Strategy Matters

Strategic planning is a way for our community to work together to figure out where we want to go, what paths we think can take us there, and how we’ll know when we’ve arrived.

It’s a customized process that we use to inventory assets, resources, conditions and opportunities, and integrate them into a winning formula for Kent. There are no right or wrong answers in strategic planning, just different directions unique to our community.

The measure of success is not in the complexity of the plan but in its fit and ability to be put to work. This isn't planning for planning sake; it's planning with the purpose of getting something done. Getting things done depends upon rallying local resources and community leadership for the common purpose of the future of our home town. A good strategic plan does that.

Strategic planning starts with our mission, vision and values. From there, as a community we set goals and identify strategies that we think can achieve those goals. The City staff then develops action plans (who will do what and when) to implement those strategies, and lastly, the City Council funds those action plans (people and dollars) through the annual budget process.

There’s a mile wide – which means we have to work extra hard to stay focused, fight against mission creep, and make sure everything we do is aligned with the goals of our community all of the time.

Strategy Priorities

As a result of hundreds of hours of community meetings, Council meetings and survey data, the community has set the following broad strategic priorities for Kent:

- **Financial Health and Economic Development**
  "to be a prosperous and livable city for all citizens"

- **Natural Resources**
  "to protect and promote the City’s natural resources"

- **Quality of Life**: 
  "to enhance mobility choices through physical and social environment"

- **Community Safety**: 
  "to be an exceptionally safe city"

- **Communities within the City**: 
  "to strengthen the quality and enhance the value of neighborhoods"

- **City / University Synergy**: 
  "explore collaborative opportunities that enrich the community experiences"

- **Governmental Performance**: 
  "to provide the best services at the lowest cost"

Great Quality of Life, Job Growth, Recreational Sports, Cultural Programs, and Community Pride ... don’t just happen.

They are the product of good planning, meaningful citizen input and hard work.

That’s what strategic planning is all about.

Our Promise

We promise to be ready for the future and to learn from our past. We promise to focus on our core services to meet whatever needs lie ahead. We promise to be flexible and adjust to changing conditions. We promise to do all we can to improve productivity and position ourselves for sustained excellence. That’s our promise to Kent.

Living up to this promise will not be easy. It means rethinking future and present needs, balancing fiscal pressures, and protecting the public welfare— all the while maintaining the public trust. Without nothing short of our future at stake we plan to rise to meet these challenges each and everyday.

Mayor and Members of City Council

<table>
<thead>
<tr>
<th>Mayor</th>
<th>City Postal Code</th>
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<tbody>
<tr>
<td>John Fender, Mayor</td>
<td>(330) 678-6495</td>
</tr>
<tr>
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<tr>
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<td>(330) 673-2912</td>
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The eclectic mix of music, arts, natural beauty, historic downtown, Kent State University, and an international business presence is Kent’s community signature.

Community building never stops and it continues through seeing and strategic planning that takes today’s dreams and transforms them into the community projects of tomorrow.

City Service Values:

- Quality matters in everything we do.
- Professional and courteous service.
- Productive use of resources.
- Ethical, honest and fair.
- Innovative and creative solutions.

City Council At Large

<table>
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City / University Synergy

A summary of 2008 Strategy Action Items is listed on the inside pages of this brochure.

2008 City Strategy Update

Kent Ohio

like always
like never before

May 2009
2008 Strategic Activity Report Card*  
*highlights above and beyond routine City services

**OBJECTIVES**

- Energy Conservation
- Cuyahoga River Preservation
- Alternative Transportation
- High Quality of Life
- Parks & Trails

**GOALS**

- Natural Resource Protection
- GOALS
- Sustainable Budget
- Health & Stability
- Financial Health & Stability
- Sustainable Development
- Economic Development
- Environmentally Responsible Development
- Economic Growth & Job Creation
- Employment & Fiscal Stability

**2008 ACTIONS & ACCOMPLISHMENTS**

- **ECONOMIC DEVELOPMENT**
  - zeal
  - enthusiasm
  - initiative
  - teamwork
  - determination

- **SUSTAINABLE BUDGET**
  - environmentally responsible development
  - economic growth & job creation
  - employment & fiscal stability

- **FINANCIAL HEALTH & STABILITY**
  - sustainable budget
  - economic development
  - sustainable growth

- **ENVIRONMENTALLY RESPONSIBLE DEVELOPMENT**
  - sustainable budget
  - economic development
  - environmentally responsible development
  - economic growth & job creation
  - employment & fiscal stability

- **ECONOMIC GROWTH & JOB CREATION**
  - sustainable budget
  - economic development
  - environmentally responsible development
  - economic growth & job creation
  - employment & fiscal stability

- **EMPLOYMENT & FISCAL STABILITY**
  - sustainable budget
  - economic development
  - environmentally responsible development
  - economic growth & job creation
  - employment & fiscal stability