

City of Kettering Parks, Recreation & Cultural Arts 2011-2014 Strategic Plan



CITY OF KETTERING

PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT

PREPARED BY:



REVISED JANUARY 2011

Acknowledgements

Thanks to the following for their support and input in developing this Strategic Plan.

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CHAPTER ONE - INTRODUCTION

The City of Kettering Parks, Recreation and Cultural Arts Department (PRCA) hired PROS Consulting, LLC to facilitate and develop a strategic plan in collaboration with staff. The intent of the Plan is to create a future direction for the agency as well as incorporate all of the various existing plans and information into one forward thinking document. The various plans reviewed included the 2004 Pricing and Organizational Analysis, 2005 Financial Analysis, 2006 Parks Master Plan, 2006 Program Needs Assessment, 2007 Search Institute Survey, 2007 Senior Needs Assessment, 2008 Attitude & Interest Survey and 2008 Facility Master Plan. All of these plans and assessments provided robust information to build strategy. Another outcome of the Plan is providing the Department with yet another example of a commitment to best practices.

Whereas the Department has addressed the physical asset and services infrastructure, the Strategic Plan addresses the leadership infrastructure, which positions the Department to continue its high level of sophistication. The Strategic Planning process included a one and a half day workshop with 20 staff and a facilitated discussion of the mission statement, creation of a vision statement, major issues, future vision, and discussion about strategic recommendations.

As a result of extensive community input having been completed in other planning and assessment efforts, the strategic planning process used this existing information rather than duplicating that process. The elements of the Plan include the major areas as follows:

- Refined Mission Statement
- Newly developed Vision Statement
- Information about the Balanced Scorecard framework for strategy
- Description of Major Issue Areas
- Strategic Themes
- Objective Statements
- Strategy Maps
- Strategic Initiatives
- Guidelines for implementation
- Strategic Plan definitions

1.1 MISSION STATEMENT

After much discussion with staff, the existing mission statement was refined. The following is the revised statement:

We provide parks, recreation and cultural arts spaces, places and programs that make Kettering a premiere community to live, work and play.

1.2 VISION STATEMENT

A vision statement was created as follows:

We strive to enhance the quality of life for all residents and to distinguish Kettering as a community of choice.

CHAPTER TWO - BALANCED SCORECARD

The framework for the PRCA Strategic Plan is based on the Balanced Scorecard, a strategy framework that emphasizes the leadership infrastructure of internal support processes and employee learning and growth, financial performance, and an emphasis on customers. It also includes a measurement system that monitors organizational performance. The Scorecard focuses on crucial issues and emphasizes the key drivers of success that lead to the achievement of mission and vision.

The Balanced Scorecard framework includes four perspectives:

- **Customer:** To achieve our mission and vision, how should we appear to our customers?
- **Financial:** To succeed financially, how should we appear to our taxpayers?
- **Internal business:** To satisfy our customers, which business processes must we do extremely well?
- **Learning and growth:** To achieve our mission and vision, how will we sustain our ability to change and improve and develop leaders among the staff?

CHAPTER THREE - STRATEGIC THEMES AND INITIATIVES

In using the scorecard, the Department has developed Strategic Themes that are broad-brushed organizational descriptions that provide direction. These Themes, unique to Kettering, follow the four perspectives outlined above. They include:

- **Customer:** Positive Experiences
- **Financial:** Fiscal Strength
- **Internal Business:** Operational Innovation
- **Learning and Growth:** Motivate Employees through Development and Support

The mission and vision shape these strategic recommendations. The Themes provide the over-arching focus for the Plan's implementation. It is critical for the Department to effectively deploy the mission, vision, and the four perspectives during employee orientation programs, staff manuals, hiring process, reward and recognition system, and performance feedback.

CHAPTER FOUR - STRATEGIC PLAN HIERARCHY

The framework for the Plan includes a hierarchy of elements that starts with the most macro level of strategy to a more micro level (moving from strategic to tactical). The starting point for any strategic planning process is the review of the vision and mission. The mission statement was changed from its previous wording. The vision statement was newly created. Subsequent to the development of themes, objectives were developed in support of the themes. Objectives describe what the Department needs to do well to support the accomplishment of the Themes. Initiatives are more micro-level in support of the

Strategic Objectives. The measurement system reflects the organization’s progress in completing the Strategic Initiatives. The tactics are detailed action steps that outline how each initiative will be accomplished. This hierarchy is presented by the pyramid shown below.



CHAPTER FIVE - MAJOR ISSUES AREAS

The Major Issues Areas (MIA) exist to ensure the Strategic Plan addresses the most important elements of focus for the future. The selection of MIAs occurred previously to the strategic planning workshop with the staff. The following list shows the five MIAs. Each of these is either explicitly noted as a Strategic Objective or Strategic Initiative, or is implied throughout the Strategic Initiatives.

5.1 CORE SERVICES

- Core service identification
- Recreation has a 60% cost recovery goal
- Entire Department has 43% cost recovery
- What should we stop, start, continue

5.2 COMMUNITY DYNAMICS

- Effect of lost pensions and investments

- Fewer sponsorships
- Current economic climate
- Competition for services
- Health care changes/costs
- 30% of population 60 and older, the need for more social services
- Growth of lower income families
- Population decline
- Haves versus have nots
- Working longer
- Grandparents programs with grandchildren

5.3 PROGRAMS/SERVICES GROWTH AREAS

- Preschool Drop-in
- Polen Farm rentals
- Personal training
- Affordable options for residents
- Shorter program options
- Individual support
- Social services
- Galleries program

5.4 PROGRAMS/SERVICES DECLINE

- Old technology programs
- Fall open swims
- Adult teams are growing, and drop in sports are declining
- Home school programs
- Attendance by families for children's programs

5.5 ALTERNATIVE REVENUES

- Sponsorships
- Better use of volunteers
- Churches
- Other agency cooperatives
- Partnerships, shared programs
- Youth sport coaches volunteer, represent a lot of time of cost savings

5.6 FUTURE VISION DISCUSSION

The group was asked to identify what the desired future of the Department should look like. The following were the comments generated:

- Fraze to extend the season and become active during daytime hours
- Corporate conferencing amenities at Polen and permanent structure over patio
- Completed fitness renovation project
- Sponsorships
- Healthy lifestyles
 - Whole person wellness
 - Engage stakeholders in promotion of the active way of life
 - Programs to support environmental stewardship
 - Physical activity for all ages and abilities
 - Programs to support lifelong healthy choices
 - Facilities that encourage independent participation
- Pool
 - Lazy river
 - Olympic pool
 - Therapy pool
- Fitness
 - Aerobics Studio
 - Group personal training
 - Personal AV at stations
 - Climbing wall
 - Sports med at the facility

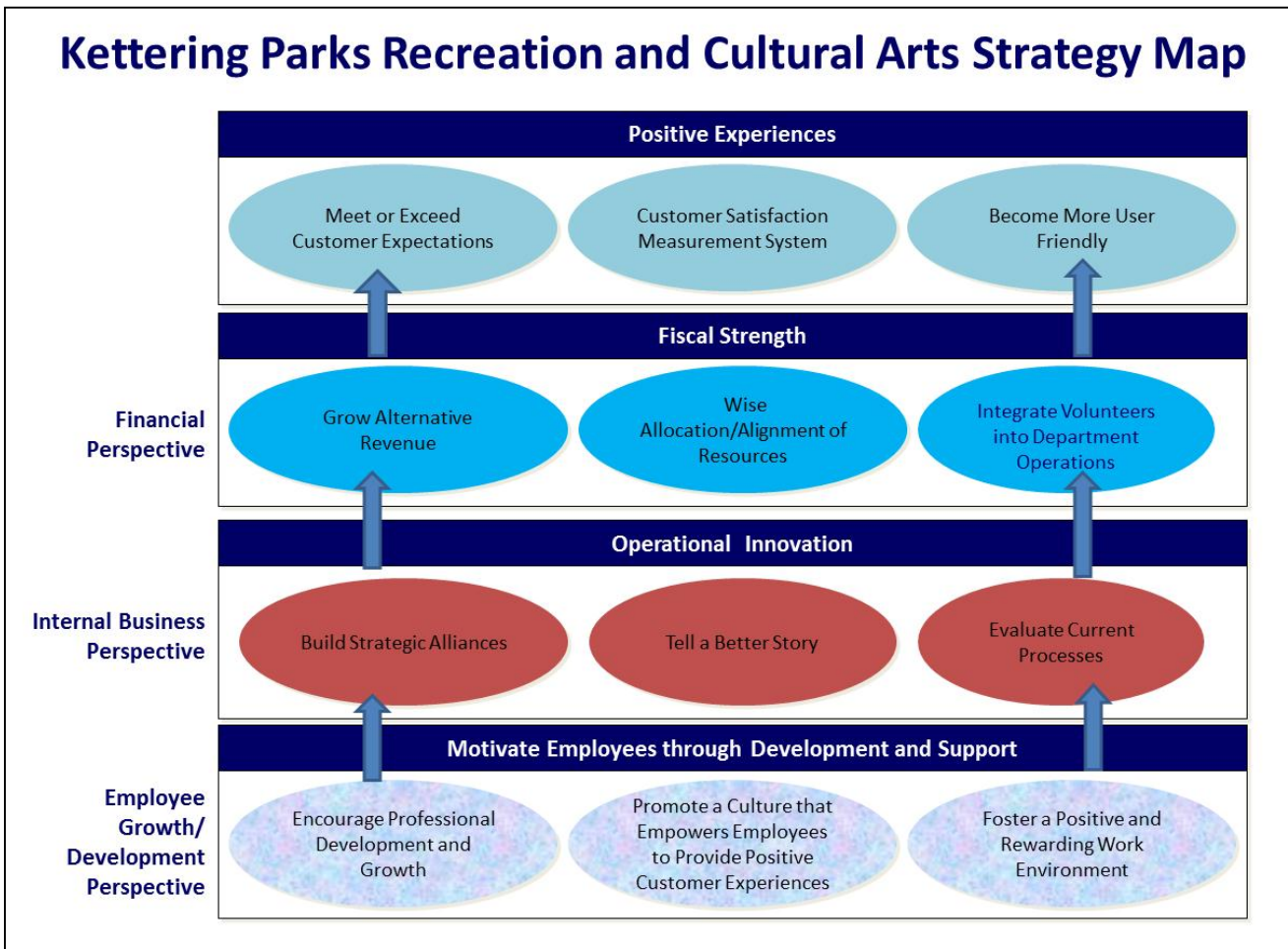
- Movie aerobics
 - Merchandise
 - Increase scholarships
- Parks
 - More trucks and equipment
 - More land
 - Retractable hood at Frazee
 - More water features, interactive water
 - Free space for all ages
 - Graffiti walls
 - More nature programs all over
 - Community garden
- Programs
 - Teen centers
 - After school for teens
 - Lifelong learning center
 - KRC/Lathrem Café
 - Fleet of transporters
 - More mentor/drop in
- Administration
 - KPD resource officer
 - More marketing dollars
 - Tour guides
- Department to be financially stable and well supported by City officials
- New Art Center
- All programs combined will consistently touch all age groups in Kettering
- Surveys/customer satisfaction results to be the same if not higher for some of current survey results
- Local, regional national partnership with private sector
- Expand the use of volunteers, more responsibility to advance services/outcomes (to act as trained staff)
- To increase full-time staff
- More active adult activities

- Developing more of an audience for the arts
- Selling/marketing cultural arts
- Continued facility development

CHAPTER SIX - STRATEGY MAPS

It is the intent of the Kettering Parks Recreation and Cultural Arts Plan 2010-2014 to ensure the elements of the mission and vision shape the strategic recommendations. As part of the strategic recommendations, the remaining section of the report details Strategic Themes, Strategic Objectives, Strategic Initiatives and Measures. This will create the framework for decision-making during the next five years.

The Themes provide the over-arching focus for the Plan’s implementation. The Themes are supported by Strategic Objectives. In addition to Themes and Objectives, a list of measures is included in support of the Objectives. Two WPD Strategy Maps follow. The first map provides the list of the four perspectives and their supporting objectives. The arrows represent the cause and effect relationships among the four perspectives. For example, staff growth and development is needed to support environmental excellence initiatives. The second map has the same information and includes a measurement system in support of the Themes and Objectives.



Kettering Parks Recreation and Cultural Arts Strategy Map

Mission: We provide parks, recreation and cultural arts spaces, places and programs that make Kettering a premiere community to live, work and play

Vision: We strive to enhance the quality of life for all residents and to distinguish Kettering as a community of choice

	Themes	Objectives	Measures A=annually Q=quarterly
Customer	Positive Experiences	<ul style="list-style-type: none"> •Meet or Exceed Customer Expectations •Customer Satisfaction Measurement System •Become More User Friendly 	<ul style="list-style-type: none"> • Customer satisfaction (a) • Customer retention (q) • Number of program registrations (q) • Market penetration by age segment (q)
Financial	Fiscal Strength	<ul style="list-style-type: none"> •Grow Alternative Revenue •Wise Allocation/Alignment of Resources •Integrate Volunteers into Department Operations 	<ul style="list-style-type: none"> • Core program cost recovery (q) • Core program and facility revenue growth (q) • Dollar amount of alternative revenue (q) • Quantified savings by volunteers (q)
Internal	Operational Innovation	<ul style="list-style-type: none"> •Build Strategic Alliances •Tell a Better Story •Evaluate Current Processes 	<ul style="list-style-type: none"> • Partner satisfaction (a) • Marketing effectiveness (a) • Key processes documented (a) • Dollar savings from efficiencies (q)
Learning and Growth	Motivate Employees through Development and Support	<ul style="list-style-type: none"> •Encourage Professional Development •Promote a Culture that Empowers Employees to Provide Positive Customer Experiences •Foster a Positive and Rewarding Work Environment 	<ul style="list-style-type: none"> • Employee satisfaction (a) • Employee turnover % (q) • Employee satisfaction toward training (a)

CHAPTER SEVEN - STRATEGIC INITIATIVES 2010-2015

7.1 STRATEGIC THEMES, OBJECTIVES AND MEASUREMENTS

The following are the Themes, Objectives, and Initiatives for the next four years from January 2011 through December 2014.

7.2 STRATEGIC THEMES AND OBJECTIVES

7.2.1 THEME: POSITIVE EXPERIENCES

Objective: Meet or Exceed Customer Expectations

- Develop a tool for an annual review of core programs and services for improvements. This may include marketing methods, instructional quality, financial and registration trends, satisfaction results, etc.

- Identify five key ways of exceeding customer expectations by core program/service areas and document as part of orientation and training.
 1. Friendly and courteous staff at all entry points throughout the department.
 2. Knowledgeable staff throughout the Department.
 3. Efficient PRCA Product Sales (this is all encompassing from RecTrac to Frazee Tickets to Memorial Trees and Plaques.)
 4. Policies and Processes in place that make sense and are easy for staff and customers to use.
 5. Comprehensive resources available for staff to use that are all encompassing – Division, Department and City Wide).

Tactic

- *Identify program gaps through the needs assessment process and develop plans to provide services that have significant unmet need as well as eliminating programs that are have insufficient support and need.*

Objective: Customer Satisfaction Measurement System

- Improve the overall approach to measuring customer satisfaction for all core services and programs, including surveys, program evaluations, mystery shopping, lost customer research, consumer advisory panels, and service audits.
- Develop a Voice of the Customer process to ensure improvements from customer satisfaction results.

Objective: Become More User Friendly

- Complete an access review every two years (telephone response, front desk interaction, registration, and Website) and implement improvements based on the results.

Tactic

- *Create a personalization program between staff and guests such as pictures, spotlights, recognition, and customer testimonials.*

7.2.2 THEME: FISCAL STRENGTH

Objective: Grow Alternative Revenue

- Grow the Foundation.
- Develop an overall system approach to cultivating sponsorships.
- Develop an in-kind trade program with local businesses for the reduction of subsidies.
- Identify and pursue grants.

Objective: Wise Allocation/Alignment of Resources

- Develop a process to determine and continually evaluate core services, making adjustments to resource allocation as needed.
- Create a consolidated set of key performance indicators .

Tactics

o Subsidy Report

The subsidy report will be revised to show an average of the last three years of the current month months for comparison as opposed the last month from last year. The goal of this approach is to give staff a better “target” per month and also help to even out issues from timing when revenue is received or expenses are paid.

The current subsidy report will be maintained and distributed to staff.

o Revenue Report

This report lists revenue by line item for each cost center; totals by cost center and a current month this year and last year comparison.

o Ratio Report

This report is new and will be used to measure efficiency in various divisions. This report will compare FTE’s with operating and revenue budgets.

A separate ratio report is also being developed with cost center specific ratios. An example of cost center specific ratios may include park acreage compared with FTEs or operating budget. Other examples may include ratios comparing attendance with total revenue or enrollment with total revenue.

o Forecast Report

This report forecasts revenue, personnel, operating, capital and subsidy by month using historical data. This forecast report uses the same formulas used by the Income Tax division for forecasting revenues. This report includes monthly data alongside historical data from the past three years. This reports also compares the budget with the percent of total budget.

Objective: Integrate Volunteers into Department Operations

- Explore opportunities to expand the use of skilled volunteers in lieu of personnel.
- Create a culture that values the involvement of volunteers.
- Continuation with the volunteer office to define volunteer roles and expectations.

7.2.3 THEME: OPERATIONAL INNOVATION

Objective: Build Strategic Alliances

- Develop a process to evaluate partners’ satisfaction toward working with PRCA.
- Develop a partnership process to identify other service providers’ ability to offer programs, based on their expertise and knowledge.

- Develop an ongoing meeting and communication process with key partners.
- Perform a similar provider review every two to three years.

Objective: Tell a Better Story

- Improve the Website to make it more dynamic and user friendly.
- Utilize statistics recorded from community responses on satisfaction surveys and in recent focus group discussion.
- Develop tools to measure marketing effectiveness and develop methods to quantify the marketing plan.
- Develop a branding campaign and sub branding for selected core services and programs.

Tactic

- *Streaming of virtual videos.*
- *Hold music and announcements/individual facility hotlines.*

Objective: Evaluate Current Processes

- Analyze staff daily workload by evaluating duplication of paperwork with the department and necessity of weekly/monthly reports.
- Develop an ongoing meeting and communication process with key partners.
- Identify key processes by Division/Cost Center.

Tactic

- *Map or flowchart key internal and external processes.*
- Create process teams to identify improvements to key processes.

Tactic

- *Develop a system to evaluate process improvements.*
- Develop an overall sustainability process

7.2.4 THEME: MOTIVATE EMPLOYEES THROUGH DEVELOPMENT AND SUPPORT

Objective: Encourage Professional Development and Growth

- Improve the evaluation process to include timely, constructive feedback and align staff training, performance evaluations, job descriptions, and hiring processes around the core competencies.
- Through discussions with staff, develop needed core competencies by position for continued learning and growth and align training with need (to include technology training, innovation training, team based approaches and Lean techniques).
- Develop a training program to build existing leadership and potential leadership skills as well as a plan for succession.
- Develop a human resource plan that identifies future positions and the possible need for additional full time positions.

Objective: Promote a Culture that Empowers Employees to Provide Positive Customer Experiences

- Train staff to provide positive customer first experiences through flexible solution space guidelines.
- Provide training for Lean process improvement and team based approaches.
- Develop an innovation team that infuses creative ideas into operations.
- Develop training to encourage an “ownership” mindset.

Objective: Foster a Positive and Rewarding Work Environment

- Strengthen and reinforce staff commitment to mission and vision (rewarding innovation, for example).
- Measure employee satisfaction on a regular basis.
- Continue EIP program.

CHAPTER EIGHT - IMPLEMENTATION GUIDELINES

- All employees should receive a copy of the plan or electronic access to the Plan.
- Post the Plan on the Website and track results on the site as well.
- Elements of the Strategic Plan should be incorporated into the orientation program.
- Regular reporting of the Plan’s progress should occur. Break the Plan into separate fiscal years and report one year at a time. At the beginning of each year, assign a staff member or a staff team to be responsible for regularly updating each initiative. Each initiative for the year should include a list of tactics that support the goal’s completion. It is the project leader’s responsibility to report on his/her goal, included in a monthly or quarterly report. A suggestion is to input each year’s data on a spreadsheet that lists the Themes, Objectives and Initiatives start date and completion date, and which staff person is responsible for the Initiative’s completion.
- Each Initiative will have an annual update.
- Update major stakeholders on the Plan’s implementation and results on an annual basis.
- Conduct staff meetings on a quarterly or semi-annual basis to review the Plan’s progress and results and report the Plan’s progress to city management on an annual basis.
- Performance appraisal process should reflect the completion of the Master Plan initiatives as an evaluation criterion.
- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the inventory of measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to decision making. Include a combination of lagging and leading indicators.
- After completion of the first year of the Plan and baseline results are quantified, targets should be initiated for the measurement system. For example, if there is a customer satisfaction measure of achieving 90% customer satisfaction, and in the initial year, the 90% is achieved, the target for successive years could be 95%.

- There should be an annual just-in-time review of the next year's Initiatives to determine if priorities have changed. This can be included at an annual retreat in which successive years' Initiatives are discussed as part of the annual budget process. Initiatives should tie into the budget process.
- Post a chart of each year's initiatives on office walls in administrative areas with a check-off column, designating completion as part of a visual management program. Staff meetings should regularly include discussion of strategy.
- After each year of the Plan, the staff should review the Plan process and re-tool any parts of the process that need improvement.
- Some of the Initiatives require individual effort to complete; others require a group of employees to complete the work. The Initiatives are specific work projects that are scheduled for completion between fiscal year 2010 through fiscal year 2013/2014. Each Initiative is designated as short term, middle term, long term goals or ongoing.
- During the second year of the Plan, and after the Department has experience with the Strategic Plan process, cascade the Plan to individual Divisions. This results in the Divisions having their own scorecard, aligned with the organizational strategy.

CHAPTER NINE - DEFINITIONS

The following list of key words describes the definition of the terminology used for the Strategic Plan.

Vision—desired future of the organization. The vision should be a “stretch” for the organization, but possible to achieve in approximately five years. It should state a measurable achievement.

Mission—describes the business of the organization. The mission also defines the core purpose of the organization and why it exists.

Balanced Scorecard Perspectives: The four perspectives include Customer, Financial, Internal Business Process, and Learning and Growth. They demonstrate cause and effect relationships in the completion of strategy. All of the Strategic Initiatives are aligned with these four perspectives.

Major Issues Areas—as part of the planning workshop, staff members were asked to brainstorm ideas about areas of major focus the Department should concentrate on during the next five years. While the focus areas are not part of the strategy map, they do become an important part of strategy formulation. Within the list of objectives and initiatives, references are made throughout the Plan to ensure focus on the five most critical areas.

Strategic Themes— broad brushed, macro-oriented organizational sense of direction that relates to the four Balanced Scorecard perspectives of customer, financial, internal business, and growth and development.

Strategic Objectives—concise statements describing the specific elements an organization must do well in order to execute its strategy.

Measures—a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative indicators and capture numbers, dollars, percentages, etc. Measures assist the staff with the ability to determine organizational performance.

Strategic Initiatives—the specific programs, activities, projects, or actions an organization will undertake in an effort to meet performance targets. The strategic initiatives are specifically detailed with specific tactics, which are not included within the body of the Strategic Plan, but will exist in separate documentation.

Tactics—the development occurs after the Plan’s implementation. Tactics are subordinate to the initiatives and detail the steps necessary to complete an initiative. Staff members will identify the tactics for the initiatives before the start of each fiscal year.

Time Periods:

- Short Term Goals to be accomplished between January, 2011 and December, 2012
- Mid Term Goals to be accomplished between January, 2013 and December, 2014
- Long Term Goals to be accomplished between January and December, 2015
- Continuous Goals are repeated on an annual basis during the entire time period