



# CITY OF KETTERING

PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT

## 2013-2017 Strategic Plan



Heller and Heller Consulting, Inc.

Prepared by Heller and Heller Consulting, Inc.



## ACKNOWLEDGEMENTS

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

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## CHAPTER ONE - INTRODUCTION

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The City of Kettering Parks, Recreation and Cultural Arts Department (PRCA) worked with Heller and Heller Consulting, Inc. to update the existing strategic plan in collaboration with staff. The previous plan covered the years 2011-2014. The intent of the Plan update was to continue the creation of a future direction for the Department as well as incorporate all of the organizational and environmental changes that have occurred since the initial Plan was developed. The new version of the Plan covers the years 2013 to 2017.

Whereas the Department has addressed the physical asset and services infrastructure in a master plan, the Strategic Plan addresses the leadership infrastructure, which positions the Department to continue a best practices level of business practices.

The strategic planning process began with a supervisory staff workshop, followed by individual division meetings with front line staff in January 2013. The agenda included:

- Discussion of new issues, priorities and trends (technology, competitive environment, human resource requirements, and financial results)
- Innovation and trend review
- Discussion of change in direction
- Review of the strategic plan process; any changes needed, what works well?
- Discussion about aligning Divisions with the Department's strategic direction with agency Divisions

This workshop was followed by an additional workshop, held three months later to discuss:

- Brief overview/reminder of Balanced Scorecard hierarchy and terminology
- Review of Themes and Objectives
- Review of existing initiatives and newly developed initiatives
- Prioritize and finalize initiatives
- Reporting process and measures

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

- Continuation of the Mission Statement
- Continuation of the Vision Statement
- Information about the Balanced Scorecard Framework for Strategy
- Description of Major Issue Areas
- Strategic Themes
- Objective Statements
- Strategy Maps
- Strategic Initiatives
- Guidelines for Implementation
- Strategic Plan Definitions

## 1.1 MISSION STATEMENT

The Department's Mission Statement is as follows:

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

## 1.2 VISION STATEMENT

The Vision Statement is as follows:

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

## CHAPTER TWO - BALANCED SCORECARD

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

The Balanced Scorecard framework includes four perspectives:

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

## CHAPTER THREE - STRATEGIC THEMES AND INITIATIVES

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

- **Customer:** Positive Experiences
- **Financial:** Fiscal Strength
- **Internal Business:** Operational Innovation
- **Learning and Growth:** Strength of Culture

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



## CHAPTER FOUR - STRATEGIC PLAN HIERARCHY

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The framework for the Plan includes a hierarchy of elements that starts with the most macro level of strategy to a more micro level (moving from strategic to tactical). The starting point for any strategic planning process is the review of the vision and mission, followed by the development of Themes. Subsequent to the development of Themes, Objectives were developed in support of the Themes. Objectives describe what the Department needs to do well to support the accomplishment of the Themes. Initiatives are more micro-level in support of the Strategic Objectives. The measurement system reflects the organization's progress in completing the Strategic Initiatives. The tactics are detailed action steps that outline how each initiative will be accomplished. This hierarchy is presented by the pyramid shown below.



## CHAPTER FIVE - MAJOR ISSUE AREAS

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The Major Issue Areas (MIA) exist to ensure the Strategic Plan addresses the most important elements of focus for the future. The selection of MIAs occurred during a brainstorming session with supervisors in May, 2014. The MIA are categorized according to external, internal or both.

### KEY ISSUES FACING THE DEPARTMENT—BRAINSTORMING SESSION

MAY 15, 2014 SUPERVISORS MEETING

#### EXTERNAL

Competition- Private and Public agencies providing the same services.

Aging residents- Types of program and services that will need to provide in future.

Population shift- Young families moving into city, reaching new residents with appropriate services.

Qualified workforce- Challenge with finding part time employee with specific skill set to provide necessary services.

Customer expectations- Staying ahead of the customer needs desires and changing habits and behaviors.

Customers reach (social media, communications, etc.)- Understanding the changing dynamics of marketing and technology

#### INTERNAL

City processes- Other department operational restrictions and impact on customer service

Training- Focus on continued investment into the employee base for PRCA.

Training on demographic changes and impact on service delivery

Budget restraints- Continued reliance on revenue to balance budget with a defined subsidy transfer each year. Maximizing resources for best results

Managing infrastructure (replacement schedule)- Analyzing infrastructure and prioritizing CIP funds to match facility needs.

#### BOTH

PPACA- Impact of effective use of part time staff

Pay scales/competition- Need an analysis of part time job categories and pay. Create equitable job classifications

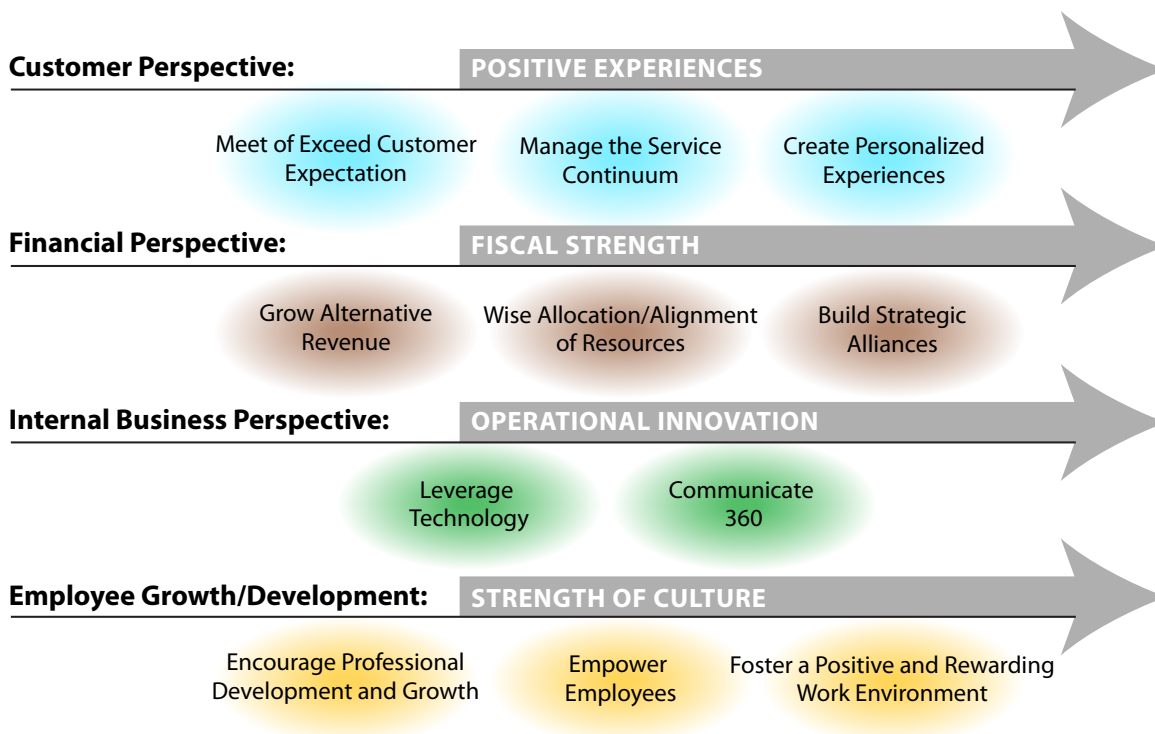
Technology – Investigate and budget for best use of technology to help employees productivity and service delivery efficiency

## CHAPTER SIX - STRATEGY MAP

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It is the intent of the Kettering Parks Recreation and Cultural Arts Strategic Plan 2013-2017 to ensure the elements of the mission and vision shape the strategic recommendations. As part of the strategic recommendations, the remaining section of the report details a Strategy Map and Strategic Themes, Strategic Objectives, Strategic Initiatives and Measures. This will create the framework for decision-making during the term of the Plan.

The Strategy Map lists the Strategic Themes and Objectives. The Themes provide the over-arching focus for the Plan's implementation. The Themes are supported by Strategic Objectives. In addition to Themes and Objectives, a list of measures is included in support of the Objectives.



CHAPTER SEVEN - BALANCED SCORECARD STRATEGIC INITIATIVES 2013-2017

**THEME: POSITIVE EXPERIENCE**

**OBJECTIVE: MEET OR EXCEED CUSTOMER EXPECTATIONS**

<i>INITIATIVE/Strategy</i>	<i>Assigned to</i>	<i>Term . . . . .Due</i>
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**DEVELOP A PROCESS TO IMPROVE THE CONSISTENCY OF CUSTOMER EXPERIENCES**

<i>Develop service standards for department.</i>	Leadership	Short-term . . 2Q14
<ul style="list-style-type: none"> <li>• Timeliness</li> <li>• Courtesy</li> <li>• Knowledge</li> <li>• Consistency</li> <li>• Accessibility</li> </ul>		

<i>Training &amp; Reinforcement for Service Standards</i>	Leadership	Short-term . . 4Q14
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**IDENTIFY CORE AUDIENCES FOR KEY PROGRAMS AND FACILITIES**

Define customer/patron/guest profiles	Leadership / Division	Short-term . . 3Q14
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**THEME: FISCAL STRENGTH**

**OBJECTIVE: WISE ALLOCATION/ALIGNMENT OF RESOURCES**

DIVISION TACTICS to be stated as Key Performance Indicators (KPI)

ex:

- Meet or exceed % cost recovery for cost center operation
- Increase Foundation grants by 10%
- Increase sponsorship dollars by 15% or \$50,000
- Implement 2011 Six Initiatives
- Implement value pricing in all 2013 program budget preparation—Sustain estimated revenue for each cost center.
- Increase volunteer hours by 5%-10% in each cost center
- Identify 1 area/service in cost center to outsource and/or discontinue financial support from operating budget

<i>INITIATIVE/Strategy</i>	<i>Assigned to</i>	<i>Term</i>	<i>Due</i>
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**EVALUATE CORE SERVICES**

<i>Develop an evaluation process to determine future positioning of programs, services, facilities and personnel.</i>	Leadership	Short-term . .	4Q14
<i>Remain committed to progressive planning in all areas (facilities/ parks).</i>	Leadership	Short-term . .	

**BUILD STRATEGIC ALLIANCES**

<i>Define partnerships. Identify service gaps and determine potential partnerships.</i>	Leadership / Division	Short-term . .	2Q
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## THEME: OPERATIONAL INNOVATION

### **OBJECTIVE: IMPROVE PRODUCTIVITY AND EFFICIENCY**

DIVISION TACTICS to be stated as Key Performance Indicators (KPI) - ex:

- Develop 1-2 partnerships/in-kind trade to supplement budget operations per cost center
- Conduct 1 department partnership appreciation reception
- 80% satisfaction rating from partnership members
- Execute branding/marketing campaign – evaluate with a 10% increase in participation in Fitness/Ice Arena/Arts
- Purchase Main Trac for Parks Department with mobile application. Improve inventory by 10% in first year
- Increase exposure with social media and online advertising by 10%
- LEAN Service Model; increase Park staff efficiency by 10% - use Main Trac for evaluation
- Maintain existing cost recovery % per cost center

<i>INITIATIVE/Strategy</i>	<i>Assigned to</i>	<i>Term</i>	<i>Due</i>
<b>LEVERAGE TECHNOLOGY TO STRENGTHEN INFORMATION MANAGEMENT PROCESS</b>			
<i>Determine priorities for investment in technology to increase process efficiency</i>	Leadership / Division	Short-term	
<i>Improve data analysis and reports to manage programs, services and facilities.</i>	Leadership	Short-term	12/13
<i>Analyze purpose of information collection</i>	Leadership	Short-term	12/13
<i>Improve consistency of reported information</i>	Leadership / Division	Short-term	12/13

**OBJECTIVE: COMMUNICATION 360**

**COMPLETE MARKETING STUDY**

<i>Develop a branding campaign and sub-branding for selected core services and programs.</i>	Leadership / Division	Short-term	3Q14
<i>Develop tools to measure marketing effectiveness and develop methods to quantify the marketing plan.</i>	Leadership / Division	Short-term	3Q14

**EVALUATE & IMPROVE INTERDEPARTMENTAL COMMUNICATION.**

<i>Identify existing methods and areas for improve sharing of information</i>	Leadership	Short-term	
<i>Strengthen agenda of Quarterly, Supervisors and Leadership meetings</i>	Leadership	Short-term	12/13
<i>Maximize use of the Barn to improve ease of information flow and consistency of content</i>	Leadership / Division	Short-term	12/14

**THEME: MOTIVATE EMPLOYEES THROUGH DEVELOPMENT AND SUPPORT**

**OBJECTIVE: ENCOURAGE PROFESSIONAL DEVELOPMENT AND GROWTH**

DIVISION TACTICS to be stated as Key Performance Indicators (KPI) - ex:

- In-house training; increase by 20% evaluation of 80% satisfaction by employees
- Match training with full-time staff core competency gaps; evaluate improvement with a 85% satisfaction rate for training
- Maintain 100% personnel evaluations for full-/part-time/seasonal staff
- Department-wide trainings; attain a 80% satisfaction rating
- Maintain EIP Award by 100% participation with a candidate each quarter

<i>INITIATIVE/Strategy</i>	<i>Assigned to</i>	<i>Term</i>	<i>Due</i>
<b>IMPROVE HUMAN RESOURCE PROCESS</b>			
<i>Evaluate and improve the recruitment and hiring process</i>	Leadership / Division	Short-term	2Q14
<i>Evaluate and improve the performance evaluations and employee feedback</i>	Leadership / Division	Short-term	4Q14
<i>Evaluate and Improve the training and orientation processes</i>	Division	Short-term	4Q14
<b>STRENGTHEN PROFESSIONAL DEVELOPMENT FOR ALL STAFF</b>			
<i>Develop core competencies by position for continued learning and growth</i>	Leadership / Division	Short-term	4Q14
<b>FOSTER A POSITIVE AND REWARDING WORK ENVIRONMENT</b>			
<i>Measure employee satisfaction on a regular basis</i>	Leadership / Division	Short-term	4Q14
<i>Strengthen commitment to mission and vision</i>	Leadership	Short-term	4Q14



MID- and LONG-TERM BALANCED SCORECARD ITEMS

**THEME: POSITIVE EXPERIENCE**

**OBJECTIVE:**

**MEET OR EXCEED CUSTOMER EXPECTATIONS**

DIVISION TACTICS to be stated as Key Performance Indicators (KPI) - ex:

- In-service Training—100% full-time staff participation for LEAN Service, technology training, budget training
- Development of Resource Guide and implement in all Six PRCA desk operations
- Innovation Team Initiatives documented and evaluated with 80% implementation goal
- Maintain 90% satisfaction; 4.5+ with program evaluations and PAC evaluations

<i>INITIATIVE/Strategy</i>	<i>Assigned to</i>	<i>Term</i>	<i>Due</i>
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**DEVELOP A PROCESS TO IMPROVE THE CONSISTENCY OF CUSTOMER EXPERIENCES**

<i>Measure accomplishment of service standards</i>	Leadership	Medium-term	
<i>Measure customer satisfaction toward meeting or exceeding expectations</i>		Medium-term	

**IMPROVE THE OVERALL APPROACH TO MEASURING CUSTOMER SATISFACTION**

<i>Evaluate surveys to improve quality of feedback gained through evaluations and explore alternative methods for feedback</i>		Medium-term	
<i>Improve utilization of evaluation data</i>		Medium-term	
<i>Manage customer expectations</i>			

<i>Create a process to determine customer expectations</i>		Medium-term	
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<i>Identify customer expectations (requirements) for key programs and facilities</i>		Medium-term	
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**IDENTIFY CORE AUDIENCES FOR KEY PROGRAMS AND FACILITIES**

<i>Identify current and future customer groups and market segments and determine which customers and market segments to emphasize and pursue for business growth</i>		Medium-term	
<i>Implement efforts to reach new audiences/patrons/customers/users/guests</i>		Medium & Long-term	

**OBJECTIVE: MANAGE THE SERVICE CONTINUUM**

<i>INITIATIVE/Strategy</i>	<i>Assigned to</i>	<i>Term</i>	<i>Due</i>
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**IDENTIFY METHODS TO ENGAGE, TRANSITION CUSTOMERS THROUGH THE SERVICE CONTINUUM**

<i>Capture – Collect - Capitalize on opportunities to hook – process for follow up</i>		Medium-term	
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<i>Enhance - Leverage initial experience to incentivize future engagement</i>		Medium-term	
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**THEME: FISCAL STRENGTH**

**OBJECTIVE: WISE ALLOCATION/ALIGNMENT OF RESOURCES**

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- Identify 1 area/service in cost center to outsource and/or discontinue financial support from operating budget

<i>INITIATIVE/Strategy</i>	<i>Assigned to</i>	<i>Term</i>	<i>Due</i>
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**EVALUATE CORE SERVICES**

*Create long-term plans to transition programs, services, facilities and personnel based on evaluation results and prioritization.*

Medium- & Long-term

**BUILD STRATEGIC ALLIANCES**

*Strategically identify key partners and sponsors*

Medium-term

*Evaluate partner/sponsor satisfaction*

Medium- & Long-term

*Explore Development Mgr. position for Dept.*

Medium-term

*Evaluate partner/sponsor satisfaction*

Medium & Long-term

## THEME: OPERATIONAL INNOVATION

### OBJECTIVE: IMPROVE PRODUCTIVITY AND EFFICIENCY

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INITIATIVE/Strategy	Assigned to	Term	Due
<b>EVALUATE MANAGEMENT STRUCTURE</b>			
<i>Examine position responsibilities and expectations by job class</i>		Medium-term	
<i>Re-align positions based on responsibility</i>		Medium & Long-term	
<i>Explore opportunities for cross training to improve efficiency</i>		Medium & Long-term	

### OBJECTIVE: COMMUNICATION 360

#### MAXIMIZE USE OF EXISTING METHODS AND NETWORKS

<i>Utilize statistics recorded from community responses on satisfaction surveys and in recent focus group discussion for marketing.</i>	Medium-term
<i>Develop and improve social media and email blasts.</i>	Medium-term
<i>Improve the website to make it more dynamic and user friendly.</i>	Medium-term

**THEME: MOTIVATE EMPLOYEES THROUGH DEVELOPMENT AND SUPPORT**

**OBJECTIVE: ENCOURAGE PROFESSIONAL DEVELOPMENT AND GROWTH**

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- Department-wide trainings; attain a 80% satisfaction rating
- Maintain EIP Award by 100% participation with a candidate each quarter

<i>INITIATIVE/Strategy</i>	<i>Assigned to</i>	<i>Term</i>	<i>Due</i>
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**STRENGTHEN PROFESSIONAL DEVELOPMENT FOR ALL STAFF**

<i>Align training with core competency needs</i>		Medium-term	
<i>Specific outcomes for progressive management and skill advancement</i>		Medium- & Long-term	
<i>Annual evaluation outlining progress of professional development</i>		Medium- & Long-term	

**FOSTER A POSITIVE AND REWARDING WORK ENVIRONMENT**

*Strengthen commitment to mission and vision*

## CHAPTER EIGHT - IMPLEMENTATION GUIDELINES

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- All employees should receive a copy of the plan or electronic access to the Plan.
- Post the Plan on the Website and track results on the site as well.
- Elements of the Strategic Plan should be incorporated into the orientation program.
- Regular reporting of the Plan's progress should occur. Break the Plan into separate fiscal years and report one year at a time. At the beginning of each year, assign a staff member or a staff team to be responsible for regularly updating each initiative. Each initiative for the year should include a list of tactics that support the goal's completion. It is the project leader's responsibility to report on his/her goal, included in a monthly or quarterly report. A suggestion is to input each year's data on a spreadsheet that lists the Themes, Objectives and Initiatives start date and completion date, and which staff person is responsible for the Initiative's completion.
- Each Initiative will have an annual update.
- Update major stakeholders on the Plan's implementation and results on an annual basis.
- Conduct staff meetings on a quarterly or semi-annual basis to review the Plan's progress and results and report the Plan's progress to city management on an annual basis.
- Performance appraisal process should reflect the completion of the Master Plan initiatives as an evaluation criterion.
- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the inventory of measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to decision making. Include a combination of lagging and leading indicators.
- After completion of the first year of the Plan and baseline results are quantified, targets should be initiated for the measurement system. For example, if there is a customer satisfaction measure of achieving 90% customer satisfaction, and in the initial year, the 90% is achieved, the target for successive years could be 95%.
- There should be an annual just-in-time review of the next year's Initiatives to determine if priorities have changed. This can be included at an annual retreat in which successive years' Initiatives are discussed as part of the annual budget process. Initiatives should tie into the budget process.
- Post a chart of each year's initiatives on office walls in administrative areas with a check-off column, designating completion as part of a visual management program. Staff meetings should regularly include discussion of strategy.
- After each year of the Plan, the staff should review the Plan process and re-tool any parts of the process that need improvement.
- Some of the Initiatives require individual effort to complete; others require a group of employees to complete the work. The Initiatives are specific work projects that are scheduled for completion between fiscal year 2013 through fiscal year 2017. Each Initiative is designated as short term, middle term, long term goals or ongoing.

## CHAPTER NINE - DEFINITIONS

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

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

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

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

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

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

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

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

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

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