

CITY OF KETTERING STRATEGIC PLAN 2007 - 2008

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"> Continue to encourage redevelopment through the Kettering Development Corporation. Ongoing (City Mgr.) Re-evaluate the city Zoning Code and update the Comprehensive Plan. Underway (P&D) Diversify housing options/opportunities. Underway (P&D) <ul style="list-style-type: none"> Madison's Grant (new housing development) — Underway David's Retreat (condominium development) — Completed Johnstown Woods (condominium development) — Underway Kettering Pointe (35 new patio homes) — Underway Kettering Crossing (12 condominiums) — Underway
	<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. Ongoing (P&D) Continue to operate the Property Maintenance Task Force to evaluate City's processes/standards and modify the Code to assist in these efforts. Underway (Council/City Mgr/P&D)
	<ul style="list-style-type: none"> Make it easier for residents to maintain their properties. 	<ul style="list-style-type: none"> Review single hauler trash contract for possible renewal. Ongoing (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. Completed/Underway/Continuing (P&D) Seek opportunities to rehabilitate or demolish substandard housing. (Four units demolished in 2007.) Continuing (CDBG/P&D) Implement a financial program which subsidizes rehabilitation loans to accelerate reinvestment in additions and major remodeling projects. Continuing (P&D)
	<ul style="list-style-type: none"> Evaluate current zoning code procedures to identify hindrances to community revitalization and streamline approval processes. 	<ul style="list-style-type: none"> Develop clarifications to the zoning code which simplify and streamline procedures and clarify processes to be followed. Underway (P&D)
	<ul style="list-style-type: none"> 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"> Examine the need for street lighting on major thoroughfares and add lighting where appropriate and cost-effective. Continuing (Eng.) <ul style="list-style-type: none"> Added street lighting where major roadway projects were taking place in 2007. 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. Implementation Underway (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) <ul style="list-style-type: none"> Wiles Greenway Capitalize on existing amenities and explore creating new public amenities that enhance the community like Lincoln Park, Acorn Walk, Madison's Grant, and Kettering Pointe. Continuing (P&D/PRCA) Create an improved standard for the City's neighborhood parks with the development of Gentile Park. (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"> Park Neighborhood Watch program added in 2007. Continuing (PRCA/Police) Expand recreational programs that will be directly delivered in the neighborhoods where youth are underserved by traditional recreation programs and services. Target neighborhoods will be Trails of Oak Creek and Greenmont. (PRCA)
	<ul style="list-style-type: none"> Provide opportunities to develop community leadership. 	<ul style="list-style-type: none"> Continue the "Kettering Leadership Academy" program to encourage understanding of the community and to develop leaders for community organizations. Continuing (Council/Vol.) <ul style="list-style-type: none"> Fourth Kettering Leadership Academy graduated in 2007 and Fifth Academy began. To date, alumni have involved themselves in everything from community boards to volunteering at area non-profits to running for City Council. Continue the "Kettering Youth Leadership Academy" program. (PRCA)
	<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.) <ul style="list-style-type: none"> Mayor's Tree Lighting Memorial Day at Frazee
	<ul style="list-style-type: none"> Create Community Building Program 	<ul style="list-style-type: none"> In 2007 the City implemented the "Community of Choice: Live Work Play" block party, held at Civic Commons. The event was open and free to the public and included information booths from every department in the City. This event will be Ongoing. (PRCA) In 2007 the first annual Alter/Fairmont Pep Rally was held at Frazee Pavilion. Ongoing (PRCA)
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 Kettering Business Park. Continuing (Ec. Dev.) Develop a plan for the remainder of the Kettering Business Park land adjacent to the neighborhoods. Continuing (City Mgr.) <ul style="list-style-type: none"> Demo Building 47 Redevelop available commercial land Develop Acorn Walk. Underway

CITY OF KETTERING STRATEGIC PLAN 2007-2008 CONTINUED

GOAL	STRATEGY	TACTIC
ECONOMIC DEVELOPMENT (CONTINUED)	<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: <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 — Underway Van Buren Shopping Center — Completed Wilmington Heights Shopping Center Facilitate Town and Country revitalization. Ongoing (Ec. Dev.) 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. Ongoing (Ec. Dev.) Continue to utilize <i>Business News</i> publication to disseminate information. Ongoing (Ec. Dev./CIM) Explore ways to interact with and assist developing businesses. Continuing (Ec. Dev.) <ul style="list-style-type: none"> BusinessFirst! Business Appreciation Breakfasts
	<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"> Create a policy document for Federal/State/Local incentives. Ongoing (Ec. Dev.)
	<ul style="list-style-type: none"> Enhance Kettering's position as a regional player in economic development. 	<ul style="list-style-type: none"> Continue active partnership in BusinessFirst!, Dayton Development Coalition. Continue to work with other communities to strengthen the region economically with initiatives such as Delphi Tax Sharing Agreement. Ongoing (Ec. Dev.)
	<ul style="list-style-type: none"> Focus economic development efforts on projects that offer the highest return on investment. 	<ul style="list-style-type: none"> Utilize all potential incentive programs. Continuing (Ec. Dev.)
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"> The Kettering Board of Education and the Kettering City Council will hold quarterly joint meetings per year. Continuing (Council/City Mgr.) City and Schools collaborate on the following programs to enhance overall quality of life in the community: After School program, Youth in Government exchange, Environmental Land Lab program, School Resource Officer program. Ongoing
	<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"> Develop long-term plans and programs for nurturing the youth of the community. Partners for Healthy Youth Created. Continuing (PRCA)
	<ul style="list-style-type: none"> Emphasize youth development through asset based initiatives. 	<ul style="list-style-type: none"> Youth development coordinator position shall work directly with youth in the community to foster leadership, community service, civic awareness, healthy lifestyles, etc. Continuing (PRCA) Partners for Healthy Youth shall utilize community resources such as businesses, churches, government, schools, civic organizations, sports groups to develop long-term programs for nurturing the youth of the community. Continuing (PRCA) Promote inter-generational relationships through community service opportunities. Continuing (PRCA) Promote youth related policies through Partners for Healthy Youth. 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) Participate in County Economic Development initiatives. Continuing (Ec. Dev.) <ul style="list-style-type: none"> Business First!, Dayton Development Coalition Participate in the Montgomery County 10-year Homeless Solutions Prevention Plan. Underway (P&D) Identify potential regional collaborations such as transportation, emergency dispatch services. Continuing <ul style="list-style-type: none"> City studied and evaluated the merits of entering into Comprehensive Dispatch System; final decision to maintain our own PSAP was made in August 2007. Cooperate with City of Moraine to expand transportation services to senior citizens. Investigate working with other surrounding jurisdictions to determine the need for expanded senior transportation services. (PRCA) Cooperate with other cities for services such as providing plumbing and building inspection services for the City of Oakwood. Cooperation on Oakwood brine and County wash rack. Participating with multiple jurisdictions on Youth Drug and Alcohol Task Force. Actively participating in Regional Emerald Ash Borer Task Force.
QUALITY SERVICES AND FACILITIES	<ul style="list-style-type: none"> Provide quality customer services and facilities with a positive customer service perspective. Create improvements in the quality of services and facilities through community partnerships. 	<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) Utilize school facilities for more community-wide purposes. Continuing (P&D/PRCA) Fitness Center opened at Trent Arena — school use expanded. Implement cooperative wellness program in partnership with Kettering Medical Center to increase community opportunities for preventive services at Kettering Connection, Kettering Fitness & Wellness Center and Kettering Recreation Complex.

CITY OF KETTERING STRATEGIC PLAN 2007-2008 CONTINUED

GOAL	STRATEGY	TACTIC
QUALITY SERVICES AND FACILITIES (CONTINUED)	<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 built in 2007. Completed
	<ul style="list-style-type: none"> Seek an optimal level of customer service. 	<ul style="list-style-type: none"> Customer Service Committee created in 2007. <ul style="list-style-type: none"> Identified areas of need and created methods to enhance customer service: internal communication program, training standards, internal recognition program. Completed
	<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) Facility assessment completed in 2007. Began plans to convert the former Kettering Municipal Court into modern office space for the departments currently located in the lower level of the Kettering Government Center. Ongoing (Project completion in 2008.)
	<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./PRCA) Conducted Senior Service Study through Wright State University. Completed <ul style="list-style-type: none"> Outcomes are being studied and discussed.
	<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.) <ul style="list-style-type: none"> Customer Service Committee identified ways to increase internal communication. Completed Customer Service Request System studied and new program will be implemented in 2007. Continuing Redesign website for broader and timely communication with the public. Completed Develop the opportunity for online registration and permit issuance. Completed for PRCA/Continuing for other departments Expand the use of the online registration process to improve feedback from the customer base through an internet-based survey system. Develop INTRAnet site for internal communication. Completed (I/S)
	<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) Evaluate Kettering Fire Department operations. Underway <ul style="list-style-type: none"> External study of the Fire Department was completed in 2007; reaction to outcomes expected in 2007/2008. Apply for successful reaccreditation of Kettering Police Department. Completed (Police) Updated technology in Police and Fire dispatch to put the center on the County's 800 Mghz communications system.
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"> Develop standardized, comprehensive customer service program for front line staff from the field to the front desk. Underway
	<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) Revised Deep Snow Operations Plan to provide better customer service and utilize new snow fighting technologies.
	<ul style="list-style-type: none"> Expand the use of team approaches to improve productivity and creativity. 	<ul style="list-style-type: none"> City wide brand "Community of Choice: Live Work Play" established among team approach in 2007. Completed <ul style="list-style-type: none"> All departments utilizing new brand. Ongoing Blended Streets Department and Facilities Department into new Public Service Department to more effectively utilize shared assets and resources.
	<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 Partners For Healthy Youth 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 (Finance/City Mgr.)
<ul style="list-style-type: none"> Utilize employees who are exhibiting achievement through higher education or excellence on the job. 	<ul style="list-style-type: none"> Develop "Masters Group" program for highly motivated employees to utilize talents for the betterment of city programs and services. Continuing <ul style="list-style-type: none"> Customer Service Committee New recognition program to be implemented 	

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