave Ruller
City Manager

FROM: Gary Locke
Community Development Director

A handwritten signature in blue ink, appearing to read "GL", is written over the name "Gary Locke".

RE: Additional FY2008 CDBG Funding

Back in late February, the City received notice that it would be receiving some additional CDBG funding added to its FY2008 allocation (last year's allocation) as part of the American Recovery and Reinvestment Act (ARRA) of 2009. This additional money totals **\$81,024**. While these funds are subject to the same requirements as our regular CDBG funding, there are some additional requirements related to spending the funds and reporting as a result of the ARRA requirements.

On Wednesday, May 6, 2009, the Department of Housing and Urban Development released the additional guidance that staff needed in order to be able to submit the required paperwork to HUD. The May 6, 2009 information from HUD advised us that the paperwork had to be in their office by June 5, 2009, which unfortunately left us very little time to work with given Council's schedule, the program requirements and HUD's deadline.

Since the ARRA encourages the use of funds in projects related to infrastructure and which can be put under contract within a relatively short period of time, I have consulted with Jim Bowling, our City Engineer, to determine whether there were any capital projects that would be appropriate and potentially fit both CDBG and ARRA requirements. **As a result of this discussion, staff is recommending that the entire allocation be provided to help with the Haymaker Parkway / SR 59 Street Light Replacement project (Phase 1).** I have attached summary information concerning this project which I believe Mr. Bowling had previously shared with Council.

To meet the deadlines, our hope is to have legislation on May 20, 2009 authorizing the submittal of the City's request for the additional 2008 funding and its appropriation subject to receipt. That same evening, we have the second public hearing for the FY2009 CDBG allocation and Council will be considering a similar ordinance for that FY2009 allocation.

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Additional FY2008 CDBG Funding

We will get with the Clerk of Council to arrange for the items needed for the additional 2008 allocation and amend our public notice for the public hearing so that we can cover both items in the public hearing that has already been scheduled (or have a separate hearing if necessary).

If there are any additional questions regarding these funds or our recommendation, I would be happy to address them.

Cc: Gene Roberts, Director of Public Service
Jim Bowling, City Engineer
Bridget Susel, Grants and Neighborhood Programs Administrator
Linda Copley, Clerk of Council

SR 59 Street Light Repair – Phase 1

- Roadway Lighting Replacement
- Location - W Main St - E Main St
- Project Bid September, 2009
- Construction Start –
November, 2009
- Construction Cost –
\$400,000
- Concerns – Bridge Lighting



CITY OF KENT
DEPARTMENT OF PUBLIC SERVICE
DIVISION OF ENGINEERING

MEMO

TO: Dave Ruller
Linda Copley

FROM: Jim Bowling

DATE: May 8, 2009

RE: Plum Creek Stream Restoration – Additional Appropriation Request

The engineering division is requesting an additional \$220,000 in Storm Water Drainage Fund Appropriations for the Plum Creek Restoration Project. The project includes the replacement of the Mogadore Road Culvert, removal of the adjacent dam on Plum Creek and restoration of approximately 2,200 feet of stream through Plum Creek Park. The project is currently in the 5-year capital plan in 2011 and 2012 designated as the Mogadore Road Culvert Replacement.

With the advent of the potential for ARRA (Stimulus) funding the engineering division revised the original scope to make it qualify for ARRA funding. The revisions included removal of the dam and restoration of the stream. The name of the project was also changed at this time. The project was selected for Grant funding as part of the State of Ohio Water Pollution Control Fund Draft Amended 2009 Program Management Plan. Once the amended plan is finalized the City will be eligible to receive up to \$1,000,000 in grant funds to complete the project. Also in order to receive the funds the project must be bid and awarded by January 2010.

The impacts to the project costs are summarized in the table below:

Plum Creek Stream Restoration - Storm Water Drainage Fund

Calendar Year	Original Project Financial Plan (Storm Funds)	New Project Financial Plan		Project Component	Comments
		Storm Funds	ARRA Funds		
2007	\$ 30,000	\$ 30,000		Planning	Reappropriated per 2009-26
2009		\$ 220,000		Design	
2010		\$ 150,000	\$ 1,000,000	Construction	
2011	\$ 80,000				Design of Original Project
2012	\$ 600,000				Construction of Original Project
Totals	\$ 710,000	\$ 400,000	\$ 1,000,000		

As shown the net savings to the Storm Drainage Fund is anticipated to be over \$300,000 if the project is revised and completed earlier than scheduled.

C: Gene Roberts, Service Director
Cori Finney, Senior Engineer
file



CITY OF KENT, OHIO

DEPARTMENT OF SAFETY

To: Dave Ruller, City Manager
From: William Lilich
Subject: Mutual Aid agreement renewal with Kent State University
Date: May 7, 2009

Mr. Ruller,

By statute, state universities are empowered to enter into police mutual aid agreements with municipalities for a period of up to four years. The term of our current agreement runs through June 14, 2009.

We have conferred with Kent State University officials and feel that the current language is sufficient for the future, therefore we each will present the new agreement for legislative adoption. This should be completed in the May City Council meeting since the new agreement period will begin prior to the formal June meeting.

We would like this issue to be scheduled for committee time on May 13, to enable formal approval at the May 20 meeting.

Respectfully,

William C. Lilich
Safety Director
2009034

att. City/KSU Mutual Aid Agreement for Emergency Police Services

**CITY OF KENT AND KENT STATE UNIVERSITY
MUTUAL AID AGREEMENT FOR EMERGENCY POLICE SERVICES**

THIS AGREEMENT made this ____ day of ____ 2009, by and between the City of Kent, Ohio, hereinafter called the "CITY", acting pursuant to Ordinance No. _____, passed _____, and Kent State University, hereinafter called the "UNIVERSITY", acting pursuant to a resolution passed by its Board of Trustees on September 13, 1995.

WITNESSETH:

WHEREAS, the CITY and the UNIVERSITY maintain separate police departments pursuant to Sections 3 and 7 of Article XVIII of the Ohio Constitution and the Ohio Revised Code Section 3345.04 respectively; and

WHEREAS, the CITY and the UNIVERSITY desire to provide for the mutual assistance and interchange and use of their police personnel and equipment in situations where one department needs and requests the assistance of the other; and

WHEREAS, the CITY, by virtue of Article XVIII of the Ohio Constitution, and the UNIVERSITY, by virtue of Ohio Revised Code Section 3345.041, are empowered to provide such mutual assistance by means of this Agreement;

NOW, THEREFORE, in consideration of the promises and obligations which are hereinafter set forth, the parties hereto agree as follows:

1) Unless actively engaged in effecting an arrest or related duties, or in an emergency, or when ordered by a superior officer not to render aid, each police officer employed by either of the parties hereto shall render assistance to the police officers employed by the other party whenever such assistance is requested by such officers or dispatchers.

2) Further, the parties may enter into mutual assistance for criminal investigations, or other public safety related functions which transcend the individual jurisdictional boundaries of the individual agencies. In such a circumstance, the parties may agree to enter into written memoranda of agreement regarding the nature and scope of such a joint operation.

3) When the UNIVERSITY's police officers are rendering assistance to the CITY in areas within the corporate limits of the CITY and not on UNIVERSITY property, they shall have full police authority commensurate with the authority enjoyed by the CITY's police officers.

4) The necessity, availability, and use of police equipment or personnel requested shall be subject to priority of use by the responding party within its own territorial limits. The discretion as to what police resources are necessary or available to the responding party for use in the emergency or disaster, lies solely with the Chief of Police of the responding party's police department, or the Chief of Police designate.

5) In the event police resources are actively engaged within the territorial limits of the requesting party and such responding resources are required in the home area, the right is reserved

to withdraw any and all of such police personnel and equipment for servicing the home area. It is agreed that no liability shall arise in any event for a failure to respond to a police emergency from a requesting party or for the necessary withdrawal of police resources by either hereto.

6) A reasonable charge, as mutually agreed upon by the parties, may be made or levied for the services furnished in non-emergency situations by either party pursuant to the Agreement. Each party shall assume the expense of loss or damage to equipment or apparatus that may occur while in the requesting party's territorial limits or while responding to a call pursuant to this Agreement. The CITY will not indemnify and hold harmless the UNIVERSITY for any damages awarded by the Court of Claims in any civil action arising from any action or omission of any UNIVERSITY law enforcement officer acting pursuant to the Agreement. In addition, each party expressly waives any and all claims against the other party for compensation for any loss, damage, personal injury or death occurring as a result of or in connection with the performance of this Agreement.

7) All personnel of the responding agency, when responding to a call from a requesting agency, shall be acting within the scope of their employment of the responding party while en route to, en route from and while acting within the territory of the requesting party and shall report promptly to the senior ranked officer of the requesting party or other officer requesting assistance.

8) When additional assistance is called, pursuant to the terms of this contract, the senior police officer of the requesting party present and in charge of the department of such party shall have full charge of and authority over any assisting equipment and personnel responding pursuant to such a call.

9) Police officers who are rendering emergency assistance to the other department shall be entitled to all the rights and benefits of the Workmen's Compensation Act and the police pension fund, as applicable, to the same extent as when performing services within their respective territories.

10) Radio communication between parties shall be conducted on radio frequencies shared by both parties.

11) Neither of the parties hereto shall be liable for any damages to the other party for failure to answer, neglect in answering any call for additional police protection, for inadequacy, negligent operation of equipment and apparatus, for any cause whatsoever growing out of such use of said equipment and apparatus, or lack of performance of duties by police department members. Neither of said parties shall be liable in any manner or event for damages for personal injuries suffered by any member of said police department of the other contracting party hereto.

12) This Agreement shall be in effect for the period beginning June 1, 2009, through July 31, 2013; provided however, that either party may withdraw from such mutual aid agreement upon giving the other party at least sixty (60) days prior written notice to such effect.

13) The parties agree herewith to an annual review of administrative procedures, policies, and their effects as may relate to the operation of this Agreement.

IN WITNESS WHEREOF, said parties hereby have, upon the dates hereinafter set forth, caused this Agreement to be executed.

KENT STATE UNIVERSITY:

BY: _____
Gregg S. Floyd
VP, Finance & Administration

DATE: _____

CITY OF KENT, OHIO:

BY: _____
David Ruller
City Manager

DATE: _____



CITY OF KENT, OHIO

DEPARTMENT OF ECONOMIC DEVELOPMENT

TO: Potential *Celebrate Kent!* Program Applicants

FROM: Dan Smith, Economic Development Director

DATE: May 8, 2009

SUBJECT: Economic Development *Celebrate Kent!* Program Request for Proposals

Attached is a Request for Proposals related to the above referenced grant program. If you would like for the City to email you a copy of the application so that you can complete it on your computer, please email me at smithd@kent-ohio.org with "ED Grant Application" in the Subject Line and I will get out to you right away. Of course, if you have any questions, please do not hesitate to contact me.

Attachments

REQUEST FOR PROPOSALS

The City of Kent is accepting applications for qualified projects for the FY-2009 round of our *Celebrate Kent!* Grant Program. Attached is a brief program description, application and Statement of Success form. Those interested in applying for funding should submit a completed application by May 29, 2009 to the address listed on the application form.

All applications received will initially be reviewed by the Economic/Community Development Department for eligibility and completeness. Qualifying applications will then be forwarded to the Kent City Council for funding consideration. Applicants may be invited to present their proposal to City Council at their regularly scheduled Committee meeting in early June.

Questions related to the *Celebrate Kent!* Grant Program should be directed to Dan Smith at 330-676-7582 or via email at smithd@kent-ohio.org.

Celebrate Kent!

PROGRAM GUIDELINES

GOAL:

To provide opportunities to celebrate the quality of life enjoyed by the residents of the City of Kent, and share with those outside of the community the attributes that make Kent a unique and exciting place to work, go to school, and to live.

OBJECTIVES:

1. Attract Kent residents, and those from other communities, to downtown activities and events.
2. Promote the City's attributes to those outside of the city.
3. Create additional commercial opportunities for downtown business concerns.

PROGRAM REQUIREMENTS:

1. The project should be oriented toward attracting people to downtown Kent.
2. Applicants must be, or represent, a Kent company or agency.
3. Funding is intended to support **verifiable program expenses** (hard costs such as materials, advertisements, flyers, printing, etc.). Funding for administrative purposes (salaries, general office supplies, agency overhead, payment for services provided by applicant employees or representatives, etc.) will not be considered.
4. At the completion of the event(s) the applicant must submit a report to the City of Kent summarizing and documenting the results of the event(s), and whether the stated program goals and objectives were met.
5. Grant funds will be disbursed on a reimbursement basis for eligible expenses as identified in the Program Description and Program Budget, and backed by third-party invoices and receipts for those expenses. No disbursements will be authorized until the receipt of the report mentioned in the previous section has been received by the City of Kent.
6. Each dollar of grant funding must be matched with one-dollar from another source, or two-dollars of in-kind contribution. A combination of both cash and in-kind contributions is permissible; however, separate and distinct accounting procedures must be maintained for each of the two sources. Evidence of all matching contributions, be they in-kind or cash, must be verifiable, and accepted by the City of Kent prior to reimbursement.

In the space provided below, please respond to each of the following application components. Attachments are welcomed; however, they **may not** be substituted for one or more of the application requirements.

PROPOSALS SHOULD BE RETURNED TO:

**THE CITY OF KENT
ECONOMIC DEVELOPMENT DEPARTMENT
215 EAST SUMMIT STREET
KENT, OHIO 44240
ATTN.: Dan Smith, Economic Development Director**

PHONE: 330-676-7582
FAX : 330-678-8033
EMAIL: SMITHD@KENT-OHIO.ORG

Celebrate Kent! APPLICATION

PROJECT TITLE: _____

APPLICANT ORGANIZATION: _____

CONTACT PERSON: _____

ADDRESS: _____

PHONE NUMBER: _____ **FAX NUMBER:** _____

EMAIL ADDRESS: _____

TOTAL AMOUNT OF FUNDING REQUEST: \$ _____

PROGRAM DESCRIPTION: In the space below please provide a general description of the proposed project (Feel free to attach additional sheets if necessary).

PROJECT BUDGET REQUEST: Please provide a budget for the proposed project to include: grant monies being requested; the amount and source of additional funding; and a listing of all projected expenses (Feel free to attach additional sheets if necessary).

Celebrate Kent!

STATEMENT OF SUCCESS

(To be completed when requesting expense reimbursement)

All grant recipients must submit a report at the end of their program activities highlighting the results of their program. Please complete the attached report and submit it to Economic Development Department, 215 East Summit Street, Kent, Ohio 44240, ATTN.: Dan Smith. Feel free to attach additional sheets if necessary. Grant monies may not be disbursed until the attached report has been submitted and approved. Reimbursements may take up to six-weeks to receive.

PROJECT TITLE: _____

APPLICANT ORGANIZATION: _____

CONTACT PERSON: _____

***Celebrate Kent!* GRANT AMOUNT AWARDED: \$** _____

STATEMENT OF GOALS ACHIEVED:

NUMBER OF PEOPLE SERVED:

ECONOMIC IMPACT:

NON-CITY OF KENT FUNDING SOURCES USED:



CITY OF KENT, OHIO

DEPARTMENT OF SAFETY

To: Dave Ruller, City Manager
 From: William Lillich
 Subject: Resources and expense estimates resulting from disturbance activities April 25, 2009 and May 2, 2009
 Date: May 7, 2009

Mr. Ruller,

I have compiled some data that summarizes the resources utilized, to include personnel expenses and mutual aid response time, as well as the extra City of Kent personnel expenses. The data will follow and will be described on the attached report info. Also included is an estimate of the repair costs for the East College St. damages and lost city property.

	April 25, 2009	May 2-3, 2009
Total police/law enforcement staffing		
Number of total officers	101	129
Number of Kent Officers	23	38
Number of Kent Officer hours	115	190
Mutual aid officer hours	505	566
Fire / EMS staffing		
Kent Fire personnel	10	21
Kent Fire personnel hours	48	105
Mutual aid personnel	31	9
Mutual aid personnel hours	93	36

The following are estimated approximate costs for the additional City of Kent staffing that was assigned to deal with the disruptive and potentially disruptive activities of both weekends.

	4/25/09	5/1/09	5/2/09
Police officer extra hours	65	22	195
" " " cost	\$2,777	\$940	\$8,567
Police civilian extra hours	30	0	20
" " " cost	\$762	\$0	\$607
Fire/EMS extra hours	48	0	105
" " " cost	\$2,034	\$0	\$4,476
Cent. Maintenance extra hours	0	0	20
" " " cost	\$0	\$0	\$606
Estimated overhead expenses	\$1,470	\$240	\$3,780
Total disturbance-related personnel Expenses	\$7,043	\$1,180	\$18,036

An additional expense that the City experienced as a result of the disturbance on April 25 was the result of damage to posted signs in the area, and damage to the street pavement from the fires. Mr. Roberts estimates the expense resulting from this infrastructure damage to be approximately \$5,392. Additionally, a damaged/stolen stop sign needed to be replaced on May 3, resulting in an extra expense of \$200.

I have attached separate reports that identify the agencies who responded to the City's requests for assistance, and whose timely response was invaluable. Also attached is the street damage report from Mr. Roberts' office.

If I can be of further assistance in this matter, please feel free to contact me.

Respectfully submitted,

William C. Lillich
Safety Director
2009031 388

April 25, 2009 Incident East College St. Infrastructure Damage Report					
Item	Description	Qty.	Cost	Amount	
1	Stop Signs	4	\$ 44.00	\$ 176.00	
2	3.3 Hours OT Place Temp Signs	3.3	\$ 36.14	\$ 119.26	
3	5' Sign Posts	6	\$ 11.95	\$ 71.70	
4	8' Sign Posts	6	\$ 18.75	\$ 112.50	
5	12' Round Street Sign Post	1	\$ 34.50	\$ 34.50	
6	24 x 6.75 Extruded Sign Blank	1	\$ 10.32	\$ 10.32	
7	30 x 6.75 Extruded Sign Blank	1	\$ 12.76	\$ 12.76	
8	3 Hours Labor Making & Installing	3	\$ 18.97	\$ 56.91	
				Sub Total Signs:	\$ 593.95
9	2 hours Street Sweeping Labor	2	\$ 24.08	\$ 48.16	
				Sub Total Street Sweeping:	\$ 48.16
		Length	Width	Area SF	Amt./\$6 SF
10	Pavement Repair Frt. Of 227 W College	6	4	24.00	\$ 144.00
11	Pavement Repair Frt. Of 239 W College	24	20	480.00	\$ 2,880.00
12	Pavement Repair Frt. Of 301 W College	6	6	36.00	\$ 216.00
13	Pavement Repair Frt. Of College Ct.	6	4	24.00	\$ 144.00
14	Pavement Repair Frt. Of 329 W College	6	8	48.00	\$ 288.00
				Sub Total Street Pavement Repair:	\$ 3,672.00
				Sub Total Damage Estimate as of 04/29/09:	\$ 4,314.11
				Administrative Cost 25%:	\$ 1,078.53
				Total Damage Estimate:	\$ 5,392.64

2009027 04/25/09

Police staffing & mutual aid agencies	# Personnel	Total hours	05/02/09 # Personnel	Total hours
Kent Police	23	115	38	190
Metro SWAT	34	170	32	208
Ohio State Highway Patrol	22	110	23	184
Portage Co. Sheriff's Dept.	20	100	20	100
Kent State Police Dept.	10	50	10	50
Ohio State Patrol Investigative Unit	0	0	3	24
Ohio Investigative Services	0	0	3	NA
Ravenna Police	5	25	0	
Brimfield Police	7	35	0	
Brady Lake Police	2	10	0	
Aurora Police	1	5	0	
	124	620	129	756

Fire Staffing / Mutual Aid	# Personnel	Total hours	# Personnel	Total hours
Kent	10	48	21	105
Brimfield	2	6	3	12
Suffield	2	6	2	8
Rootstown	2	6	4	16
Ravenna	2	6		
Ravenna Township	3	9		
Mantua	2	6		
Stow	4	12		
Cuyahoga Falls	4	12		
Streetsboro	2	6		
Aurora Police	2	6		
Tallmadge	3	9		
Munroe Falls	3	9		
	41	141	30	141

**THE KENT CIVIL SERVICE COMMISSION
WILL HOLD ITS REGULAR MEETING
ON MONDAY, MAY 11, 2009 AT 3:00 P.M.
IN THE COMMISSION OFFICE**

- (1) **Civil Service Commission**
April 13, 2009 Civil Service Commission Meeting Minutes

- (2) **Safety Administration**
Kent Fire Department
Christina Lillich – Appointed to the position of
Fire Services Specialist – effective May 18, 2009
Kent Police Department
Police Officer Revised Eligibility List – posted April 22, 2009
Physical Fitness Testing – administered on April 16, 2009
Ohio Association of Chiefs of Police – Assessment Center Information
for Promotional Police Sergeant, Police Lieutenant, and Police Captain
Assessment Center Evaluations

- (3) **Service Administration**
Plant Mechanic Written Examination – posted on April 30, 2009
to be administered on June 6, 2009
William Simpson – Water Reclamation Facility Operator -- Appointed to the
position of Service Worker in the Central Maintenance Division
on June 1, 2009 via the AFSCME bidding process

- (4) **Police Lieutenant Written Examination Request**
Sgt. Todd's Request to Participate in Written Examination
that was administered on April 23, 2009 and in which
he was unable to participate
Sgt. Prusha's Response pertaining to Sgt. Todd's Request
Sgt. Treharn's Response pertaining to Sgt. Todd's Request
Chief Peach's Response to the Commission's Request for
Information pertaining to Sgt. Todd's Request
Safety Director Lillich's Response to the Commission's
Request for Information pertaining to Sgt. Todd's Request

- (5) **Executive Session**

posted: May 7, 2009 – 8:30 a.m.

Project name: Portage County Area Fire & EMS Research Study Committee (PAFERS)

Project partners: Cities of Kent and Ravenna, Village of Sugar Bush Knolls, and Townships of Brimfield, Charlestown, Franklin, and Ravenna

Primary contact: Robert Walker
EMS Coordinator
Robinson Memorial Hospital
6847 N. Chestnut St.
Ravenna, OH 44266
330.297.2860
rwalker@rmh2.org

Abstract: The Portage Area Fire & EMS Research Study Committee (PAFERS) is a formal organization comprised of seven contiguous communities from across Portage County. The Committee began in October of 2006, when the communities began initial discussions to investigate the means to collaborate on the efficient provision of fire and emergency medical services.

The purpose and mission of the PAFERS committee is to study and research issues and options to improve the delivery of fire and EMS services to the residents of our respective communities. Our study includes researching the blending of services among fire departments resulting in a more efficient use of resources, personnel, and joint purchasing, and blurring of jurisdictional boundaries, resulting in improved service benefits to member communities. Our project will result in the creation of sustainable, collaborative relationships and economies of scale based on the processes developed through the efforts of the PAFERS committee.

The PAFERS committee has begun the process of a comprehensive feasibility study to blend fire and EMS services for member communities. The committee accepted a proposal submitted by John D. Preuer & Associates to study and validate the following benefits of blended services. Fifteen topical areas have been identified for study.

The PAFERS committee has begun phase one of the study, which is assessing five primary topical areas. Additional phases are intended to complete the topical areas of study and begin implementation of initial study recommendations by the fourth quarter of 2009.

Project goal: Improved service benefits to member communities, through the creation of sustainable, collaborative relationships and economies of scale based on the processes developed through the efforts of the PAFERS Committee.

Total project budget: Phase I Basic data collection and six initial areas of study \$61,000

Phase II	Nine additional areas of study	\$37,000
Community participation phase		\$12,000
Implementation		
Organizational & legal		\$30,000
Joint technology/services (records/comm.)		\$21,000
Total project		\$161,000

Amount of reward requested: \$100,000



CITY OF KENT, OHIO

OFFICE OF THE CITY MANAGER

TO: Department Directors

FROM: David A. Ruller, City Manager
John Mockler, Interim Director of Budget and Finance

DATE: May 8, 2009

RE: Preparation of 2010 Budget

Attached is the 2010 budget packet for your respective divisions and funds. The material is similar to previous budget years. The 2010 Request column on the budget worksheets (computer printouts) needs to be completed and returned to the Department of Budget and Finance by May 30, 2009.

The **capital outlay** and **new personnel** forms **must** be completed for all such requests. If you have created your own budget spreadsheets for the operational lines, then the other forms included with memorandum are optional. Any operation and maintenance budget worksheets should contain explanations.

Please note the following informational requirements:

PERSONAL SERVICES. . . All line items in this category will be estimated for the 2010 budget request by the Finance Department. Departments will be responsible for estimating the costs of any new positions requested. Please evaluate your overtime needs and provide the estimated required level of funding for 2010.

OPERATING AND MAINTENANCE LINES. . . The following line items will be prepared by the Finance Department:

31 Utilities
36 Insurance

CAPITAL OUTLAY. . . In addition to completing a capital outlay request form and preparing a priority list of 2010 capital outlay requests, you are asked to review and modify accordingly the capital needs list which was completed last year; including dollar values. Any additions or changes to years 2010 through 2013 of the previously approved August 2008 Update of the Five Year Capital Improvement Plan will require documentation discussing what has occurred to necessitate the change. It is anticipated that changes will be kept to a minimum. This information will be used to update equipment replacement needs and capital projects through the year 2014. Contact Suzanne Robertson if you need a copy of the Five Year Capital Improvement Program.

To aid in the preparation of the final budget document, please provide a brief description of the programs and/or operations provided by your budget division. Any new, expanded or reduced programs and/or operations should also be identified and indicate their impact, if any, on changes to personal services, operations or capital. Please know, however, that new staff positions and/or increased costs for new service levels will not be supported in the 2010 budget.

Any increases over 1% (projected rate of inflation) in the requested 2010 amount as compared to the current 2009 budget will need strong, valid documentation, e.g., vendor price increases, workload statistics, etc. The Administration's position is to hold the operating budget (non-personnel) to a 1% maximum increase. Should a 1% increase not be needed, don't include it.

The City of Kent is being challenged by austere financial conditions that will require more prudent fiscal planning in the year ahead. We must collectively continue that process with the 2010 budget to avoid more drastic measures later.

As we discussed, it is likely that we will be asked to present Council with options of budget reduction scenarios. I have asked you to submit a status quo budget (matching the rate of inflation) as a starting point but you should also be preparing secondary budget options for holding to a zero-growth and reduction scenarios in your non-personnel line items. This may indeed require eliminating or reducing certain services and I would need you to articulate those.

Your attention to and cooperation with this request is very much appreciated. If you have any questions, please contact the Interim Budget and Finance Director or myself.

Tentative Time Table for Budget

May 8	Distribute 2010 Budget Request Forms to Department Directors
May 30	Return Budget Requests to Department of Budget and Finance
June 2 - 6	Data entry of budget information by Budget and Finance
June 22	Advertise Public Hearing and make Tax Budget available to public. (Make available to Council through Clerk)
July 2	Tax Budget Public Hearing and Council adopts Tax Budget (must be done by July 15) All Five Year Capital Plan information to Budget and Finance
July 20	Submit Tax Budget to County Auditor
August	Five Year Capital Plan presented to Council City Manager and Budget and Finance Director to meet with respective departments
September	Finalization of Budget Recommendation and Reduction Scenarios
October	Presentation to Council
November	Passage of 2010 Budget