



CITY OF KETTERING

PEGGY LEHNER, MAYOR • JACQUE FISHER, VICE MAYOR
BRYAN N. SUDDITH • LISA DUVAL • SHANE SULLIVAN • JYL HALL • BOB SCOTT

KETTERING COUNCIL AGENDA

April 9, 2024

Kettering Government Center – South Building
3600 Shroyer Rd. Kettering, Ohio 45429

6:00 P.M. **WORKSHOP** Deeds Room
7:30 P.M. **REGULAR MEETING** Council Chambers

PLEDGE OF ALLEGIANCE

INVOCATION

APPROVAL OF MINUTES

March 12, 2024- Council Meeting & Workshop Minutes
March 26, 2024- Workshop Minutes

PROCLAMATIONS, SPECIAL PRESENTATIONS, AWARDS, SPECIAL RESOLUTIONS, APPOINTMENTS TO BOARDS AND COMMISSION

Appointment	Volunteer Advisory Council- Megan Moon (Term ending 12/31/24)
Proclamation	Arbor Day
Proclamation	CDBG Week
Proclamation	Fair Housing Month
Proclamation	National Volunteer Week
Special Presentation	Mayor's Award for Volunteer Service

PUBLIC HEARINGS

PUBLIC COMMENT ON LEGISLATION

(5 Minute Limit per Speaker)

ORDINANCES IN SECOND READING

RESOLUTIONS

1. Authorizing acceptance of a donation from American Legion Post 598 through the Kettering Police Foundation for the purchase of four automated external defibrillators.
2. Authorizing the City Manager to contract with P&R Communications Service, Inc. for the upgrade of all existing radios with P25 Radio Authentication programming.
3. Authorizing acceptance of a bequest from the estate of Jo Ann Keys.
4. Authorizing the City Manager to enter into a Demolition Grant Agreement for the property located at 111 West Dorothy Lane.
5. Declaring as surplus and approving a contract to sell approximately 1.62 acres, more or less, of City-owned property in Miami Valley Research Park.
6. Authorizing the City Manager to enter into and implement a collective bargaining agreement with the Kettering Police Supervisors' Association, which is consistent with a tentative agreement reached by the bargaining teams.
7. Directing the City Engineer to prepare and file renewed, recalculated, amended, and/or consolidated assessments for street lighting.
8. Authorizing an additional expenditure of funds for the Storm Water Master Plan, City Project 03-000F.

9. Authorizing the City Manager to apply for a grant from the Community Foundation for Kettering to purchase an assisted listening system.
10. Authorizing the City Manager to apply for a Special Projects Grant from the Montgomery County Arts and Culture District for a printmaking program.
11. Authorizing the City Manager to accept and administer a grant from the Kettering Parks Foundation for the Parks, Recreation and Cultural Arts Department's Financial Assistance Program.
12. Authorizing the City Manager to accept and administer a grant from the Kettering Parks Foundation to help support a youth entrepreneurial camp.
13. Authorizing the City Manager to accept and administer a grant from the Kettering Parks Foundation for the purchase of a laptop computer.
14. Authorizing the City Manager to use competitive bargaining and negotiated quotes to contract for the repair of the apparatus bay doors at various fire stations within the City.
15. Adopting a new Strategic Plan for the City of Kettering.
16. To make supplemental appropriations for current expenses and other expenditures of the City of Kettering, State of Ohio, during the fiscal year ending December 31, 2024.

ORDINANCES IN FIRST READING

CERTIFICATIONS AND PETITIONS

MANAGER'S REPORT/COMMUNITY UPDATE

OTHER BUSINESS NOT ON WRITTEN AGENDA

Audience Participation (5 Minute Limit per Speaker)

CITY COUNCIL REPORT/UPDATE

The City of Kettering wishes to make certain that all citizens have the opportunity to actively participate in their local government. If you have a disability and require accommodations to participate in a Council meeting, please contact the Clerk of Council at 296-2416 so that reasonable modifications can be made.

KETTERING CITY CALENDAR
2024

April 9	4:00 p.m. 6:00 p.m. 7:30 p.m.	Partners for Healthy Youth Council Workshop City Council Meeting
April 15	6:00 p.m. 7:00 p.m.	Board of Community Relations Planning Commission
April 18	6:30 p.m.	Sustainability Committee
April 22	7:00 p.m. 7:30 p.m.	Board of Zoning Appeals Sister Cities
April 23	6:00 p.m. 7:30 p.m.	Council Workshop City Council Meeting
April 30	6:00 p.m.	Joint School Board Meeting

Proclamation

Whereas:

Arbor Day is a special day set aside for the planting of trees and is observed throughout the nation and the world; and

WHEREAS: Arbor Day calls attention to the need for conservation, stressing how essential it is to maintain and protect the beauty and usefulness of our natural forests as well as the importance of trees to conserve the land in all areas; and

WHEREAS: Arbor Day in Kettering is celebrated by the planting of trees at Habitat Environmental Center and Southdale Woods on Saturday, April 20, 2024, which is part of Kettering's Annual Tree Fest activities; and

WHEREAS: Because of the City's commitment to enhance the scenic beauty of our community, the City of Kettering was awarded the Tree City USA Growth Award by the National Arbor Day Foundation for demonstrating environmental improvement for higher level tree care; and

WHEREAS: The continuation of planting trees within our community will enhance the quality of life for all residents and add to the scenic wonders that will be enjoyed by generations to come.

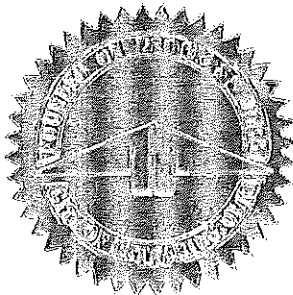
NOW, THEREFORE, I, Peggy Lehner, Mayor of the City of Kettering, Ohio, on behalf of City Council and the community, do hereby proclaim

April 20, 2024

to be

ARBOR DAY

in the City of Kettering, Ohio, and urge all citizens to recognize the importance of planting trees as the embodiment of life and for the economic and social growth of our community.



IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Kettering, Ohio, to be affixed this 9th day of April, in the Year of our Lord, Two Thousand and Twenty-Four.

PEGGY LEHNER
Mayor of the City of Kettering, Ohio

Proclamation

Whereas:

The week of April 1-5, 2024, has been designated as National Community Development Week by the National Community Development Association to celebrate Community Development Block Grant (CDBG) Programs; and

WHEREAS: The Community Block Grant Program has existed since 1975 to provide local governments with resources to develop viable urban communities by providing decent housing and a suitable living environment, and expanding economic opportunities, principally for persons of low and moderate income; and

WHEREAS: The Community Development Block Program has strengthened America's communities such as the City of Kettering by addressing pressing neighborhood and human service needs and having significant impact on our local economy through job creation and retention, physical redevelopment, and improved tax base; and

WHEREAS: The City of Kettering has effectively administered and customized its Community Development Block Grant Program for over forty years to implement various programs and projects in the areas of affordable housing, economic development, public facilities and public works improvements, homelessness, and planning that has contributed to the improvement of the physical, economic and social conditions in our city; and

WHEREAS: The City of Kettering is committed to addressing discrimination in the community by supporting programs to educate the public about the right to equal housing opportunities, and to plan partnership efforts with other organizations to help assure every American of their right to fair housing.

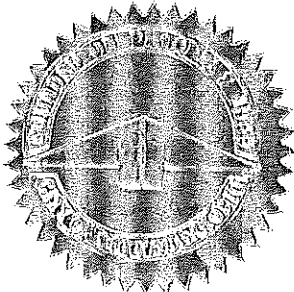
NOW, THEREFORE, I, Peggy Lehner, Mayor of the City of Kettering, Ohio, on behalf of City Council and the community, do hereby proclaim

April 1-5, 2024

to be

COMMUNITY DEVELOPMENT WEEK

in the City of Kettering, Ohio, and urge all citizens to join in recognizing Community Development Programs and the important role that they play in our community.



IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Kettering, Ohio, to be affixed this 9th day of April, in the Year of our Lord, Two Thousand and Twenty-Four.

PEGGY LEHNER
Mayor of the City of Kettering, Ohio

Proclamation

Whereas:

April is traditionally designated as Fair Housing Month by the U.S. Department of Housing and Urban Development, and locally we are commemorating Fair Housing Month with the theme "Fair Housing was the Promise-Diversity, Equity and Inclusion is the Reckoning" in order to highlight the Fair Housing Act, Title VIII of the Civil Rights Act of 1968, as amended, and the rights and responsibilities embodied therein.; and

WHEREAS: April 11, 2024, marks the 56th anniversary of the passage of the federal Fair Housing Act, Title VIII of the Civil Rights Act of 1968, as amended, which enunciates a national policy of Fair Housing without regard to race, color, religion, national origin, sex, familial status or disability and encourages equal housing opportunities and residential integration for all citizens; and

WHEREAS: The principal of fair housing is not only law but a basic human necessity and inalienable right inscribed in the constitution of the State of Ohio; and

WHEREAS: The Miami Valley Fair Housing Center is engaged in passionately pursuing its mission to eliminate housing discrimination in the Miami Valley, the State of Ohio and nationally; and

WHEREAS: The Miami Valley Fair Housing Center has been recognized regionally, statewide and nationally for its creativity and effectiveness in pursuing its mission; and

WHEREAS: The Miami Valley Fair Housing Center and the Dayton REALTORS® are committed to continuing to oppose and address housing discrimination in our community.

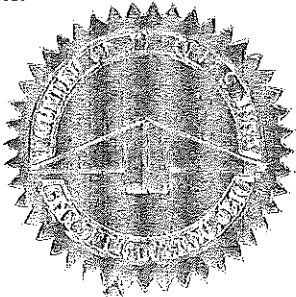
NOW, THEREFORE, I, Peggy Lehner, Mayor of the City of Kettering, Ohio, do hereby proclaim:

April 2024

to be

FAIR HOUSING MONTH

in the City of Kettering, Ohio, and urge all citizens to understand and exercise their right to equal housing opportunities.



IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Kettering, Ohio, to be affixed this 9th day of April in the Year of our Lord, Two Thousand Twenty Four.

PEGGY LEHNER
Mayor of the City of Kettering, Ohio

Proclamation

Whereas:

National Volunteer Week was established in 1974 and has grown exponentially each year, drawing endorsements of all subsequent U.S. presidents, governors, mayors and other respected elected officials. It is a time to say thank you and honor the millions of people who change the world by volunteering; it is about inspiring, recognizing and encouraging people to seek out imaginative ways to engage in their communities; and

WHEREAS: National Volunteer Week celebrates the power of volunteers to tackle challenges and be a positive force that transforms the world; and

WHEREAS: During this week, all over our nation, volunteers will be recognized for their commitment to service demonstrating that every individual has the power to make a difference in creating healthy, strong and vibrant communities; and

WHEREAS: Each year, we recognize the people and causes that inspire service, by thanking volunteers who lend their time, talent and voice to make a difference in our community during times of triumph and times of adversity; and

WHEREAS: Our nation was founded on a spirit of volunteerism, and the talents and energies of American volunteers are one of our nation's greatest assets and certainly one of Kettering's greatest resources; and

WHEREAS: The City of Kettering volunteer program has been blessed for 45 years with volunteers who are committed to making Kettering the place people are proud to call home.

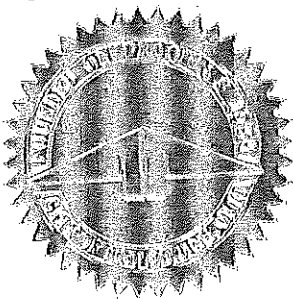
NOW, THEREFORE, I, Peggy Lehner, Mayor of the City of Kettering, Ohio, on behalf of City Council and the community, do hereby proclaim

April 21-27, 2024

to be

NATIONAL VOLUNTEER WEEK

in the City of Kettering, Ohio, and I urge my fellow citizens to volunteer in our community as we continue to come together to bring about positive change.



IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Kettering, Ohio, to be affixed this 9th day of April, in the Year of our Lord, Two Thousand and Twenty-Four.

PEGGY LEHNER
Mayor of the City of Kettering, Ohio

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**AUTHORIZING ACCEPTANCE OF A DONATION FROM
AMERICAN LEGION POST 598 THROUGH THE
KETTERING POLICE FOUNDATION FOR THE PURCHASE
OF FOUR AUTOMATED EXTERNAL DEFIBRILLATORS**

NOW, THEREFORE, Be It Resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. The City Manager, on behalf of the City, is hereby authorized to take all necessary and proper action to accept a \$6,000.00 donation from American Legion Post 598 through the Kettering Police Foundation. The donation will be used for the purchase of four automated external defibrillators for police cruisers.

Section 2. City Council hereby expresses its gratitude and appreciation to American Legion Post 598 and the Kettering Police Foundation for the generous donation and the positive impact it will have on the City and its residents.

Section 3. As provided in Section 4-8 of the City Charter, this Resolution shall take full force and effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER, III,
Law Director

Estimated Cost: \$6,000.00
Amount Budgeted: \$0
Acct. No.: 0600-72220

(Requested by: Police Department)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**AUTHORIZING THE CITY MANAGER TO CONTRACT WITH
P & R COMMUNICATIONS SERVICE, INC. FOR THE UPGRADE
OF ALL EXISTING RADIOS WITH P25 RADIO
AUTHENTICATION PROGRAMMING**

Be It Resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. Pursuant to Subsection I of Section 152.02 of the Codified Ordinances of the City of Kettering, the City Manager is hereby authorized, on behalf of the City, to contract with P&R Communications Service, Inc. for the upgrade all existing radios with P25 Radio Authentication programming. The City Manager is further authorized to sign any amendments or extensions thereto that the City Manager deems appropriate.

Section 2. As provided in Section 4-8 of the City Charter, this Resolution takes effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI
Clerk of Council

THEODORE A. HAMER, III
Law Director

Estimated Cost: \$33,635.00
Amount Budgeted: \$40,796.00
Acct. No.: 0600-72350

(Requested by: Police Department)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**AUTHORIZING ACCEPTANCE OF A BEQUEST FROM THE
ESTATE OF JO ANN KEYS**

WHEREAS, Jo Ann Keys was a long-time resident of Kettering who became a volunteer for the City in 1997 and continued as an active volunteer until 2019; and

WHEREAS, during her tenure as a volunteer, Ms. Keys contributed a generous 6,389 hours of her time to the City in a variety of roles across many departments. These included the Citizen's Police Academy, the Christmas Day Committee, special events assistant, documenting articles for archives and departmental scrapbooks, reception, and mailing assistant; and

WHEREAS, Ms. Keys recently passed away but remembered the City in her will by leaving generous bequests to the Fire Department, the Kettering Police Foundation, and the Kettering Parks Foundation;

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Kettering, Ohio that:

Section 1. The City Manager, on behalf of the City, is hereby authorized to accept a \$10,000.00 bequest from the estate of Jo Ann Keys. The bequest will be used for the Kettering Fire Department.

Section 2. City Council hereby expresses sincere condolences to the family and friends of Ms. Keys on her passing. Furthermore, City Council hereby expresses gratitude and appreciation to Ms. Keys for all her volunteer service to the City and for her bequests to the City and the positive impact they have had and will have on the City and its citizens.

Section 3. As provided in Section 4-8 of the City Charter, this Resolution shall take full force and effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER III,
Law Director

Estimated Cost: \$10,000.00
Amount Budgeted: \$0
Acct. No.: Kettering Memorial Fund

(Requested by: Fire Department)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**AUTHORIZING THE CITY MANAGER TO ENTER INTO A
DEMOLITION GRANT AGREEMENT FOR THE PROPERTY
LOCATED AT 111 WEST DOROTHY LANE**

WHEREAS, the owner of the property located at 111 West Dorothy Lane wishes to demolish the structure on the property and prepare the lot for redevelopment; and

WHEREAS, the owner is in need of financial assistance in order to do so; and

WHEREAS, having the structure demolished and the site prepared for redevelopment will benefit the public health, safety, and welfare by eliminating outdated structures and promoting economic development along West Dorothy Lane;

NOW, THEREFORE, Be It Resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. The City Manager, on behalf of the City, is hereby authorized to enter into a Demolition Grant Agreement with the owner of 111 West Dorothy Lane for demolition of the structure(s) on the property located. The Demolition Grant Agreement will provide reimbursement to the property owner in an amount equal to fifty percent (50%) of the lowest and best quote received for demolishing the structure(s) and preparing the lot for redevelopment, not exceed \$25,000. Additional terms that the City Manager deems appropriate and in the interest of the City shall also be included. The City Manager is further authorized to sign any amendments or extensions thereto that the City Manager deems appropriate.

Section 2. As provided in Section 4-8 of the City Charter, this resolution shall take effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER, III,
Law Director

Estimated Cost: Up to \$25,000.00
Funds Budgeted: \$25,000.00
Acct. No.: 0550-72550

(Requested by: Planning and Development Department)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**DECLARING AS SURPLUS AND APPROVING A CONTRACT TO
SELL APPROXIMATELY 1.62 ACRES, MORE OR LESS, OF
CITY-OWNED PROPERTY IN MIAMI VALLEY RESEARCH
PARK**

WHEREAS, the City seeks to preserve jobs, increase employment opportunities, and to encourage establishment of new jobs within the corporate boundaries of the City, in order to improve the economic welfare of the City and its citizens, in furtherance of the public purposes enunciated in Article VIII, Section 13 of the Ohio Constitution; and

WHEREAS, MLPC Capital Development, LLC has offered to purchase 1.62 acres, more or less, of City-owned property in Miami Valley Research Park near 2941 College Drive, for development which will in turn preserve and/or create positive employment and economic activity in the City;

NOW THEREFORE, Be It Resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. Council hereby ratifies and approves the Real Estate Purchase Agreement (“Agreement”) attached hereto as Exhibit 1. The City Manager is hereby authorized to dispose of the real estate described therein or as agreed to by the City Manager, and to take any and all additional action necessary and proper to do so. The City Manager is further authorized to sign any amendments or extensions to the Agreement and any other related agreements and instruments that the City Manager deems appropriate.

Section 2. The real property described in the deed signed by the City Manager conveying title of the City-owned property to the buyer is hereby declared as surplus property and no longer required for municipal purposes effective as of the date of closing.

Section 3. As provided in Section 4-8 of the City Charter, this Resolution takes effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI
Clerk of Council

THEODORE A. HAMER III,
Law Director

(Requested by: City Manager’s Office)

REAL ESTATE PURCHASE AGREEMENT

This Agreement shall become a binding contract between Buyer and Seller effective as of the Buyer's execution/acceptance date, (the "Effective Date").

General Information. The following capitalized terms and phrases have the meanings described below and the parties agree to the following terms:

Buyer's Information:

Buyer's Name: MLPC Capital Development, LLC., an Ohio limited liability company, or its assigned
Buyer's Address: 3500 Pentagon Blvd. Suite 500, Beavercreek, OH 45431
Buyer's Contact Person: John Koplichack
Buyer's Telephone Number: (937) 427-6456
Contact's Email Address: johnk@synergybldg.com

Seller's Information:

Seller's Name: City of Kettering
Seller's Address: 3600 Shroyer Road, Kettering, OH 45429
Seller's Contact Person: Jason Rudzinski
Seller's Telephone Number: (937)232-4282
Contact's Email Address: jason@fornes.com

Property Information:

Property: Newly created +/-1.4825 acre parcel to be split by Seller prior to closing from current Parcel ID: #N64 03601 0050, as shown on the attached Exhibit A.

Terms:

Purchase Price: \$81,537.50
Earnest Money: \$2,500 to be deposited by the Buyer with the Title Agent within five (5) business days after the Effective Date. The Earnest Money will be credited to the Purchase Price at Closing.
Inspection Period: 120 days from the Effective Date. If the transaction contemplated proceeds to Closing, any non-refundable portion of the Earnest Money previously release to the Seller shall be applied as credit to Buyer and debit to Seller against the Purchase Price.
Closing Date: On or before 30 days after the expiration of the Inspection Period at a time and date agreed by the parties.
Possession Date: Closing Date.

Title Agent:

Linda S. Wendling
Senior Escrow Officer
M&M Title
7925 Paragon Road, Suite 102
Dayton, OH 45469
Phone: 937.434.7366
lwendling@mmtllfe.com

1. **Purchase and Sale.** Subject to the terms of this Agreement, Seller agrees to sell the Property to Buyer, and Buyer agrees to purchase the Property from Seller. The Property includes the land, all appurtenant rights, privileges, fixtures, leases, and easements.

2. **Purchase Price.** Buyer agrees to pay the Purchase Price to Seller as set forth in this paragraph. The Title Agent will deliver the Earnest Money to the Seller at Closing. The balance of the Purchase Price, less pro-rated allocations, shall be paid by the Buyer to the Seller at Closing.

3. Deed and Evidence of Title. Seller will convey the Property to Buyer at Closing with marketable title in fee simple by transferable and recordable general warranty deed, free and clear of all liens, encumbrances, conditions, easements, dower interests, and restrictions. Seller shall also execute any other documents necessary for proper transfer of title and/or as required by the Title Company. During the Inspection Period, Buyer may at its option and except as otherwise stated herein at its own cost and expense perform certain due diligence investigations pertaining to title, zoning, survey, financing, suitability, property condition, and environmental matters, and any and all other examinations that Buyer determines in its sole discretion are necessary for evaluating the Property. Buyer, at its own cost and expense, will also have the right to obtain an attorney's opinion of title, owner's policy of title insurance or other evidence of title acceptable to Buyer. If the title to all or any part of the Property is unmarketable, or is subject to liens, encumbrances, easements, conditions, restrictions, or encroachments other than those excepted in the preceding provisions of this paragraph, or if the Buyer decides the Property, for any reason, is not suitable for its intended use, Buyer may notify the Seller in writing of such defect prior to expiration of the Inspection Period (and if it fails to provide such notice any defect will be deemed waived by Buyer), and Seller will be responsible for remedying or removing the defect or at its election may choose not to cure the defect in which case the Buyer may waive the defect and proceed to Closing or may terminate this Agreement with full refund of any Earnest Money. Notwithstanding the foregoing, any monetary liens or encumbrances on the Property will be paid off by the Seller at or before Closing. The Seller will provide the Buyer with a true and accurate copies of the Leases and any amendments thereto within five (5) business days of the Effective Date.
4. Taxes and Assessments. Seller will pay all real estate taxes and all general, special, re-spread, and reassessed assessments through the last installment immediately preceding the Closing. Seller will also pay its pro-rata share of subsequent installments of such taxes and assessments calculated in accordance with the "short form tax pro-ration method," whereby Seller is responsible for all real estate taxes that are due and payable on the Property up to and including the date of Closing. All taxes and assessments payable by Seller under this Agreement will be prorated and credited to the Purchase Price at Closing.
5. Closing. Closing will occur on or before the Closing Date at the office of the Title Agent. At the Closing the Seller and Buyer will execute an Assignment of the Leases, and all rent shall be equitably prorated to the Closing Date.
6. Possession. Seller will deliver possession of the Property to Buyer subject to the tenant's rights under the Leases on the Possession Date. The Buyer shall, however, have the right to access the Property at times coordinated with the Seller and the tenants under the Leases during the Inspection Period, at its sole and absolute risk, to conduct whatever tests and other examinations are deemed necessary or beneficial by the Buyer. Under no circumstances shall such tests or other examinations harm or materially alter the appearance of the Property, nor shall they interfere with the operations of the tenants under the Leases.
7. Allocation of Costs. All costs and expenses relating to this transaction will be paid by the respective parties as follows:
- A. Seller's Costs. Seller will be responsible for payment of: (i) its portion of taxes and assessments; (ii) document preparation fees for the deed; (iii) document preparation fees and recording costs for all documents required to release all existing mortgages, liens, and to assign the Leases; (iv) all costs required to cure any title, survey, or other defects it chooses to correct; (v) any professional fees of attorneys or accountants providing services to Seller.
- B. Buyer's Costs. Buyer will be responsible for payment of: (i) cost of title commitment and title insurance policy; (ii) the escrow fee or Closing fee; (iii) cost of any survey; (iv) cost of recording the deed; (v) transfer taxes; (vi) any professional fees of attorneys or accountants providing services to Buyer.
8. Default and Remedies. If Seller defaults on the performance of its obligations under this Agreement, and fails to cure such default within 5 days after receipt of written notice of default, then the Buyer shall have the option to: (a) terminate this Agreement and recover all damages available at law including but not limited a full refund of the Earnest Money; or (b) file an action for specific performance or such other equitable relief as may be available. If Buyer defaults on the performance of its obligations under this Agreement, and fails to cure such default within 5 days after receipt of written notice of default from Seller, then the Seller shall have the right to terminate this Agreement and retain the Earnest Money as its sole remedy and liquidated damages. The parties agree to indemnify, defend, and

hold each other harmless from and against any liability that would be incurred as a result of the other party's breach of any warranty or representation under this Agreement, which obligations shall survive the Closing.

9. **Brokers.** Both parties represent that they have not contacted, contracted with, or entered into any Agreement with any real estate broker or agent in connection with the sale of the Property except for Jason Rudzinski with Mark Fomes Realty, Inc., who represents the Seller.

10. **Representations and Warranties.** Seller hereby represents and warrants to and covenants and agrees with Buyer (and shall be deemed to represent and warrant and covenant and agree on the Closing Date) that (A) there is no condemnation or similar proceeding which is pending or threatened against the Property or any part thereof; (B) Seller has not received any notification from any governmental agency, authority or instrumentality of any pending or threatened assessments on or against the Property for the cost of public improvements to be made with respect to the Property or any part thereof; (C) after the Effective Date, Seller will not create, permit or suffer any lien or other encumbrance to attach to or affect the Property and improvements thereon, if any, except for the lien of non-delinquent Property taxes; (D) the Leases are fully assignable and there are no material defaults by either the Seller or the tenants under those agreements; (E) Seller has fee simple, marketable, indefeasible and insurable right and title to the Property; (F) to the extent there are contracts or agreements affecting the Property other than the Leases (including, for example, management, service agreements), Seller will: (i) cancel before Closing all such contracts and agreements unless Buyer elects to assume such contracts and agreements; (ii) pay all amounts due under, and settle all accounts with respect to, any such contracts and agreements; and (iii) deliver to Buyer at closing evidence that any such contracts and agreements have been canceled and all such amounts and accounts have been paid and settled; (G) that this Agreement has been duly authorized, executed and delivered and constitutes a legal, valid and binding obligation of Seller, enforceable in accordance with its terms; and (H) to the best of Seller's knowledge, there is no litigation or other proceeding pending or threatened with respect to the Property or this transaction. These warranties, covenants, and representations will survive the Closing and delivery of the deed. Except for the Seller's warranties and representations set forth herein and otherwise in this Agreement, BUYER COVENANTS AND AGREES THAT THE PROPERTY WILL BE TRANSFERRED AND CONVEYED BY SELLER TO BUYER IN "AS IS" CONDITION AND WITH ALL FAULTS AND DEFECTS, IF ANY, WHATSOEVER. THIS COVENANT, RELEASE AND WAIVER IS A MATERIAL CONSIDERATION FOR THE SELLER'S EXECUTION AND PERFORMANCE OF THIS AGREEMENT AND WILL SURVIVE CLOSING.

11. **Miscellaneous Provisions.** Upon Seller's acceptance, this offer shall become a complete agreement, binding upon, and inuring to the benefit of Buyer and Seller and their respective heirs, beneficiaries, executors, administrators, legal representatives, successors, and assigns. This Agreement constitutes the entire agreement of the parties, and all prior oral and written discussions, negotiations, understandings, and agreements between the parties have been incorporated into or superseded by this document. This Agreement may only be modified or amended in writing signed by all of the parties. This Agreement may be assigned by the Buyer upon written notice to Seller. Time is of the essence on all provisions of this Agreement. Any references to the "Buyer" or "Seller" shall be deemed to apply both jointly and severally to each individual identified as such in the introductory portion of this Agreement as well as their successors and assigns. In the event of any litigation between the parties under this Agreement, the prevailing party shall be entitled to reasonable attorneys' fees. Wherever provision is made in this Agreement for "attorneys' fees," such term shall be deemed to include attorneys' fees and court costs, whether or not litigation is commenced, including those for appellate and post judgment proceedings and for paralegals and similar persons.

13. **Time Period Offer Open for Acceptance.** This offer shall remain open for acceptance by the Seller until _____, 2024, at 5:00 p.m., EDT.

DATE SIGNED:

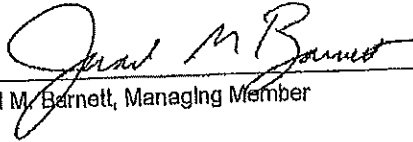
March 11, 2024

AGREED AND ACCEPTED:

March 13, 2024

BUYER:


MLPC Capital Development LLC.

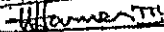
By: 
Jerad M. Barnett, Managing Member

SELLER:

Subject to attached Addendum #1

City of Kettering

By: 
Its:

APPROVED AS TO FORM:

Law Director

ADDENDUM 1
TO REAL ESTATE PURCHASE AGREEMENT

The following additional terms and conditions are made part of the Real Estate Purchase Agreement between Purchaser and Seller ("Agreement") to which this Addendum 1 is attached. In case of conflict, the terms of this Addendum 1 shall control. Terms defined in the Contract shall have the same meaning when used in this Addendum 1.

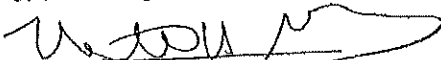
Notwithstanding anything else in the Agreement to the contrary:

- A. The amount of acreage to be transferred at closing will be 1.62 acres. Exhibit A will be adjusted as agreed to by the parties. The purchase price will be \$55,000 per acre.
- B. Purchaser shall be solely responsible for the payment of all title examination fees and title insurance premiums necessary to provide Purchaser with an owner's policy of title insurance if Purchaser desires to purchase one. All closing costs and transfer taxes shall be paid by Purchaser. Purchaser and Seller shall each be responsible for the payment of their own attorneys' fees and expenses.
- C. Because the acreage to be sold will not have frontage on any road, Montgomery County will not allow the creation of a new lot to be separately conveyed but instead will allow the acreage to be added to the existing abutting lot, i.e. Lot 10 of Miami Valley Research Park, Section Seven as recorded in Plat Book 238, Page 11 of the Montgomery County, Ohio Recorder's Office ("Lot 10"), via a replat. Seller will then convey its interest in the replatted lot to Buyer via quit claim deed. Buyer is the Owner of Lot 10 and will be responsible for preparing and completing a boundary survey and split/combination plat acceptable to Seller and getting any required approvals from the authorities with jurisdiction. Seller will reasonably cooperate with Buyer in getting such approvals.
- D. Seller will convey the property free and clear of all liens and encumbrances by any party claiming by, through, or under Seller, except (i) liens for real property taxes and assessments due and payable in the year of closing and thereafter and any CAUV recoupment, (ii) easements and restrictions of record, (iii) existing encroachments and impediments, (iv) coal, oil, gas, and other mineral rights and interests previously transferred or reserved of record; and (v) governmental laws, restrictions, and ordinances affecting the Property. Purchaser shall be responsible for any real estate taxes that are recouped or recaptured as a result of any change of use of the Property.

- E. Buyer shall Indemnify and hold Seller harmless from any and all claims and expenses (including, without limitation, attorneys' fees) arising out of inspections, testing, or other activities of Purchaser, its agents and representatives, on, at, or related to the Property; Purchaser shall also repair any resulting damage to the Property. Purchaser shall provide Seller with copies of any reports resulting from any inspections and tests. The obligations of Purchaser under this paragraph shall survive the termination of the Contract. Seller will not indemnify or defend any other person, party, or entity. In the event of litigation between the parties, each party will be responsible for its own attorneys' fees.
- F. The Agreement shall be deemed void ab initio if the Kettering City Council does not approve, by resolution, the Agreement and declare the Property to be surplus property.
- G. The parties recognize that the Seller is the City, and affirm (i) that this Agreement does not contractually obligate the entity or body which may receive an application from Buyer (even if an entity or body within the City) to approve such application if denial is warranted in the body's or entity's sole discretion and (ii) that Seller shall not take any action to assist the Buyer that may create a conflict of interest.
- H. The Agreement may not be assigned without the express written agreement of Seller.
- I. This Addendum and the Agreement may be executed and delivered in any number of counterparts, each of which so executed and delivered shall be deemed to be an original and all of which shall constitute one and the same agreement. Copies of duly executed counterparts shall have the same legal effect as an original. Facsimile signatures or signatures transmitted by email or other electronic means shall be sufficient to bind the Parties.


The parties agree to and accept the foregoing terms and conditions.

Seller:
City of Kettering, Ohio

By 
Matthew H. Greeson
City Manager

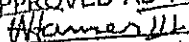
Date 3/13/24

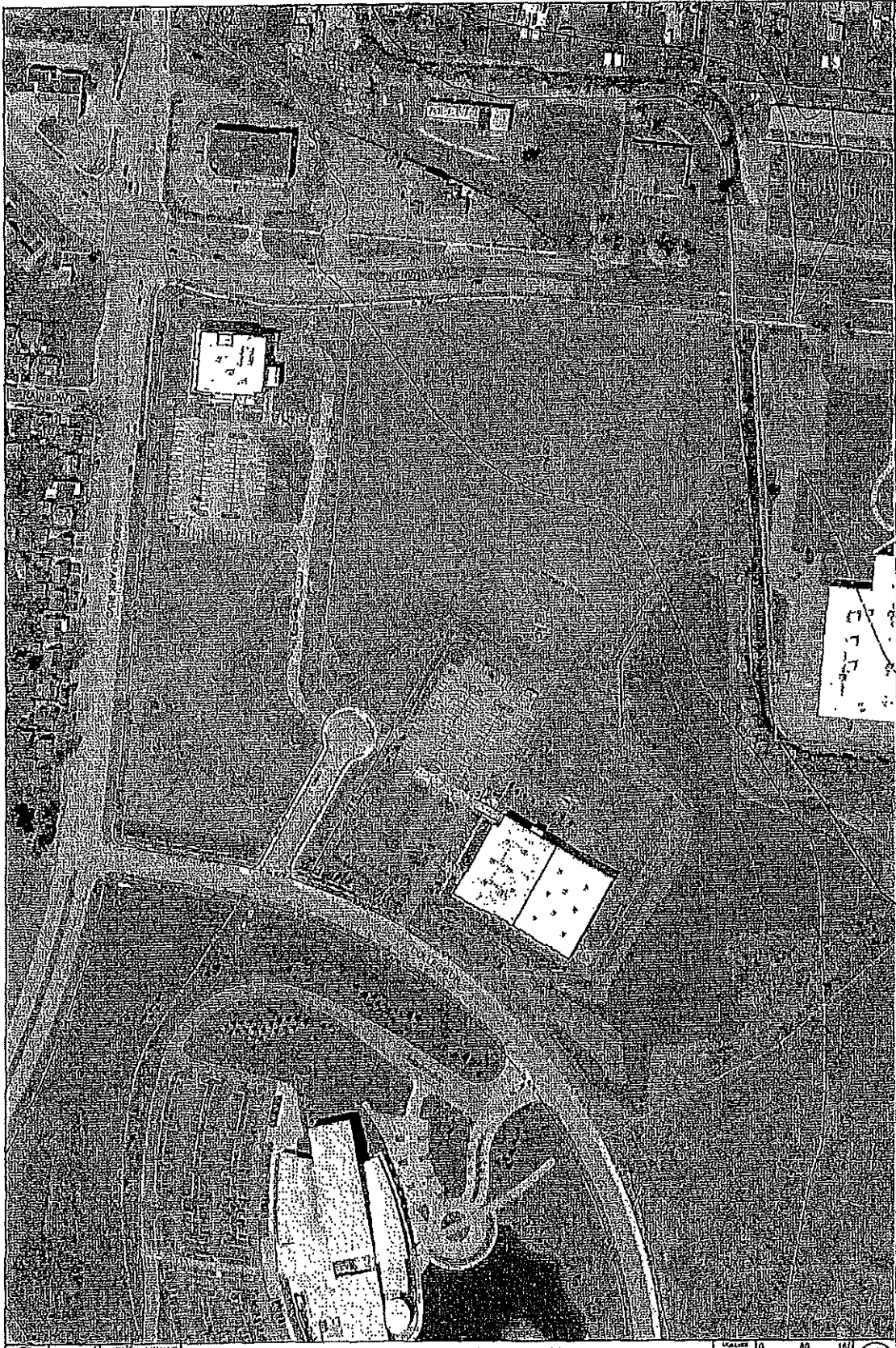
Purchaser(s):
MLPC Capital Development LLC


Jerad M. Barnett

Date March 11, 2024

APPROVED AS TO FORM:



Law Director



 **CITY OF KETTERING**
2000 J Street, Suite 100
Kettering, OH 45424
937.233.3100

**NE CORNER OF RESEARCH BLVD. & WOODMAN DR.
LOT LAYOUT**

Version	0	50	100
DATE	01/22/14	HORIZONTAL SCALE	
REV		IN FEET (1"=50')	



CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**AUTHORIZING THE CITY MANAGER TO ENTER INTO
AND IMPLEMENT A COLLECTIVE BARGAINING
AGREEMENT WITH THE KETTERING POLICE
SUPERVISORS' ASSOCIATION, WHICH IS CONSISTENT
WITH A TENTATIVE AGREEMENT REACHED BY THE
BARGAINING TEAMS**

Be it Resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. The City Manager is hereby authorized, on behalf of the City, to enter into a collective bargaining agreement with the Kettering Police Supervisors' Association, which is consistent with a Tentative Agreement reached by the bargaining teams. The City Manager is further authorized to sign any amendments or extensions thereto that the City Manager deems appropriate.

Section 2. As provided in Section 4-8 of the City Charter, this Resolution takes effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER, III,
Law Director

(Requested by: Human Resources Department)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**DIRECTING THE CITY ENGINEER TO PREPARE AND FILE
RENEWED, RECALCULATED, AMENDED, AND/OR
CONSOLIDATED ASSESSMENTS FOR STREET LIGHTING**

Be It Resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. The City Engineer is hereby directed to prepare and file in the office of the Clerk of Council renewed, recalculated, amended, and/or consolidated assessments for street lighting.

Section 2. The Clerk of Council shall arrange for publication in a newspaper of general circulation within the municipality, for two (2) consecutive weeks, a notice that the renewed, recalculated, amended, and/or consolidated street lighting assessments are on file and available for public inspection pursuant to Chapter 947 of the Codified Ordinances of the City of Kettering.

Section 3. As provided by Section 4-8 of the City Charter, this Resolution takes effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER III,
Law Director

(Requested by: Engineering Department)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**AUTHORIZING AN ADDITIONAL EXPENDITURE OF FUNDS
FOR THE STORM WATER MASTER PLAN, CITY PROJECT 03-
000F**

WHEREAS, Resolution No. 10690-22 authorized the City Manager to use competitive bargaining and negotiated quotes to contract for development of a Storm Water Master Plan, City Project 03-000F; and

WHEREAS, through the authorized process the City Manager contracted with CDM Smith for the work on a task order basis; and

WHEREAS, Resolution No. 10690-22 only appropriated enough funds for completion of a portion of the necessary project tasks and more funds are now needed;

NOW, THEREFORE, Be It Resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. The City Manager is authorized to expend an additional \$200,000.00 for the continued development of the Storm Water Master Plan, City Project 03-000F under the contract with CDM Smith.

Section 2. This Resolution shall take full force and effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI
Clerk of Council

THEODORE A. HAMER III
Law Director

Estimated Cost: \$200,000.00
Amount Budgeted: \$200,000.00
Acct. No.: 5902-77750

(Requested by: Engineering Department)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**AUTHORIZING THE CITY MANAGER TO APPLY
FOR A GRANT FROM THE COMMUNITY FOUNDATION
FOR KETTERING TO PURCHASE AN ASSISTED
LISTENING SYSTEM**

BE IT RESOLVED by the Council of the City of Kettering, State of Ohio, that:

Section 1. The City Manager, on behalf of the City, is hereby authorized to take all necessary and proper action to apply for a Grant in the amount of \$3,197.95 from The Community Foundation for Kettering. If awarded, the grant funds will be utilized to help purchase an assisted listening system at the Rosewood Arts Center.

Section 2. As provided in Section 4-8 of the City Charter, this Resolution takes effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER III,
Law Director

(Requested by: Parks, Recreation and Cultural Arts)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**AUTHORIZING THE CITY MANAGER TO APPLY
FOR A SPECIAL PROJECTS GRANT FROM THE
MONTGOMERY COUNTY ARTS AND CULTURE
DISTRICT FOR A PRINTMAKING PROGRAM**

BE IT RESOLVED by the Council of the City of Kettering, State of Ohio, that:

Section 1. The City Manager, on behalf of the City, is hereby authorized to take all necessary and proper action to apply for a Special Projects Grant in the amount of \$10,000.00 from the Montgomery County Arts and Culture District to support the "Printmaking for All" program at the Rosewood Arts Center.

Section 2. As provided in Section 4-8 of the City Charter, this Resolution takes effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER III,
Law Director

(Requested by: Parks, Recreation and Cultural Arts)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

AUTHORIZING THE CITY MANAGER TO ACCEPT AND ADMINISTER A GRANT FROM THE KETTERING PARKS FOUNDATION FOR THE PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT'S FINANCIAL ASSISTANCE PROGRAM

WHEREAS, the City applied for a grant from the Kettering Parks Foundation to be used for the Parks, Recreation and Cultural Arts Department's Financial Assistance Program which provides financial assistance to low-income Kettering residents to make PRCA classes, passes or camps more affordable; and

WHEREAS, the City's grant application was approved;

NOW THEREFORE, Be it resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. The City Manager, on behalf of the City, is hereby authorized to take all necessary and proper action to accept and administer the above-described grant from the Kettering Parks Foundation, including, without limitation, to sign any agreements or instruments necessary to accept the grant. The City Manager is further authorized to sign any amendments or extensions thereto that the City Manager deems appropriate. Furthermore, this Council hereby ratifies all matters and statements included in the grant applications.

Section 2. As provided in Section 4-8 of the City Charter, this Resolution shall take full force and effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER, III,
Law Director

Estimated Cost: \$7,773.00
Amount Budgeted: \$0
Acct. No.: Special Grants & Programs

(Requested by: Parks, Recreation and Cultural Arts Department)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**AUTHORIZING THE CITY MANAGER TO ACCEPT AND
ADMINISTER A GRANT FROM THE KETTERING PARKS
FOUNDATION TO HELP SUPPORT A YOUTH
ENTREPRENEURIAL CAMP**

WHEREAS, the City applied for a grant from the Kettering Parks Foundation to help support a youth entrepreneurial camp; and

WHEREAS, the City's grant application was approved;

NOW THEREFORE, Be it resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. The City Manager, on behalf of the City, is hereby authorized to take all necessary and proper action to accept and administer the above-described grant from the Kettering Parks Foundation, including, without limitation, to sign any agreements or instruments necessary to accept the grant. The City Manager is further authorized to sign any amendments or extensions thereto that the City Manager deems appropriate. Furthermore, this Council hereby ratifies all matters and statements included in the grant applications.

Section 2. As provided in Section 4-8 of the City Charter, this Resolution shall take full force and effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER, III,
Law Director

Estimated Cost: \$3,000.00
Amount Budgeted: \$0
Acct. No.: 2417-72220

(Requested by: Parks, Recreation and Cultural Arts Department)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**AUTHORIZING THE CITY MANAGER TO ACCEPT AND
ADMINISTER A GRANT FROM THE KETTERING PARKS
FOUNDATION FOR THE PURCHASE OF A LAPTOP
COMPUTER**

WHEREAS, the City applied for a grant from the Kettering Parks Foundation for the purchase of a laptop computer; and

WHEREAS, the City's grant application was approved;

NOW THEREFORE, Be it resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. The City Manager, on behalf of the City, is hereby authorized to take all necessary and proper action to accept and administer the above-described grant from the Kettering Parks Foundation, including, without limitation, to sign any agreements or instruments necessary to accept the grant. The City Manager is further authorized to sign any amendments or extensions thereto that the City Manager deems appropriate. Furthermore, this Council hereby ratifies all matters and statements included in the grant applications.

Section 2. As provided in Section 4-8 of the City Charter, this Resolution shall take full force and effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER, III,
Law Director

Estimated Cost: \$1,150.00
Amount Budgeted: \$0
Acct. No.: 2400-72220

(Requested by: Parks, Recreation and Cultural Arts Department)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

**AUTHORIZING THE CITY MANAGER TO USE COMPETITIVE
BARGAINING AND NEGOTIATED QUOTES TO CONTRACT
FOR THE REPAIR OF THE APPARATUS BAY DOORS AT
VARIOUS FIRE STATIONS WITHIN THE CITY**

Be It Resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. On the basis that the City can often obtain lower prices and more favorable purchasing conditions through competitive bargaining and negotiated quotations than through sealed bids, the City Manager, on behalf of the City, is hereby authorized to use such bargaining and negotiation procedures to contract for the repair of the apparatus bay doors at various fire stations within the City. The City Manager is further authorized to sign any amendments or extensions thereto that the City Manager deems appropriate.

Section 2. As provided in Section 4-8 of the City Charter, this Resolution takes effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER, III,
Law Director

Estimated Cost: \$35,000.00
Amount Budgeted: \$35,000.00
Acct. No.: 6607-77750

(Requested by: Public Service Department)

CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

ADOPTING A NEW STRATEGIC PLAN FOR THE CITY OF KETTERING

WHEREAS, strategic planning is a best practice to help manage challenges being faced by city government. It is not about the day-to-day operations already performed. Rather, a strategic plan is a moment to pause, take stock and define – as a community – what city government should be in the future and how to get there; and

WHEREAS, in early 2023, City Council launched Spark Kettering, an ambitious, citywide engagement initiative to create a new Strategic Plan for the City of Kettering. A 30-person Steering Committee was created to help shape and guide the process. Over the course of a year, residents, businesses, and City employees were offered in-person and online opportunities to offer ideas, influence, and comment on the development of the values, vision, mission, and goal and strategy statements in the Strategic Plan; and

WHEREAS, members of City Council were engaged throughout the process with regular briefings from City Staff and Steering Committee co-chairs; and

WHEREAS, the resulting Strategic Plan is a long-term framework, outlining the City’s priorities for the coming years. The City’s vision, mission, and values provide the foundation for the Strategic Plan, setting the tone for how the organization will evolve and providing strategic goals to move the City forward;

NOW THEREFORE, Be It Resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. This Council hereby approves and adopts the Strategic Plan dated January 2024 on file with the Clerk of Council, with a copy of said Plan in substantially similar form attached hereto as Exhibit A. The City Manager is directed begin developing an implementation plan that will outline more specifically what actions the City will take over the next five or more years to more fully realize the goals of the Strategic Plan.

Section 2. This Council hereby expresses its gratitude and appreciation to the Steering Committee and its Co-Chairs, the Community Outreach Team, City Staff, and consultants who devoted time and energy to Spark Kettering and ensuring it was a success. Furthermore, this Council hereby expresses its gratitude and appreciation to all citizens and businesses of Kettering who took time participate in Spark Kettering and help shape the Strategic Plan.

Section 3. As provided in Section 4-8 of the City Charter, this Resolution takes effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER III,
Law Director

(Requested by: City Manager’s Office)

EXHIBIT A

(42 pages including this page.)

Note: to conserve space, blank pages or pages without text were removed.

STRATEGIC PLAN

City of Kettering, Ohio

January 2024

SPARK
Kettering

Share today. Plan tomorrow.

ACKNOWLEDGEMENTS

Elected Officials

Peggy Lehner, Mayor
Jacque Fisher, Vice Mayor
Lisa Duvall, City Council Member
Jyl Hall, City Council Member
Bob Scott, City Council Member
Bryan Suddith, City Council Member
Shane Sullivan, City Council Member

Bruce E. Duke, Former City Council Member
Walter A. Klepacz, Former City Council Member

City Staff

Strategic Planning Team

Matt Greeson, City Manager
Steve Bergstresser, Assistant City Manager
Mary Azbill, Community Information Manager
Amanda Harold, Human Resource Manager
Dawn D. Kirchner, Volunteer Administrator
Tom Robillard, Planning and Development Director

Directors and Key Staff

Leah Cultice, Administrative Designer
Dave Duritsch, Public Service Director
Nancy Gregory, Finance Director
Ted Hamer, Law Director
Drew Miller, Administrative Systems Director
Christopher N. Protsman, Chief of Police
Mitch Robbins, Fire Chief
Amy Schrimpf, Economic Development Manager
Rob Scott, Clerk of Courts
Jenny Smith, Human Resources Director
MaryBeth O'Dell, Parks, Recreation and Cultural Arts Director

Many thanks to all the City of Kettering employees and citizens for their input and participation throughout the planning process.

Steering Committee

Co-Chairs

Bill Lauter
LaSue Juniel
Susan Bodary

Laura Arber
Joe Barton
Sharlet M. Briggs
Eric Evans
Brenda Gibson
Rahul Guha
Chuck Havener
Tracy Landgren
James Kendall Lawson
Brittney Logan
Ryan Mantia
Ellie McCall
Katie Neubert
Matt Peterson
Betty Pollitt
Donna L. Prendergast
Ted L. Ramirez
Sylvia Jana Ramos-Ratliff
Bethany Roush
JT Rusch
Matt Scarr
Tynetta W. Schaffer
Shawn Seippel
Alma Sove
Susan Sowerbrower
Shane Sullivan
Greg Williams

Consultants

planning NEXT
Julie Colley

Community Outreach Team

Andrew Aidt
Joy Becker
Claudine Bennett
Richard W. Benz
Janet Biernacki
Meghan Boesch
Fred Burkhardt
Bernard Burrall
Scott Byer
Patricia Cavanaugh
Irene Comeriato-Coulter
Jim Denker
Brent Devitt
Jonathan Duffy
Geoff Embry
Megan Fay
Anthony Griffin
Linda Hager
Cynthia Hauck
Robert James Heikes
Patricia M. Higgins
Richard Honneywell
Lynne Hughes
Marc R. Jewell
Jennifer Kay
Carrie Kihn
Mark Lamantia
John McGimsey
John H. Menke
Patsy Mercuri
Rob Pretzinger
Joseph Russo
Arthur R. Santoianni
David Schmidt
John Schmitz
James A. Schoen
Cindy Sebastian-Broadstock
Stephanie Shively
Frank Spolrich

Brandon Stuckey
Ronald J. Testa
Richard Vogel
Darrell Wacker
Matt Wahrhaftig
Ryan Wenning
John J. White
Gary Whitted
Richard Wick
Rev. Michelle Wilkey
Joe Willen
Joe Wittmann
Diana Woods
Mike Zywiec

Special Thanks To

Charles I. Lathrem Senior Center
Dayton Metro Library - Wilmington Stroop Branch
Kettering Fire Department
Kettering Recreation Complex
Polen Farm

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Implementation	49

Appendices

- A. Public Input Summary
- B. Snapshot Report of Existing Conditions





INTRODUCTION

Spark Kettering is an ambitious, citywide initiative to create a new Strategic Plan for the City of Kettering. The City is well known for providing residents with a high standard of living, including a strong sense of community, varied opportunities for recreation and broad public services. New challenges have arisen from economic changes and a shift in work habits following the pandemic. The City is also faced with the need to re-imagine community assets to continue to best serve Kettering. To ensure continued success as the City grows and evolves, it is important to establish a clear strategy to address those challenges, optimize current assets, develop wisely and positively position the community for the future.

WHAT IS A STRATEGIC PLAN?

A strategic plan is a long-term framework, outlining the city's priorities for the coming years. The City's vision, mission and values provide the foundation for the strategic plan, setting the tone for how the organization will evolve and providing strategic goals to move the city forward. This plan is based on input from both internal and external members of the community and truly reflects the aspirations of City Council, City staff, businesses and residents.

Strategic planning is a best practice to help manage challenges being faced by city government. It is not about the day-to-day operations the City already performs, rather, the Strategic Plan is a moment to pause, take stock and define – as a community – what Kettering should be in the future and how to get there. The Strategic Plan will address potential challenges and provide a path forward for the community, prospective residents, investors, businesses and more. With Kettering's strong day-to-day operations as the foundation, the Strategic Plan constructs a high-level framework to cultivate a dynamic city that continues to be a best-in-class place.

WHY DOES KETTERING NEED A STRATEGIC PLAN?

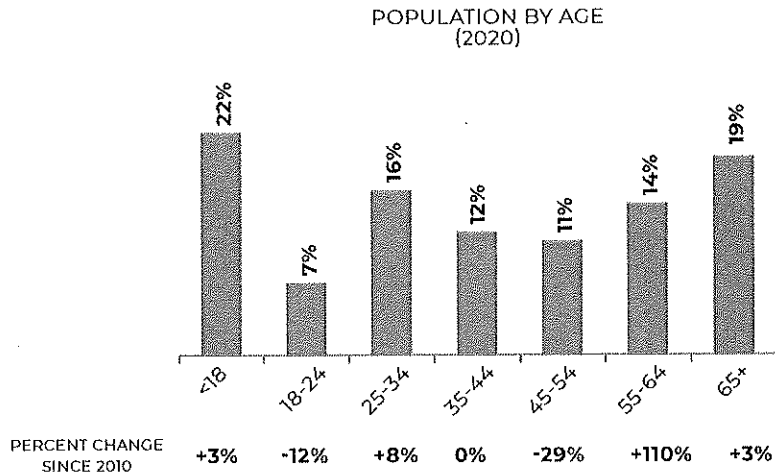
In general, planning represents good stewardship. Kettering is a one-of-a-kind city with a rich history. The City is uniquely positioned to take on new challenges and be proactive in preparing for the future. New leadership in the City Manager's Office and on City Council also provides a rare opportunity to determine a shared outlook for the city. Undertaking a strategic planning process is a bold step in chartering a path forward for internal operations and the community. The Strategic Plan will help ensure Kettering's success for decades to come.

COMMUNITY ASSESSMENT

As part of the process, an environmental scan was conducted to understand the existing conditions of the community. Highlights of crucial external and internal conditions and trends affecting Kettering can be found below. The findings were used to inform the basis of the Strategic Plan.

POPULATION

- » The population of Kettering has been stable since 2000.
- » Like many American cities, Kettering's population is aging. The 55–64-year age ranges have increased the most since 2010. The 45–54-year age ranges have decreased the most since 2010.



DIVERSITY

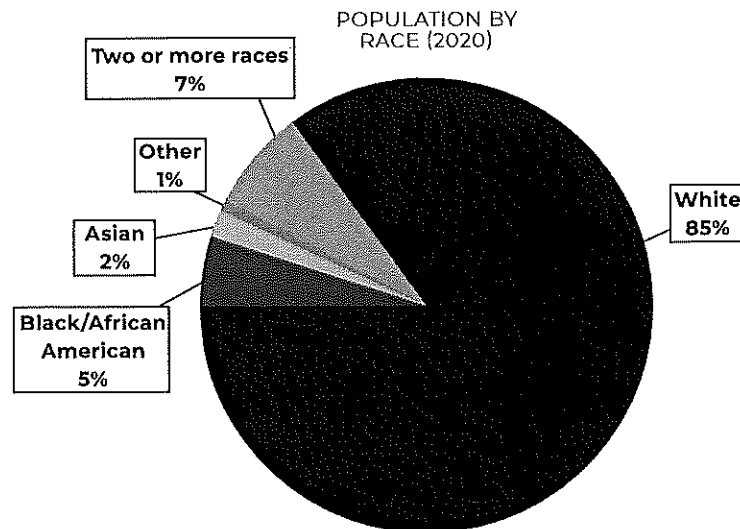
- » Kettering is growing more diverse.
- » African American, Asian, Native Hawaiian and Other Pacific Islander and Hispanic and Latino have increased in population since 2010.

↑ 67%
African American

↑ 50%
Asian

↑ 275%
Native Hawaiian and Other Pacific Islander

↑ 67%
Hispanic & LatinX



MEDIAN HOUSEHOLD INCOME (2020)

HOUSING

- » Renter occupied housing units have increased over the last decade.
- » Kettering's housing stock is older, with the majority of units built before 1980.
- » Kettering has a higher median income than the county or state.



\$65,054
City of Kettering

\$56,471
Montgomery County

\$61,938
State of Ohio

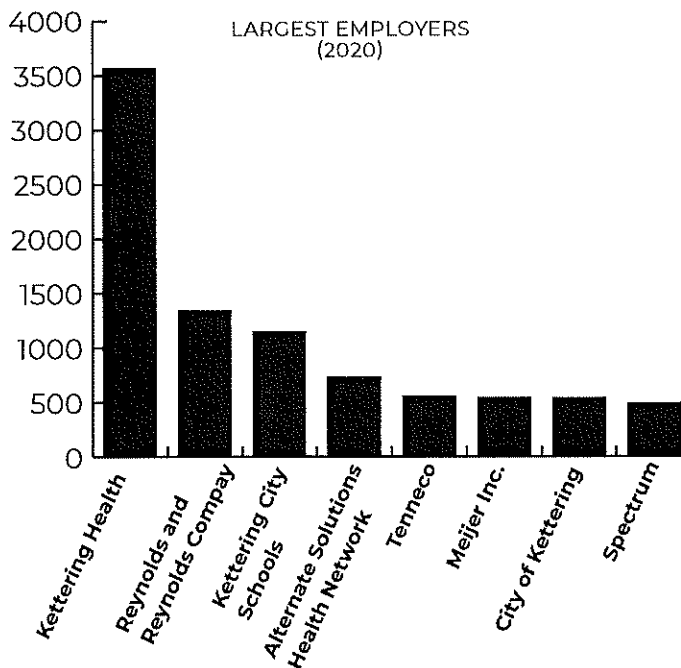
EMPLOYMENT

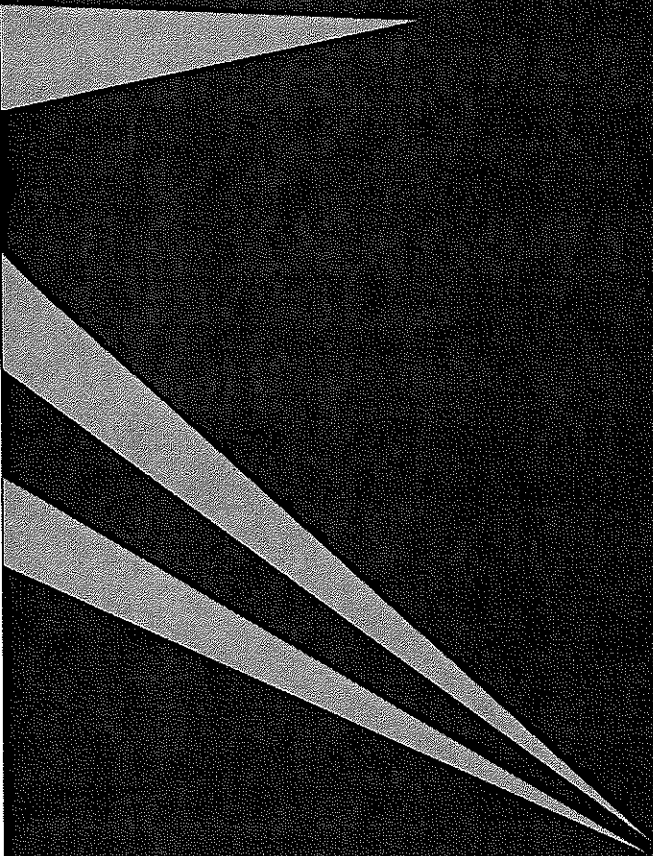
- » Major employers in the city are from diverse economic sectors.
- » Most Kettering residents work outside the city.
- » The majority of employees commute in from outside the city.
- » Kettering has experienced the loss of three major employers since 2020, Synchrony and L Brands permanently shifted their employees to work from home and Tenneco permanently closed in 2023, resulting in the loss of 2,700 jobs.

COMMUTE HABITS (2020)



LARGEST EMPLOYERS (2020)





PROCESS

Spark Kettering kicked off in January 2023, and included an inclusive, diverse and effective engagement process to gather input from the community, City staff and other stakeholders.

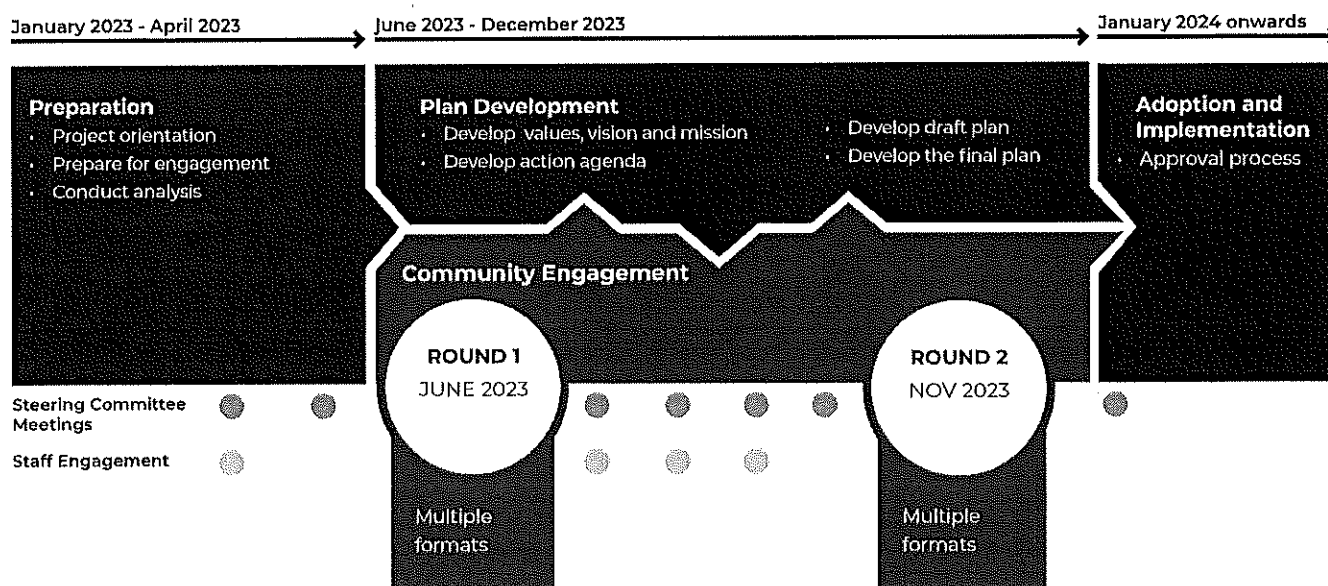
ENGAGEMENT PROCESS

The strategic planning process involved robust engagement from both the City and the community.

Public Engagement

Two rounds of community engagement were conducted:

- » **Round 1: Summer 2023.** The first round of community engagement was oriented around the launch of the strategic planning process. The goal was to introduce the planning process to the community and gather their big ideas for the future of Kettering. Two in-person workshops were held, and the activities were also available online for those who could not attend an in-person workshop. Input gathered during this round helped the planning team to develop the vision statement, values and goal areas for the Strategic Plan.
- » **Round 2: Fall 2023.** The second round of community engagement shared the draft plan recommendations for review. The framework of the plan, including the vision, goals and strategies, was shared with members of the community for their comments. Participants were also asked to choose the top two strategies in each goal area that they felt were most important for the City to focus on first. This round of engagement consisted of an open house, a road show (where boards were displayed with the plan information in multiple locations throughout the community) and an online survey.



- » **Steering Committee** A 30 person Steering Committee was formed with diverse representatives from a variety of neighborhoods, professions, ages and more. The Steering Committee served as community advocates who promoted the process and engagement opportunities through their networks. They also acted as a sounding board on the topics and ideas of the plan, bringing insight and feedback to the process.

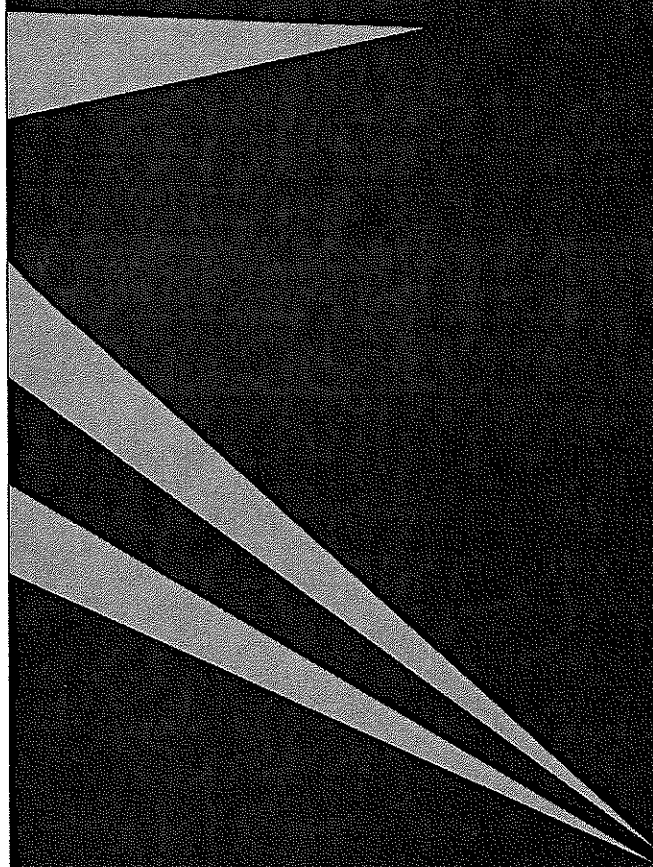
Kettering City Staff Engagement

Spark Kettering engaged multiple layers of Kettering's City staff in a variety of formats throughout the process. They provided knowledge and expertise into their departments and the city's organization, functions and services. Staff also provided insight into trends identified within the Kettering community or their own field – and how City services may be required to adapt.

- » **Department Directors.** All department directors participated in a workshop in the beginning of the process to kickoff the project. Each director also did a one-on-one interview with the planning team to provide insight into goals and needs of the department. Department directors also attended a joint meeting with the Steering Committee to review and finalize the goals and strategies of the plan.
- » **Professional Series Employees.** The directors and professional series employees attended a workshop in the middle of the planning process to craft the City's Mission Statement, assist in the development and review of the Plan Framework and critically review internal City services for opportunities to enhance current offerings or remove duplicative or obsolete services.
- » **Staff Survey.** The City Manager's Office, directors of all City Departments and professional series employees participated in a survey identifying challenges and opportunities facing the community. The survey results, along with responses from community engagement, informed the contents of the plan.
- » **All Employees.** During an employee summer gathering, all employees were provided an opportunity to share their big ideas and learn about the Strategic Plan process - similar to the first round of community engagement.

Kettering Elected Officials

Members of the City Council participated in one-on-one interviews during which they shared their aspirations for the community. They were engaged throughout the process with regular briefings from City Staff and Steering Committee co-chairs on the status of the plan.



FRAMEWORK

The Strategic Plan framework is organized by hierarchal elements: vision, mission, values, goals and strategies. These elements were derived from public input and were refined with input from the Steering Committee.

VISION

The vision is the highest level—and therefore most general—expression of a community's future. It reflects the community's values and sets the tone for more specific recommendations.

The City of Kettering is...

A nationally-recognized community where people are safe and feel welcomed with accessible resources for a healthy, active lifestyle.

MISSION

To guide the internal organization, a mission statement was created that describes the City's purpose for being and serves to energize staff in their role of implementing the overall vision for the community and moving the community forward through the Strategies.

City of Kettering Mission:

We are dedicated to protecting and enhancing the Kettering community through strong, collaborative leadership and a commitment to fiscal responsibility, innovation and community engagement.

VALUES

Values reflect, at a high level, what the community cares about.

The People of Kettering value...

1. Strong community pride where neighbors feel connected and support each other.
2. The community being recognized as a great place to call home.
3. Diverse, quality amenities and activities that are inclusive and accessible for everyone.
4. A safe community to live, work, navigate, explore and enjoy for people of all ages and abilities.
5. High quality government services delivered through internal collaboration and partnerships within the community.

GOALS

A goal is a desired outcome expressed in simple terms.

- 1. High-quality Services:** Provide high quality government services that are sustainable, effective, innovative, collaborative and respectful.
- 2. Economic Opportunity:** Foster a healthy and diverse local economy that provides opportunities for employment, attracts new businesses, supports existing businesses and creates prosperity for the community.
- 3. Engaged and Active Lifestyle:** A vibrant and welcoming community for all people, through activities, creativity and opportunities to be engaged.
- 4. Livability:** A safe and livable community with a high quality of life, active transportation networks and housing options for all residents with opportunities for education, enrichment and engagement.
- 5. Sustainability:** A healthy, sustainable environment where decisions are made with an understanding of how they will affect the environment, people and communities today and in the future.
- 6. The Kettering Story:** An intentional and coordinated communication strategy sharing Kettering's many assets to a broad audience consisting of existing and potential residents, businesses, employees, visitors and decision makers.

PLAN FRAMEWORK SUMMARY

The plan contains 44 strategies organized under the six goals.





STRATEGIES

The strategies contain the specific ideas that will be implemented to achieve the overall vision and supporting goals. The strategies are not organized in priority order. The City will prioritize the strategies during the implementation phase.

GOAL 1

High Quality Services...

Provide high quality government services that are sustainable, effective, innovative, collaborative and respectful.

FINANCIAL STABILITY

1.1 Evaluate fiscal trends and develop specific strategies to maintain an excellent level of services.

1.2 Identify future needs and develop financially responsible and transparent plans to achieve desired outcomes.

EFFECTIVENESS

1.3 Assess and align the City organization to meet the goals of the Strategic Plan.

1.4 Evaluate opportunities for achieving more effective operations through collaborations, partnerships, contracting and other creative solutions.

INFRASTRUCTURE

1.5 Ensure Capital Improvement Program funding remains fiscally sustainable and meets community expectations.

TRANSPARENCY AND ACCOUNTABILITY

1.6 Promote and enhance opportunities for the public to engage and collaborate with City government.

1.7 Introduce opportunities for young people to become involved in city government.

1.8 Review and update existing codes, policies, programs and approaches to eliminate unintentional bias, inequality and inequity.

FINANCIAL STABILITY

1.1 Evaluate fiscal trends and develop specific strategies to maintain an excellent level of services.

Develop budgetary direction and internal procedures to uphold the exceptional public services that are highly regarded by the community, including the core service of public safety.

1.2 Identify future needs and develop financially responsible and transparent plans to achieve desired outcomes.

Continue to be forward looking by anticipating the potential future needs of the municipality and developing strategies to meet those needs. Continue to utilize a 10-year financial forecast and a 5-year Capital Improvement Program to influence fiscally responsible budgeting. Review and follow up on the goals and recommendations in the Strategic Plan on a regular basis.

EFFECTIVENESS

1.3 Assess and align the City organization to meet the goals of the Strategic Plan.

Review the municipal organization chart with a focus on providing each department with the necessary staff and resources to achieve the goals in the Strategic Plan. Work towards ensuring there is an adequate number of staff to implement the Strategic Plan and not place undue burden on any one department.

1.4 Evaluate opportunities for achieving more effective operations through collaborations, partnerships, contracting and other creative solutions.

Be intentional about hiring, retaining, training and supporting employees to generate an optimal work environment that provides the highest level of service. Make diversity, equity, inclusion and belonging core values of the City culture when hiring, training and retaining employees; and, improve the employee onboarding program to feature a citywide approach. Look to enhance external relationships with organizations and service providers that will strengthen and streamline operations.

INFRASTRUCTURE

1.5 Ensure Capital Improvement Program funding remains fiscally sustainable and meets community expectations.

Kettering residents value well-maintained infrastructure and the variety of community facilities. Enhance efforts to fund and maintain infrastructure at a high level and explore significant infrastructure projects that are not currently featured in Capital Improvement Programming such as the Kettering Ice Arena and Fraze Pavilion. Explore avenues to diversify funding mechanisms to sustain capital improvement investments.

TRANSPARENCY AND ACCOUNTABILITY

1.6 Promote and enhance opportunities for the public to engage and collaborate with City government.

Residents should have effective communication channels to do business with the City of Kettering. To achieve this, continuously explore, pursue and implement ways to modernize systems and processes to advance access to residents and allow them to adequately engage with the City. Make enhanced training for city staff at all levels on customer service, collaboration and strategies to improve resident interactions an ongoing priority.



1.7 Introduce opportunities for young people to become involved in city government.

Establish and promote learning opportunities that engage and inspire young people to become involved in their city government. These include youth advisory committees, internships and scholarships that will invest young Kettering residents with a meaningful stake in their community and nurture the leaders of the future.

Some tactics for implementing this strategy are:

- » Develop partnerships with local youth groups that focus on service such as Key Clubs, Boy and Girl Scouts, and others.
- » Connect with local schools to create opportunities for students in government classes.

1.8 Review and update existing codes, policies, programs and approaches to eliminate unintentional bias, inequality and inequity.

Review City codes, policies and programs to help create a unified City of Kettering and advance all people in the community.



GOAL 2

Economic Opportunity...

Foster a healthy and diverse local economy that provides opportunities for employment, attracts new businesses, supports existing businesses and creates prosperity for the community.

SUPPORT A HEALTHY ECONOMY

- 2.1 Promote Kettering as an attractive place to invest and do business.
- 2.2 Function as a referral gateway for business resources.
- 2.3 Utilize a variety of incentive programs to attract and retain high value jobs and encourage investment in the community.
- 2.4 Advance the economy of the future by identifying opportunities for technological infrastructure and new policies to support business development.

ATTRACTION

- 2.5 Strengthen collaborative relationships with state and regional economic development organizations, site selectors and developers to attract new businesses.
- 2.6 Support efforts to develop local entrepreneurs.
- 2.7 Promote existing buildings and shovel-ready sites (new or redevelopment) to attract new employers.

RETENTION

- 2.8 Strengthen collaborative relationships with state, regional and local business organizations and partners to retain current businesses and enhance relationships among the local business community.
- 2.9 Engage with community organizations to provide meaningful programming and enhanced communication with local business.

REDEVELOPMENT

- 2.10 Identify opportunities and corridors for creative and adaptive reuse of underutilized properties and where resource support and infrastructure investment can foster economic revitalization.
- 2.11 Create programs that encourage and support commercial property reinvestment.

SUPPORT A HEALTHY ECONOMY

2.1 Promote Kettering as an attractive place to invest and do business.

Develop marketing materials and initiate a campaign to showcase city amenities and promote Kettering's assets as an attractive business site. Employ strategies that promote Kettering to regional and national business leaders, site selectors, and employers.

2.2 Function as a referral gateway for business resources, information, and services.

Continue to connect Kettering businesses to organizations that are subject matter experts on various topics (international trade, financing, certifications, workforce, etc.) Host programming and events to bring these experts to a wide group of Kettering businesses and look for opportunities to develop a more robust business services network.

2.3 Utilize a variety of incentive programs to attract and retain high value jobs and encourage investment in the community.

Continue to utilize and promote Kettering incentive programs (such as KIP, façade improvement, demolition, etc.) to eligible businesses and recommend companies for consideration of economic development funding programs (such as Montgomery County's EDGE program and JobsOhio incentives). Consider opportunities to add or expand local incentives programs.

2.4 Advance the economy of the future by identifying opportunities for technological infrastructure and new policies to support business development.

Encourage fiber and Wi-Fi service providers to bring new service options to Kettering and explore opportunities to utilize technology to give Kettering businesses a competitive advantage in the market. Identify policies and programs that support new ways people work.

ATTRACTION

2.5 Strengthen collaborative relationships with state and regional economic development organizations, site selectors and developers to attract new businesses.

Maintain memberships and serve in leadership roles with regional and state economic development organizations. Continue to advocate for Kettering businesses to state and federal legislative leaders and statewide elected officials and attend programming provided by organizations such as the Ohio Economic Development Association, the local NAIOP organization, Dayton Development Coalition and JobsOhio.

2.6 Support efforts to attract and support local entrepreneurs.

Develop and promote business mentoring programs as a priority. Continue to work in collaboration with the community development department to bring training, networking and financial assistance to microenterprises in the City. Work in collaboration with The Entrepreneurs' Center, the Kettering-Moraine-Oakwood Chamber of Commerce, and local universities' entrepreneurial programs to ensure a wide array of programs and services are available to business owners.

Some tactics for implementing this strategy are:

- » Support opportunities for co-work space and other efforts to develop local entrepreneurs.
- » Establish programs that promote small businesses, such as Small Business Saturdays and Restaurant Week.

2.7 Promote existing buildings and shovel-ready sites to attract new employers.

Continue to work in conjunction with the Kettering Development Corporation to identify underutilized sites and explore public and private partnerships to develop these sites. Work with the Dayton Development Coalition to ensure that the few remaining vacant sites in Kettering are appropriately listed on statewide site inventory programs and effectively marketed to businesses and site selectors. Pursue state and federal programs to fund demolition of vacant buildings, invest in infrastructure improvements, and then encourage the reuse of these sites.

RETENTION

2.8 Strengthen collaborative relationships with state, regional and local business organizations and partners to retain current businesses and enhance relationships among the local business community.

To make real progress as an economic driver, the community must understand the level of risk acceptable for incentivizing jobs. In doing so, the City's economic development team should consider current workforce needs to diversify the economy and evaluate the City's criteria for current and future use of economic development funds to allow for competitive strategies that attract, create and retain high-wage jobs and opportunities. In addition, the City will need to provide a sufficient supply of growth-enabling infrastructure to attract new and continued investment.

2.9 Engage with community organizations to provide meaningful programming and enhanced communication with existing local business.

Work with the Entrepreneurs' Center, Small Business Development Center, area not-for-profits, and local chambers of commerce to provide training opportunities. Promote the Kettering Leadership Academy to local businesses to ensure their employees have access to this professional development program.

REDEVELOPMENT

2.10 Identify opportunities and corridors for creative and adaptive reuse of underutilized properties and where resource support and infrastructure investment can foster economic revitalization.

Incentivize redevelopment of strategic properties and utilize the Kettering Development Corporation to purchase and prepare these sites for redevelopment. Focus on target areas for the development of specific redevelopment strategies, as identified in the City's Comprehensive Land Use Plan. Utilize public-private partnerships to help move redevelopment efforts forward as well as support from Miami Valley Regional Planning Commission.

2.11 Create programs that encourage and support commercial property reinvestment.

Look for ways to expand the City's Wilmington Pike Façade & Site Improvement program city-wide and seek approval of new Community Reinvestment Areas for neighborhoods needing reinvestment. Communicate with owners of commercial shopping centers to seek their partnership for neighborhood and corridor redevelopment.



GOAL 3

Engaged and Active Lifestyle...

A vibrant and welcoming community for all people, through activities, creativity and opportunities to be engaged.

ACTIVE AND HEALTHY

- 3.1 Identify trends in parks and recreation to meet the activity needs of current and future residents.
- 3.2 Further identify and develop collaborative healthy living efforts with community partners.

ENGAGED

- 3.3 Promote opportunities for people of all ages to be engaged with the community.

WELCOMING

- 3.4 Celebrate diversity of cultures in Kettering.
- 3.5 Improve accessibility for people with disabilities at City facilities, programs and events.

ACTIVE AND HEALTHY

3.1 Identify trends in parks and recreation to meet the activity needs of current and future residents.

Update the Parks Master Plan with a focus on ensuring that the parks and recreational assets and amenities are of high quality and offer unique programming to serve current residents as well as attract future residents.

3.2 Further identify and develop collaborative healthy living efforts with community partners.

Explore creating relationships with local and regional non-profits, healthcare systems, K-12 schools, higher education institutions, safety personnel, older adult facilities and other community groups that focus on and specialize in health and wellness and seek out partnership opportunities. Through partnering the City can provide more resources and access to health and wellness opportunities for residents.

ENGAGED

3.3 Promote opportunities for people of all ages to be engaged with the community.

The City of Kettering has a positive reputation for being a community that gives back and is civically engaged. Focus on continuing to create outreach activities in the community to facilitate engagement with residents and community partners. Focus on providing opportunities for residents to learn and develop skills, experience the value of service, and help others through direct involvement opportunities. Coordinate with K-12 schools to incorporate service learning into curriculum and create specific youth volunteer activities to help ensure the next generations are civically minded. Look for opportunities to develop partnerships with universities and Career Technology Centers to increase service-learning opportunities, mentorship and internship opportunities. Be intentional about seeking out private sector partners for volunteer opportunities so that there is alignment with community needs.

Some tactics for implementing this strategy are:

- » Conduct a community survey/focus group to determine potential volunteer opportunities and ensure those opportunities are impactful.
- » Engage and expand upon senior services to encourage activities for older residents outside.

WELCOMING

3.4 Celebrate diversity of cultures in Kettering.

Part of Kettering's vision is to be a welcoming place. Explore ways to celebrate the diversity of cultures of Kettering. In order to be a truly welcoming place, provide resource materials in multiple languages and develop more festivals and events to celebrate different cultures. Ensure that the diversity of cultures be highlighted in programs and communications materials.

3.5 Improve accessibility for people with disabilities at City facilities, programs and events.

It is important that everyone in the community be able to participate in all the opportunities offered and enjoy a robust civic life. Again, to promote the vision of being a welcoming place, prioritize greater implementation of the City's ADA Transition Plan and work to provide more accessible opportunities throughout the City.



GOAL 4

Livability:

A safe and livable community with a high quality of life, active transportation networks and housing options for all residents with opportunities for education, enrichment and engagement.

PLACEMAKING AND COMMUNITY SPACES

- 4.1 Prioritize the development and marketing of a town center.
- 4.2 Foster an improved sense of place within redevelopment priority areas.

SERVICES FOR LIVABILITY

- 4.3 Develop intentional strategies to support families with children and older adults.
- 4.4 Work with community partners and the private sector to assess the needs of and identify ways to support working parents and caregivers.

STRONG COMMUNITY

- 4.5 Identify housing needs and develop strategies for the future.
- 4.6 Increase neighborhood identity and pride through expanded programming.
- 4.7 Strengthen property maintenance standards, programs and policies to ensure compliance with community and legal standards are upheld.
- 4.8 Ensure regulations promote innovative, efficient, and sustainable (re) development and strong neighborhoods.

CONNECTIVITY

- 4.9 Expand active transportation connections and amenities to support redevelopment and connections between neighborhoods, commercial districts and community.
- 4.10 Work with RTA to promote and expand transit ridership.

PLACEMAKING AND COMMUNITY SPACES

4.1 Prioritize the development and marketing of a town center.

Develop a Kettering town center to provide the city with a central gathering place and greater sense of place. Focus on creating a central heart of the city, expanding and connecting Kettering's already great places (i.e. Town & Country, Far Hills, Shroyer, Lincoln Park and Civic Commons). Ensure the town center's character is cohesive with current city design, albeit amplified, allowing for residents and visitors to clearly observe when they are within the town center. Feature unique design characteristics throughout the town center, including but not limited to expanded streetscape projects, active transportation improvements, expanded entertainment districts, promotion of community event and gathering spaces and unique food and beverage establishments.

4.2 Foster an improved sense of place within redevelopment priority areas.

Ensure new development or redevelopment throughout the city follows design standards that enhance Kettering's sense of place. Building upon existing community assets and commercial districts, make living, working and traveling through Kettering a distinctive, memorable and positive experience within the Miami Valley.



SERVICES FOR LIVABILITY

4.3 Develop intentional strategies to support families with children and older adults.

Build Kettering into an age-friendly community, providing for the needs of youth, older adults and everyone in between. Develop strategies to ensure that Kettering is a community where multiple generations can thrive. Specific services to allow the growing older adult population to age in place are necessary. Ensure items such as transportation, senior service coordinators, as well as the promotion and support of the Charles I. Lathrem Senior Center (CIL) and other services provided by the City and County are affordable and flexible to best serve the senior population. The expansion of services fostering healthy youth such as parks programming is an important factor in continuing to attract young families to Kettering.

4.4 Work with community partners and the private sector to assess the needs of and identify ways to support working parents and caregivers.

Maintain existing partnerships and cultivate new ones with community organizations such as the YMCA to develop robust childcare infrastructure that is high quality and affordable to families of varying incomes.

STRONG COMMUNITY

4.5 Identify housing needs and develop strategies for the future.

Conduct a housing study with the goal of understanding Kettering's present and future housing demands. The study will outline strategies for the City to follow to provide solutions to these demands. The study will gather data on a range of housing topics, such as supporting those working from home, offering a variety of housing types, and making home ownership possible at a variety of incomes.

4.6 Increase neighborhood identity and pride through expanded programming.

To promote Kettering pride, develop a sense of place specific to the city. Strategies such as developing neighborhood identity, including signage and the creation of character standards and the promotion of events, such as block parties, are important tools in cultivating Kettering's identity.

Some tactics for implementing this strategy are:

- » Support and encourage public art that is unique to each neighborhood, such as murals and sculptures.
- » Connect community assets into a "string of pearls" that are unique to the city.

4.7 Strengthen property maintenance standards, programs and policies to ensure compliance with community and legal standards are upheld.

Property maintenance standards and their enforcement are crucial to ensuring that Kettering is a great place to live. Explore and develop strategies to enhance property maintenance enforcement tools that reflect the standards of the community. Build upon and promote existing programs to assist residents physically or financially unable to maintain properties.

4.8 Ensure regulations promote innovative, efficient, and sustainable (re)development and strong neighborhoods.

Hold (re)development in Kettering to a high standard that promotes innovation, while also maintaining a competitive development culture. Employ a variety of tools and strategies to balance competition and innovation. Updating the Comprehensive Land Use Plan and aligning the zoning code accordingly to ensure that development is not only innovative, but efficient and sustainable is imperative to the creation of strong neighborhoods. Special programs designed to target neighborhoods in need of investment for beautification and clean-up will improve quality of life and property values. City neighborhoods will benefit from improvement and maintenance of the city's housing stock, as it will boost the quality of neighborhoods. To employ design, character and maintenance standards, develop programs for physical and financial assistance to ensure code enforcement changes are implemented with consistency and fairness.

CONNECTIVITY

4.9 Expand active transportation connections and amenities to support redevelopment and connections between neighborhoods, commercial districts and community.

Increase the quality (i.e. following the ADA plan, making all stops accessible) and quantity (i.e. ensuring first and last ¼ mile connections) of city bus stops to allow all residents to utilize convenient, quality public transportation. Thoroughfare and residential sidewalk connectivity, curb and sidewalk improvements, curb repairs and multi-use paths in the Capital Improvement Program will coincide with bus stop improvements. Work to increase the City's designation level for being a Bike-Friendly Community.

4.10 Work with RTA to promote and expand transit ridership.

Expand transportation connections, frequency and quality to offer an alternative to private vehicle transportation. Additional tools such as developing new transportation mode options in redevelopment opportunities, incentivizing and promoting RTA membership, and enhancing bus stop amenities will attract and support increased ridership.

GOAL 5

Sustainability:

A healthy, sustainable environment where decisions are made with an understanding of how they will affect the environment, people and communities today and in the future.

ENGAGE

5.1 Develop programs to further educate and share resources enhancing the City's sustainability goals.

SUPPORT

5.2 Support programs and initiatives to reduce the carbon footprint of homes and businesses within the city.

IMPLEMENT

5.3 Develop a sustainability plan for the City that determines baseline data and promotes annual review of progress and updated best practices for each department.

5.4 Participate in local, regional and statewide initiatives for sustainability.

ENGAGE

5.1 Develop programs for all ages to further educate and share resources enhancing the City's sustainability goals.

Answering the "Why" is key to motivating people towards a common goal. Develop multiple tools to share the "Why"; and offer tips to encourage the community to adopt sustainable best practices. An online portal dedicated to sustainability could offer project ideas, "how to" videos and provide a list of resources (i.e. materials, vendors and contractors) for further information and reading. In-person programming may include demonstrations, workshops, and volunteer service projects to provide hands on learning and further illustrate the benefit of sustainable practices.

SUPPORT

5.2 Support programs and initiatives to reduce the carbon footprint of homes and businesses within the city.

Review existing programs to improve, expand or initiate new opportunities for the community (both businesses and residents) to reduce, reuse and recycle waste streams, reduce energy usage, reduce vehicle emissions and improve water and air quality.

Some tactics for implementing this strategy are:

- » Incentivize remodeling older homes to be more energy efficient.
- » Provide increased recycling options for residents and businesses.
- » Partner with a local landscaper to provide new native trees to residents.

IMPLEMENT

5.3 Develop a sustainability plan for the City that determines baseline data and promotes annual review of progress and updated best practices for each department.

Strive to be a role model for the community, examining all aspects of its operations (i.e. service delivery, equipment, facilities, technology and codes) to identify short- and long-term opportunities to incorporate sustainable best practices. Identify opportunities in each department's strategic plan of operation, catalogued in the multi-year capital improvement and operating budget outlooks and reviewed annually for progress. Celebrate significant achievements toward sustainable goals and share with the community through publications and the online portal (particularly achievements resulting in financial savings or that are highly visible to the public).

5.4 Participate in local, regional and statewide initiatives for sustainability.

Throughout Ohio, many initiatives are underway to create cities, universities, organizations and businesses that are financially and environmentally sustainable. Strive to be a strong voice and model of sustainability in the Miami Valley region, as well as Ohio, supporting efforts that reduce carbon footprints and create healthy resilient communities. Demonstrate its commitment to sustainable practices and development for existing and future generations through the online portal, City publications and participation in sustainable-focused conferences.



GOAL 6

The Kettering Story...

An intentional and coordinated communication strategy sharing Kettering's many assets to a broad audience consisting of existing and potential residents, businesses, employees, visitors and decision makers.

INTERNAL AND EXTERNAL COMMUNICATIONS

- 6.1 Update and unify the City's communications strategy and branding.
- 6.2 Develop a centralized communications team charged with leading citywide communication efforts.
- 6.3 Promote the Kettering brand and the community.
- 6.4 Enhance community engagement efforts.

PHYSICAL ENVIRONMENT

- 6.5 Develop a recognizable aesthetic to enhance Kettering's visible identity and sense of place.
- 6.6 Update and implement a standard sign design for all City facilities and parks, events.

INTERNAL AND EXTERNAL COMMUNICATIONS

6.1 Update and unify the City's communications strategy and branding.

Kettering has a unique and exciting story to share. All City communications (internal and external) will "speak" with one design template and one voice to share the story. A refresh of the brand and the creation of a brand guide would enable all communications from the City, in any format, to be uniquely and easily identified as the City's. Update and unify communications strategies to meet the needs of all residents.

6.2 Develop a centralized communications team charged with leading citywide communication efforts.

A well trained and collaborative communications team will be a tremendous asset to the City, coordinating both the internal and external sharing of information. Assess and align the communications' organizational structure to meet the goals of the Strategic Plan and to further develop and promote the City's brand across all communications mediums (website, social media platforms, publications, news releases). Lead efforts to coordinate the distribution of information, promote the City's events and success stories, and solicit feedback in order to improve service delivery.

6.3 Promote the Kettering brand and the community.

Distribute the brand guide and host internal workshops to share how and when the brand might be best used. Examine opportunities to use the brand to share Kettering success stories and promote the community's attributes to a wider audience. Update marketing materials to enhance and support economic development efforts. Promote an updated brand through its adoption and permitted usage by the City's community partners.

Some tactics for implementing this strategy are:

- » Advertise city amenities with entities known state and nation-wide such as Kettering Health and the Cincinnati Bengals.
- » Develop a visitor's guide for Kettering, sharing key points of interest.

6.4 Enhance community engagement efforts.

Residents are engaged with City government and benefit from a variety of communication platforms that best suit their lifestyle. Continue to monitor which communication platforms are reaching the intended audience and continuously enhance and refresh these efforts. Both the City and the residents may benefit from an annual or biennial consolidated survey effort to track progress and service delivery satisfaction.

PHYSICAL ENVIRONMENT

6.5 Develop a recognizable aesthetic to enhance Kettering's visible identity and sense of place.

Residents and visitors should be able to clearly distinguish Kettering from the city's built environment alone. Create and implement design standards for the City's entrances and streetscape to greet new visitors, provide wayfinding and a sense of community, and welcome home residents.

6.6 Update and implement a standard sign design for all City facilities and parks.

Develop a standard sign design and associated landscaping for all city facilities and parks to allow residents and visitors to immediately recognize the facility as being affiliated with the City and further coordinate and communicate the City's brand and welcoming image.





IMPLEMENTATION

This section describes the recommended approach for how best to use the plan for successful implementation. Ultimately the plan must be institutionalized by the City Manager's Office and the City Council for successful implementation to occur.

IMPLEMENTING

The strategic plan will not only be used as a guide for the City staff and elected officials, but it will also identify critical partners and coordination necessary to realize the recommended actions. Management of the strategic plan's implementation will be led by the City Manager's Office with support from all City departments. Execution of the plan will be shared between City staff, the City Council, and key partners.

It is important to acknowledge that it will take time to fully institutionalize the plan and nurture a culture of using the strategic plan. Through time, collaboration, and an iterative process that includes periodic updates, the plan will become a useful tool to serve the needs of the community.

Members of the community and City staff shared many creative and specific ideas they wanted to see in the Strategic Plan. Due to the high level of the plan, participants may not see the specifics of their input reflected. However, specifics from the engagement were used to develop tactics that will be instrumental to the City during implementation of the plan.

Overview

Staff should create departmental work plans to ensure the successful and ongoing implementation of the strategic plan. These work plans should be consistent across the organization, but still allow for departmental customization. The work plans should outline the departmental mission, essential core services, and specific strategic plan actions being worked on for the upcoming fiscal year, along with budget requests to accomplish both the essential core services and the strategic plan actions. It is recommended that each department reconcile their core services with future needs as outlined in the strategic plan. In addition, the strategic plan should be an opportunity to help organize staff reports (i.e. report out on actions that are ongoing, complete, or future actions) and department head goals (i.e. tie department goals back to the strategic plan).

The strategic plan should be actively managed on a regular basis and monitored for implementation effectiveness and relevancy. This review should happen on a formal basis no less than once per year. A status report should accompany this review and be promoted throughout the community, such as through the City website. An annual public meeting—perhaps with a noted speaker or tied to the state of the city address—could take place to share progress and attract additional participants to move the community forward.

Reporting and Monitoring

Several methods can be undertaken to report and monitor the strategic plan's progress to the community. An implementation matrix will be provided to support this plan. The matrix is a tool that connects each recommendation with a timeframe for completion, effort leader and supporting entities (e.g., departments and organizations), and potential funding sources. It is anticipated that the implementation steps may change over time based on annual review, new developments, or successes in other areas.

Other methods for reporting and monitoring include:

- » Presenting an annual or bi-annual report card to the City Council

- » Reporting City actions that support the strategic plan
- » Illustrating completed or ongoing actions through the use of infographics on the City website

Updating the Plan

A formal review of the strategic plan should be considered every ten years to incorporate new decennial Census data and other relevant changes and planning work going on in the community.

HOW TO USE THE PLAN

This is intended to be a ten-year strategic planning document. The plan should be used on a daily basis as public and private decisions are made concerning the community's future. The following is a summary of how decisions and processes should be institutionalized to align with the vision and actions.

Annual Work Programs and Budgets

City staff should be cognizant of the recommendations of the plan when preparing annual work programs and budgets. This also includes considering the plan when making important policy and financial decisions that impact the community.

Community Planning

Community planning efforts, including those of the City, community organizations, and the school district should be aligned with the vision, values, goals, and recommendations of the plan.

Capital Improvement Program

The City's capital improvement Program (CIP) should be consistent with the plan's recommendations.

Private Investment Decisions

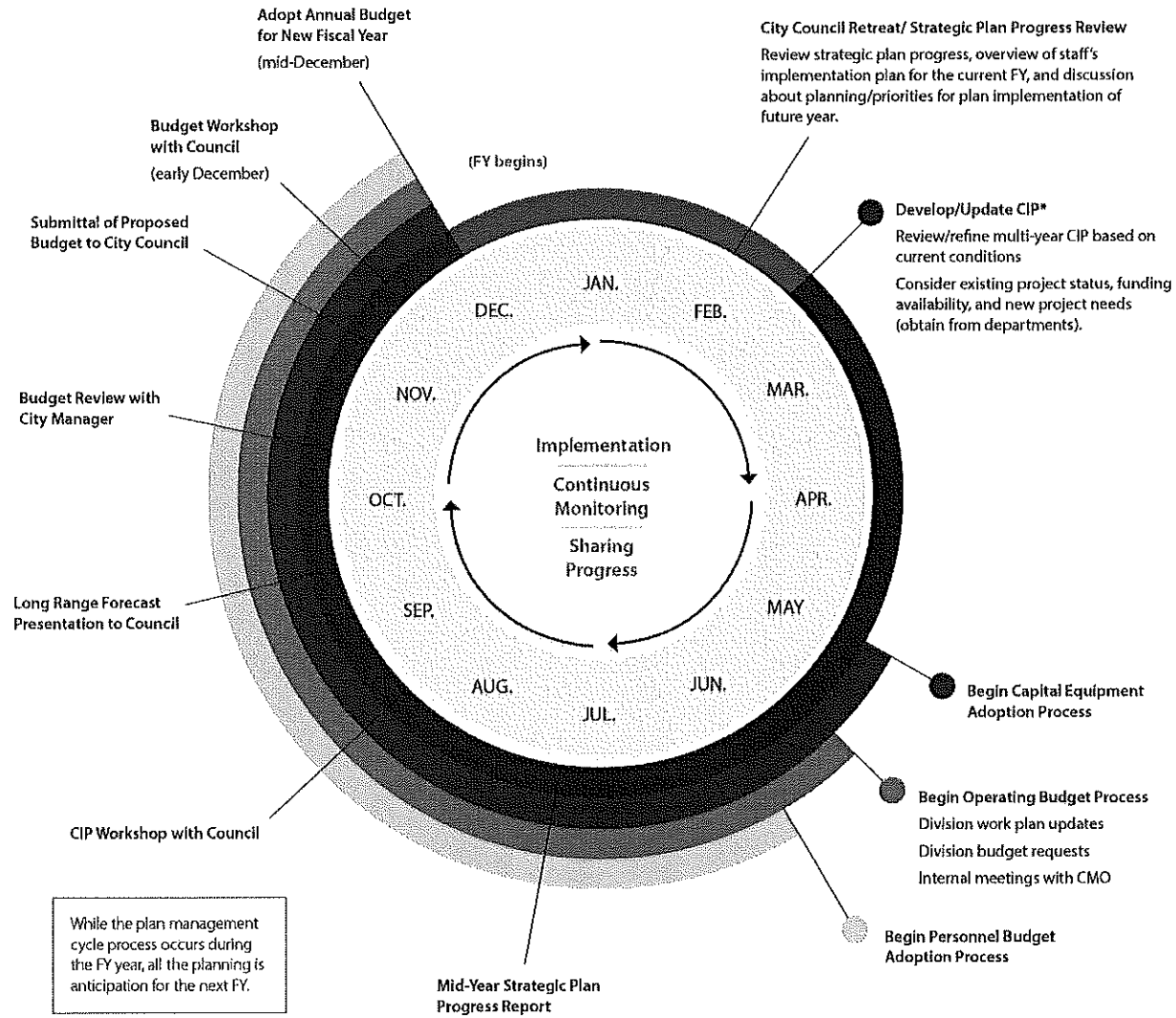
Property owners, developers, and other private entities should consider the plan's recommendations in their planning and investment decisions. Public decision-makers will be using the plan as a guide in their deliberations about proposals, projects, and funding requests. Property owners and developers should be cognizant of and complement the plan's recommendations.





Civic and Social Engagement

All civic and community groups should create opportunities to explore solutions to issues of concern to the community. They should seek alignment with the recommendations of the plan and collaborate across interests, missions, and constituencies.

PLAN MANAGEMENT CYCLE

This plan should be integrated into annual City processes including budgeting and capital improvements planning. It should also be regularly tracked for progress and assessed for effectiveness. The diagram below illustrates the recommended plan management cycle. It begins with the start of the fiscal year (FY) and includes various steps that lead to the adoption of a budget for the following fiscal year.



-  **Capital Improvement Plan Review** (assumes to creation of a three- or five-year capital plan, which would be updated annually. It prioritizes all capital projects and identifies funding sources)
-  **Capital Equipment Adoption Process** (for upcoming fiscal year)
-  **Operating Budget Adoption Process** (for upcoming fiscal year)
-  **Personnel Budget Adoption Process** (for upcoming fiscal year)



CITY OF KETTERING, OHIO

A RESOLUTION

By:

No.

TO MAKE SUPPLEMENTAL APPROPRIATIONS FOR CURRENT EXPENSES AND OTHER EXPENDITURES OF THE CITY OF KETTERING, STATE OF OHIO, DURING THE FISCAL YEAR ENDING DECEMBER 31, 2024

Be It Resolved by the Council of the City of Kettering, State of Ohio, that:

Section 1. To provide for the current expenses and other expenditures of the City of Kettering during the fiscal year ending December 31, 2024, the following supplemental sums are set aside and appropriated:

A. From the General Fund:

POLICE DEPARTMENT		
Operating Expenses	\$	6,000.00

B. From the Parks & Recreation Fund:

PARKS & RECREATION DEPARTMENT		
Operating Expenses	\$	4,150.00

C. From the Special Grants and Programs Fund:

Other	\$	7,773.00
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Section 2. The Director of Finance is authorized to adjust appropriations within any fund or department as long as the adjustments made do not exceed the total appropriation authorized within that fund or department.

Section 3. The Clerk of Council is authorized and directed to forward a copy of this Resolution to the Montgomery County Auditor.

Section 4. As provided in Section 4-8 of the City Charter, this Resolution takes effect immediately upon its adoption.

Passed by Council this _____ day of _____ 2024.

PEGGY LEHNER, Mayor

ATTEST:

CERTIFICATE OF APPROVAL

LASHAUNAH D. KACZYNSKI,
Clerk of Council

THEODORE A. HAMER III,
Law Director

Estimated Cost: \$17,923.00
Amount Budgeted: \$0
Acct. No. Various

(Requested by: Finance Department)