

CITY OF KETTERING STRATEGIC PLAN 2005 - 2006

GOAL	STRATEGY	TACTIC
COMMUNITY AND NEIGHBORHOOD PRESERVATION	<ul style="list-style-type: none"> The city will partner with homeowners to improve and upgrade residential housing so the city's housing stock will be more competitive with newer housing being built in the region. 	<ul style="list-style-type: none"> Encourage redevelopment by creating a housing/development corporation. Completed (City Mgr.)
	<ul style="list-style-type: none"> Use property maintenance regulations to improve and preserve Kettering's maturing housing stock and to encourage future investment. 	<ul style="list-style-type: none"> Develop clearer and more easily enforceable property maintenance standards. Train inspectors to be more aggressive and utilize technology to speed up enforcement. Completed (P&D)
	<ul style="list-style-type: none"> Make it easier for residents to maintain their properties. 	<ul style="list-style-type: none"> Pursue a common trash hauler for all residents that would provide recycling, big item pickup and yard debris collection as part of the base charge. Completed (City Mgr.)
	<ul style="list-style-type: none"> Modify the housing mix to meet demands of future residents. 	<ul style="list-style-type: none"> Build condominiums and new housing to offer more options to keep families in Kettering. Continue (P&D) Seek opportunities to rehabilitate or demolish substandard housing (10 units demolished in 2005) Continue (CDBG/P&D) Implement a financial program which subsidizes rehabilitation loans to accelerate reinvestment in additions and major remodeling projects. Completed/Continuing (P&D)
	<ul style="list-style-type: none"> Evaluate current zoning code procedures to identify hindrances to community revitalization and streamline approval processes. Develop a comprehensive long-term vision for the physical and infrastructure needs of the community, to guide future planning, zoning and capital improvement investment. 	<ul style="list-style-type: none"> Develop clarifications to the zoning code which simplify and streamline procedures and clarify processes to be followed. Completed (P&D) Examine the need for street lighting on major thoroughfares and add lighting where appropriate and cost-effective. Continuing (Eng.) Develop a complete housing plan for a specific neighborhood as a model which can then be used for additional neighborhoods in the future. Utilize a combination of housing rehabilitation tools, demolition, new construction and capital improvements to encourage the development of a neighborhood which includes a mix of price ranges and ownership patterns. Continuing (P&D/Eng.)
ENHANCE COMMUNITY AND NEIGHBORHOOD PRIDE	<ul style="list-style-type: none"> Support improvements which will aid in neighborhood preservation and improve quality of life. 	<ul style="list-style-type: none"> Create an expectation for excellence in neighborhood properties to generate neighborhood pride. Develop green areas to shape and identify neighborhoods and different areas of the city. Encourage special projects such as tree planting, removal of overhead utilities and other urban clutter. Continuing (P&D) Capitalize on existing amenities and explore creating new public amenities that enhance the community like Lincoln Park. Continuing (P&D/PRCA) Devote 1 percent of the Capital Improvement Program to arts and civic beauty (such as public sculpture). Continuing (CitySites Committee)
	<ul style="list-style-type: none"> Develop a stronger sense of neighborhood identity within Kettering's neighborhoods. 	<ul style="list-style-type: none"> Re-establish complete Neighborhood Watch Program. Certified Emergency Response Team Program Started. Continuing (Fire/Volunteer Services/Police)
	<ul style="list-style-type: none"> Provide opportunities to develop community leadership. 	<ul style="list-style-type: none"> Create a "Leadership Kettering" program to encourage understanding of the community and to develop leaders for community organizations. Completed (Council)
	<ul style="list-style-type: none"> Foster a sense of community through traditions, programs and public spaces. 	<ul style="list-style-type: none"> Determine and promote a number of existing programs/activities throughout the calendar year that can be turned into annual traditions for the city. Continuing (City Mgr.)
ECONOMIC DEVELOPMENT	<ul style="list-style-type: none"> Recapture the jobs and tax base generated by the former DESC. 	<ul style="list-style-type: none"> Implement a marketing plan for the remaining buildings at the Kettering Business Park. Continuing (Ec. Dev.) Develop a plan for the remainder of the Kettering Business Park land adjacent to the neighborhoods. Completed/Continuing (City Mgr.)
	<ul style="list-style-type: none"> Improve the viability of aging retail centers and retail strips that are defunct or vulnerable. 	<ul style="list-style-type: none"> Develop a revitalization plan for: Continue (Ec. Dev./P&D) <ul style="list-style-type: none"> - South Dixie: Kettering Boulevard to Patterson — Resolved - Wilmington Pike: Forrer to David Road — Completed - Dorothy Lane: Woodman to Ackerman Boulevard - Van Buren Shopping Center — Continuing - Wilmington Heights Shopping Center Seek alternative uses for retail areas that lack viability. Continuing (Ec. Dev./P&D)
	<ul style="list-style-type: none"> Fill vacant industrial land and buildings. 	<ul style="list-style-type: none"> Develop a city marketing plan. Continuing (Ec. Dev.)
	<ul style="list-style-type: none"> Expand communication with businesses. 	<ul style="list-style-type: none"> Visit existing businesses to discuss current operations, future needs and how the city can help. Continuing (Ec. Dev.) Explore ways to interact with and assist developing businesses. Continuing (Ec. Dev.)
	<ul style="list-style-type: none"> Define guidelines for existing economic development incentives. Market existing incentives and develop unique incentives. 	
	<ul style="list-style-type: none"> Enhance Kettering's position as a regional player in economic development. 	
<ul style="list-style-type: none"> Focus economic development efforts on projects that offer the highest return on investment. 		

CITY OF KETTERING STRATEGIC PLAN 2005 - 2006 CONTINUED

GOAL	STRATEGY	TACTIC
QUALITY EDUCATION	<ul style="list-style-type: none"> Cooperate with the Kettering Board of Education to benefit school programs, share resources and realize economies of scale. 	
	<ul style="list-style-type: none"> Develop a holistic, community-wide education plan that addresses education as a lifelong process from pre-school through retirement. 	<ul style="list-style-type: none"> The Kettering Board of Education and the Kettering City Council will develop a joint strategic plan. On Hold (Council/City Mgr.) Develop long-term plans and programs for nurturing the youth of the community. Youth Task Force Created. Continuing (PRCA)
INTERGOVERNMENTAL COOPERATION	<ul style="list-style-type: none"> Cooperate with regional organizations as an active contributor to the overall health and prosperity of the Miami Valley. 	<ul style="list-style-type: none"> Provide leadership to appropriate initiatives. Continuing (City Mgr./All)
QUALITY SERVICES AND FACILITIES	<ul style="list-style-type: none"> Provide quality customer services and facilities with a positive customer service perspective. 	<ul style="list-style-type: none"> Maximize the use of technology while maintaining a personal touch. Continuing (IS/ Admin. Support) Locate, design and construct a skateboarding facility. Completed (PRCA)
	<ul style="list-style-type: none"> Create improvements in the quality of services and facilities through community partnerships. 	<ul style="list-style-type: none"> Utilize school facilities for more community-wide purposes. Continuing (P&D/PRCA) Fitness Center opened at Trent Arena - School use expanded
	<ul style="list-style-type: none"> Assure quality services and facilities through the use of current, reasonable and challenging standards. 	<ul style="list-style-type: none"> Pursue the opportunities for additional sports facilities, a dog park and bikeway facilities. Continuing (PRCA) Bikeway to be built winter 05-06
	<ul style="list-style-type: none"> Seek an optimal level of customer service. 	
	<ul style="list-style-type: none"> Study ways to improve our services and facilities while staying within our budget. 	<ul style="list-style-type: none"> Periodically rework city processes and operations to increase efficiencies and performance. Continuing (All) Annually evaluate the cost vs. benefit of all city programs and how they relate to our future target market. Continuing (All) Evaluate/inventory all city facilities regarding usefulness now and in the future, and implement changes. Continuing (Facilities)
	<ul style="list-style-type: none"> Assess and facilitate services to the senior population. 	<ul style="list-style-type: none"> Assess needs using various tools such as surveys, focus groups and existing data; review demographic information; and involve seniors in the process. Coordinate with existing agencies and programs to educate seniors about available resources. Facilitate other needed programs. Continuing (Senior Services Coord.)
	<ul style="list-style-type: none"> Enhance and increase internet communications — between city government and its constituents as well as with other private and public sector entities — and increase internal communications among departments and divisions of the city administration. 	<ul style="list-style-type: none"> Increase information flow to all city employees about organizational change and direction. Continuing (City Mgr.) Continue to pursue use of communication technology at all levels (800 MHz radios; GIS/GPS; Internet; CATV; computers; phones). Pursue further use of the city's website for broader and timely communication with the public and develop the opportunity for on-line registration and permit issuance. Continuing (All)
	<ul style="list-style-type: none"> Assure continued quality police and fire services. 	<ul style="list-style-type: none"> Re-engineer the Kettering Fire Department to continue to meet modern fire protection/ service standards. Continuing (Fire)
PRODUCTIVITY AND EFFECTIVENESS	<ul style="list-style-type: none"> Maintain a high concern for the effective and efficient use of all the city's human resources, using appropriate incentives. 	<ul style="list-style-type: none"> Examine the city's compensation system to assure that the city will continue to attract high-quality employees. Continuing (HR)
	<ul style="list-style-type: none"> Maximize the effectiveness of employees and volunteers through appropriate training. 	
	<ul style="list-style-type: none"> Use effective evaluation and assessment techniques to motivate and direct employees. 	<ul style="list-style-type: none"> Develop a new format and conduct employee evaluations annually. Completed (HR)
	<ul style="list-style-type: none"> Expand the use of team approaches to improve productivity and creativity. 	
	<ul style="list-style-type: none"> Develop more opportunities for volunteers. 	<ul style="list-style-type: none"> Build partnerships with religious and civic organizations to address social service needs. America in Bloom program and the Healthy Youth Task Force are examples. Continuing (Volunteer Resources)
	<ul style="list-style-type: none"> Emphasize strong financial management. 	<ul style="list-style-type: none"> Develop a 10-year financial plan in addition to the current 5-year plan. Completed/ Continuing (Finance/City Mgr.)

P&D — Planning & Development
 CDBG — Community Development Block Grant
 Eng. — Engineering Department
 PRCA — Parks, Recreation & Cultural Arts Department
 Ec. Dev. — Economic Development Department
 IS — Information Systems Department
 All — City-wide
 Admin. Support — Administrative Support Department
 HR — Human Resources Department