

# CITY OF KETTERING PARKS, RECREATION AND CULTURAL ARTS

## 2021-2025 Comprehensive Master Plan

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CITY OF KETTERING

PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT



# KETTERING PARKS, RECREATION AND CULTURAL ARTS

## 2021-2025 COMPREHENSIVE MASTER PLAN

### COMPREHENSIVE MASTER PLAN

The City of Kettering Parks, Recreation and Cultural Arts is a robust, customer-focused department, with a broad range of administrative plans and documents. The 2021-2025 Comprehensive Master Plan is a wide-ranging document incorporating both high level department strategy and division-specific plans that provide the overall direction for Parks, Recreation and Cultural Arts. Prior to the creation of the 2021-2025 Comprehensive Master Plan, the department operated under the general guidance of the 2013-2017 Strategic Plan followed by a reassessment of operational structure and service implementation, called the Deep Dive, from 2017 -2020. Traditionally, the Strategic Plan for the department is created through evaluation and analysis of the community, with engagement from various stakeholders and is reviewed by department Leadership every five years.

The 2021-2025 Comprehensive Master Plan is comprised of five chapters providing guidance on the department operations, facilities, programs and services. Chapter One provides context to the City of Kettering and the Parks, Recreation and Cultural Arts Department. Chapter Two lays out the department's Strategic Plan utilizing the Balanced Scorecard approach. Chapter Three details the Park Master Plan including parkland acquisition, maintenance and development, while Chapter Four focuses on Recreation and Arts. Finally, Chapter Five demonstrates the department's approach to Marketing and Communications.

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# CHAPTER 1

# INTRODUCTION



CITY OF KETTERING  
PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT



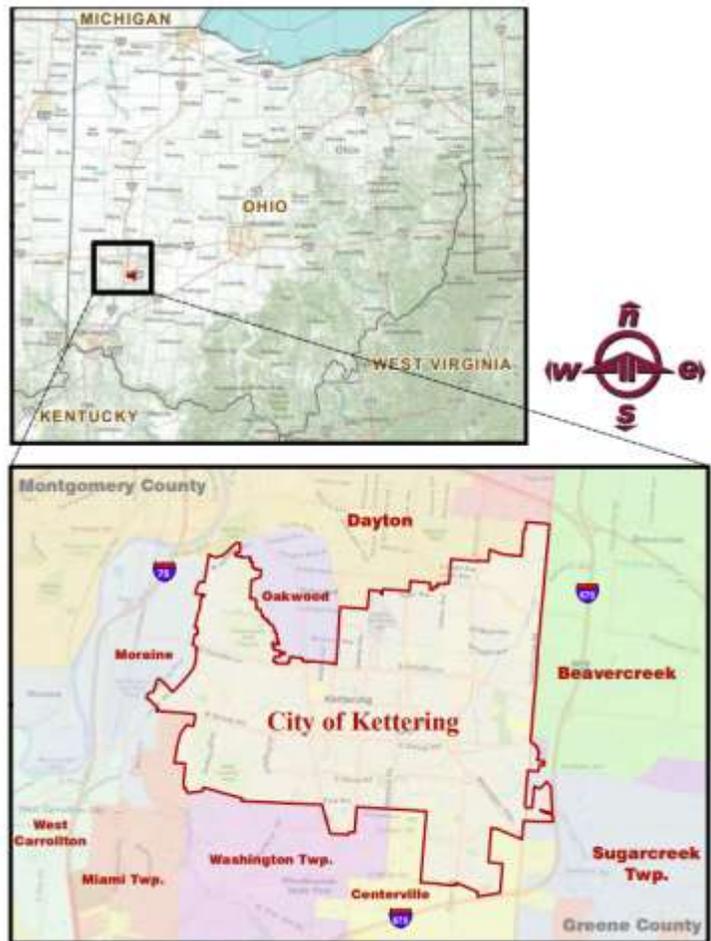
## CHAPTER 1 – INTRODUCTION

### 1.1 KETTERING, OHIO

The City of Kettering is in Montgomery and Greene counties in the U.S. state of Ohio. It is a suburb of Dayton and as of the 2010 census had a population of 56,163, making it the largest suburb in the Dayton Metropolitan area.

The area where the city of Kettering lies was settled from the late 1700s to the mid-1800s, largely as farmland. The population in the area started to grow, prompting the creation of (now defunct) Van Buren Township in 1841. In November 1952, township voters approved incorporating as the Village of Kettering. By 1955, the village's population had grown to 38,118, which qualified it to claim city status, with the official proclamation by the state on June 24, 1955.

The city is named for inventor Charles F. Kettering, who resided here from 1914 until his death in 1958. Charles Kettering is known for his numerous ground-breaking inventions and contributions to the Dayton area. From the 1950s to the 1970s, Kettering's population grew by more than 30,000 residents, many of whom relocated from Dayton to the suburbs following World War II.



#### CITY LEADERSHIP

Don Patterson, Mayor  
Tony Klepacz, Vice Mayor  
Bill Lautar  
Joe Wanamaker  
Rob Scott  
Bruce Duke  
Jacque Fisher  
Mark Schwieterman, City Manager

The city utilizes a council-manager form of government. Seven council representatives are elected for four-year terms on a non-partisan basis. They include the mayor, two at-large members, and one member from each of the four wards.

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## 1.2 DEPARTMENT OVERVIEW

### **AUTHORITY**

The City Charter establishes the municipality of Kettering, and outlines the Mayoral, City Manager and PRCA Department Director powers of authority. All citywide policy is established by the City Manager and disseminated to Department Directors. Under the direction of the PRCA Director and the Leadership Team, additional standards and resources are created to manage operations, programs and services.

Suggested department policies or changes in departmental procedures are submitted by the supervisors to the PRCA administrative office for review and approval by the PRCA Director. As appropriate, changes in policies are reviewed with the PRCA Advisory Board, a citizen advisory board appointed by City Council.

### **MISSION STATEMENT**

We are here to provide quality parks, recreation and cultural arts that make Kettering home.

### **VISION STATEMENT**

We envision an exceptional and engaging parks, recreation and cultural arts department that improves the quality of life for everyone in our community.

### **VALUES STATEMENT**

We make the experience successful for each customer through providing on quality service focused on community.

The City of Kettering Parks, Recreation and Cultural Arts Department (PRCA) has a rich history serving the community dating back to 1954 when the city council established the first Parks and Recreation Board. Upon the formation of the Parks and Recreation Board, the first Parks and Recreation Master Plan was developed in 1964 to guide city leaders in its growth to better serve the community. In 1965, the Parks and Recreation Board conducted a survey of residents to justify the need to create a Parks and Recreation Department. From those results, the City of Kettering PRCA department was born. In 1966, Bill Richwine was selected the first City of Kettering PRCA Director. Since then PRCA, has been recognized both nationally and locally for many of its parks, facilities, programs and initiatives through professional excellence in the field of parks and recreation. The National Recreation and Parks Association has selected the City of Kettering PRCA as a National Gold Medal Agency three times (1977, 1994, and 2014). In 1996, the department also became the first parks and recreation department in the state of Ohio to become nationally accredited. The department has since been re-accredited four times: 2001, 2006, 2011 and 2016.

### **DEPARTMENT FACILITIES INCLUDE:**

- 21 parks totaling over 350 acres including 17 shelters, 12 playgrounds, 15 tennis courts, 6 pickle ball courts, 43 baseball/softball diamonds, 18 football/soccer fields, 18 hole disc golf course, 18 miles of median areas, a BMX track, nearly 10,000 street trees and four ponds for fishing.
- Rob Dyrdek/DC Shoes Skate Plaza is a 40,000 square foot innovative street-style skateboard park created in partnership with Kettering-raised, skateboarding pro Rob Dyrdek.

- Rosewood Arts Centre is a 36,000 square foot former elementary school hosting 80,000 visitors a year through art classes, exhibitions, theatre and special events.
- Kettering Recreation Complex is a 152,000-square-foot facility that is home to the Charles I. Lathrem Senior Center, the Kettering Ice Arena, a fitness center, a lap pool and spa, a multipurpose 3-court gymnasium, an indoor track, a nursery, aerobics and fitness rooms, meeting rooms and more.
- The Kettering Fitness and Wellness Center is a 5,200 square foot fitness facility built in partnership with the Kettering City Schools that includes a fitness center, an indoor track and a fitness studio.
- Adventure Reef Water park is a seasonal, outdoor water park on 3-acres featuring slides, a splash pad and a large water playground with attendance of over 60,000 per season.
- The Charles I. Lathrem Senior Center is a 16,000 square foot facility dedicated to serving over 1,100 members, and features a commercial-grade kitchen.
- Habitat Environmental Center is a 4,900 square foot facility dedicated to year-round environmental education programming.
- Polen Farm is a 19th-century farmhouse and barn on 15 acres of landscaped grounds, hosting community concerts, department programs and private events.
- The Kettering Ice Arena hosts over 11,000 guests each year for lessons, open skate, rentals and team activities.
- Frazee Pavilion for the Performing Arts is a 4,300 seat outdoor amphitheater that presents between 50-60 concerts during a summer season that begins Memorial Day and continues through early September.



## LEVELS OF SERVICE (LOS)

PRCA measures a level of service (LOS) defined as meaningful access to parks, public spaces and facilities for Kettering residents. The NRPA Park Metric standard of 10 acres to 1,000 people is not an ideal measurement for determining the department's LOS due to population density within the highly developed city footprint. Instead, the PRCA LOS was determined with data from the American Community Survey, Esri and GIS mapping tools, looking at both a straight line distance and a perimeter mapping tool showing true walking distance. This performance measure was also applied to PRCA facilities. Note that the 2010 census population of 56,163 Kettering residents was used to determine percentages in the following information.

Using a ½ mile radius tool from the address of each park, data for households and populations was compiled, using a perimeter mapping tool true to walking route access. This provides more accurate numbers for physical access and barriers to parks and facilities, instead using streets and sidewalks.

With the 21 parks that PRCA owns and maintains, 24,619 people, or 11,441 households, live within a ½ mile radius of a park. Approximately 43% of residents live within a 10-minute walk to a PRCA park.

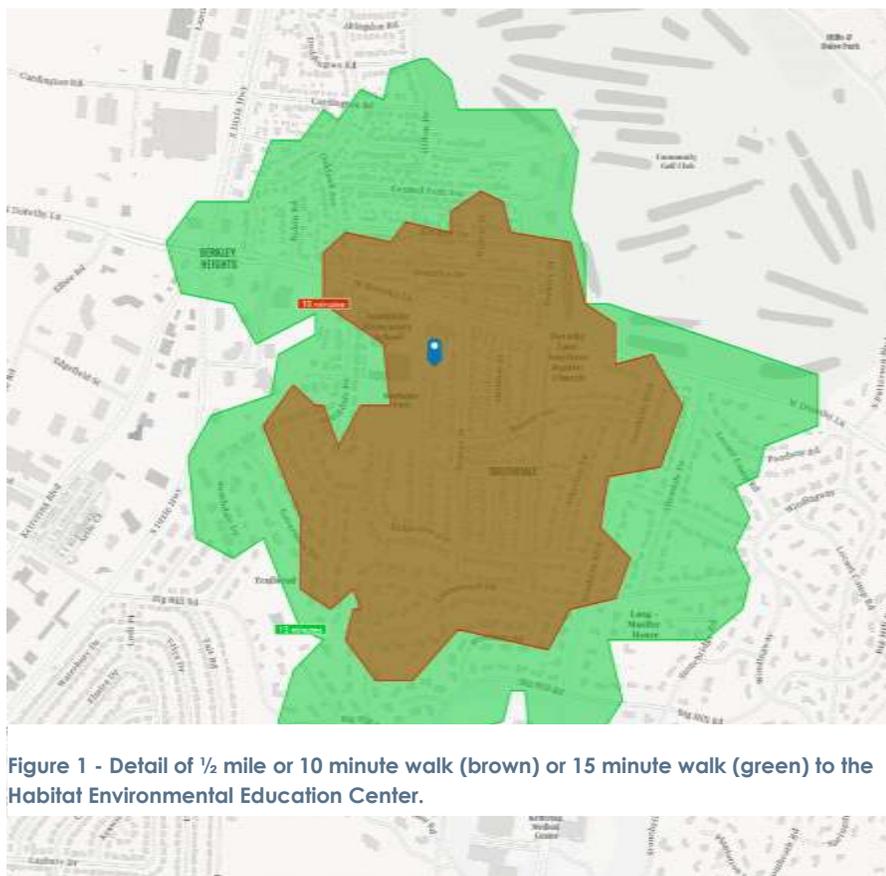


Figure 1 - Detail of ½ mile or 10 minute walk (brown) or 15 minute walk (green) to the Habitat Environmental Education Center.

With the 7 facilities that PRCA owns and maintains, 7,686 people, or 3,743 households, live within a ½ mile radius of a facility. Approximately 14% of Kettering residents live within a 10 minute walk to a PRCA facility.

Equitable access and affordability to the City's resources, including PRCA services, land and facilities are a priority our administration, with ongoing research into Kettering populations and demographics to determine strategies for outreach initiatives, park land development and facility locations. Thoughtful and strategic connections to residents who may not live or utilize City and PRCA services (such as living beyond the ½ mile perimeter of a park or facility) include several outreach activities, including *Kaleidoscope: Art and Nature on Wheels*, the *Bike Kettering* program, and *Cities of Service*.

## GUIDING PRINCIPLES AND QUALITY SERVICE FOCUSED ON COMMUNITY

The Department developed guiding principles to establish a direction for all employees and their interactions with all customers. This includes the operational philosophy and the value statement for the department, "Quality Service Focused on Community." Quality Service Focused on Community (QSFOC) is interwoven in the execution of the department's guiding principles and the Balanced Scorecard (see Chapter 2), and often is the framework for interdepartmental staff meetings.

### PRCA TEAM MEMBER'S BEHAVIORS:

Customer Centered: Team members will strive to ensure that all customers encounter a positive feeling and gain personal satisfaction through all services provided.

Innovative Thinking: Team members will consider and apply original thoughts and perspective toward new ideas and problem solving.

Strive for Excellence: Team members will make every effort to attain outstanding quality in all operations and program delivery.

Collaborative Spirit: Team members will strive and seek interactive ways to work together with the intent to create synergy for exceptional service to the customer and community.

Positive Engagement: Team members will serve customers with an affirming interaction.

Communication: Team members will aspire to communicate with each other, understanding the need to keep the flow of information transparent, timely and relevant.

Lean Towards Yes: Team members will seek ways to provide a positive view for decisions.

### DEPARTMENT SUPERVISORY STAFF

#### LEADERSHIP TEAM

Mary Beth O'Dell, Director  
Shauna Lewallen, Recreation Superintendent  
Shayna V. McConville, Division Manager of Cultural Arts  
Gary Schussler, Parks Superintendent  
Rachel Sherwood, Frazee Pavilion Operations Manager  
Lindsey Whitley, Secretary

#### MANAGEMENT TEAM

Matt Byrd, Parks Manager  
Drew Corbett, Recreation Manager  
Chris George, KRC/CIL Facility Manager  
Tony Habart, Ice Arena Manager  
Barry Sanders, Parks Manager

#### SUPERVISORY TEAM

Lindsey Curry, Fitness and Wellness Supervisor  
Andy Dailey, Cultural Arts Program Supervisor  
Jennifer Giessler, Senior and Adult Program Supervisor  
Rebecca Grushon, Aquatic Supervisor  
Jake Hensel, Sports Supervisor  
Breck Jordan, Frazee Pavilion Merchandise & Ticket Supervisor  
Kerri Miles, Environmental Education Supervisor  
Addie Weaver, Program & Youth Development Supervisor

See [Appendix A](#) for a full Department Organizational Chart

## THE DEPARTMENT'S GUARANTEES:

- Define Needs and Create to Match: The Department will continuously evaluate and identify customer needs and align with customized products and services.
- Prioritize Quality and Value: The Department will seek to deliver a high quality product or service with associated price point
- Inclusive: The Department will provide access to products and services to all people.
- Measure and Evaluate: The Department will use metrics and data to seek continuous improvement.



## 1.3 KETTERING DEMOGRAPHICS

This section reviews the City's total population and its key characteristics such as age segments, race, ethnicity and income levels. Future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures. Demographic data was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI). All data was acquired in February 2018 and reflects actual numbers as reported in the 2010 Census, and estimates for 2017 and 2022 as obtained by ESRI. Straight line linear regression was utilized for 2027 and 2032 projections.

### POPULATION & HOUSEHOLDS

The City's population experienced a slight decrease over the last decade, roughly -1.46% since 2010 which is the opposite of the national trend (0.87% annual growth rate over the same period). The total number of households also has experienced a similar decrease in recent years (-0.73% since 2010).

Currently, the population is estimated at 55,344 individuals living within 25,241 households. Projecting ahead, the total population and total number of households are both expected to continue decreasing over the next 12 years, but at a slightly slower rate than years past. Based on 2032 predictions, the City is expected to have just over 54,000 residents living within 24,956 households.

### AGE SEGMENT

Evaluating the City by age segments, the population is aging rather quickly, with a median age of 42.1 years old. This is above the US median age of 38.2 years. Assessing the population as a whole, the City is projected to continue its current aging trend. Over the next 12 years, the 55+ population is expected to gain an additional 7% of the distribution of the total population. This is largely due to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups.

The table below is a summary of Kettering's demographic figures. These figures are then compared to the state and U.S. populations. This type of analysis allows the City to see how its population compares on local and national scale. Highlighted cells represent key takeaways based on the largest discrepancies between Kettering population and Ohio's/ U.S. populations, which include:

1. Lower Population Growth Rate
2. Lower Household Growth Rate
3. Less Diverse Population

### RACE & ETHNICITY

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

American Indian – includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment

Asian – includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam

Black – includes a person having origins in any of the black racial groups of Africa

Native Hawaiian or Other Pacific Islander – includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

White – includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa

Hispanic or Latino – is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

*Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. Ethnicity is defined as whether or not a person is of Hispanic/Latino origin.*

2017 Demographic Comparison		Kettering	Ohio	U.S.A.
Population	Annual Growth Rate (2010-2017)	-0.21%	0.27%	0.87%
	Projected Annual Growth Rate (2017-2032)	-0.16%	0.25%	0.83%
Households	Annual Growth Rate (2010-2017)	-0.10%	0.30%	0.79%
	Average Household Size	2.17	2.43	2.59
Age Segment Distribution	Ages 0-12	14%	16%	16%
	Ages 13-17	5%	6%	6%
	Ages 18-34	22%	22%	24%
	Ages 35-54	25%	25%	26%
	Ages 55-64	14%	14%	13%
	Ages 65-74	10%	10%	9%
Race Distribution	Ages 75+	10%	7%	6%
	White Alone	91.2%	81.0%	70.2%
	Black Alone	3.6%	12.6%	12.8%
	American Indian	0.2%	0.2%	1.0%
	Asian	1.7%	2.2%	5.6%
	Pacific Islander	0.0%	0.0%	0.2%
	Some other Race	0.7%	1.4%	6.8%
Two or More Races	2.6%	2.5%	3.4%	
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	2.7%	3.8%	18.1%
	All Others	97.3%	96.2%	81.9%
Income Characteristics	Per Capita Income	\$31,832	\$28,541	\$30,820
	Median Household Income	\$52,508	\$52,128	\$56,124

The service area's current population is predominately White Alone. The 2020 estimate shows that 91% of the population falls into the White Alone category, while the Black Alone category (3%) represents the largest minority. The racial diversification of the City is less than the national population, which is approximately 70% White Alone, 13% Black Alone and 7% Some Other Race. The predictions for 2032 expect the population to become slightly more diverse, with minor decreases in the White Alone population accompanied increases among all other races.

The City's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic /Latino can also identify with any of the racial categories from above. Based on the 2010 Census, those of Hispanic/Latino origin represent 2.7% of the service area's current population, which is much lower than the national average (18.1% Hispanic/Latino). However, the Hispanic/Latino population is expected to continue growing over the next 12 years, increasing to 4% of the City's total population by 2032.

## **HOUSEHOLD INCOME**

The City's per capita income is currently \$31,832, which is just above the national average (\$30,820). Kettering's median household income (\$52,508) is slightly below the national average of \$56,124. Both per capita income and median household income are expected to continue growing over the next 15 years increasing 44.1% and 38.0% respectively.

## **SUMMARY OF KEY DEMOGRAPHIC FINDINGS**

- The City's population annual growth rate (-0.21%) is significantly below the national (0.87%) growth rate.
- Kettering's average household size (2.17) is lower than the U.S.'s (2.59) average household size.
- When looking at age segments, the service area's percentage distribution is older than that of the nation distribution, with 34% of the population being over the age of 55.
- The City's racial distribution is less diverse than the national population, with only 8.8% representing all minority races.
- Kettering's percentage of Hispanic/Latino population (2.7%) is much lower than the national average (18.1%).
- The service area's per capita income (\$31,832) and median house income (\$52,508) are both in line with the national averages (\$30,820 & \$56,124).

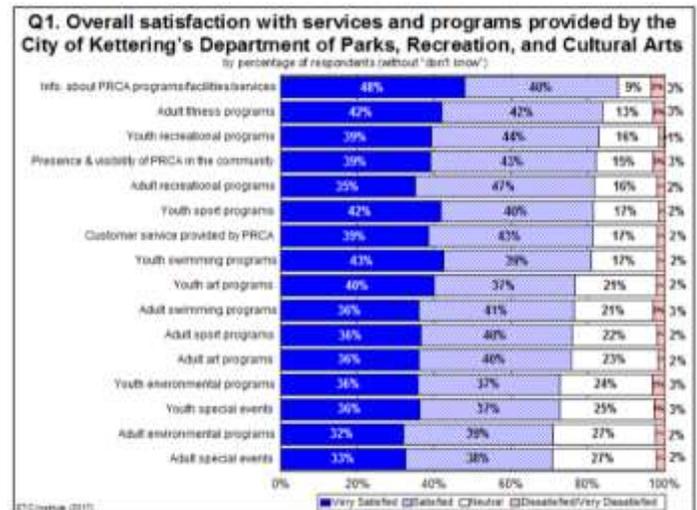
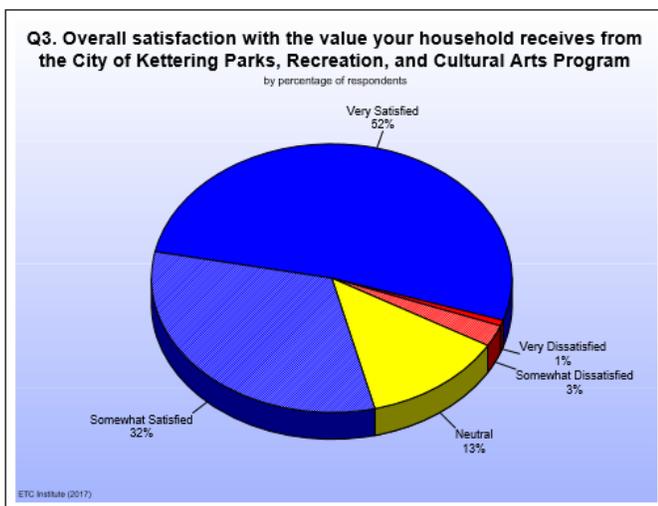
PRCA looks at audiences through demographic data, often to ensure expectations and best methods of service delivery and communication. A detailed breakdown of audience demographics for PRCA programs and services is described for Parks in Chapter 3 and for PRCA, with data collected from transactions between 01/01/2020 and 11/22/2020 or other date ranges as noted. Demographic information is collected during the registration process in the department's RecTrac software system, which is linked to iDashboards, a data platform to better understand trends in users, revenues and enrollment. In addition, asset mapping and a community inventory take into account regional competitors for services and programs. The data below is specific to marketing and communication of programs across the department, and a detailed Competition Analysis worksheets and the Community Inventory can be found in [Appendices B and C](#).

## 1.4 DEPARTMENT VALUE TO RESIDENTS

The City of Kettering and PRCA regularly conduct statistically valid surveys to substantiate the value of city services for residents, as well as collect data to guide decision making with City leadership and key decision-makers. In December 2017, the City Manager's Office (CMO) conducted a Citizen Perception Survey to track customer needs and share opinions. The majority of respondents (84.5%) indicated that they or someone in their household had used or visited a PRCA facility in the last twelve months. The majority of respondents (99.4%) indicated that they were either very satisfied or satisfied with the PRCA facility or park that they had visited.

In spring of 2017, ETC Institute administered a community survey as part of PRCA's effort to provide quality services that the citizens of Kettering need and value. A random sample of households received a survey packet containing a cover letter, copy of the survey and a postage paid return envelope. Ten days after mailing, recipients received phone calls and emails asking them to complete the survey. The goal was to get 400 surveys but the goal was far exceeded with a total of 607 residents completing the survey.

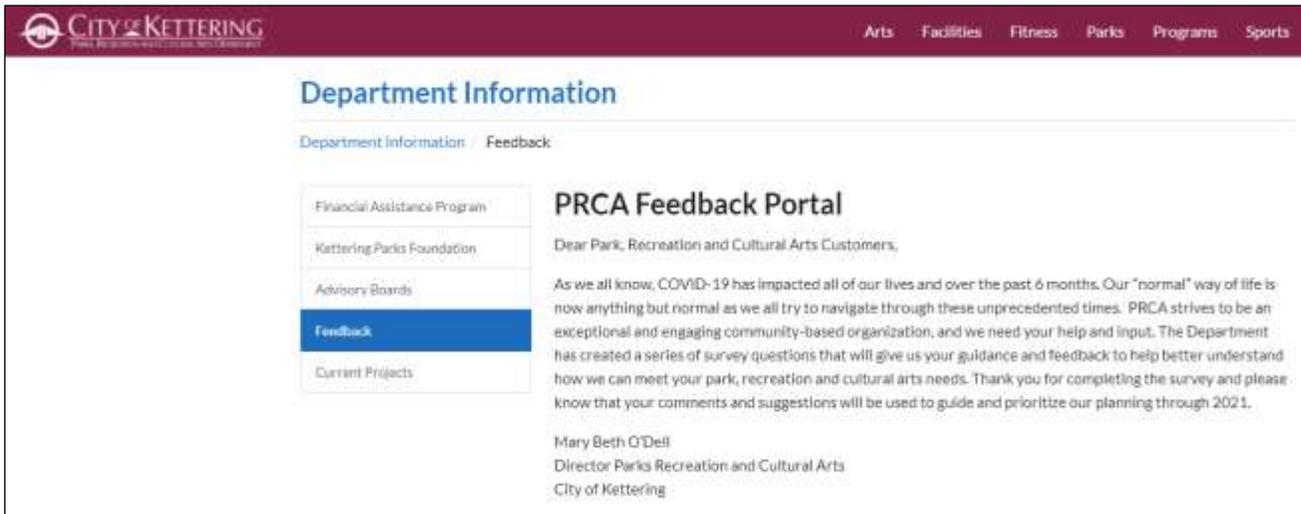
Based on the sum of "very satisfied" and "somewhat satisfied" 84% of respondents are satisfied with the overall value that their household receives from PRCA.



Additional questions such as satisfaction with programs and services, benefits received, frequency of parks usage and much more allowed the City to identify investment priorities over the next two years. By identifying services and programs of high importance and low satisfaction, the analysis identified what would have the most impact over the next two years. The 2017 Community Attitudes and Interest Survey can be found in [Appendix D](#).

PRCA was scheduled to conduct a Community Attitudes and Interest Survey in spring of 2020 but due to the impact of COVID-19, the 2020 survey has been postponed to 2021 or 2022. In its place, the department created an online Feedback Portal to provide input on parks, programs and communications. Results from the 2020 Feedback Portal can be found in [Appendix E](#). More

information about department evaluation methods and resident feedback can be found in Chapters 3, 4 and 5.



## 1.5 DEPARTMENTAL RESOURCES

### BUDGET

PRCA is considered a Special Revenue Fund in the City of Kettering budget. This designation allows the operational functions to exist in one fund; simply all personnel, expenses and operational costs are fully executed under Parks, Recreation, or Cultural Arts Cost Centers. Yearly, the department receives a transfer from the general fund and a target subsidy is established for the department to achieve. Typically revenues from all of the product lines assist the department in achieving the yearly subsidy goal. The budget process begins in early spring with the Capital Improvement process and wraps up in late fall when the final budget is presented, adopted and approved by the City Council.

### CAPITAL IMPROVEMENT

The City of Kettering Capital Improvement Project (CIP) process begins in the first quarter of each year. Capital improvement requests for the City include projects related to transportation enhancements, roadway improvements, streetscape, drainage and facility improvements among others. The PRCA Director works closely with the Leadership team to determine priority capital improvement needs on a five year projection, and prepares the budget requests accordingly. Projects are evaluated based on the impact on health and safety of the community, environmental and aesthetic effect, disruption and inconvenience, effect on inter-judicial relationships and the short and long term effect on the operating budget.

In the second quarter, after the Mayor and Council retreat, the City Budget Manager assembles all capital requests to evaluate in conjunction with the City Manager, Assistant City Manager and department directors. From this effort, a City five-year capital improvement program is created.

Priorities for Parks, Recreation and Cultural Arts in 2021-2025 include two major phased projects: Rosewood Arts Centre facility renovation and the development of Gentile Park, a new neighborhood

park. Additional CIP plans include the landscaping of heavily trafficked corridors in tandem with the City's Engineering vehicular bridge replacement projects.

### **TRAINING AND PROFESSIONAL DEVELOPMENT**

PRCA believes in the value of professional development for staff members. Annually, the department dedicates over \$60,000 to staff development through conferences, workshops and certifications. In addition to parks and recreation-centered conferences provided by the Ohio Parks & Recreation Association and the National Parks & Recreation Association, staff members may also participate in training more specific to their field of expertise. Examples include the Ohio Art Education Association, Americans for the Arts, National Council on Education for the Ceramic Arts (NCECA), American Planners Association, Club Industry, Ohio Association of Senior Centers, Ohio Department of Agriculture, Ohio Forestry Association and more.

### **PARTICIPANT INVOLVEMENT**

PRCA benefits greatly from the feedback and guidance of several citizen boards and committees. All of these groups are comprised of volunteers from the community who provide valuable feedback to the department.

#### **Parks, Recreation and Cultural Arts Advisory Board (Park Board)**

The Parks, Recreation and Cultural Arts Advisory Board was established by Section 7-13 of the Charter of the Municipality of Kettering dated November 23, 1954. Park Board is a non-administrative board serving solely in an advisory capacity. In that capacity, the board may recommend action to the City Council but may not assume any legislative or administrative authority in the operation of the Parks, Recreation and Cultural Arts Department. No action of the board can relieve the Director of Parks, Recreation and Cultural Arts of his/her responsibility for administration of the department, or limit his/her authority.

Park Board is responsible for:

- Promoting a comprehensive parks, recreation and cultural arts program for the Kettering residents.
- Providing forum for consideration of matters relative to the operation of the parks, recreation and cultural arts program.
- Acting as an advisor to the Director of Parks, Recreation and Cultural Arts.
- Governing as a recommending body to City Council on matters concerning Kettering Parks, Recreation and Cultural Arts.
- Establishing working relationships with schools, community and civic organizations and provide the general public with information and education with regard to parks, recreation and cultural arts programming.

#### **Tree Committee**

The Tree Committee was formed in 2019 by the Park Recreation and Cultural Arts Board and will be comprised of two Park Board members and appointed volunteers. The committee members will serve a one year term and meet no more than three times per year. The main purpose of the committee is to oversee the preservation and conservation of the City's tree inventory. Committee responsibilities will include but not be limited to reviewing, revising and or creating city wide tree policies and propose ordinances for the support of current and future tree programs and initiatives.

### **Program Advisory Committee (PAC)**

The Program Advisory Committee's purpose is it to foster vision, advocacy and collaboration through frequent, focused communication with a group of residents. (PAC) was established in 2010 as a volunteer committee under the governance of the Kettering Parks, Recreation & Cultural Arts Advisory Board (Park Board). PAC is made up of 10 - 24 Kettering residents focused on providing feedback and evaluation regarding programs and of PRCA. PAC is recruited by the Park Board and members serve a 1-2 year term.

The Park Board schedules regular meetings with PAC to review assignments and solicit feedback on any aspect of Kettering Parks, Recreation and Cultural Arts and its programs. All five members of the Park Board will participate in leading all PAC meetings through shared facilitation responsibilities.

The goals of PAC are to:

- Participate in the services and facilities offered by PRCA
- Provide active feedback to the Park Board through online surveys and scheduled meetings
- Be an ambassador to the community on behalf of Park Board and PRCA

### **Partners For Healthy Youth Advisory Board (PFHY)**

The Partners for Healthy Youth Advisory Board is a non-administrative board serving solely in an advisory capacity. In that capacity the board may recommend action to the City Council but may not assume any legislative or administrative authority. PFHY includes eleven appointed members, selected by the current board which includes a representative of City Council and School Board. Voting members include the appointed members, a School Board representative and a City Council representative.

The goals of PFHY are:

- Provide continuous analysis of youth needs and issues in the community.
- Focus on initiatives and issues that impact the youth in Kettering.
- Assist with planning and implementation of citywide youth programs, events and education programs.
- Develop financial recommendations for support of youth initiatives and activities.

### **Kettering Arts Council (KAC)**

The Kettering Arts Council (KAC) is a 15-member citizen advisory committee established through resolution by the Kettering City Council. As one of the first citizen advisory committees for the arts in Ohio, the KAC supports Kettering's signature arts facilities, programs and events, including Rosewood Arts Centre, Art on the Commons and the Rosewood Gallery, as well as creating new opportunities for audience engagement and arts advocacy. The committee includes individuals with a strong desire to promote and advocate creative arts experiences in our region.

The KAC mission is to strive to provide access to the arts for all ages, encourage a passion for the arts and promote art appreciation and education, in partnership and collaboration with the community.

### **Art in Public Places Committee (AIPP)**

The Art in Public Places Committee (AIPP) is an 11-member citizen advisory committee established through resolution by the Kettering City Council. The Art in Public Places Committee reports to the

Director of Parks, Recreation and Cultural Arts and works under the direction of the Division Manager of Cultural Arts. AIPP acts as an advocate and the administrative body for public art planning. AIPP advises the planning, site and artist selection, education, community relations, advocacy, fabrication and implementation of CitySites, the City's percent for art program, responsible for the commission and maintenance of over 25 permanent public.

### **Senior Advisory Board**

The Senior Advisory Board exists to guide the CIL staff in enriching and improving the quality of life of Kettering Seniors. The Senior Advisory Board consists of nine members of the Charles I. Lathrem Senior Center (CIL), the Senior & Adult Program Supervisor, PRCA Recreation Division Manager, CIL Facilities Manager and Senior Service Coordinator.

### **VOLUNTEERS**

PRCA is dedicated to productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships are mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission.

The City has a volunteer program called Volunteer Kettering. Management of Volunteer Kettering includes regularly tracking individual volunteers, their skills and hours volunteered. Tracking volunteer hours can be used in budget discussions indicating how well the City is able to leverage limited resources. The volunteer opportunities within the PRCA department include drivers for the senior transportation program, customer service roles in City facilities, programs and events and when possible, matching volunteer's interests by creating unique opportunities. The City is leading the way with engaging and rewarding volunteers to enhance community ownership and pride.

Some best practices that are being used by the City to managing volunteers include:

- Involving volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments and can increase their appreciation and understanding of the City.
- Ensuring a Volunteer Administrator and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions.
- Maintaining the desirability of volunteerism in the agency by developing a good reward and recognition system including allowing volunteers to use their volunteer hours to obtain discounted pricing at certain programs, rentals or events and attend other City functions.

### **PARTNERSHIPS AND COOPERATIVE PROGRAMMING**

The City currently works with several different types of partners throughout the community. All partnerships developed and maintained by the City adhere to common policy requirements. These include:

- Each partner will meet with or report to City staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.

- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the City-appointed lead, along with the other partner's highest-ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.
- Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

PRCA has a strong network of recreation program partners. The following five areas of partnership are undertaken.

1. **Operational Partners:** Other entities and organizations that can support the efforts of the City to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the City or Department in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the City in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

These partnerships are critical to PRCA's mission to enrich the lives of all Kettering residents, and also beneficial to fostering relationships with the community, visibility and reach to new and/or current audiences, and strengthen the quality and impact of PRCA services, programs and activities.

## **ADA AND INCLUSION**

The City of Kettering is committed to inclusivity in its operations and programs, and in 2018, created a full-time Inclusion and Compliance Manager in the City Manager's Department. This role works closely with all city departments to ensure compliance with the Americans with Disabilities Act (ADA). While the ADA does not require the City of Kettering to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden, the City welcomes the opportunity to work with the community on matters of employment, effective communication, and modifications to policies and procedures.

**Employment:** the City of Kettering does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under title I of the ADA.

**Effective Communication:** the City of Kettering will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in City of Kettering programs, services, and activities, including qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

**Modifications to Policies and Procedures:** the City of Kettering will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities. For example, individuals with service animals are welcomed in City of Kettering offices, even where pets are generally prohibited.



# CHAPTER 2

# STRATEGIC PLAN



CITY OF KETTERING  
PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT



## CHAPTER 2 – STRATEGIC PLAN

The Parks, Recreation and Cultural Arts Department traditionally utilizes a five-year Strategic Plan, often created in partnership with an external consulting agency. A Balanced Scorecard is the detailed tool of Strategic Plan accountability that is used by department staff. The plan is approved by the department Director and the PRCA Leadership Team work together to create the department and division-specific methods for fulfilling the plan.

### 2.1 OVERVIEW OF THE BALANCED SCORECARD

The Parks, Recreation and Cultural Arts Department implemented the Balanced Scorecard strategic plan process initially in 2010 and revised it in 2013, 2017, and 2020. The Balanced Scorecard method was designed to view the department strategy through the four perspectives outlined in the Balanced Scorecard structure. The Scorecard is a management system and a way of looking at the organization's big-picture strategic goals. It also helps choose the right things to measure to enable the department to make good internal, external, operational, and financial decisions. The Scorecard is not a check list of tasks to check the box; rather it creates a longer range vision of timely, yet impactful, strategies to guide the organization into the future.

The Balanced Scorecard looks at the organization from four perspectives to measure its overall health. Each perspective focuses on a different side of the organization, creating a balanced view of the operations as a whole. The traditional Balanced Scorecard themes or perspective views are:

- Learning and Growing - Employee Focus
- Internal processes - Operation Focus
- Customer - User Focus
- Financial - Budget Focus

Each focus works in a sequential order with the first priority focused on the employee, to ensure the internal team is working in concert with the organization. If employees are in sync with the organization direction, they will have success impacting the overall operations of the organization, which in turn provides excellent customer service to ultimately support a strong financial outcome.

The Balanced Scorecard approach provides ample review of various aspects of the organization through a series of questions for each themed area.



**LEARNING AND GROWING:** (Employee) How do we nurture our staff culture, capabilities, and skills? Are employees aware of the latest industry trends? Is it easy for employees to collaborate and share knowledge? Do employees receive the training and continuing education opportunities? What is the organization doing to stay ahead of the competition? How do employees contribute to support the customer?

**INTERNAL PROCESSES:** (Operations) How smoothly is our organization operating? Are we efficient? Are we reducing waste and speeding up process or managing resources? Are we providing what the customer actually wants? What areas do we excel best, least?

**CUSTOMER:** (User) Who is buying and/or utilizing our services? Are we gaining new customers and building a culture to retain existing customers? How are we keeping existing customers happy and satisfied? How are we measuring the satisfaction and success of our customers? How do we treat our new and returning customers?

**FINANCIAL:** (Budget) Is our organization making appropriate margin on products and services? Are the elected officials happy with the financial performance of the department? Do we focus on financially forward or lag behind with past practices?

## BALANCED SCORECARD AND THE IMPACT OF COVID-19

*In March of 2020, COVID-19 changed the trajectory of the Parks, Recreation and Cultural Arts Department operations severely. 200+ staff were laid off or furloughed and all indoor facilities were closed through the end of May. Once certain facilities began reopening in mid-May, strict state mandates were rolled out, creating an abundance of uncertainty which altered operations, minimized the department staffing model, and financially crippled the department's typical robust revenue streams.*

*Although there is no timeline for the end of COVID-19 to date, we anticipate continued modifications in the Department operations through 2021. The PRCA team determined that altering the current Balanced Scorecard objectives, measures, and associated targets/initiatives would be premature until we completely realize the impact of COVID-19 on all operations. Knowing how tumultuous 2020 has been, the PRCA team deferred all outcomes for 2020 objectives and measures forward one year to 2021-2024.*

*As noted in this report, the Balanced Scorecard is not a "to do" list but a strategically designed tool that helps focus an organization to work toward employee, operations, customer and financial success. PRCA is still confident that the existing strategies will be time tested and will continue to be the focus for 2021-2024. However, we will proceed nimbly as we review the scorecard in 2021 and insert any modifications based on projected long-term impact of COVID-19 on our community and organization*

*-Mary Beth O'Dell, Director*

The scorecard is comprised of 5 general categories:

- Theme/Perspective
- Objective
- Target/Initiative/Measure
- Staff Accountable
- Start and Completion Date
- Term: Short, Mid, or Long Term View

The Balanced Scorecard represents a hierarchy of elements and moves from strategy to tactical approaches.



The Scorecard needs to be actionable and must focus on something that can be affected. The strategic objectives need to be endless, not a one-time event, but continuous improvement. The Scorecard needs to be measurable, through strong quantifiable strategic objectives and targets/initiatives that provide a change in performance or behavior over time.

## 2.2 BALANCED SCORECARD PROJECT PROCESS

### THE DEEP DIVE

After the 2017 Balanced Scorecard update, staff struggled with the deployment of the Scorecard objectives. The Leadership team and Director unanimously determined that the department needed to pause and assess the department's operations through the lens of the Balanced Scorecard: Employees, Internal Operations, Customer Service and Financial Sustainability. This pause became known as "The Deep Dive."

From May 2017 through August 2018 the department conducted a one year operational evaluation. PROS Consulting, Inc. was brought on to lead an audit of PRCA operations and products, with a focus on service area demographics, program trends, existing program assessment, competitive market analysis, a staffing SWOT analysis, and a recommendation of prioritizations for the department moving forward. The Department conducted this evaluation through multiple department, division, small groups, and individual discussions with full time and regular part time team members.

Through this process the department reassessed the organizational structure, shifted from a "cost recovery" model to a value based model of budgeting, and recalibrated job expectations and service standards. A significant outcome of the Deep Dive included the creation of "Quality Service Focused on Community," the operational philosophy for the department. Quality Service Focused on Community (QSFOC) is interwoven in the execution of the department's guiding principles and the Balanced Scorecard, and often is the framework for interdepartmental staff meetings.

In addition, the Director, working with department Leadership, incorporated recommendations from the Deep Dive to create a comprehensive Playbook. This document provided a consistent approach to program and service development, implementation, evaluation, as well as staffing, budget, and other operational priorities. The Playbook was widely disseminated to PRCA staff from 2018 – 2020, and has now transitioned to the department's Recreation & Arts Plan (Chapter 4).

### BALANCED SCORECARD UPDATE PROCESS

The Deep Dive altered the direction of the department from a functional standpoint, which required an update to the Balanced Scorecard. The starting point was to review the mission, vision, and value statements, and the guiding principles. Next, the Department followed the Balanced Scorecard process by reassessing the key areas and intent of the themes.

*Internal Customer/Team Focused* - Create an engaging workforce and department culture through employing and retaining a high quality work force.

*Operational Excellence* - Review internal processes to improve operational decision making utilizing technology to assist with execution of processes and marketing to reach customers more effectively.

*Successful Experience for the Community* - Align services with needs of the community/customers.

*Fiscal Responsibility* - Ensure the department manages resources to attain fiscal sustainability and accountability for financial decisions throughout the organization.

## 2.3 BALANCED SCORECARD: 2020 – 2024

The Parks, Recreation and Cultural Arts Scorecard created an overall Department vision and subsequent Division scorecard focuses were created for Parks, Recreation, and Cultural Arts divisions.

### STRATEGIC THEME: INTERNAL CUSTOMER/TEAM FOCUSED

#### Objective: Empower and engage employees

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Create mechanisms to capture input to engage employees in achieving department objectives.

##### Tactics/Initiatives:

1. Conduct staff surveys two times per year for various department projects and or initiatives; Utilize e-newsletters (three times per year) for department updates and add links for feedback on various topics
2. Utilize monthly/quarterly QSFOC meetings as input sessions for staff to participate and provide input on various department operational topics
3. Develop divisional opportunities for on-going dialog with staff during regular scheduled group meetings or one on one encounters; Monthly Leadership team members bring forward any ideas, questions or concerns from staff that require response and or action

Analyze division, department and city information structure and resources.

##### Tactics/Initiatives:

1. Create and disseminate a yearly department-wide newsletter identifying important meetings, events, and critical deadlines
2. Host monthly and quarterly meetings and all-department retreats (once per year) for relaying and sharing city, department and division information and other operational expectations; Utilize meeting evaluations when applicable

## Objective: Employ a high quality workforce

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### Tactics/Initiatives:

#### Enhance recruitment and retention of staff.

1. Deploy the seasonal staff recruitment plan with Human Resources for continuous improvement on processes yearly
2. Develop a recruiting plan targeted for year round part time and contractual employees; Merge with seasonal plan once completed
3. Analyze, review, evaluate, and recommend a new part time (hourly and contractual) pay structure, modify pay bands and concurrently adjust job classifications
4. Create a phased process to increase the starting wage for various part time positions in each division

### Tactics/Initiatives:

#### Develop departmental, divisional and individual staff training systems.

1. Create a department-wide training process with each employee and or work group of employees (part time groupings) identifying specific skills aptitude and competency for employees job function as it relates to professional growth and technical advancement
2. Develop a professional training chart for full time and regular part time staff aligning their professional needs with the organization's expectations and job duties
3. Develop transparent communication with all employees and identify a process for employees to develop skills and competencies for future succession planning and/or lateral expansion in their existing position

## Objective: Strengthen organizational culture

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Create, clarify, and communicate expectations, priorities, and goals.

### Tactics/Initiatives:

1. Develop and deploy a PRCA Orientation and On-Boarding program for full, regular part time, temporary year round, and seasonal staff
2. Develop a "guiding principles" training program targeting new staff during their on-boarding program and/or through existing (monthly, seasonally, yearly) training programs in all divisions
3. Create timely formal and informal personnel evaluation processes that will provide regular feedback to staff highlighting successes and improvement areas in job performance
4. Develop specific targets/initiatives for all full time staff using the Balanced Scorecard department/division score card criteria
5. Deploy an annual employee satisfaction survey; Review feedback and adjust communication and operations based on feedback

## STRATEGIC THEME: OPERATIONAL EXCELLENCE

## Objective: Optimize the use of technology

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Develop a strategic technology plan.

### Tactics/Initiatives:

1. Evaluate existing department systems and then identify, prioritize, and budget yearly for technology solutions that deliver a more efficient and functional process for improved service (internal and external)
2. Create an evaluation process, quantitative and qualitative that measures impact of new technology solutions on service delivery with internal staff and external users

## Objective: Maximize Strategic Communication

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### Tactics/Initiatives:

Analyze, create, and implement a strategic marketing system.

1. Develop internal communication guidelines for staff to follow when creating all promotion plans for individual cost centers
2. Develop an integrated marketing and promotion strategy that targets and prioritizes revenue generating programs and services
3. Develop a metric baseline utilizing online analytics to gauge customer reach and engagement for targeted programs and services
4. Expand the use of the city managed GIS system for improved analysis of customer behavior patterns (i.e. by zip code, census tract income levels) and utilize information as tools for target marketing for revenue generating programs

## Objective: Use data to make informed decisions

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### Tactics/Initiatives:

Ensure mechanisms exist to measure current targets, forecast long-term planning, and encourage informed risk-taking.

1. Determine the program data points that are most effective for analyzing products by cost center and determine the various duration time of weekly, monthly, and yearly for analysis purposes
2. Systematize the process to evaluate the success ratio of products and services associated units of service compared to the established financial targets; Chart ratio quarterly and make operational adjustments if necessary
3. Create a long range subsidy forecast (3-5 years) identifying by cost center anticipated changes in revenue, personnel, operations and capital equipment; Review and modify operations based on projections (i.e. pricing review, staffing models, operation modifications)

## Objective: Implement relevant operational guidelines

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**Audit policies and procedures by evaluating the existing documents and making necessary changes.**

### Tactics/Initiatives:

1. Review and analyze the PRCA shared drive content as it pertains to policies and procedures for accuracy and relevance; Move all appropriate information to Power DMS and discard and or archive all other documents
2. Develop a long range plan for review and revision of documents that are directly related to accreditation, incorporate a review process into scheduled department, division, and individual meeting times
3. Ensure all full time staff is completely familiar with Power DMS and align training and access of the system with the appropriate level of staff

## STRATEGIC THEME: SUCCESSFUL EXPERIENCE FOR THE COMMUNITY

### Objective: Understand the community

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**Understand the users, non-users and underserved populations in our community.**

### Tactics/Initiatives:

1. Develop and incorporate GIS mapping into the product/service evaluation process (utilizing RecTrac data) to analyze impact and penetration by specific demographic data points for the targeted revenue generating products/service lines
2. Analyze the existing customer profiles for each cost center and identify gaps in the user base (i.e. age, gender household size) that potentially could be targeted as a prospective new customer; Collaborate with marketing/GIS team to develop strategies to reach new audiences
3. Develop survey mechanisms that periodically are used to target customers to gauge changes in habits, interest, buying patterns, etc.; Utilize results of survey for improved product/service development and deployment

**Develop tactics to engage underserved populations and non-users.**

Tactics/Initiatives:

1. Create a department wide training with all full time staff on diversity, equity, and inclusion to develop a better understanding of connecting and delivering PRCA services to all individuals
2. Review all department policies and procedures to ensure there are no social barriers for participation
3. Recruit members for all department advisory boards and committee members to reflect a more diverse cross section of the community

**Develop tactics to retain current users.**

Tactics/Initiatives:

1. Create and deploy strategies that provide an opportunity for timely and or immediate customer feedback and or evaluation on products and services; Design a customer looping process to communicate back to the customer the impact/improvement their feedback made on the product/service
2. Identify yearly retention percentage for specific department cost center and align with the financial outcomes; Chart monthly percentage with aligned financial expectations, make operational adjustments if necessary
3. Create a yearly promotion calendar geared toward on-going engagement with existing customers. (i.e. holiday specials, flash sales, themed promotion, on-line only etc.)
4. Research and launch a customer loyalty program for targeted cost centers; Ensure program can be maintained and sustainable

## Objective: Align services to expectations

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**Create mechanisms to capture user and non-user input to provide quality service.**

### Tactics/Initiatives:

1. Develop and deploy a new customer service evaluation process that increase the assessment of the customers experience based on the pre-determined quantitative (numerical rating) and qualitative goals for the product and service; Create and manage a department matrix to chart by cost center the customer numerical responses and make modifications as appropriate
2. Strengthen and formalize a department processes to include feedback on our products and services from the various advisory boards; Utilize information if applicable for modifications of products and or service delivery; Conduct a yearly all advisory board meeting in order to gain a broader cross section discussion regarding department products and services

**Assess and establish standards and metrics for quality service.**

### Tactics/Initiatives:

1. Determine by cost center a baseline for expected units of survive for all products and services; Align and evaluate monthly unit rates based on financial expectations.
2. Design a department quality service evaluation program that incorporates the 5 measures of service: Tangibles (physical appearance), Reliability (promise of services), Responsiveness (prompt service), Assurance (Knowledge and courtesy of employees), Empathy (caring and attention); Incorporate into department evaluation feedback tools for facilities, programs, and events
3. Create a scoring system for the Quality Service measures and develop targets for each cost center to attain; Measure quarterly for quality assurance

## STRATEGIC THEME: FISCAL RESPONSIBILITY

### Objective: Effective resource management

---

**Define, develop, and establish systems, training, and expectations for effective budget management.**

#### Tactics/Initiatives:

1. Develop a system-wide training program for full time recreation and arts staff that outlines the budget process keying in on the important weekly, monthly, quarterly and yearly metrics, pertinent to supervisors and managers financial responsibility
2. Systematize the Dashboard so the site becomes the central hub for all information associated with department resource management data (i.e. RecTrac, budget, program performance, evaluation); Add Frazee budget information to Dashboard
3. Create a department wide on-going training programs that provides in-depth knowledge with the Dashboard functions; Develop specific knowledge goals for managers and supervisors to attain to ensure complete understanding of the functionality of the site
4. Create yearly financial targets for each cost center, based on direct cost; breakdown the yearly targets into quarterly financial goals for supervisors and managers to attain

**Develop a system to strategically manage department assets.**

#### Tactics/Initiatives:

1. Create a department wide 5 year replacement schedule by division and update yearly to keep information current and relevant
2. Ensure replacement cost is estimated for all equipment with the percentage increase for inflation or potential industry/technology improvements

**Identify, prioritize, and plan for long range unfunded needs in the department.**

Tactics/Initiatives:

1. Evaluate the current department personnel, facility and equipment unmet needs and create a priority ranking system to assess and justify the impact of these needs for improvement in operations and/or customer service
2. Based on a yearly assessment, determine the financial viability to recommending the improvements through the citywide CIP and/or budget process
3. Budget to update the existing Park and Recreation Master Plan to gain an understanding of the cost of funding the unmet infrastructure needs for the department; Specifically update the Ice Arena and Frazee master plan as part of the process

**Objective: Ensure fiscal sustainability**

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**Strategically manage revenue sources.**

Tactics/Initiatives:

1. Research and identify yearly grants that can be targeted to assist with various department start up-programs, capital equipment, or capital projects that will aid in offsetting total financial cost
2. Identify the various partnership opportunities with in each Division that potentially would strengthen community involvement or support for the department, reduce duplication of services and/or align mutually financial benefits
3. Research alternate revenue streams that leverage existing revenue and/or department facility assets (examples: advertising in activities guide, add on fees to services, subscription)

Create a system and strategy to develop financial projections to manage subsidy fluctuations.

Tactics/Initiatives:

1. Develop a three and five year average assessment of the financial view of each cost center (personnel, revenue and operating); Calculate the variance on current budget to understand the percentage of change in each cost center; Utilize information to create a three year chart demonstrating increase, decrease, or sustained performance
2. Determine the necessary subsidy that will be required to support the overall recreation/arts and parks operations over a three year period using various assumptions for personnel, revenue, and operational needs

2020-2024 PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT SCORECARD

CITY OF KETTERING PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT			STRATEGIC MASTER PLAN 2020-2024		
LOCATION/PROGRAM AREA:					
THEME	OBJECTIVE	MEASURES/KPI	DEFINITIONS		TERM S M
INTERNAL CUSTOMER/ TEAM FOCUSED	EMPOWER AND ENGAGE EMPLOYEES	Create mechanisms to capture input to engage employees in achieving department objectives.	Create internal processes to gather employee feedback, ideas, suggestions and employ in department decision making		21-24
		Analyze division, department and city information structure and resources.	Analyze content, frequency, method, amount, meetings, email, deadlines		23-24
	EMPLOY A HIGH QUALITY WORKFORCE	Enhance recruitment and retention of staff.	Retention, compensation, recruitment, benefits		21-23
		Develop departmental, divisional and individual staff training systems.	Personalize by employee for competency, development and succession planning		21-22
STRENGTHEN ORGANIZATIONAL CULTURE	Create, clarify and communicate expectations, priorities and goals.	Intentionally addressing behaviors, interaction, communication, job functions, support		21-22	
OPERATIONAL EXCELLENCE	OPTIMIZING USE OF TECHNOLOGY	Develop a strategic technology plan.	Evaluate and improve antiquated systems - inventory, analyze, surveying, utilization		22-23
	MAXIMIZE STRATEGIC COMMUNICATION	Analyze, create and implement a strategic marketing system.	Internal process supporting external communication		21-22
	USE DATA TO MAKE INFORMED DECISIONS	Ensure mechanisms exist to measure current targets, forecast longterm planning and encourage risk-taking.	What data are we collecting, where are we collecting the data from, when do we use the data, how do we use the data		23-24
	IMPLEMENT RELEVANT OPERATIONAL GUIDELINES	Audit policies and procedures by evaluating the existing documents and making necessary changes.	Full review of the department internal shared drive content, modify and locate in central policy and procedure folders (convert to Power DMS)		21-22
SUCCESSFUL EXPERIENCE FOR THE COMMUNITY	UNDERSTAND THE COMMUNITY	Understand the users, non-users, underserved populations in our community.	Demographics, patterns, behaviors, reasons for their current use or non-use		22-23
		Develop tactics to engage underserved populations and non-users.	Strategy for inclusivity and equity		22-24
		Develop tactics to retain current users.	Use and participation patterns, type of product selection, repeat or infrequent use, consumption factor		22-24
	ALIGN SERVICES TO EXPECTATIONS	Create mechanisms to capture user and non-user input to provide quality services. Assess and establish standards and metrics for quality service.	Evaluations, verbal feedback, advisory boards. Strengthen current avenues and provide new avenues. Determine the measurable components of quality service. Define within each division what success looks like. For example meeting budget, units of service, quantitative & qualitative.		22-23
FISCAL RESPONSIBILITY	EFFECTIVE RESOURCE MANAGEMENT	Define, develop and establish systems, training and expectations for effective budget management.	Personnel, revenue, operations		21-23
		Develop a system to strategically manage Department assets.	Equipment, vehicles, baseline inventory, replacement schedule		21-22
		Identify, prioritize and plan for unfunded needs of the Department.	Personnel, Facilities, Operating, Equipment		23-24
	ENSURE FISCAL SUSTAINABILITY	Strategically manage revenue sources. Create a system and strategy to develop financial projections to manage subsidy fluctuations and goals.	Identify and Seek Grants, Sponsorships, Partnerships, Relationships, Existing, New and Alternative Revenue Sources Forecasting units, revenue, personnel, manpower		22-24 23-24

Balanced Scorecards for the overall Department as well as the Parks division, Cultural Arts division and Recreation division can be found in [Appendix F](#).

# CHAPTER 3

# PARKS MASTERPLAN



CITY OF KETTERING

PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT



## CHAPTER 3 – PARKS MASTER PLAN

### 3.1 OVERVIEW OF PARKS MASTER PLAN

Kettering is home to an extensive system of parks, with 21 parks encompassing over 350+ acres owned and managed by the City of Kettering. The purpose of updating the Parks Master Plan is rooted in PRCA's desire to provide quality parks and recreation services, facilities and amenities to its residents.

The following outlines extensive community planning documents that have been completed in support of parks and recreation within the City of Kettering:

Year	Community Planning Documents
1984	Indian Riffle Park Master Plan
1985	Leisure Facility Study
1986	Open Space Standards
1993	Delco Park Study
1995	Bike Trail Master Plan (revised)
1995	Parks and Open Space Plan (1996-2000)
1999	Citizen Leisure Survey (updated 1992, 1994, 1996)
2003	City Comprehensive Plan
2004	Park Neighbors Survey
2004	Parks Visitors Survey (updated 1989, 1992, 1994, 1996, 1998)
2006	Parks Master Plan (update)
2008	PRCA Bond Levy Master Plan
2011	PRCA Strategic Plan
2015	Fraze Pavilion Master Plan
2016	Ice Arena Study
2016	Rosewood Arts Centre Study
2017	Community Surveys (2007, 2009, 2011, 2013, 2015)
2017	City of Kettering ADA Transition Plan Update
2018	Parks Maintenance Management Plan
2019	Urban Forestry Management Plan

The 2010 Parks Master Plan identified 48 existing park amenities and planned an additional 15 new capital improvements, and 35 new Bond Levy Improvements anticipated with the approval of 66% of the citizens. The firm of Lorenz and Williams along with Brandstetter Carroll Inc. produced the Master Plan Executive Summary document in 2008. The Parks Bond Levy was approved in November of 2008 for \$12.3 million dollars. In addition, city leaders agreed to earmark \$5 million in general funds for this initiative. These plans and the funding associated with the approved Bond Levy formed the basis for the developments over the last 10 years. Some items could not be completed from these 2010 plans, however, they contribute to the 2021-2025 planning.

The 2021-2025 Parks Master Plan continues to follow earlier plan initiatives, define present and future recreation needs for residents, delineate level-of-service (LOS) standards, and provide guidance for the funding strategy needed to reach the prescribed goals and facility demands.

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### 3.4 PARKS MASTER PLAN GOALS AND OBJECTIVES

The 2021 – 2025 Parks Master Plan provides flexibility and the ability to adapt to future desires, needs and fluctuating resources and/or priorities. The Plan is reviewed annually by the department Director and the Parks Superintendent to ensure it continues to meet the needs of the community.

The Parks Master Plan includes the following:

1. An inventory of current facilities and features (amenities) at each park, balanced with historical initiatives completed over time.
2. Current use statistics use projections and input from the community subject to funding availability.
3. Infrastructure improvements needed and a plan to address identified issues.
4. ADA and regulatory improvements needed.
5. Availability of funding and timelines for park specific improvements.

The City of Kettering continually seeks to improve its parks by enhancing and adding amenities (Parks Master Plan 2021-2025), programs (Chapter 4 - Recreation & Arts Program Plan 2021-2025), and by maintaining these facilities at a high level of service (Chapter 1 - LOS). As demonstrated in the department's comprehensive master plan Chapter 1, the City of Kettering's demographics and overall population has changed over the last ten years. Gradual decline in population and the increase for serving a more diverse community will need to be considered moving forward.

Quality Service Focused on Community continues to be a guiding philosophy in Parks operations, facilities and programs, and is a fundamental message throughout the 2021-2025 Parks Master Plan.

The 2021-2025 PRCA Parks Master Plan goals and objectives were developed via internal and external representation from PRCA Leadership, Parks Division Management staff, departmental/divisional planning initiatives and public in-put processes and initiatives over the last five years.

#### **GOALS**

- Create sustainable operations with current and future resources
- Provide user groups and community, input processes to guide what their parks consist of
- Investigate and research current trends and opportunities
- Develop Parks Division priorities and long-range plans for future community support

#### **OBJECTIVES**

- Identify park classifications and standards throughout system and align them with maintenance management plan

- Analyze current trends for benchmarking parks, facilities and operations per national standards
- Identify current opportunities and/or unmet community needs within parks, facilities and operations
- Develop priorities for each park classification based on opportunities/unmet needs

### 3.5 COMMUNITY PROFILE AND TRENDS

The following state and national trends for parks and public spaces were reviewed to better understand the contemporary climate of planning in the 2021-2025 Parks Master Plan.

#### **STATE PARK USE TRENDS (OHIO ODNR 2018)**

Ohio's 2018 Statewide Comprehensive Outdoor Recreation Plan (SCORP) identifies some noteworthy trends in the State of Ohio.

- An increase of interest in camping with ages 18 to 34 accounting for nearly half of all new campers.
- An increase of interest in fishing with 44 percent of new anglers being between 6- and 17-years-old and 46 percent being female.
- Trails are highly popular with Ohioans, with 90 percent walking or hiking a trail a few times a year and approximately a third walking or hiking a trail monthly.
- Bicycling on paved trails remains popular in Ohio with 55 percent of households doing so at least a few times a year.
- The top three wildlife activities for Ohioans are wildlife viewing, nature photography and bird watching.
- Interest in paddle boarding and stand-up paddle boarding grew from 4 percent to 10 percent in Ohio from 2013 to 2018, which is consistent with national trends.
- Activities such as disc golf, mountain biking, rappelling/rock climbing, backcountry camping, enjoying splash pads/spray parks and horseback riding have continued to show increased participation in Ohio.

#### **NATIONAL PARK TRENDS (NRPA 2019-2020)**

- More than one-third of park and rec agencies will have video surveillance in their facilities and parks in 2020
- A focus on social equity and inclusivity will remain in the forefront.
- The need to continually grow and adapt to the evolving needs of park users. Park and rec agencies will need to stretch themselves to offer programs, amenities and services they have not offered in the past.
- Park and rec agencies will begin to contract with e-sports coaches and offer recreation classes or personal training opportunities at community and rec centers.
- While only a handful of agencies, cities and counties presently ban the use of glyphosate, in a stunning reversal of "business as usual," more than 250 jurisdictions and agencies will ban it in 2020, causing a wholesale change in landscape management practices to control weeds in parks.
- Additionally, further support for conservation and the preservation of natural resources will increase. Park and recreation agencies will re-evaluate their parkland inventory in light of its ability to reduce urban heat island effects through the natural cooling of tree canopy and

shade.

- New parks, linear green spaces and trail corridors will be designed to cool communities, as well as to provide recreational benefits. A dozen park and recreation agencies will open parks for all night use to accommodate the demand for recreation access when temperatures fall enough to permit outdoor activities.
- Park and recreation agencies are eagerly embracing the use of technology for a variety of purposes, including monitoring of park visitors, biometric identification at entrances to public facilities and programs, and scientific uses, such as surveying fire-prone landscapes and charting the spread of invasive species.
- Several park and rec agencies have sponsored eSports tournaments, combining digital gaming with supplemental events and physical activity challenges. For participants, this will offer maximum fun in combination with heart-healthy physical activities, gaining the best of what can be an outstanding opportunity for parks and rec to attract and engage youth.
- Agencies will continue to be tasked with not only meeting the responsibility to offer programs to engage youth in physical activity, they will be responsible in assisting with closing the gap for those that struggle with food insecurities and further public health issues.
- Dog parks are one of the fastest growing types of parks in the country. The more than 90 million dogs in the United States must have a place to go.
- Lastly, building on the momentum of the past few years, local and state governments will make even more park and recreation infrastructure investments in 2019 in buildings, playground equipment, roads and bridges, and capital repairs to aging infrastructure, topping the highest level of infrastructure spending since the recession of 2008.

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### 3.6 PARK SERVICES EVALUATION AND COMMUNITY INPUT

The 2021 – 2025 Parks Master Plan is designed to encompass recommendations and potential projects from various sources including input from user groups, individual park users, city staff, parks advisory board and city council. It was the intent of PRCA to conduct a statistically valid community survey in 2020, however, due to the COVID-19 pandemic, PRCA did not have the ability to conduct the survey update. PRCA is using the following information from the 2017 community survey results along with an informal 2020 online community survey as a means to incorporate relative community input and needs assessment.

In 2017, PRCA utilized ETC Institute to administer a community survey. The major findings associated with parks and park facilities are summarized below. Park facilities provided by PRCA had the highest levels of satisfaction based on a combined percentage of “very satisfied” and “satisfied” for responses among residents who had an opinion; those being neighborhood parks (94%), playgrounds (91%), walking and biking trails (90%) and shelter/picnic areas (87%). Likewise, 95% of respondents had used or visited a PRCA park within the past year. The following three parks were identified as the parks utilized most throughout the system; Delco Park (67%), Lincoln Park (55%) and Indian Riffle Park (50%). For users indicating the reason they visit PRCA parks, (71%) indicated they use PRCA parks for walking paths, (66%) of residents cited to enjoy the outdoors, (60%) indicated for exercise, (50%) indicated to use playgrounds and only (5%) of respondents indicated that they do not use PRCA parks.

## **2020 FEEDBACK PORTAL**

With the delay of the 2020 Community Survey until 2021 or 2022, an online community survey, hosted via a "Feedback Portal" on the department website, offered seven questions specific to parks and park operations. The questions asked were focused on much of the information obtained in the 2017 statistically valid survey. Most importantly, the 2020 online community survey reinforced that the Kettering community feels strongly about the parks we provide and the support they show for them.

Again, in 2020 respondents showed strong support and need in providing walking paths, trails, and/or biking options within parks. This supports the top rated 71% of users that utilize our parks specifically for walking paths and trails of respondents that participated in the 2017 survey. In addition to that, respondents rated to develop, improve or add more paths and trails throughout current or future parks as one of the most important actions that PRCA should take in the future of our parks. Significant support and use was also noted for playgrounds, additional or upgraded restroom facilities, naturalized park settings, connecting with nature both passively and via play, shelters or shade coverings and interpretive areas or amenities.

As mentioned, significant support is shown that the overall satisfaction of our parks and amenities remains high. In 2017, respondents indicated that parks are used at a high rate. 95% of respondents stated that they use a park or park amenities at least once within a given year. In 2020, respondents indicated that over 90% of them frequent a Kettering Park more than a few time per year which is roughly the same as shown in 2017. In addition to that, their satisfaction of our parks and facilities is evident in the fact that there is strong support to continue to provide and maintain existing parks at or above the current level of service and standards.

Lastly, when determining how to approach service delivery within parks, future development, redevelopment or the addition of new amenities, the 2020 online survey reinforced which parks we understand our respondents use the most. Currently, park standards and the maintenance management plan that was created and implemented in 2019 has a tiered level of service approach, which is supported based on use. Delco Park, Lincoln Park/Civic Commons and Indian Riffle rank highest among larger parks for use. Kennedy Park and Wenzler Park, smaller parks rank high as well. Considering how we approach the service provided in our parks overall, current use trends suggest we are doing an adequate job meeting the needs and satisfaction given our most recent high ratings.

## **COMMUNITY STAKEHOLDERS**

As part of gaining community input for the 2021-2025 Parks Master Plan the Parks staff met with sports organizations and park user groups that provide recreational programs to residents. These organizations provide baseball, softball, football, soccer, tennis, pickleball and BMX. Parks also surveyed the schools throughout Kettering and school-based organizations that use fields in Kettering's parks.

In addition to the feedback in the 2020 survey, the following user groups that PRCA collaborates with to offer recreational programming opportunities to its residents are identified below from meetings held in 2020. These highlights the input received from those organizations relating to the use of PRCA parks and facilities to operate their programs.

## Community User Groups

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### Kettering BMX Association

The Kettering Bicycle Motocross Association (BMX) has been providing BMX racing for boys, girls and adventuresome adults at Delco Park since 1980. The Association holds a weeknight practices along with Sunday afternoon races May through October.

The track, parking, spectator areas, and water and seasonal toilets provide the amenities needed to hold weekly races. The track requires periodic and annual maintenance and is especially subject to hard rain damage.

Additional facility improvements would enhance the program. Currently, the track is experiencing significant erosion of the asphalt paved track embankments. Additionally, further investigation and improvements are needed for the subsurface drainage to function properly. The association has expressed considerable concern with the current starting gate and the length of it. An updated gate would allow for electronic race timing and safer gate functionality. If improvements were made the association indicates the track would be able to host future regional and national races again.

Current statistics suggest that Biking (road cycling, mountain biking and BMX) continue to trend upward for kids ages 6-17, specifically BMX which grew by 22% in 2018 (Outdoor Foundation, 2019). Future planning and improvements for the facility should be rooted in providing opportunities for both novice and skilled riders and include areas for younger age populations to learn and develop riding skills.

### East Kettering Recreation Club

East Kettering Recreation Club (EKRC) has been providing youth baseball for grades K-12 at State Farm Park for over 35 years. The State Farm Park fields' suit their needs and fields 1-4

were included within the 2008 Park Bond levy improvements. Fields 5 and 6 are in need of considerable work that includes fencing and dugout improvements and renovation of infield play surfaces that are forecasted within future Capital Improvement Plan years. Fields 1-4 are lighted and under a 25-year service and maintenance agreement with Musco, ending 2036.

Currently, the EKRC has not expressed concern with the facility for the organizations current uses. Future site improvements will need to address updating restrooms that is forecasted within future Capital Improvement Plan years.

### Kettering Youth Football and Cheer Organization

Originally playing under the Fairmont East mascot name of Wee Dragons, the Kettering Youth Football and Cheer Organization (KYFCO) provides youth football and cheerleading. The program operates out of Indian Riffle Park and the Kettering City School property adjacent to Kettering Middle School. Additionally, KYFCO utilizes storage space within State Farm Park shelter, Indian Riffle Park concession and restroom building and within an out-building located on Indian Riffle Park property.

Parking for the games is an ongoing problem because park users and the Recreation Complex share the parking lot. This inhibits their ability to collect a parking fee, which is a significant portion of their income. There are no permanent restrooms and the only accommodation that is provided is through chemical toilets adjacent to the field. Over the last several years, both Kettering City Schools have collaboratively worked to provide upgrades to the facility. Those improvements include paving the football field perimeter track, installation and upgrades to the football

field irrigation system and the installation of a new lighting system. The lighting system is under a 25-year service and maintenance agreement with Musco, ending 2037.

Due to the limited storage, restroom and modern concession facilities onsite and the organization has expressed an interest in working with Kettering City Schools and PRCA to improve the football field to include a permanent structure. This improvement has not been planned nor funded and is not currently within the city's future Capital Improvement Plan program.

### **First Kettering Athletic League**

First Kettering Athletic League (FKAL) provides youth baseball to youth and families throughout the Kettering area. Most recently, FKAL serves roughly 200 – 300 youth for baseball each season. The four ballfields at Irelan Park fit their needs currently. The City provides periodic and seasonal baseball field maintenance and renovation as needed. Kettering also provides seasonal field preparation as needed. FKAL's short-term needs include the continued renovation of the baseball backstops, fencing, and sports field surfacing for fields 1-3 which has been forecasted and is currently planned within the city Capital Improvement Plan.

Most recently, PRCA completed the removal of field four due to safety related concerns to the infield surface. Therefore, to replace field four PRCA constructed t-ball field fencing and infield elsewhere within the park. This eliminated continual infield drainage issues. In addition to the replacement of field four, field one's infield was renovated in 2020. Continued improvements to upgrade fencing, dugouts and the restroom/concession building will need to occur in the future.

### **Kettering Amateur Baseball Commission**

Kettering Amateur Baseball Commission (KABC) provides baseball and softball for just

over 1,000 youth including a league for youth with developmental disabilities. Indian Riffle Park (IR) and Kettering Middle School (KMS) are used for their programs.

The fields located within Indian Riffle Park and on Kettering City School's property suit their needs. KABC previously funded half the cost of the KMS restroom/concession/storage building. Future improvements to both Indian Riffle Park Fields and KMS fields will need to address path and hardscape accessibility, fencing and dugout replacement, infield renovations, drainage improvements and restroom/concession improvements.

Most recently, the City of Kettering invested considerable funding for the replacement of fencing throughout several KMS (fields 1-4) and Indian Riffle Park field fencing (Prugh Fields).

### **Metro Soccer Club**

Metro Soccer Club (MSC) provides Select Soccer to some 450 youth and Recreational Soccer to some 300 youth (via a CYO based program). The number of Select players has been growing significantly for the past five years. MSC utilizes at Delco Park with some practices on various other fields.

Through registration, concessions and fundraisers, they have the funds to provide a quality soccer program. MSC has assisted with the funding for the installation of irrigation systems on four fields and the concession/restroom building within Delco Park. PRCA has most recently upgraded the irrigation systems on fields 1-4 and renovated the restrooms located within the park used by MSC.

MSC has expressed the need for the development of two additional youth soccer fields due to the growing size of their program. Likewise, the need to add irrigation to the lower two fields located within Delco Park. Currently, both projects are unfunded.

### **Pickleball Pals**

Senior pickleball players throughout the Miami Valley that informally gathered in 2017 upon the completion of the Kennedy Park courts. With an agreement between Kettering City Schools, PRCA funded the renovation of unused tennis courts located on KCS property to create six new pickleball courts for the community. The court renovation include repair of surface cracks, fencing and complete lining and resurfacing for pickleball plan.

The group currently organizes play on the Kennedy Park Pickleball courts Monday/Wednesday/Fridays from 8:00 a.m. to noon late April through September.

Many participants have expressed the need for expanded seating and overhead coverage located within the renovated courts in the future. Currently, no funding has been considered for these improvements within the city's Capital Improvement Plan program.

### **Local High Schools (Alter/Fairmont High Schools)**

PRCA collaboratively works with both Kettering Fairmont and Kettering Archbishop Alter High School Coaches and Athletic Director to operate their programs on park property. Annually, staff will meet with respective coaches to coordinate baseball, softball, LAX, soccer, Tennis and XC programs that in some capacity utilize park facilities or the shared school/park facilities. Recent improvements that local high school programs utilize include Ernst Park baseball, softball and multipurpose fields and tennis courts.

These improvements were made possible via the 2008 park bond levy projects. There has been expressed interest from Alter High School to work with PRCA to develop space within a

park for the development of a regulation sized high school baseball field. Currently, no funding is planned within the city's Capital Improvement Plan program.

### **Kettering Schools**

The Kettering City School District has twelve school buildings covering over a million square feet of facilities encompassing 214.5 acres. The newest building, Greenmont Elementary School, is 21 years old. John F. Kennedy Elementary School, which is the second newest building in the district, was built in 1963. All other buildings are more than 53 years old and one even dates back to 1945.

The Kettering Board of Education school property consists of buildings, parking lots, play fields and hard surfaces with basketball hoops and playground equipment. 144 acres of grass area and hard surface playgrounds are accessible to the public. These are classified as if they are parks.

Kettering Schools have four schools whose play areas could be developed into mini parks to meet Kettering Standards that would serve the surrounding City of Kettering residents. These are Greenmont, Prass, Beavertown, and Orchard Park Elementary Schools.

Four schools already join park property. These are Kennedy, Southdale, and Indian Riffle/Kettering Middle School. The Kettering Parks Department cooperates and maintains several school properties as they would Kettering parkland. Most notably, areas throughout Indian Riffle Park. Formal agreements to maintain the KMS football field within Indian Riffle Park exist, but future agreements for the operation, maintenance and long-term capital improvements should be explored to ensure proper management of facilities to continue to serve City of Kettering residents.

### 3.7 PARK INVENTORIES

Park and recreation land classifications are needed to describe park and recreation facilities of state, regional and local significance. The National Recreation and Park Association (NRPA) and the 2018 Ohio Statewide Comprehensive Outdoor Recreation Plan (SCORP) each have slightly different descriptions for these facilities. When park property is acquired or developed, or under goes a major redesign the classifications describe the facilities, the clientele and the travel distance according to the size and purpose of the property and its facilities.

The City of Kettering has used these and other park classification systems as well as our community's needs and resources to develop its own classifications. The following describes Kettering's Park Master Plan classifications.

While none are located in Kettering, we have included the classifications for regional and state parks as several are within easy access to Kettering residents. Greenway/Multi-purpose Path and Special Use Facilities are available both within Kettering and nearby.

Park Type	Acres	Description
<b>Mini</b>	0.5 - 3	5 minute walk, .25 mile service radius, located in high density area, landscaped, easy accessibility, specialized facilities for concentrated or limited population, very intensive recreation, playground, open space, hard surface
<b>Neighborhood</b>	3+	5-15 minute walk, .25 - .50 mile service radius, within neighborhood, limited parking, active and passive recreational activities, fewer organized activities, easy accessibility, family oriented, school-park development, playground, play fields, hard surface, open space
<b>Community</b>	20+	5-15 minute drive, 1-2 miles service radius, open space, organized activities, natural features, passive recreational activities, diverse environment qualities, playground, play field, shelter, picnic area, parking facilities
<b>Regional</b>	200+	30-60 minute drive, more extensive open space for passive or active recreation
<b>State</b>	1000+	1-2 hour drive, multi-use recreation area, unique natural resources, specialized activities, preservation and maintenance of the natural resources
<b>Greenway/ Multi-Purpose</b>	Open	Maintains natural or manmade corridors, roadsides, links population centers with business centers, natural areas, and parks used for personal modes of travel
<b>Special Facilities</b>	<b>Use</b> Open	Specialized or single-purpose recreation areas, museums, golf course, outdoor performances, art shows, festivals, and community events
<b>Nature Park</b>	Open	5 - 15 minute drive, 1-3 mile service radius, preserved natural areas, natural features, preservation and maintenance of the natural resources streams, ponds, woods, trails, environmental study by all ages; Size of a park or portions of a park may vary

Kettering's open space classifications are illustrated in the chart below.

Maps in [Appendix G](#) are excellent visual aids for relating residential and business locations to open space locations and size. The maps could guide future policy decisions for land acquisitions or development.

<b>Kettering Park</b>	<b>Acres</b>	<b>Classification</b>
<b>Glaser Park</b>	0.80	Neighborhood
<b>Berwin Park</b>	1.12	Neighborhood
<b>Southern Hills Park</b>	2.00	Neighborhood
<b>Governor's Place</b>	2.00	Special Use
<b>Oak Park</b>	3.75	Neighborhood
<b>Walther Park</b>	4.60	Neighborhood
<b>Wenzler Park</b>	5.53	Neighborhood
<b>Kantner Park</b>	4.77	Neighborhood
<b>Southdale Park</b>	7.39	Neighborhood/Nature
<b>Oak Creek Park</b>	9.44	Neighborhood
<b>Van Buren Park</b>	6.11	Neighborhood
<b>Blackhawk Park</b>	8.26	Neighborhood
<b>Tait Park</b>	8.73	Neighborhood
<b>Lincoln Park/Civic Commons</b>	16.52	Special Use
<b>Ernst Park</b>	14.12	Community
<b>Pondview Park</b>	14.05	Neighborhood/Nature
<b>Kennedy Park</b>	11.78	Community
<b>Irelan Park</b>	14.69	Community
<b>Polen Farm</b>	15.76	Special Use
<b>State Farm Park</b>	36.65	Community
<b>Delco Park</b>	69.64	Regional
<b>Indian Riffle Park</b>	104.00	Regional
<b>TOTAL ACRES</b>	<b>364.21*</b>	

*\*One open space park, Gentile/DESC is not included above, but is planned to be developed as a neighborhood park with natural features by the end of 2022. This will add 15.1 Acres to the City's parkland area.*

## 3.8 PARK SERVICE AND DESIGN STANDARDS

In 2018, the Parks Division began an extensive analysis of its operations to develop updated park maintenance and design standards associated with the parks and facilities it maintains. This process included inventories and assessments of not only parks, infrastructure, equipment and methods for maintenance. It provided an opportunity for staff to provide input relating to how the division operates into the future. The process took service staff and management roughly six months to complete a plan that updated its operations beginning August 2019.

Kettering Parks, Recreation and Cultural Arts Department classifies their park system into the following park classifications or typologies:

- Neighborhood Parks
- Community Parks
- Regional Parks
- Special Use Parks
- Natural Areas
- Public Facilities
- Medians

Within each park classification, or typology, the Department implements a zone management approach to operations and maintenance activities. That is, each park site (whether developed or undeveloped) is given at least one “zone” classification. The zones are used to clarify maintenance assignments and roles/responsibilities for staff. Zones are related to an associated *level* of service. **Level of service relates to the frequency of and degree in which a maintenance standard is applied to that certain park element.** Levels of service most often are dictated by the magnitude of use of the element and are directly related to the ability to fund that particular frequency. The following definitions represent the zone management approach.



### ZONES – GENERAL DEFINITION:

- **Zone 1 Park Elements** – Very high intense maintenance applications usually associated with high use/high participation elements that predominately provide upper gradient programs and services and public visibility.
- **Zone 2 Park Elements** – High-level maintenance applications usually associated with reasonably high developed and high visitation that accommodates structured recreational gradient programs and services or public visibility.
- **Zone 3 Park Elements** – Moderate to low maintenance applications usually associated with moderate to low levels of development, visitation, and public visibility.
- **Zone four Park Elements (if applicable)** – Low maintenance applications usually associated with low levels of development, visitation, and public visibility.

The park maintenance *Frequency Tables* in [Appendix H](#) represent the zone management approach level of service standards for the Department. The plan also included processes that have been standardized throughout the park system and by service staff to provide further efficiency and quality of service.

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### 3.9 URBAN FORESTRY MANAGEMENT PLAN

In 2019, the Parks Division sought the assistance of PlanIt Geo to assess, inventory and develop the city's first Urban Forest Management Plan. The City is devoted to sustaining and enhancing the benefits trees provide to the community by developing and following a strategic Urban Forest Management Plan. At the same time, stresses from the urban environment including air pollution, pests and diseases such as emerald ash borer, invasive species, climate change, damage by vehicles, increased impervious surface area, infrastructure conflicts, and soil compaction reduce the diversity and magnitude of these benefits and may lead to tree-related problems. Compounding these issues are the concerns regarding current City staffing levels, budgets necessary for adequate urban forest management, and gaps in policy or ordinances for tree protection. With this understanding, it was imperative that the City develop an Urban Forest Management Plan to be a roadmap answering the questions of What do we have? What do we want? How do we get what we want? In addition, how are we doing? We did that by developing the following strategies within the plan.

**Action Strategy 1:** Maximize the efficiencies in maintaining trees

**Action Strategy 2:** Use planning, legislation, and enforcement to integrate trees more fully

**Action Strategy 3:** Implement Best Management Practices for the health and benefits of trees

**Action Strategy 4:** Foster community support for the urban forest

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### 3.10 PARKS ADA TRANSITION PLAN

The City of Kettering updated its citywide ADA transition plan in 2017. Much of the forty-seven sites studied within the plan consist of PRCA parks and facilities. Although the plan identified over 4,400 ADA deficiencies based on the updated 2012 Title II Americans with Disabilities Act standards, the study identified over 44,000 features that are within compliance. Many of the deficiencies identified throughout the system relate to accessible routes within associated facilities. Although many of the amenities or facilities that currently do not have compliant accessible routes all future renovations and or additions to the system need to include proper planning to ensure access. Additionally, the City of Kettering has made a commitment to review the 2017 ADA Transition plan to ensure future renovation, development and planning to address current Title II ADA standards, but more importantly allow city staff the ability to seamlessly correct current deficiencies within projects that are funded and planned in the future.

### 3.11 PARK DEVELOPMENT STANDARDS

The following are development standards that are being recommended or followed within the Parks Division currently. The standards are being implemented to provide guidance and support for management staff to determine department and divisional priorities when making decisions relating to park and city wide facilities that the Parks Maintenance division is responsible for maintaining or developing.

- Continue to monitor the physical and psychological carrying capacity and impact of parks and facilities to assist in the prioritization of development of new parks and facilities
- Implementation of Parks Maintenance Management Plan and current Level of Service (LOS) to meet the changing demographics and needs of the community
- Utilize NRPA Park, Recreation, Open Space and Greenway Guidelines" as a framework for park development
- Analyze and offer an adequate number of athletic fields to meet citizen use demand to permit yearly rehabilitation
- As park open space and recreational facilities are developed, corresponding maintenance plans and associated costs should be developed and reflected in the City's operation budgets
- Continue following parks uniform signage program for the City's entire park system
- Parks, other than mini parks shall have off-street parking.
- All parking areas for parks shall be landscaped with a "standard" park marquee sign maintain at a zone 1 or 2 level.
- Develop or improve restrooms to be available to the public year round at all community and/or any park sites where scheduled field events and/or shelter reservations occur
- Continue to follow and develop standards for uniformity for shelters, playground equipment, bicycle racks, trash receptacles, benches, etc. for all city parks and facilities
- Develop master plans, with citizen/neighborhood input, for all existing and new park sites that are being improved, renovated or developed.
- Examine and plan all existing park sites to include the development of accessible paths to playgrounds, other park amenities and provide a looped path system. Where possible connect to City's Bikeway
- Continue to offer separate 2-5 and 5-12 age group playground
- All playground and park facilities to meet ADA, ASTM and CPSC standards
- Protect and explore development of existing greenways ravines, wetlands, fens and woodlands in an effort to sustain natural habitats
- Review all new and/or rehabilitation of roads and sidewalks to accommodate citywide Bikeway/Pedestrian System
- Continue to seek grants from all available alternative funding sources when such funding opportunities occur
- Continue to collaboratively work with local school systems and formally acknowledge specific partnerships to serve the Kettering community
- Promote natural areas in parks to reduce high maintenance turf areas
- Annually review divisional and department program goals, (LOS) Level of Service in relation to the PMP and public input to identify needs, issues, and concerns.

- Review five year CIP budget annually to adjust based on current needs, priorities, and City of Kettering fiscal outlook.
- Develop and utilize criteria/considerations for ranking new development projects to adjust CIP documents
- Continue developing and tracking up to date Capital Equipment Replacement schedules and costs for all parks and facilities
- Analyze current systems and PMP to manage operations efficiently and effectively

### 3.12 NATURAL RESOURCE/ENVIRONMENTAL EDUCATION/WASTE MANAGEMENT STANDARDS

As the single most responsible agency and/or business, that oversees the management of natural resources within the City of Kettering, the Parks Division takes the protection, preservation and improvement of quality of Natural Resources seriously. It is the Parks Division's intent to achieve this goal through environmental planning and protection, sustainable management of natural resources, waste management, energy conservation, use of environmentally friendly products and environmental education. The following standards are to serve as further guidance when striving to achieve these goals.

- Encourage planting of trees for windbreaks and shade for cooling
- Support the preservation of all wetlands, ravines, high quality woodlands, floodway, floodplain and riparian corridors with no limit on acreage
- Explore the development of existing detention basins maintained by the Parks Division into wetland sites where appropriate
- Improve the quality of the City's urban forest through the implementation of the 2019 Urban Forestry Management plan.
- Continue to be a leader as a Tree USA community
- Continue and expand if possible the Living Tree and Citizen Tree programs.
- Explore the ability to create a virtual heritage tree program.
- Establishment of native planting areas within greenbelt or buffer areas adjacent to residential properties maintained by the Parks Division
- Encourage use of native species and control of invasive species
- Explore and implement sustainable systems through biodiversity, restoration of ecosystems, and the natural function of Natural areas.
- Reduce mow and high maintenance areas
- Provide natural interpretive facilities and increase educational programming when/where possible
- Research and employ biological engineering solutions and institute best management practices as design and maintenance solutions
- Create and implement an (IPM) Integrated Pest Management Program
- Review all development plans and provide comments to Planning and Development Department and Engineering Department relating to Natural Resource Management best practices

- Individual National Resource Management Plans should be developed for any natural area in an existing park and/or future parks, greenways and conservation easement areas and the following should be considered: base maps with GIS topographic and aerial photographs; USGS and National Wetlands inventory maps; site surveys to identify property lines, easements and existing improvements; any deed and/or zoning restrictions; Montgomery County soil surveys; flora and fauna inventory; state National Heritage Inventory (NHI) with Ohio Department of Natural Resources (ODNR); preserving significant habitat; historical mapping, site history and archeological as required; educational and recreation programming if applicable
- Monitor and follow any federal and state endangered species protection acts
- Provide erosion control for all park development and monitor private developments conformance to EPA requirements
- Design and install more native/drought resistant species and reduce high maintenance turf areas
- Follow water conservation restrictions; promote and utilize water conservation tools and practices with staff training (ex. Rain Bird IQ)
- Continue to recycle trees and branches as wood chips and firewood. Work with Public Service Department to produce compost and sustainable mulch for citywide use.
- Reduce the amount of salt and other ice treatment chemicals in parks, paths and parks maintained roadways when applicable.
- Increase use of electronic mail system and computerized records.
- Continued implementation and use of electronic and cloud based document access and storage systems
- Inventory of all hazardous materials and MSDS files. Train staff in the handling and storage of such materials according to state and federal standards
- Continue the vehicle equipment preventative maintenance program to reduce emissions and fuel consumptions.
- Evaluate processes and procedures to reduce mileage driven by staff.
- Utilize teleconferencing and electronic mail as energy-saving practices
- Encourage use of non-toxic herbicides and test their effectiveness, when applicable
- Partner with UD Rivers Institute, Little Miami Watershed Network, KSD, Beaver Creek Watershed Association and other environmental groups to promote and educate citizens on Environmental Stewardship
- Partner with Five Rivers Metro Parks, Greene County, Sugar Creek Township and Centerville Washington Park Districts environmental programming efforts to supplement environmental education needs and avoid program duplication
- Expand environmental education programming on back yard riparian conservation and wild life programs, wetlands and conservation to develop citizen awareness, appreciation and understand of our natural world
- Seek to include Environmental Educational components within all parks developments.
- Expand interpretation opportunities at Pondview Park, Future Gentile Park, Indian Riffle Park (Prugh Woods) and Delco Park to promote and educate citizens on cultural, historical, scenic and aesthetic resources
- Partner with schools, neighborhood associations, Tree Commission and local garden clubs to create environmental education opportunities in parks and open space areas

### 3.13 PERSONNEL

The Parks Division within PRCA is comprised of the following full-time, regular part-time and contractual staff within the organizational chart below. Additionally, roughly 1000 hours of seasonal and temporary part-time staffing is budgeted annually to ensure the LOS as outlined within the current Parks Maintenance Management Plan is successfully accomplished. In 2020, roughly 69% of the Parks Division budget was allocated to personnel services. Surprisingly, based on 2020 NRPA Park Metrics, PRCA-Parks Division is funded operationally above the 75<sup>th</sup> percentile of agencies nationally. Although PRCA is at or above national standards relating to park maintenance and the LOS provided; current park maintenance standards will require further personnel resources.

In 2019, the Parks Division revamped its maintenance management plan based on a tiered LOS for parks and facilities it is responsible for maintaining. As the division continues to implement those plans it has been evident, to successfully meet those standards restructuring personnel resources and possibly requesting additional personnel resources will need to occur. As future parks and facilities are updated, developed (Gentile Park) or the acquisition of parkland (and property maintained by PRCA) occurs, the department will need to ensure the current LOS and maintenance standards can be met. Additionally, as the Parks Division continues to implement and analyze the maintenance management plan that was revised in 2019, the management and organizational structure of personnel resources for the division needs to be evaluated for further efficiencies.

An area of concern within the park maintenance industry is the continual decline of skilled or experienced younger staff to develop or replace retirees. Much of that revolves around the decline of individuals who are seeking employment within the skilled trades industries. The greens industry has recently experienced significant difficulties balancing competitive wage structures between both private and public sectors. Additionally, the seasonality of the parks maintenance industry has significantly affected the workforce due to healthcare reform and requirements to provide certain benefits for part time and seasonal employees who work over and beyond 1508 hours seasonally. PRCA's ability to manage both the concerns surrounding competitive wages in the future and through the development and training of its current employees is a focus. According to the 2019 IBIS World, Landscaping Services Industry Report only average growth within the industry is expected between 2020 and 2025. The continued turnover and need for a skilled workforce will require increased attention to the processes and resources the Parks Division implements associated with the recruitment, hiring, development, training and retention of both full time and part time current and future employees to determine its success.

Although the current wage structure for seasonal and temporary part time employees needs addressed, the Parks Division has benefited from both the full time and regular part time employment opportunities it offers. The organization is viewed as a leader within its field, both regionally and nationally. This distinction attracts prospective employees from other agencies and industry sectors due current salary offerings and benefits along with the quality of parks, facilities and services offered.

### 3.14 CAPITAL IMPROVEMENT PROGRAM

As described in Chapter 1, The City of Kettering and PRCA develops a five-year capital improvement program plan, which is reviewed and submitted annually for appropriation. The current approach for the Parks Division is to focus on the continual and preventative maintenance associated to park infrastructure needs throughout the citywide park system. Larger more substantial projects that require planning and development have been and are included within the overall PRCA capital improvement plan. Considering how developed and land locked the City of Kettering is, there are very few opportunities for future park development.

In 2008, the City of Kettering executed a twenty-year, \$12.3 million Parks Bond levy, allowing PRCA to upgrade and improve many of its neighborhood and community parks. Come 2028, PRCA will have significant park infrastructure and amenity improvements to address. As the Parks Division plans for the capital needs throughout the park system the potential for large-scale development, planning, acquisition, improvements and replacement or upgrades to park amenities that are motivated by the input and desires of the community will require significant financial support beyond what the five-year city capital improvement program can sustain. Leveraging that motivation and the desire from the community to support those needs should be via a single or permanent bond levy.

Most recently, the City of Kettering has invested in large-scale improvements to several transportation corridor landscapes. These projects have been long standing priorities that are not specifically aligned as general park improvements, but due to the management and maintenance of the landscaped areas, the Parks Division has been involved and tasked with the design and implementation.

In 2019, the Parks Division began the initial planning and design work associated with the Shantz Ave Bridge replacement project. The project is a collaboration between Engineering Department, the Parks Division and the Cultural Arts Division. As it pertains to the Parks Division, the project was designed with an emphasis to focus on the affected landscape surrounding the bridge replacement and art installation. In the future, the plan will address additional landscape improvements to enhance the very heavily used corridor that is a gateway between the City of Kettering and the City of Dayton.

Beginning in 2021, the Parks Division will approach the Ridgeway Bridge replacement project in a similar fashion. As a collaboration with other divisions and departments as well, the Parks Division is a partner for planning and designing a landscape for which it maintains to enhance this critical piece of transportation infrastructure for the community. Both transportation projects are largely funded and spearheaded by the city's Engineering Department.

Additionally, the Gentile Park project has been a priority for the City of Kettering dating back to the early 2000's. Although the park was funded in prior years, the parks' development has been postponed numerous times due to fiscal concerns, environmental considerations and studies. In 2019, the Parks Division picked back up from early designs back in 2013 with an emphasis to create a neighborhood park that provides both active and passive recreational opportunities to the surrounding neighborhoods with a more naturalized concept. The park is currently in the design phase with hopes to proceed with construction in early 2022.

### 3.16 UNMET NEEDS

The single most unmet need within the Parks Division is a long-term sustainable funding mechanism to offset the continual preventative and ongoing maintenance costs associated with PRCA's current park and facility infrastructure, capital equipment and assets. As the department continues to grow and evolve by striving to provide the community with current trends, new and additional parks and recreational opportunities the ability to do that is directly correlated to a funding model that is in excess of what is being funded currently via the five year citywide capital improvement program (CIP). As most recently seen due to the COVID-19 pandemic. The operational and capital improvement plan budgets have been significantly reduced to meet budgetary impacts. Furthermore, that has created an even more significant backlog of deferred maintenance and projects. Determining and implementing a method to fund the maintenance and ongoing funding of parks, recreation and cultural arts infrastructure improvements in and outside of relying on the citywide CIP program will be critical to the departments success in sustaining its ability to continually offer award winning parks, facilities and programs to the community. .

Likewise, as PRCA, leadership continues to develop and present new opportunities to the public, their ability to support the operational resources via the LOS associated with new opportunities is key to meeting community expectations. As referenced within the development standards in section three, operational costs and resources need to be established and planned for determining to proceed with future development projects. That will be done by utilizing the current parks standards and Park Maintenance Management Plan that not only identified levels of service, but also the human capital and capital equipment to successfully operate. Likewise, via the management of current systems that do not exist, the creation and implementation of a thorough capital equipment replacement program will allow for effective and efficient use of resources in the future. Currently, the Parks Division is working from a deficit relating to capital equipment, which has not allowed the opportunity to begin working a true replacement program. So much so, it has required the Parks Division to successfully operate with capital equipment that is beyond its current service life.

For example, the capital equipment and personnel resources associated with the operational needs of the proposed Gentile Park development will need to be addressed in future year budgets. The additional request of personnel to sustain the current LOS throughout the entire park system in addition to the development of a new park will be critical. Another unmet need that is negatively affecting the Parks Division is the limited covered and indoor storage within the Parks Maintenance Center facility. Currently, the Parks Division has been focused on the investment and replacement of capital equipment, specifically vehicles and large equipment. Due to the limited storage onsite and the sale of building 46 at DESC, new equipment remains unsheltered within the elements, which will reduce the service life and longevity that those pieces of equipment in the future. Likewise, the division's ability to economically purchase and store materials onsite is not an option. The Parks Maintenance Center renovation plans as proposed have gone unfunded and unless incorporated within the citywide capital improvement plan will not be addressed in the relatively short future.

From a staffing and resource perspective, the Parks Division continues to struggle with the competitive wage it can offer to seasonal and temporary part time employees. The City of Kettering lags behind other agencies and private green industry companies to attract and retain the skilled and experienced seasonal staff that is needed to effectively compete as an award-winning agency

moving forward. Its ability to assess and analyze the current wage scale for seasonal employees will be a limiting factor if it is not provided attention in the near future. Currently, the Parks Maintenance Management Plan that allows the LOS to maintain parks and facilities that the community has become accustomed with suggests the full level of seasonal and temporary part-time person-hours to effectively achieve those tasks. Most recently, the Parks Division has been unsuccessful in filling all of those person-hours seasonally; due in part to its ability to offer the competitive wage that is being offered throughout other green industry service providers throughout the Miami Valley.

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### 3.15 PLAN IMPLEMENTATION AND OPPORTUNITIES

Through the support of City Council, the City Manager and staff recognize the importance to maintaining and providing top quality parks, facilities and amenities to Kettering residents. The following implementation plan is aligned with current resources and capital planning efforts along with department vision, mission and objectives. These recommendations support input provided by the community (2017 statistically valid survey, public input from user groups and 2020 online community survey) staff evaluation and national trends. It is understood that these priorities are to be used as future guidelines that provide flexibility and can be altered as needed. The goal is not to overextend the department or city financially or operationally. The department will need to continue to take a strong business plan approach to proposing and completing these development projects in the future

As a means to effectively balance the priorities for future development and improvements or additional amenities throughout the City of Kettering's park system the following breakdown has been created to provide vision for future planning. The following park project(s) or the group of project(s) are group "bucketed" as follows. Additionally, projects within each bucket will be categorized as High, Medium and Low projects. Variables affecting the categories differ relating to each type of project, but allows for the Parks Management team and Leadership the ability to align projects annually within the five year citywide Capital Improvement Program that is evaluated each year and to prepare for future funding options for those projects that go unfunded. Approaching the development of these projects in this way allows the department to not only meet the current desires and interests of users and residents, but it allows for the renovation and capital maintenance needs of current assets for continued use.

As reflected in the support confirmed in the 2017 and 2020 community surveys, the City of Kettering and its residents value and place an importance on parks, recreation and cultural arts. Furthermore, the City of Kettering PRCA Department strives for continuing to provide award winning parks and facilities that meet the needs of its community.



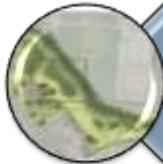
**CRITICAL**

- Funding for critical maintenance of current infrastructure, lifecycle replacement and/or the repair of existing facilities and amenities.
- Supported highly via 2017 Statistically Valid Survey and the 2020 Community online survey
- Recommened via staff evaluation, currently funded in CIP Program
- Supported by national trends



**SUSTAINABLE**

- Funding for future projects or development to refine and create strategic changes within park system.
- Supported moderately via 2017 Statistically Valid Survey and the 2020 Community survey
- Recommended via staff evaluation, currently may/may not be funded within CIP Program



**VISIONARY**

- Funding for complete park or facility renovation, aquisition or new parks
- Currently may/may not be funded within CIP Program

Moving forward city staff and leadership must focus and place an importance on maintaining park infrastructure and assets as well as leveraging new parks and recreational opportunities with a balance the desires of the community, current trends and the financial and operational feasibility to meet those needs. The ability to successfully obtain future funding sources via grants and public dollars is an area that the PRCA has had some success, but could make a larger priority in the future. The following items have been identified as the most significant areas within current trends, recent community surveys and public input meetings that are opportunities for PRCA.

<b>Items identified as the most significant areas within current trends, recent community surveys and public input meetings that are opportunities for PRCA:</b>
Provide and plan for connectively (internally/externally) for all future park developments
Continue to invest in current infrastructure needs
Redevelopment of recreational facilities to meet the updated needs of diverse user groups (i.e. BMX Track, Horseshoe/Shuffleball Courts, Disc Golf Course)
Enhance or develop current natural areas as a means for connecting users to areas for recreational/educational opportunities
Upgrade and/or provide additional active and passive exercise or fitness opportunities
Plan and begin implementing replacement of large capital equipment replacement program of playgrounds and surfacing
Upgrade and/or improve athletic facilities and fields
Begin offering Wi-Fi connectivity and smart infrastructure in select park locations
Incorporation of surveillance and safety mechanisms within parks.
Secure future funding to offset financial burden via grants

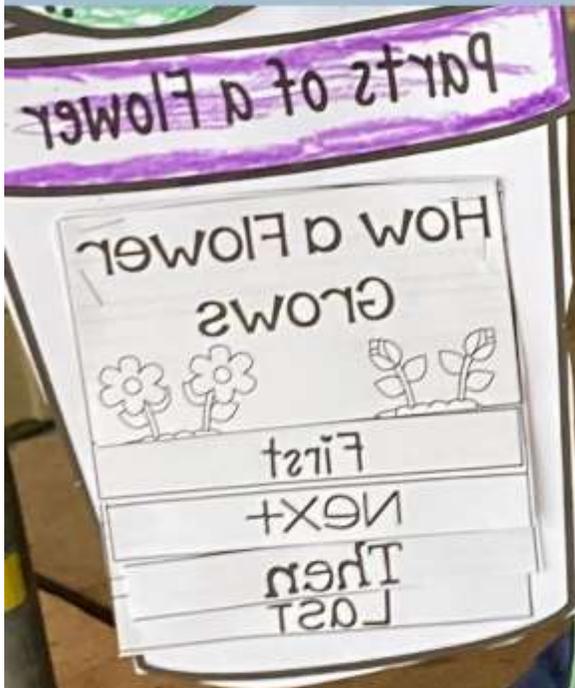
# CHAPTER 4

# RECREATION & ARTS PROGRAM PLAN



CITY OF KETTERING

PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT



## CHAPTER 4 – RECREATION & ARTS PROGRAM PLAN

### 4.1 OVERVIEW OF RECREATION & ARTS

The PRCA Department offers a wide variety of programs ranging from sports leagues to summer camps and fitness classes to cultural arts. Programs provide an opportunity for participants to have fun, learn new skills, develop friendships and pursue life-long leisure interests. Programs also help to energize spaces and are important to supporting facilities, guided by the department philosophy of Quality Service Focused on Community.

In order to achieve its mission, the Department identifies Core Program Areas based on current and future needs of the community. Since public recreation can sometimes be challenged by the premise of being all things to all people, defining Core Program Areas guide staff, policy makers, and the public to clearly understand priority services.

**Program Areas are considered to be Core if they meet the following requirements:**

- Has been provided for at least 4 years and/or is expected by the community
- Consumes 5% or more of the Department's overall budget
- Is offered 3+ times per year
- Has a wide demographic appeal
- Has a tiered level of skill development
- Is managed by a full-time staff member
- Has facilities designed specifically to support it
- Controls at least 20% of the local market



A full Community Inventory and Competition Analysis can be found [Appendices B and C](#).

All programs offered through the Department share a common objective to provide a safe, clean, healthy environment for youth, adults, and families. From an operational perspective, programs are focused on high quality experiences, appropriate levels of participation, cost recovery, and meeting and exceeding participant expectations. Below is an overview of the department's current Core Program Areas and area specific objectives.

## 4.2 PROGRAM AREA BROAD GOALS AND EXAMPLES

### AQUATICS

The Aquatics core program area includes parent & child aquatics, preschool aquatics, American Red Cross Learn to Swim programs, adaptive swim, health & safety classes, water fitness classes, and special events. The objective is to provide a safe, clean, healthy environment for youth, adults, and families to enjoy water activities.

#### AQUATICS EXAMPLES:

- ARC Learn to Swim Lessons
- Adapted Swim Lessons
- Water Workout

### ICE ARENA

The Kettering Ice Arena is a municipal facility dedicated to citizens as well as clubs and organizations in Kettering and surrounding areas. In addition to a wide range of recreational activities for all ages, the Ice Arena is home to organizations that provide Hockey, Figure Skating and Synchronized Skating opportunities.

The Ice Arena provides a variety of skating opportunities that serves all ages and all skill levels with ice programs. The objective is to provide a fun and healthy experience for patrons that keeps them returning to skate and spread the word to their friends. The focus is on safety and development of skills through the progression of the nationally recognized skating levels of Learn to Skate USA. We can accommodate the beginner and casual skater with our lesson programs and various open-skate sessions.

#### ICE ARENA EXAMPLES:

- Learn to Skate USA ice skating lessons
- Learn to Curl
- Basic Jump Class

### ENVIRONMENTAL EDUCATION

Housed at the Habitat Environmental Center, the Environmental Education core program area includes educational opportunities provided through Kettering City Schools and the community. The objective is to engage citizens through volunteering, nature exploration, and special events for all ages and abilities. Environmental programming provides residents with comprehensive education to foster stewardship, promotes sustainability and helps to develop an appreciation of the natural world.

#### ENVIRONMENTAL EDUCATION EXAMPLES:

- Beekeeping 101
- Habitat Rangers
- Archery Basics

## **FITNESS**

Housed at both the Kettering Fitness & Wellness Center and the Kettering Recreation Complex, the Fitness core program area is a variety of individual and group special-interest fitness programs that are offered in one-off and multiple week registered sessions, as well as drop-in group exercise classes and special events. The objective is to engage community members to various forms of fitness, improve community overall health levels, meet community needs/interests for fitness facilities and program type, deliver positive customer experiences, and meet customer expectations while meeting program cost recovery goals.

### **FITNESS EXAMPLES:**

- Ladies Group Training
- Tai Chi Chuan
- Zumba on the Island

## **RECREATION PROGRAMS**

The Recreation Programs Core Program Area provides a variety for children to active adults. Recreation Programs are provided in the categories of preschool, youth & family, camps, special events, adult & senior, senior enrichment and senior exercise. The objective is to provide programs and events to enrich lives, create quality time, encourage social interaction, and continue learning/coordination skills.

### **RECREATION EXAMPLES:**

- Grandma and Me  
Springtime Tea
- Bingo Bonanza
- Better Babysitters

## **ART PROGRAMS**

The Rosewood Arts Centre Core Program Area brings creative experiences through the arts to Kettering and the region through classes, activities and a dedicated facility. The objective is to create opportunities for the public through both entry-level access to the arts, along with expert-led activities for a variety of skill levels in the areas of dance, drawing, painting, photography, sculpture, ceramics, writing, theater, music, jewelry, and more. Rosewood also provides opportunities to artists through professional development, including objectives to support artists in exhibiting their artwork, provide specialized spaces for independent practice, and tools for economic engagement. Rosewood is a unique regional asset and offers a gallery space, a theatre, a dance studio, a darkroom, a pottery studio, a jewelry studio, a glass studio, drawing and painting classrooms, private studios, and general meeting spaces.

### **ART EXAMPLES:**

- Beginning Watercolor
- Wheel Pottery
- Art for the Extreme Beginner

In addition to Rosewood, Kettering is unique in the region through its public art program, CitySites. CitySites objectives include demonstrating artistic excellence, accessibility to the arts for all people, and influencing a positive quality of life. CitySites has a collection of 27 permanent public artworks throughout the parks and facilities of Kettering.

## SPORTS

The Sports Core Program Area coordinates a variety of age-specific/intergenerational and skill-development programs, sports camps and sports leagues offered for youth and adult participants. The objective is to deliver positive customer experiences and meet customer expectations, meet program cost recovery goals, engage/retain participants. Sports programs are focused on skill development, sport-specific rules, strategy learning, social interaction, physical activity and sports participation benefits (e.g., teamwork, commitment, communication, mentoring, peer support, etc.).

### SPORTS EXAMPLES:

- Kettering Youth Basketball
- Homeschool Sports
- Cadet Judo

## PARKS

The Parks Core Program Area provides a variety of duties including the operation and maintenance of facilities and public spaces for the purpose of remembrance, recreation programs, and special events. Parks are provided with the intention of energizing the spaces, facilities, and amenities. The objective is to provide safe access and to enhance the quality of life through the use of public spaces, facilities, amenities. The public energizes these spaces through both passive recreation (on your own/unorganized) and active recreation (organized/registered).

### PARKS EXAMPLES:

- Shelter Reservations
- Citizen Living Tree Program
- Athletic Facility Rentals
- Cemeteries

Sample Department code of conducts can be found in Appendix I.

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## 4.3 PROGRAM AND SERVICE STATISTICS

The relationship between meeting the needs of the community, achieving the agency mission, and executing service delivery is of critical importance. It can be challenging to manage a complex recreation program system that includes thousands of service transactions (in-person and online, from multiple staff members, within the agency and with outside partners) and dealing with a diverse audience at a variety of locations within the system.

The department uses different methods of data collection for the variety of programs but the most innovative and user-friendly are the department dashboards. Programs are built and registrations are executed through RecTrac, the recreation management system for the department. RecTrac provides detailed enrollment information as well as age, gender, and residency which is translated by iDashboards into dynamic management dashboards which can be used for current and future decision making.



In addition to the statistically valid Community Attitude and Interest Surveys described in Chapter 1 and additional community input methods described in Chapter 5, PRCA conducts post-program surveys, facility user surveys, and in-park surveys. This process assists with overall performance of the product, monitors product behavior in the marketplace, and ensures that the appropriate products are being delivered for the right customer, scheduled at the right time and provided for the right reason. Communication during this evaluation occurs with multiple staff members at various levels plus input from the customer depending on the product. Typical assessment tools to review during the evaluation of products and services include the following:

1. Customer comments
2. Professional assessment
3. Post-Product assessment

One of the larger recent surveys was the 2020 Fitness Member Survey ([Appendix J](#)). This survey was designed to gauge the satisfaction of our users in multiple categories, and determine ways that we could improve their experience. Generally what we learned from the 386 patrons that took the survey is that they value cleanliness, multiple locations and affordability. Specifically we were able to identify and create action plans for three specific areas for improvement related to equipment, communication and group exercise class offerings.

Part of the Fitness Member Survey results included creating a comprehensive replacement plan that allows us to budget according to specific needs to ensure that equipment is updated and in working order. We decreased the amount of time we have equipment out of order by purchasing replacement parts and increasing our fitness maintenance staff. In addition, we modified our cleaning protocols to keep our equipment looking new and functioning properly.

With respect to communication feedback from the survey, some of the biggest changes came from how we use our recreation management software, RecTrac. We are now able to send automated messages to people when they pay for a pass or program, when their pass is about to expire, and when they have a birthday. These emails keep us engaged with people more frequently and provide a clear, consistent message.

Lastly, the survey demonstrated that users are very passionate about their group exercise experience. In order for us to address specific needs, we took a critical look at what classes we offered and at what times of the day, eliminated classes that were not well attended, and added some new classes to enhance the schedule. Staff re-wrote the class descriptions and printed the schedule in a more organized, functional format. Group exercise instructors were given more responsibilities for cleaning and keeping the studio spaces sanitized and in proper working order.

As described on Chapter 1, the department created a Feedback Portal to offer the public an opportunity to communicate their comfort-level and expectations for programs and communications during the pandemic. While the information was not surprising, it validated the steps that staff had taken to put the spotlight on safety and clear, up-to-date news on facilities and programs.

## 4.4 RECREATION, ARTS AND LEISURE TRENDS ANALYSIS

The Trends Analysis provides an understanding of both national and local recreational trends. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates.

### NATIONAL TRENDS IN SPORTS

The sports most heavily participated in the United States were golf (24.1 million in 2015) and basketball (22.3 million), which have participation figures well in excess of the other activities within the general sports category (see Figure 9). The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2011, rugby and other niche sports, like boxing, roller hockey, and squash, have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.4% over the last five years. Based on the five-year trend, boxing (62%), roller hockey (55.9%), squash (39.3%), lacrosse (39.2%), cheerleading (32.1%) and field hockey (31.8%) have also experienced significant growth. In the most recent year, the fastest growing sports were gymnastics (15%), rugby (14.9%), sand volleyball (14.7%), Pickleball (12.3%), and cheerleading (11.7%).

During the last five years, the sports that are most rapidly declining include touch football (-26%), ultimate Frisbee (-24.5%), racquetball (-17.9%), and tackle football (-15%). Furthermore, Ultimate Frisbee and racquetball are losing their core participants, while touch football and tackle football are experiencing attrition in its casual participant base. For the most recent year, Ultimate Frisbee (-16.7%), touch football (-12.3%), tackle football (-11.9%), and boxing (-10.7%) underwent the largest declines.

In general, the most recent year shares a similar pattern with the five-year trends; suggesting that the increasing participation rates in certain activities have yet to peak in sports like rugby, sand volleyball, and ice hockey. However, four sports that increased rapidly over the past five years have undergone recent declines, including lacrosse, field hockey, squash, and boxing for competition. The reversal of the five-year trends in these sports may be due to a relatively low user base (about 1 million) and could suggest that participation in these activities may have peaked. Exiting individuals from these declining activities are mostly casual participants that may switch to a variety of other sports or fitness activities.

The most popular sports, such as basketball and baseball, have a larger core participant base (engaged 13+ times annually) than casual participant base (engaged at least 1 time annually). Less mainstream, less organized sports such as ultimate Frisbee, roller hockey, squash and boxing for competition have larger casual participation engaged at a lower frequency. Although these sports increased in participation over the last five years, the newcomers were mostly casual participants that may be more inclined to switch to other sports or fitness activities, resulting in the declining one-year trends.

## **NATIONAL TRENDS IN FITNESS**

Overall, national participatory trends in fitness have experienced strong growth in recent years (see Figure 10). Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. This trend is evidenced by the fact that 0.4% more people were reported being active to a healthy level and inactivity rate decreased by 0.2% in 2016. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals.

The most popular fitness activity, by far, is fitness walking, which had about 107.9 million participants in 2016, despite a 1.8% decrease from the previous year. Other leading fitness activities based on total number of participants include treadmill (52 million), hand weights (51.5 million), running/jogging (47.4 million), stationary cycling (36.1 million), and weight/resistance machines (35.8 million).

Over the last five years, the activities growing most rapidly are non-traditional / off-road triathlons (108.2%), trail running (59.7%), traditional road triathlons (40.8%), high impact aerobics (35.8%), and tai chi (24.6%).

Over the same time frame, the activities that have undergone the most decline include: boot camp style cross training (-14.6%), weight/resistant machines (-9.6%), running/jogging (-5.3%), and fitness walking (-4.3%).

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. For instance, core/casual participation trends showed that over the last five years, casual participants increased drastically in high impact aerobics (62%) and tai chi (36.8%), while the core participant base of both activities experienced more steady growth.

Recent declines in extremely popular activities, such as fitness walking and running / jogging, paired with widespread growth in activities with lower absolute participants, may suggest that those engaging in fitness activities are actively looking for new forms of exercise and trying new activities on a casual basis.

## **NATIONAL TRENDS IN OUTDOOR RECREATION**

Results from the SFIA report demonstrate a dichotomy of growth and attrition among outdoor / adventure recreation activities (see Figure 11). Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints.

In 2016, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include day hiking (42.1 million), road bicycling (38.4 million), freshwater fishing (38.1 million), and camping within ¼ mile of vehicle/home (26.5 million).

From 2011-2016, adventure racing (149.5%), BMX bicycling (58.5%), traditional climbing (46.5%), and backpacking overnight (31.5%) have undergone the largest increases in participation. More

recently, activities growing most rapidly in the last year were BMX bicycling (15.4%), day hiking (13.1%), traditional climbing (8.5%), and recreational vehicle camping (7.9%).

The five-year trend shows activities declining most rapidly were in-line roller skating (-27.8%), camping within ¼ mile of home/vehicle (-17.2%), and bird watching (-11.3%). In the last year, activities experiencing the largest declines were bird watching (-11.5%), in-line roller skating (-10.7%), fly fishing (-5.7%), and camping within ¼ mile of home/vehicle (-4.6%).

Regarding the national trend of outdoor activities participation on the rise, all activities, except for in-line roller skating, underwent increases in casual participation over the last five years. Any decline in participation over the last five years was mainly ascribed to decreases in core participants for activities such as skateboarding (-14.2%), RV camping (-11.2%), freshwater fishing (-8.7%), road bicycling (-7.7%) and fly fishing (-7.5%). Most recently, both core and casual participation were on the decline for archery and in-line roller skating.

### **NATIONAL TRENDS IN AQUATIC ACTIVITIES**

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced strong participation growth among the American population (see Figure 12). Fitness swimming is the absolute leader in overall participation (26.6 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, competition swimming reported the strongest growth (16.5%) among aquatic activities, followed by aquatic exercise (14.6%) and fitness swimming (1.1%).

Not only does aquatic exercise have a strong participation base of 10.6 million, it also has recently experienced a sharp increase in participants, due largely to ongoing research that demonstrates the activity's great therapeutic benefit coupled with increased life expectancies and a booming senior population. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, such as aerobic fitness, resistance training, flexibility, and balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

While all activities have undergone increases over the last five years and most recently, casual participation (1-49 times) is increasing much more rapidly than core participation (50+ times). For the five-year timeframe, casual participants of competition swimming increased by 123.9%, aquatic exercise by 27.5% and fitness swimming by 26.4%. However, core participants of fitness swimming decreased by 4.8% in 2016. From 2011 to 2016, core participation of competition swimming declined by 2.3% and aquatic exercise declined by 0.1%.

### **NATIONAL TRENDS IN WATER SPORTS & ACTIVITIES**

The most popular water sports / activities based on total participants in 2016 (Figure 13) were canoeing (10 million), recreational kayaking (10 million), and snorkeling (8.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal and environmental factors. A region with more water access and a warmer climate could potentially have a higher participation rate in water activities than a region that has long winter seasons or experiences drought. Therefore, when assessing trends in water sports and activities, it is important

to understand that fluctuations may be the result of weather patterns and that regional accessibility can greatly improve, or diminish, participation in water activities.

Over the last five years, stand-up paddling (up 181%) was by far the fastest growing water activity, followed by white water kayaking (50.6%), sea / touring kayaking (49.7%), recreational kayaking (36.3%), and boardsailing / windsurfing (25.5%). Although the five-year trends show water sports / activities are getting more popular, the most recent year reflects a much slower increase in general -- stand-up paddling by 6.6%, recreational kayaking by 5.5%, and surfing by 3.4%.

From 2011-2016, activities declining most rapidly were jet skiing (-23.6%), water skiing (-20%), and rafting (-17.2%). In the most recent year, activities experiencing the greatest declines in participation included rafting (-11.7%), wakeboarding (-9.7%), jet skiing (-7.7%), and water skiing (-6.3%).

As mentioned previously, regional, seasonal and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why in almost all water-based activities there are more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors.

### **NATIONAL TRENDS IN ARTS ACTIVITIES**

Americans for the Arts is a nonprofit organization who leads the nation for advancing the arts and arts education to further assess arts and culture trends. They provide Arts Indexes for both national and local art trends which can compare Montgomery County, Ohio against the national average pertaining to specific arts and culture trends.

Data indicates that arts and culture play a major role within the City of Kettering community. There is an above average interest in attending live performing arts and Montgomery County almost doubles the national county average for total non-profit arts expenditures per capita. An important point to highlight is the City of Kettering's role in local arts and culture programming/facilities. Additionally, the non-profit share of arts establishments is below the National County average which may be attributed to public and private sector involvement.

#### *U.S. Trends in Arts Participation: 2008-2011 Wallace Study*

- Higher interest in younger audiences with social experiences
- Disappointing ROI for artist talks/networking events
- Artistic activities appeal to parents but cost is a barrier
- Shorter, lower-cost classes
- Flexibility for classes (unpredictable schedules)
- Free intro experiences (like Free Fridays or Open House)

#### *National Endowment for the Arts - A decade of arts engagement: findings from the survey of public participation in the arts, 2002–2012*

Overall, about five percent of American adults created pottery, ceramics, or jewelry; 8 percent created leatherwork, metalwork, or woodwork; and 13 percent did weaving, crocheting, quilting, needlepoint, knitting, or sewing. Six percent of adults, or 13 million people, created visual art such

as paintings, sculpture, or graphic designs in the 12-month SPPA period. Of the 13 million people who created visual art in the past 12 months, 46 percent created it using a computer, a handheld or mobile device, or the Internet, and 6 percent shared it that way.

Women and young adults aged 18 to 24 have much higher rates of creating pottery, ceramics, or jewelry (7 percent of each subgroup), while men and adults 45 to 64 have much higher rates of constructing art from metal, leather, or wood (14 percent and about 10 percent, respectively). Weaving, crocheting, quilting, and needlepoint are activities done predominantly by women (23 percent of women compared with 2 percent of men) who are 55 or older. Not taking into account the medium used, women are slightly more likely than men to create visual art, and Americans 18 to 24 are the most likely age group to create visual art).

The likelihood of creating visual art increases with education and family income; only 3 percent of high school graduates create visual art, compared with about ten percent of college graduates. The percentage of Americans engaging in arts learning through lessons or classes at any point in their lives has increased over the past decade. The percentage of U.S. adults who in 2012 reported ever studying music, visual arts, or creative writing is greater than in 2002, and the 2012 percentage who ever studied acting, dance, art appreciation, or music appreciation is greater than in 2008. Some of these changes can be attributed to the entry of a new cohort of younger adults who in 2012 reported higher levels of arts learning than they did in 2002. At the same time, caution should be exercised in comparing estimates of changes over time.

Visual art, such as drawing, painting, pottery, weaving, or graphic or fashion design, is the second most commonly studied art form. Nearly one-fifth of all American adults have taken visual art classes or lessons at some point in their life, an increase over the 2002 and 2008 levels. This proportional growth likely would have been still greater had the question on visual arts classes included photography and filmmaking as examples, as happened in prior rounds of the SPPA.

Nearly two-thirds of people who took visual arts as a child or as an adult are women (Figure 4-2). Americans who belong to a racial or ethnic group other than non-Hispanic white, Hispanic, and African American are the most likely to have taken visual arts (22 percent of this group) (Figure 4-3). Young adults are far more likely than older adults to have had a visual arts education, and people with at least some college education are far more likely than less educated people to have had a visual arts education. The highest income earners are among those most likely to have had visual arts training.

As a mode of arts participation, taking arts classes or lessons trailed far behind attending arts events or creating, performing, or sharing art. In 2012, just 2 percent of adults took classes or lessons in music, visual art, dance, creative writing, art appreciation, or art history in the previous 12 months (Figure 4-3). However, a promising trend is emerging as the number of adults taking lessons or classes during the past 12 months has increased from 2002 for all art forms except acting or theater. Furthermore, most of the recent increases are statistically significant, and acting or theater in 2012 remained the same as it was in 2008.

## **NATIONAL TRENDS IN ART GALLERY ATTENDANCE**

*National Endowment for the Arts*

*U.S. Trends in Arts Attendance and Literary Reading 2002-2017*

National statistics on visual and performing arts attendance rates using the 2017 Survey of Public Participation in the Arts and comparing the results with prior years (2002, 2008, and 2012) are as follows:

- Percent of adults visiting art museums/galleries - 12.9%
- Percent of adults touring parks, buildings or neighborhoods for historic or design value - 18.4%
- Greater numbers of art-goers among African Americans, 18-24 year-olds and 35-44 year-olds, and adults who received only "some college" education
- Demographic subgroups that drove growth in the share of adults visiting or touring places of historic or design value are: women, African Americans and non-Hispanic whites, 35-44 year-olds, and those whose formal education stopped with a high school diploma or a college degree.

## **NATIONAL TRENDS IN FITNESS & SPORTS SPENDING**

Overall, fitness and sports related spending decreased slightly over the past three years. As outdoor recreation became more popular, spending in that category increased. Gym membership/fees and travel expenses for recreation have also undergone increases in spending over the past year. Noticeably, spending on team sports, both at and outside school, has seen relatively large declines in 2016.

Ownership of health and fitness tracking devices has also increased in recent years. More than a quarter of all active participants owned a fitness tracking device in 2016, which includes fitness trackers that sync with computer/tablet/smartphone, pedometers, and heart rate monitors. Wearable fitness tracking is emerging as the most popular tracking option for both active and inactive participants.

## **NATIONAL AND REGIONAL PROGRAMMING TRENDS**

NRPA's Agency Performance Review 2017 summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 925 park and recreation agencies across the U.S. as reported between 2014 and 2016.

The report shows that the typical agencies (i.e., those at the median values) offer 175 programs annually, with more than 50% of those programs offered as fee-based events. Based on information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described below.

When comparing Midwest agencies to the U.S. average, team sports, fitness classes, and wellness education were all identified as top five most offered program areas offered regionally and nationally. Additionally, aquatics (84%) and safety training (80%) programs were also popular amongst Midwest agencies.

<u>U.S. (% of agencies offering)</u>	<u>Midwest Region (% of agencies offering)</u>
Team sports (86%)	Team sports (91%)
Fitness classes (80%)	Fitness enhancement classes (84%)
Health education (80%)	Aquatics (84%)
Special events (72%)	Safety training (80%)
Social recreation (70%)	Health education (78%)

In general, programs offered by park and recreation agencies in the Midwest resemble agencies nationwide. However, based on a discrepancy threshold of 5% or more, Midwest agencies are offering programs such as aquatics, safety training, golf, and team sports at a higher rate than the national average. Contradictory, the Midwest is trailing the national average in regards to performing arts, visual arts, trips and tours, and individual sports program offerings

### **PROGRAMS FOR PEOPLE WITH DISABILITIES**

For better understanding of targeted programs by age segment, the NRPA also tracks program offerings that cater to children, seniors, and people with disabilities, on a national and regional basis. More than four in five agencies offer summer camps to their residents. Summer camp offerings increase to 90 percent at agencies serving jurisdictions with more than 250,000 residents.

Based on information reported to the NRPA, the top three activities that target children, seniors, and people with disabilities most frequently offered by park and recreation agencies are shown below.

<u>U.S. (% of agencies offering)</u>	<u>Midwest Region (% of agencies offering)</u>
Summer camp (83%)	Senior programs (75%)
Senior programs (76%)	Summer camp (68%)
Teen programs (62%)	Teen programs (60%)

Agencies in the Midwest tend to offer targeted programs at a lesser rate than national agencies, except for full daycare programs. Midwest agencies are offering a significantly lower rate of programs for preschool, summer camp, before school programs, and after school programs, while full day care is the only targeted program in which Midwest agencies are exceeding the national rate.

## ACTIVITY BY GENERATION

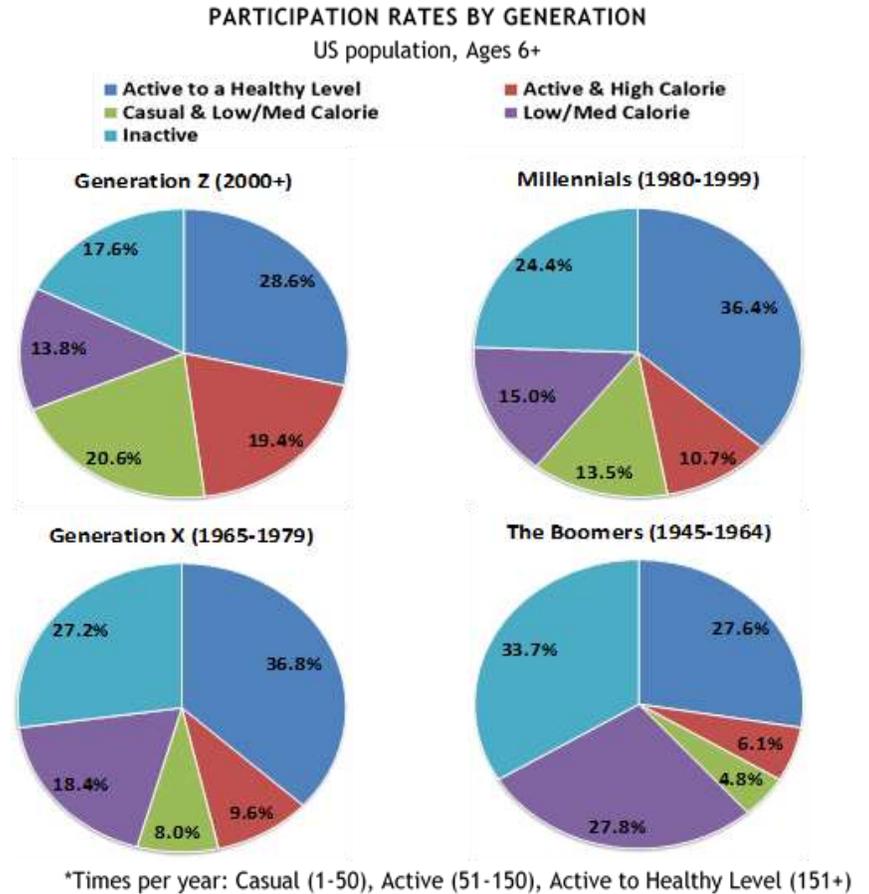
Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

**Generation Z (born 2000+)** were the most active, with only 17.6% identifying as inactive. Most people in this age range were moderate participants (participating 1-150 times a year); with 40.0% engaging in active & high calorie (19.4%) or casually & low/med calorie (20.6%) burning activities. Roughly 14% participated low/med calorie burning activities.

A total of 36.4% of **Millennials (born 1980-1999)** were active to a healthy level, while 24.4% claimed they were inactive. Although the inactivity rate was below the national level (27.5%), it has increased in the last year.

**Generation X (born 1965-1979)** has the highest active to a healthy level rate (36.8%) among all generations, but they also have the second highest inactive rate, with 27.2% not active at all.

**The Boomers (born 1945-1964)** were the least active generation, with an inactive rate of 33.7%. This age group tends to participate in less intensive activities. Approximately 33% claimed to engage in casual & low/med calorie (4.8%) or low/med calorie (27.8%) burning activities.



## 4.5 SCOPE OF RECREATION PROGRAM OPPORTUNITIES

The department welcomes all individuals and families to participate in programs regardless of race, religion, gender, national origin or ability. In addition to facilitated or cooperative opportunities in which a self-governing or independent organization uses PRCA space or resources, the department directly offers opportunities for self-directed and leader-directed activities.



Self-directed activities are those in which a person or group participates without leadership or direction. Outdoor self-directed opportunities include park playgrounds, shelters, sports fields/courts/diamonds, and trails. Indoor self-directed opportunities include fitness centers, indoor tracks, drop-in activities such as ice skating, sports, cards, or pottery among others.

Leader directed activities are those in which a person or group participates in recreation that is directed by a leader or instructor. PRCA offers a wide variety of leader-directed activities of all ages and abilities. These supervised programs are provided through a combination of department staff, contracted instructors, volunteers, and partnering with other City or community groups. A sample Matrix of Opportunities for PRCA leader directed activities can be found in [Appendix L](#).

## 4.6 GUIDING PRINCIPLES (PROGRAM AND SERVICE DETERMINANTS)

The guiding principles are designed as a mechanism to ask questions regarding the product and service line which help ground the products and services to the department's philosophy. These guiding principles are sometimes called Program and Service Determinants. Within recreation planning, the guiding principles are not a list of defined terms, but instead are presented as a series of questions reviewed during the product development process. To offer a product or service, the answers to these questions do not need to be scored, or ranked, or require a certain amount of yes answers in order to offer the product or service. These are used as an evaluative method performed to ensure the product or service is generally in line with the direction of the department.

The review or creation of products and services should include addressing the following questions:

1. Does the product or service meet the foundation of the recreation, entertainment, arts and or environmental stewardship goals?
  - a. Is there a purposeful end result (outcome) of the product or service?
  - b. Does the product or service improve the quality of life for participants?
  - c. Does the product or service improve the social, mental, cultural and/or physical well-being of the customer?

2. Does this product or service meet the organizational philosophy, goals and objectives?
  - a. Does the product or service have an impact on the community?
  - b. Is there a level of innovation and or creativity infused into the development and delivery of the product or service?
  - c. Are there qualified and proficient professional staff directing the product or service?
  - d. Does the product or service meet the financial and budgetary expectations?
  - e. Is the product or service accessible to all customers including the under-served?
  - f. Is the product or service inclusive?
  - g. Is the product or service a core PRCA function?
3. Does this product or service meet an unmet need in the community?
  - a. Has this product or service been identified in any survey, focus group, evaluation and or any plan?
  - b. Is this product or service a duplication of offerings in the community or other division in the department?
  - c. Is there a partner to assist with delivery of the product or service?
4. Does the product or service meet the needs of the customer?
  - a. Does the product or service meet the needs of the targeted population?
  - b. Is the product or service delivered fairly and ethically to the customer?
  - c. Does the product or service provide a value to the customer?
  - d. Is there a cost benefit to the product or service that provides a unique outcome for the customer?
  - e. Does the product or service meet and/or exceed a quality standard for the customer and maximize excellent in service through innovation and customer experience?



## 4.7 PRODUCT DEVELOPMENT PROCESS

The product cycle strategy outlines the general process that is to be used when designing, implementing and evaluating products. This 4-step process includes the elements of planning, pricing, implementation and evaluation that allow for a standardized approach throughout the department. These product cycle strategies are applicable to all product and service lines including registered and drop-in products and events, as well as items such as admission to facilities, passes, membership and rental of facilities.

### PRODUCT DEVELOPMENT

This planning step can be used to initiate a new product and or when a product is in the mature stage of the lifecycle to restructure, relaunch and or reformat.

1. To initiate the product, basic research should be conducted to assure that there is a need in the community to run or continue a product and/or service and that the product is not duplicated in the department or community.

2. Research may include: Past department surveys, focus groups and PAC feedback, RecTrac historical information, trends and product/service evaluations.
3. Product outcomes should be developed outlining the goals, benefits and impact the product will provide for the customer. Generally, outcomes are created by product/service type and not the individual product/service.
4. A promotion plan should be considered for the products that are new and or have been re-defined, re-developed and/or revised.

## PRODUCT PLAN

The Product Plan is a document that details all of the necessary scenarios needed to stage the product experience. The plan is similar to a blueprint and outlines all necessary steps to launch the product. The logic model document is used to identify the logical path product planning makes, and guides the products' planned components through implementation.

This logic model is based on the broad components below and provides the framework for the Product Plan.

1. **Identified needs and assumptions:** What needs will the product address? This section reviews the guiding principles and identifies the type of product delivered with product position, placement, type, and price.
  - Product Position:
    - Target demographic profile/age
    - Skill and or segmentation
    - Assess skill progression levels
  - Product Placement:
    - Date
    - Time
    - Season
    - Frequency
  - Product Type:
    - Drop-In Activity – Routine one-time experience
    - Single-Experience Activity – Special one-time experience
    - Activity - Multi-day or multi-session experience
    - Special Event
    - Membership/Pass
    - Admission – Paid daily use or punch pass
    - Rental
    - Sports League
  - Product Price:
    - To determine the price of the product, the Pricing Worksheet should be completed (Worksheet #5). This should be completed at any point that budget, resources or conditions change.
    - Identification of resources needed to support and operate product delivery logistics.

- Price is aligned with cost recovery goal and value-based product model and includes planning for various pricing scenarios (residency, group rates, member discounts)
2. **Inputs and resources:** What goes into creating the product or service? This section defines the financial forecast, personnel and facility needs, all necessary material resources required and or community resources involved. A promotion plan is a part of this section as well to plan how to reach the target audience.
  3. **Activities:** What goes into the product or service? Identify the specific activities that will occur in the product or service and all product details the product will provide.
  4. **Outputs:** What happens as the result of the product or service? Identify the specific evidence and or outcomes desired. Identify the quantifiable benefits, which were formulated in the product outcome section of the playbook. Forecast the significant results over time. These benefits should generally be written in about two, but no more than four phrases or bullet points. These are created for each product or service type delivered. These benefits are reviewed annually and evaluate the gained knowledge through customer feedback and or post evaluation sessions.

## PRODUCT LIFECYCLE

This step of product development includes the review of participation trends, market trends and performance over time. The review includes identifying the product within one of following 6 stages of product lifecycle.

1. **Introduction** - New or Redesigned Products that have successfully been on the market for 2-3 times/occurrences.
  - *Qualifiers:* The product and promotion outcomes were met. The product reached the appropriate audience.
  - *Recommendations:* The product should be continued through the Growth phase.
2. **No-Go** – New or Redesigned Products that have been offered but have been cancelled and/or not implemented, typically, due to a lack of enrollment.
  - *Qualifiers:* The product and promotion outcomes were met. The product reached the appropriate audience.
  - *Recommendations:* The product should be evaluated through the product plan, and restructure and/or reformat the product for re-launch or discontinue.
3. **Take Off** – New or Redesigned Products that have been on the market 3+ times and less than 2 years, with rapid growth and interest, identified by products at or over capacity (full or waitlist).
  - *Qualifiers:* Enrollment increased, met product and promotion outcomes, and reached appropriate audience. Revenue and expense goals were met.
  - *Recommendations:* The product should be continued through Growth phase. Additional opportunities should be added to the current offering to meet demand, if possible.
4. **Growth** - Product has been on the market 2+ years.

- *Qualifiers*: Demonstrated growth over 24-36 months. Enrollment has increased, wait list and or additional sections are added, classes closed, reached appropriate audience. Revenue and expense goals were met.
  - *Recommendations*: The product should be continued through Mature phase.
5. **Mature** - Product has been on the market 2+ years.
- *Qualifiers*: Participation is stable or beginning to decline, generally consistent implementation with some cancellations and combined classes occur. Product operates at expected revenue and expense with occasional missing of revenue and expense goals.
  - *Recommendations*: The product should be evaluated through the product plan process, and based on this assessment restructure and/or reformat the product for re-launch.
6. **Decline** - Product has been on the market 3+ years.
- *Qualifiers*: Continued decline in enrollment, cancellations and combined classes is common.
  - *Recommendations*: The product should be removed from the product line.

## PRODUCT/SERVICE EVALUATION

All products should go through a seasonal and or yearly evaluation process. Typical assessment tools to review during the evaluation of products and services include the following:

1. **Review of the product evaluation** (conducted at the end of each product final experience, day and/or occurrence).
  - a. Product evaluations are tools such as paper evaluation cards, online surveys or other feedback mechanisms.
2. **Assess one-on-one customer comments**
  - a. Comments obtained directly from customers through formal or informal methods.
  - b. Feedback from instructor/product staff/operation staff
  - c. Comments and evaluative feedback from instructional staff, product implementation staff and/or operational staff.
3. **Professional assessment**
  - a. The assessment of the product lines should be conducted by professional staff with expertise in the field and added as an important aspect of product evaluation. This could come from Program Coordinators and Supervisors, or other subject matter experts, internal or external to the department.
4. **Post-Product assessment**
  - a. A thorough analysis of the product is conducted at the conclusion of every product. The results of the evaluation worksheet should determine the changes to the product and or steps to re-offer, revise, relaunch or discontinue.
5. Each product line category follows a standard evaluation process, with specific details that are relevant to the product area. See [Appendix K](#).

The product cycle strategies can be utilized over time by following this graphical depiction of the process. The graphic includes recommendations for the frequency of performing the steps of the product development cycle. Additionally, this graphic demonstrates that the product evaluation process should be completed after every product and at regular intervals for service lines and this evaluation can prompt returning to other steps of the product development cycle.



**PRODUCT DEVELOPMENT TIMELINE**

PRCA has seven separate product development timelines per year. Each Activity Guide brochure has a timeline that begins at Evaluation Worksheets Due and runs through Registration Opening. Each step in the timeline builds upon the step before it, so each member of the program development team is responsible for executing the full product development plan for their inventory of products within each of the seven timelines. An example of the PRCA Program Brochure Production Schedule can be found in [Appendix M](#).

## 4.8 PRODUCT PRICING STRATEGY

PRCA is considered a Special Revenue Fund in the City of Kettering budget. This designation allows the operational functions to exist in one fund; simply all personnel, expenses and operational costs are fully executed under Parks, Recreation and or Cultural Arts Cost Centers. Yearly, the department receives a transfer from the general fund and a target subsidy is established for the department to achieve. Typically revenues from all of the product lines assist the department in achieving the yearly subsidy goal. The department's ultimate goal is to meet the needs of the community while operating within this subsidy target.

The department has implemented pricing strategies that focus on maximizing the capacity of use of recreation facilities and products based on the following pricing methods:

1. Price products according to Fair Share Policy, giving benefit to Kettering Residents. The Kettering resident or a person working in Kettering makes a significant contribution to the financing and operation of the Kettering Parks, Recreation and Cultural Arts Department. The city property tax and income tax are paid whether or not the individual participates or uses the facilities of the department. The fair share concept is intended to apportion to non-residents an equalized fee, so that they can contribute to the overall financing of the Parks, Recreation and Cultural Arts Department on an equitable basis with the resident. It is hoped that this policy will give not only equitable treatment, but also a better understanding of fees and overall financing to both residents and non-residents.
2. Price facilities and rentals by primetime and non-primetime for pools, game fields, ice rink, Polen Farm, classes, courts, park rentals and fitness areas.
3. Price by season and off-season rates for leagues, clinics, shelters, courts, ice time, Polen Farm and trips.
4. Price by location for sports fields, courts, park rentals, seats at the theatre and class location.
5. Price services by age segment as it applies to pre-teens and teen classes, young-adult classes, families and seniors.
6. Price services by differential pricing by level of class, by level of instruction, level of exclusivity, by time, size of group and customer loyalty (repeat use).
7. Contractor pricing should be based on direct and indirect costs and the ability for the contractor to bring in users.
8. Incentive Pricing needs to be allowed that focus on discounts for early trip registration, season passes, group admission rates, rental uses, number of classes taken in a year and for loyalty.
9. All Sponsorship/Partnerships will be priced based on the image value received and impression points, as it applies to market rates in the city currently.
10. A Civic Rate for facility rentals at Rosewood Arts Centre and the Kettering Recreation Complex will be extended to non-profit organizations based in Kettering.

## FAIR SHARE POLICY

The Fair Share Policy outlines the price increase that should be applied to products to provide equitable responsibility for meeting the Department's subsidy target to non-residents. The department should balance, where able, the market conditions to support fee levels for both resident and non-resident populations.

The following identifies the guidelines for charging Non-resident households a higher rate than resident households:

- Program fees - typically between 10-25%
- Pass fees - 50% higher
- Drop-in program fees - 100% higher
- Rentals fees - 100% higher (except Polen Farm)

## PRICING CALCULATION

The mechanism to allow the department to meet its subsidy target is based on a sound pricing calculation that incorporates direct costs, indirect costs and is weighed using the department's focus on value and service. The first step in determining pricing is to determine the expenses which are required to be recovered by the product or service.

**Direct costs** are those specific expenses, which are incurred by the department in conducting a product or operating a facility. These costs are associated with the customers' or users' direct experience. These costs would typically include supplies/materials/equipment, instructors/officials including fringe benefits payments, publicity/promotions, program coordinator and product/event implementation staff wages including fringe benefits payments.

**Indirect costs** are those department expenses, which are not directly incurred by the product or facility. They include but are not limited to office support staff salaries, maintenance supplies and other costs, utilities, facilities chargebacks, insurance and technology support chargebacks. Administrative costs and supervisor salaries are considered subsidized costs and are not intended to be recovered through fees.

**Total Cost** represents the Direct Cost and Indirect Cost the expenditures of a given product.

**The Value Based Recovery (VBR)** percentage is the weighting mechanism that allows the department to implement its Quality Service Focused on Community objective within a pricing framework. Each product type has an assigned VBR% set for a given time period, likely annually.



Once the total expense to be recovered is determined, setting the price is a simple division of this expense recovery expectation by the number of units served by the product or service.

$$\begin{array}{l} \text{Expense} \\ \text{Recovery} \\ \text{Expectation} \end{array} \div \begin{array}{l} \text{Units of} \\ \text{Service} \end{array} = \text{Price}$$

## PERSONNEL

Personnel allows the department to deploy the entire product lines offered in designated cost centers, and is the largest operational expenditure PRCA carries year to year. There are specific steps used to add, assign, transfer, shift and/or remove personnel.

## PERSONNEL DESIGNATIONS

The department has various personnel designations: Full-Time, Regular Part-Time, Temporary Part-Time, Contractual and Seasonal.

1. Regular Part-Time, Temporary Part-Time and Contractual staff are generally restricted to work up to 28 hours per week, and may not exceed 1,456 working hours a year-long measurement period. Staff in these designations may work over the 28 hour per week restriction under certain circumstances:
  - a. May not exceed 35 hours in a work week.
  - b. May not exceed 28 hours per week more than two weeks in a row.
  - c. May not exceed 28 hours per week more than six weeks the measurement period.
2. Seasonal staff is permitted to work up to 40 hours per week, and may only work in a position classified as a seasonal operation. Seasonal positions are employed for a period of no more than 6 months. They must be separated a minimum of 6 months.

The following terminology is used to define the various management levels and supervision of product staff.

1. Instructor/Contractual Staff - Staff delivering the product to the customer through activities
2. Temporary Part Time Assistant Coordinator/Coordinator - Staff that interact with the public on the front lines. Often this staff have additional duties, including assisting in facility management, instructor support, and product delivery to the public.
3. Regular Part Time Coordinator - Staff that interact with the public on the front lines and/or offer support for program development and implementation. This staff may have additional duties, including assisting in facility management, instructor support, and product delivery to the public. Depending on division hierarchies, coordinators may have a supervisory responsibility and assist with product development, deployment and management of product lines. These positions work closely with Full time Coordinators, Program Supervisors or Managers.
4. Full Time Coordinators, Supervisor or Manager - Staff that have full time responsibilities for all aspects of their cost center, including supervising support staff and fulfilling expectations for their cost centers as established by the Department Director and Leadership Team.

## PERSONNEL ALLOCATION FOR PROGRAMS

Existing personnel resources are reviewed periodically, as needed and during the budget process with adjustments requested based on need and efficiencies that can be gained. When evaluating personnel resources, staff focuses not only on the resources assigned within their individual cost center but also identifies collaborative staffing solutions amongst other areas of the department.

The following guidelines used to support budgeting additional personnel resources to product line operations.

- Priority 1: Overall units served in a calendar year and logistical challenges that create a routine staffing disconnect (hand off) with deployment and/or management of the product line.
- Priority 2: Additional staff support that periodically assists with deploying the product line.
- Priority 3: Re-classification of existing staff to provide improved oversight, management and/or delivery of product line.

In addition to these priorities, staff may introduce personnel requests through a thorough cost benefit analysis. A cost benefit analysis evaluates the cost of the additional resources against the benefit the additional resources can provide.

## PERSONNEL ALLOCATION FOR OPERATIONS

Each budget year, staff need to assess personnel resources budgeted per cost center and work within those parameters to evaluate current service delivery. Different than product line, facility operations and support services should be evaluated by looking at four factors, arranged from broad approach down to specific quantity needed. If it is determined that the cost center has insufficient personnel support or misaligned resources to meet service delivery standards, then the following guidelines will apply.

1. **Safety** – Evaluate the safety response for the facility. Are sufficient resources available to respond to emergencies according to accepted Emergency Action Plans?
2. **Service Approach** – Evaluate the desired approach to service, how will staff interact with the customer, how is the space designed to be used by the customer.
  - a. Staff Guided – the space requires active assistance in the customer service delivery experience. As an example, a Front Desk is an active use space, where the customer experience is directly related to and reliant upon an active employee interaction.
  - b. Staff Assisted – the space is actively used based on the desires of the customer, but staff is readily available to assist, if needed. As an example, the Water Park experience (after paying to enter) is driven by the customer but staff (lifeguards, water park attendants, etc.) is available to assist the experience.
  - c. Self-Guided – the space is used with the absence of staff guidance based solely upon the desires of the customer. A walking track is an example of a self-guided space in a facility.
3. **Scheduling Factors** – Evaluate the operation based on the timing of when staff is needed, based on the service approach.

- a. Flat Schedule – the service delivery model is based on a flat and continuous staffing level at all times. As an example, planning to have one coordinator on duty during all operating hours is a flat schedule.
  - b. Variable Seasonal – the service delivery model is variable based on season which impact staff decisions. As an example, planning to increase staff of a front desk during the first weeks of open registration and reducing staff later in the registration cycle is a variable seasonal schedule.
  - c. Variable Volume-Based – the service delivery model is variable based on demand and customer volume. As an example, planning to have additional rec aide staff scheduled during increased use days and times is a variable volume-based schedule.
4. **Skill/Responsibility Level**
- a. Front-Line – This level is the direct implementer of customer service and initial safety response for the operations.
  - b. Front-Line Supporter – This level is the backup for the front line staff providing assistance and guidance to the implementers as need.
  - c. Last-Line –This level is the decision-maker on customer service concerns at the operational level.
5. **Quantity**
- a. The number of persons or positions needed to meet the operational need.

These factors provide the outline for ensuring that staffing levels are in-line with departmental customer service approach as well as operational, safety, and supervision needs. Positions are considered based on the five factors above and then applied to the following priorities. Re-classification of existing staff to provide improved oversight and management based on the service approach, scheduling factor and responsibility level will also be considered as a solution to meeting the operational needs of the space.

**Additional personnel resources are allocated as follows:**

- Priority 1: Baseline staffing for safety sensitive or critical service delivery. This is the staffing level needed to meet the service approach, scheduling factor and responsibility level.
- Priority 2: Baseline staffing for support and oversight positions. This is the staffing level needed to provide the necessary support and oversight to operations based on the service approach, scheduling factor and responsibility level.
- Priority 3: Additional staff support needed based on the service approach, scheduling factor and responsibility level.

## 4.9 RECREATION BALANCED SCORECARD

Balanced Scorecard Objectives	Recreation/Arts-Specific Objectives	Recreation/Art Tactics
<b>Employ a high quality workforce by developing departmental, divisional, and individual staff training systems</b>	<p>Review and evaluate the Recreation team's individual skill sets to determine gaps in technical knowledge, job function, and soft skills such as communication and professionalism</p> <p>Create Department-Wide Orientation</p>	<p>Determine tool/method for comprehensive review of skill set for FT and RPT employees</p> <p>Complete evaluation and review results to determine departmental, divisional, and individual training needs</p> <p>Create individualized training tracks for each FT and RPT employee to address individual training needs</p>
<b>Strengthen organizational culture by creating, clarifying, and communicating expectations, priorities, and goals</b>	<p>Outline expectations and priorities by creating individual measurable goals for Managers that align with department expectations related to the Balanced Scorecard focus</p>	<p>Creation of individual goals with outcomes to measure success</p> <p>Monthly meetings to review goal progress</p>
<b>Implement relevant operational guidelines by auditing policies and procedures by evaluating existing documents and making necessary changes</b>	<p>Audit policies and procedures by evaluating and making necessary changes to documents as assigned in Power DMS</p> <p>Update Fair Share Policy</p>	<p>Audit policies and procedures by evaluating and making necessary changes to documents as assigned in Power DMS</p>
<b>Execute Playbook</b>	<p>Execute Playbook</p>	<p>Complete execution of program planning portion of playbook (worksheet 1)</p> <p>Create mechanism by which Managers can measure program offered vs. budgeted revenue expectations</p> <p>Create mechanism by which staff evaluates programs per Playbook. (Tie into submitted worksheet)</p>

		<p>Develop timeline, evaluation, and pricing strategy for passes</p> <p>Develop timeline, evaluation, and pricing strategy for rentals</p> <p>Develop timeline, evaluation, and pricing strategy for daily admissions</p>
<p><b>Improve accessibility to PRCA amenities, programs and facilities for all residents</b></p>	<p>Comprehensive audit of all PRCA facilities, policies and procedures for ADA accessibility and updates</p> <p>Break down barriers (cultural, physical, perceived and real) with staff and patrons</p>	<p>Continue to develop communication and marketing to create awareness of program and facility accessibility and modification requests</p> <p>Continue to work with the Inclusion and ADA Compliance Manager and Public Service on facility modifications</p> <p>Develop strategy and plan for Equity and Inclusion for the PRCA Department staff and patrons</p>
<p><b>Commitment to Prevention for a Healthy Community</b></p>	<p>Intentional incorporation of social-emotional learning (SEL) techniques in youth programs</p>	<p>SEL Training for Managers and Supervisors</p> <p>Intentional incorporation of SEL techniques in youth programs, beginning with summer camp</p>
<p><b>Community and regional destination for creative skill development and art experiences</b></p>	<p>Break down barriers to arts programs and activities</p> <p>Establish the first safe, community-focused, specialized arts and crafts studio spaces in the region</p>	<p>Intentional visibility, including strategic partnerships with community organizations and stakeholders, to create opportunities in the arts</p> <p>Renovation and refurbishment of newly-purposed artmaking spaces at Rosewood, including in glass, metals, ceramics, printmaking, 2D and 3D arts</p>

# CHAPTER 5

# MARKETING AND COMMUNICATION PLAN



## CHAPTER 5 – MARKETING PLAN

### 5.1 OVERVIEW OF COMMUNICATIONS AND MARKETING

Our organization – Parks, Recreation and Cultural Arts (PRCA) - is committed to “quality service focused on community.” Our guiding principles include: improve the quality of life for participants; improve the social, mental, cultural and physical well-being of our participants; positively impact our community through our services; infuse innovation and creativity into our development and delivery of services; inclusivity in all of our activities; and meeting the needs of our community.

#### **AUTHORITY**

All policy regarding marketing and communications is established by the City Manager. Policy is disseminated from the City Manager to Department Directors, with guidance and enforcement provided by the Community Information Manager. Administrative Policy No. 602 is the guiding policy for all community relations, public information, communications and marketing ([Appendix N](#)).

Under the direction of each Director, management of marketing and communications takes place through designated department staff. The PRCA Director, with assistance from the Communications/Marketing Supervisor, has created additional standards and resources to manage marketing and communications for the department, including within this Marketing and Communications Plan (last updated in November 2020).

Any communication impacting the PRCA department and/or the City must be submitted in advance to the PRCA Director for approval prior to publication or public statement.

#### **CITY/PRCA MARKETING AND COMMUNICATIONS STAFF**

The City of Kettering has two full-time positions for marketing and communication responsibilities; one in the City Manager's Office, and one within Parks, Recreation and Cultural Arts.

The City of Kettering's Community Information Manager is responsible for hands on development and management of all mediums of communication with the community, including traditional and digital communications, marketing, public affairs, media relations and multi-media productions. The Community Information Manager also prepares all print and electronic publications, administers City social media accounts and is responsible for overall City branding and promotions, disseminating appropriate information to residents, and advancing a positive image of the City. This position reports to the City Manager and the Assistant City Manager.

The PRCA Communications/Marketing Supervisor reports to the Director of PRCA, and is responsible for overall promotion of programs, services and facilities offered by the City of Kettering Parks, Recreation and Cultural Arts Department. This position works closely with the PRCA Leadership team, as well as the Community Information Manager with the City Manager's Office. This position oversees a part-time contractual Social Media Coordinator.

#### A NOTE FOR 2020

*In early 2020, the PRCA Communications/ Marketing Supervisor position became vacant, and with the impact of the COVID-19 pandemic, the hiring of this position has been put on hold due to a citywide hiring freeze. For all of 2020 and 2021, the marketing and communications team is comprised of the following:*

Mary Azbill, Community Information Manager, City Manager's Office  
VACANT (as of January 2020), Communications/Marketing Supervisor, PRCA  
Interim PRCA Marketing and Communications Point Person: Shayna V. McConville, Division Manager of Cultural Arts, PRCA  
Sara Thomas, Social Media Coordinator, PRCA

#### TRAINING AND PROFESSIONAL DEVELOPMENT

The PRCA Communications/Marketing Supervisor participates in several professional trainings each year, and typically has attended relevant sessions at conferences and special workshops with the Ohio Parks and Recreation Association and National Parks and Recreation Association. Because of the specialized nature of the many programs, services and facilities within PRCA, the department Director, Superintendents and Division Managers (the PRCA Leadership team) participate in conferences and training more specific to their fields, sharing relevant marketing and communication information with the Communications/Marketing Supervisor, which in turn guides more targeted marketing and communication efforts.

#### ADA AND INCLUSION

As described in Chapter 1, The City of Kettering is committed to inclusivity in its operations and programs. The Inclusion and Compliance Manager works closely with all city departments to ensure compliance with the Americans with Disabilities Act (ADA), as well as aligning ADA law, guidance and recommendations in the City's public relations and communications. The Inclusion and Compliance Manager works closely with City Leadership and the City's ADA Advisory Committee to provide consistent ADA language in publications (see [Appendix O](#)) as well as on the City's websites, following the Web Content Accessibility Guidelines ([www.playkettering.org/accessibility-statement](http://www.playkettering.org/accessibility-statement)).

## **MARKETING AND COMMUNICATION PLAN REVIEW AND EVALUATION**

PRCA Leadership reviews the Marketing and Communication plan in tandem with the review of the Comprehensive Master Plan, the Balanced Scorecard, and with any updated policies impacting marketing and communications from the City Manager's Office. This review considers successes, challenges, and updates to continue to meet best practice standards. An internal review of the plan is done by the PRCA Communications/Marketing Supervisor in tandem with planning for the upcoming budget year, as well as reflecting on any changes that need to occur for the remaining year.



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## 5.2 COMMUNICATIONS AND MARKETING GOALS AND OBJECTIVES

The PRCA Comprehensive Master Plan (strategic plan) and the Balanced Scorecard (organizational priorities) are the foundation of the PRCA Marketing and Communications Plan. PRCA's strategic goals are based on a set of high level, over-arching principles. These principles define a core philosophy that helps ensure decisions regarding PRCA communications and marketing that are made consistent with a common strategic direction, as described in more detail in Chapter 2.

The strategic objectives are tangible targets for efforts or activity areas that are intended to be the means of achieving strategic goals. Strategic objectives align with and support the strategic goals. The following goals and objectives align with the PRCA Balanced Scorecard (themes are included following each goal in parenthesis), but are described in language reflective of marketing and communications.

The goals and objectives for communications and marketing include:

1. Informing residents of Kettering and target audiences of programs and services (Successful Experience for the Community)
  - a. Continuously evaluate and implement effective communication for reaching our audiences
2. Build relationships with existing patrons, as well as initiate relationships with non-users (Successful Experience for the Community)
  - a. Sustain consistent, high quality content appropriate for each respective marketing platform
  - b. Ensure communications are timely
  - c. Confirm communications are appropriate to general and targeted audiences, as well as non-users
3. Create a strong platform of knowledge of products, services, and communication methods with PRCA staff (Internal Customer/Team Focused and Operational Excellence)
  - a. Regular training and product review with PRCA staff, with an emphasis on front-line staff in each facility
  - b. Internal evaluation of communication and marketing platforms, including website navigation and information
4. Create effective messaging to represent PRCA's inclusive, accessible and high quality programs and services (Successful Experience for the Community and Fiscal Responsibility)
  - a. Engage patrons, staff and instructors to share their stories, experiences and images that represent PRCA and can be utilized in marketing materials

These goals and objectives consistently drive marketing and communication content and platforms of delivery, and are reviewed and approved through the PRCA Director and Leadership team.

## **PUBLIC INFORMATION AND COMMUNITY RELATIONS**

Parks, Recreation and Cultural Arts is one of the most public-facing departments of the City of Kettering. PRCA is committed to outstanding community relations and public information as a key component to the success of the City and its residents. Beyond marketing, strong relationships and communication with the general public, as well as the civic, recreational, educational and other organizations, the business community, and various other stakeholders and entities are a critical responsibility of the PRCA team.

Building from the Department's Guarantees described in Chapter 1, the expectations for public information and community relations include:

- We have a responsibility to communicate effectively with our community
- We aspire to have meaningful public engagement to support our mission
- Communication is the responsibility of every PRCA employee
- Comprehensive communication increases the success of our department and our City

The goals and objectives for Public Information and Community Relations are established by the PRCA Leadership, in accordance with Administrative Policy No. 602 ([Appendix N](#)). The PRCA Communications/Marketing Supervisor is the main point of contact for all public information and community relations, with delegation of certain strategies to the PRCA team as appropriate.

Strategies to accomplish these objectives overlap but also vary between the City and PRCA, with the following being the most important:

- Cross-department and internal trainings on communication tools and standards (Balanced Scorecard Priority: Learning and Growth)
- Maintain an up-to-date website (Balanced Scorecard Priority: Customer)
- Active approach to informing residents through social media, push notifications, and email newsletters (Balanced Scorecard Priority: Customer)
- Regular assessment of traditional and nontraditional communication platforms (Balanced Scorecard Priority: Internal Processes)
- Continue to invest in the success of the department's several advisory councils and committees (Balanced Scorecard Priority: Internal Processes, Customer)
- PRCA team involvement and representation in outside community programs and organizations (Balanced Scorecard Priority: Learning and Growth, Customer)
- Provide strategic communications to the media regarding positive stories that will keep residents informed and also aware of the accessibility, value and opportunities with the City and PRCA (Balanced Scorecard Priority: Customer)

Guided by the Director and the Communications/Marketing Supervisor, PRCA employees are encouraged to establish and maintain professional networks with local media agencies. The department relies on professional contacts, as well as press releases, public service announcements, the activity publications in print and online, and visible presence in the community to create exposure to new and existing audiences for PRCA programs and services.

## **COMMUNITY ORGANIZATIONS AND PARTNERSHIPS**

The City currently works with several different types of partners throughout the community. As described in the department's Comprehensive Master Plan, all partnerships developed and maintained by the City adhere to common policy requirements. Community partnerships are critical to PRCA's mission to enrich the lives of all Kettering residents, and also beneficial to fostering relationships with the community, visibility and reach to new and/or current audiences, and strengthen the quality and impact of PRCA services, programs and activities. These are described in detail in Chapter 1, and are consistent in how public relations and communications function through the City and PRCA.

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## **5.3 MARKETING DIRECTION AND PLANNING**

PRCA coordinates marketing initiatives through conversations with the department Leadership and Supervisors, and feedback from patrons, advisory committees, and front-line staff. Tactics and Key Performance Indicators are determined by the Marketing Team, and in consultation with department Leadership.

### **MESSAGING**

The words PRCA uses in communications and marketing are critical in representing its mission, vision and to reinforce the department branding. We want everyone that encounters PRCA to feel and remember our brand.

#### **The PlayKettering Voice**

We are an upbeat, friendly and engaging expert voice. We're a community resource for people in need of top-notch parks, programs and facilities. We are fun, but also confident and trustworthy. Patrons should know exactly what makes our programs unique by skimming the text.

#### **PlayKettering Keywords**

Community, Accessible, Enrichment, Play, Friendly, Vibrant

While PRCA is primarily of service to Kettering residents, the department also recognizes that many participating patrons live outside of Kettering. PRCA messaging reinforces the importance of inclusion of all people, and aims to demonstrate that it is an organization focused on "Quality Service Focused on Community."

PRCA Leadership reviews the Marketing and Communication goals in tandem with the review of the Comprehensive Master Plan, the Balanced Scorecard, and with any updated policies impacting marketing and communications from the City Manager's Office. The plan and/or revisions are then shared with PRCA division leadership (Supervisors, Managers and Coordinators) during Supervisor meetings.

Larger goals for the department's Communications and Marketing include examining the behavior of patrons and our community (including non-users of our services) and planning accordingly. Currently, these goals are charted out looking ahead at the next five years (through 2025).

2021-2025 Objectives	Tactics	KPI/Indicators of Success
<b>Create both a print and a virtual transaction and information system that is intuitive for a wide range of audiences</b>	<p>Evaluation and identification of technology and platforms that are in-line with the technology support of the City of Kettering</p> <p>Correlate the department website (PlayKettering.org) with the separate online program registration system (Webtrac) into a seamless online experience</p>	<p>5%+ increase in Webtrac registrations each year, resulting in a parallel decrease of in-person and phone-in registrations</p> <p>Strategic phase-out of certain print materials (due to environmental concern and reallocation of costs)</p>
<b>Establish effective and duplicable targeted marketing campaigns for PRCA services and programs</b>	<p>Research and identify appropriate paid advertising, in-kind services, and partnerships for targeted audience reach</p> <p>Determine timeline, budget, and resources involved in campaigns</p>	<p>Increase in attendance and revenue numbers as appropriate to each service/program</p>
<b>Identify non-user audiences that benefit from PRCA programs and services and create appropriate marketing/communication strategies</b>	<p>Continue to develop and incorporate GIS mapping into the product/service evaluation process (utilizing RecTrac data) to analyze impact and penetration by specific demographic data points for the targeted revenue generating products/service lines</p> <p>Determine if there are considerations in existing marketing/communications to better reach non-users</p> <p>Create relationships with appropriate stakeholders, businesses and organizations to help reach non-user populations</p>	<p>Increase in attendance and revenue numbers as appropriate to each service/program</p> <p>Provide Kettering residents access to PRCA services and programs as well as opportunity for input on programs and services that are offered</p>
<b>Accessibility and Inclusion outreach through marketing tools</b>	<p>Continue to follow ADA Laws and other relevant policies and guidelines that effect methods and content of communications</p>	<p>Resident recognition of PRCA as an advocate for people with disabilities. Increase requests for printed material and online traffic for information touching on PRCA resources for accessibility and inclusion.</p>

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## 5.4 TOOLS AND STRATEGY

The main marketing tool for the department is the City of Kettering Parks, Recreation and Cultural Arts Activities Guide sent to 27,000 Kettering households; as well as a monthly department email sent to over 5,000 subscribers. Prior to COVID-19, PRCA distributed monthly PRCA youth activity and event flyers to over 3,600 elementary school students in the Kettering City Schools.

PRCA utilizes social media – Facebook, Instagram and Twitter - as a platform for storytelling, information sharing and building advocacy. Over the past year, social media content has focused on stories from within PRCA– department accomplishments, history, impact, patrons, teachers and staff – instead of activity promotion. This has dramatically increased social media engagement metrics and resulted in in-person attendance increases, particularly with special events. The City’s Social Media Policy can be found in Policy 602, as well as the PRCA standards for social media content in [Appendix P](#).

The marketing tools utilized by the City Manager's Office and PRCA are diverse in accessibility, both online and in print. These include:

### **City Manager's Office:**

- The Starter monthly email newsletter
- Contact with Kettering printed quarterly magazine
- Inside Kettering weekly employee newsletter
- Dayton Daily News monthly City focus page
- Social Media

### **Parks, Recreation and Cultural Arts:**

- Activities Guide
- Postcards
- Dayton Daily News advertising
- Social Media
- Elementary School Flyers
- Targeted Email Blasts
- PlayKettering App
- REACH Screens

Below is an overview of PRCA PlayKettering marketing and communication platforms and performance goals.

<b>Tool</b>	<b>Performance</b>	<b>Steps for Success</b>	<b>Annual Desired Progress</b>
<b>Social Media</b>	Facebook: 12,343 Page Likes Twitter: 936 Followers Instagram: 814 Followers	Content Calendar Posting Schedule Content Standards Branding Consistency Platform Content	Facebook: 6% or higher engagement rate Twitter: 5% increase in Followers Instagram: 5% increase in Followers
<b>Email Newsletters</b>	Contacts: 5,324 Avg. Open Rate: 23% Avg. Click Rate: 21%	Consistent Schedule Relevant Content Timely Content	Increase subscribers Maintain or increase open and click rates (already above industry standards)
<b>Website</b>	Visitors: average 16,000 per month	Connection to WebTrac Information hub	Increase website visitors resulting in less inquiries via emails, phone calls and in-person for most information  Increase number of online transactions (WebTrac)
<b>Community and Public Relations</b>	3 – 5 community events per year	Brand recognition Appropriate outreach opportunities for existing PRCA programs and services	Attract new audiences Retain existing audiences In-person contact with audiences for feedback and evaluation of programs and services/impression
<b>Print and Digital Activities Guide</b>	Print: 27,000 Households, 4x per year Digital: 750 - 1,000 views in a week	Content Calendar Editing Schedule Content Standards Branding Consistency	Print: retain existing audiences and appeal to non-users ; create synergy to use digital guide for more detailed program information  Digital: increase weekly views by 3%

A detailed list of these marketing tools including frequency, staff involved, publishing date, and audience notes are outlined in [Appendix Q](#).

Other tools and methods for communications and marketing are described in summary below.

## Community and Public Relations

In order to best reach general and targeted audiences, PRCA partners up with various organizations in outreach and marketing efforts, with key partners including the Kettering City Schools; Kettering's Cities of Service program, focused on neighborhood revitalization, sustainability, and neighborhood pride; the Kettering Moraine Oakwood Chamber of Commerce; and several universities, nonprofits and businesses.

PRCA looks for in-person experiences to share services with the public and increase department visibility. PRCA programs are represented through hands-on, free activities at several key events in the region, including the City of Kettering's Community Block Party, National Night Out, and family events at the Dayton Metro Libraries and Kettering City Schools. These opportunities are both a way to connect with new audiences in person, but also provide creative activities at no cost and in locations throughout the city.

## Paid Advertising

Paid digital marketing is essential to promoting PRCA revenue-generating activities. Over the past five years, PRCA has included Facebook advertising as a part of its marketing strategy. Moving forward and in compliance with the City of Kettering's communications policy, additional advertising is being implemented to effectively reach target audiences for services that are relevant to them. PRCA does not currently pay for advertising on YouTube, Instagram, LinkedIn or Twitter. PPC (pay-per-click) and SEM (search engine marketing) has not been employed until more recently, with a shift in strategy away from depending solely on print.

Through 2020, PRCA has primarily utilized paid traditional advertising, although the impact of this varies from campaign and audience reach. Certain ads, noted below, are for general brand identity and promotion; others are campaign specific and may have a targeted audience. Over the past decade, PRCA has run paid advertisements in print media throughout the Dayton region, including with:

- Cox Media Group (The Dayton Daily News)
- The Dayton City Paper (operations ceased in 2018)
- Oakwood Register

PRCA has also worked on specific campaigns with sponsorship benefits with the following radio platforms:

- 95.3 The Eagle
- 91.3 WYSO

The return on investment for these paid traditional campaigns is most successful for community-wide special events, and less so for targeted audiences (described in more detail in this plan).

## Sponsorship

As a government entity, PRCA does not actively seek out opportunities to sponsor for-profit businesses, but often sponsors non-profit and community groups through in-kind support. These opportunities often strengthen community reach and department visibility, while supporting initiatives that align with the department's mission. Examples include sponsoring Kettering City School events and community-wide events like the Holiday at Home Festival. More information about Community Organizations and Partnerships can be found in this document under Community Relations and Public Information.

A detailed list of these marketing tools including frequency, staff involved, publishing date, and audience notes are outlined in [Appendix Q](#).

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## 5.5 TARGET MARKETS AND AUDIENCE EVALUATION

PRCA's primary target market is Kettering residents, defined as a person or household that live, work or own property in the city (a tax payer). Marketing materials for the department are focused on reaching every Kettering resident, with specific target audiences and marketing initiatives in place for division specific programs. However, due to the specialized nature of several of PRCA's programs and facilities, non-residents are also frequent patrons of PRCA, and some targeted marketing and communications efforts are extended to these defined groups accordingly.

PRCA works closely with the City's Planning and Development, the Kettering Police, and Geographic Information Systems departments to map trends, neighborhood profiles, and more detailed information about users and non-users through tools including the U.S. Census Bureau, Environmental Systems Research Institute, Inc. (ESRI), crime analysis software, as well as user demographic information collected through PRCA's own RecTrac system.

The following chart is a breakdown of demographics of audiences for PRCA programs and services, with data collected from transactions between 01/01/2020 and 11/22/2020 or other date ranges as noted. Demographic information is collected during the registration process in the department's RecTrac software system, which is linked to iDashboards, a data platform to better understand trends in users, revenues, and enrollment. In addition, asset mapping and a community inventory take into account regional competitors for services and programs. The data below is specific to marketing and communication of programs across the department, and a Community Inventory and detailed Competition Analysis worksheets can be found in [Appendices B and C](#).

Department/Division	Target Audience Demographics	Regional Competitors/ Similar Services
<b>Parks, Recreation and Cultural Arts</b>	71% Kettering Residents 53% Female / 47% Male All Ages 41% Online Registration	Five Rivers MetroParks Greene County Parks and Trails Centerville-Washington Park District
<b>Aquatics – Swim Lessons</b>	80% Kettering Resident 0 – 18 Primary Age Group 51% Male / 49% Female 37% Online Registration	Washington Township Recreation YMCA of Greater Dayton South Goldfish Swim School
<b>Aquatics – Water Park (2019 Data)</b>	65% Kettering Residents 56% Female/44% Male 0 – 18 Primary Age Group 14% Online Registrations	Sycamore Trails Aquatic Center Kroger Aquatic Center Troy Aquatic Park
<b>Art Education – Adult</b>	51% Kettering Residents 85% Female / 15% Male 55 – 75 Primary Age Group 29% Online Registration	K12-Tejas Gallery Decoy Arts Middletown Arts Center
<b>Art Education – Youth</b>	58% Kettering Residents 70% Female/ 30% Male 4 – 14 Primary Age Group 49% Online Registrations	K12-Tejas Gallery Decoy Arts Middletown Arts Center
<b>Camps (2019 Data)</b>	70% Kettering Residents 53% Male / 47% Female 6 – 14 Primary Age Group 56% Online Registrations	Beavercreek Parks, Recreation and Culture Washington Township Recreation YMCA of Greater Dayton South
<b>Charles I. Lathrem Center (Membership)</b>	60% Kettering Residents 64% Female / 36% Male 55+ Primary Age Group 2% Online Registrations	RecWest Enrichment Center Charles & Anna Mae Lofino Senior Adult & Cultural Enrichment Center City of Dayton Recreation & Youth Services Lohrey Center
<b>Environmental Education</b>	83% Kettering Residents 4 – 14 Primary Age Group 55% Male/ 45% Female 80% Online Registration	Centerville-Washington Township Park District Bellbrook-Sugarcreek Park District Clark County Park District Five Rivers MetroParks Learning Tree Farm
<b>Fitness – Group Exercise</b>	77% Kettering Residents 73% Female/27% Male	YMCA of Greater Dayton South Everybody Fitness Kettering

	55 – 75 Primary Age Group 41% Online Registration	Five Seasons
<b>Fitness (Passes)</b>	84% Kettering Residents 63% Male / 34% Female 25 – 55 Primary Age Group 7% Online Transaction	YMCA of Greater Dayton South Everybody Fitness Kettering Five Seasons
<b>Gallery</b>	Regional /National + Membership exhibitions College students and adults High percentage of retired in juried exhibitions Range of full-time artists to hobbyists for solo exhibitions	The Contemporary (formerly Dayton Visual Arts Center) Dayton Society of Artists K12-Tejas Gallery
<b>Ice Arena Classes</b>	42% Kettering Residents 41 % Male / 59% Female 4 – 14 Primary Age Group 53% Online Registrations	Jordan Valley Ice Park Springfield Hobart Arena Troy Five Rivers MetroParks
<b>Polen Farm</b>	50% Kettering Residents 90% Female / 10% Male 20 – 30 Primary Age Group	Benham's Grove Muhlhauser Barn Ohio Barn
<b>Recreation - Adult and Senior</b>	70% Kettering Resident 77% Female/23% Male 65 + Primary Age Group 8% Online Registration	Miamisburg Parks & Recreation Vandalia Parks and Recreation YMCA of Greater Dayton South
<b>Recreation - Youth and Family</b>	73% Kettering Residents 56% Female/44% Male 0 – 14 & 26 – 45 Primary Age Groups 90% Online Registration	Miamisburg Parks & Recreation Vandalia Parks and Recreation YMCA of Greater Dayton South
<b>Sports – Adult</b>	54% Kettering Resident 73% Male / 27% Female 26 – 55 Primary Age Group 37% Online Registrations	YMCA of Greater Dayton South Miami Valley Sand Volleyball City of Beavercreek Recreation
<b>Sports – Youth</b>	70% Kettering Residents 80% Male/20% Female 4 – 18 Primary Age Group 59% Online Registrations	YMCA of Greater Dayton South City of Beavercreek Recreation Nonprofit "Select" Teams

As a department, PRCA uses various studies and surveys to understand Kettering resident demographics as a whole. Recent demographic data and surveys are described in greater detail in Chapter 1, Department Value to Residents.

In a new initiative begun in 2020, PRCA is working closely with the Kettering City Schools on a Multi-tiered System of Support (MTSS), which looks at opportunities to better understand and serve the families of Kettering, including through student support, professional development and training for trauma informed practices, equity practices, self-care, crisis prevention intervention training, and more. Data collected included economic impact, demographic trends, and leisure habits.

## **AUDIENCE EVALUATION**

Evaluations are critical to operations of PRCA. Among the methods of collecting information from residents, the following tools are used:

### **Surveys/Feedback**

The department utilizes various surveys and feedback methods to evaluate programs and services, as well as solicit feedback from Kettering residents and participants. A statistically sound survey is produced through PRCA every three years on a range of programs, services and operations, and a feedback portal is a main component of the PRCA website, as well as direct links to staff emails and inquiry forms.

### **Advisory Committees**

The department utilizes various advisory groups to facilitate a dialogue about PRCA services, delivery and operations. These include the Program Advisory Committee (PAC), the Park Board, the Kettering Arts Council, and the Charles Lathrem Advisory Committee.

### **Public Meetings**

PRCA hosts public meetings on the occasion of major projects and/or issues important to the community or department. These range from small, neighborhood park meetings to large public meetings about a facility assessment. The director must approve of any scheduled public meetings and appropriate PRCA staff organize and represent their specialty areas.

### **Data Review**

PRCA employees are responsible for reviewing program measurements, including attendance/enrollment, revenues, and benchmark targets. These are most easily accessed



through the PRCA Dashboard system, as well as monthly reports through One Solution. The department utilizes Dashboards to monitor different program data, including revenues, enrollment, demographics, trends, and multi-year benchmarks.

### Community Inventory/Asset Mapping

Each division team is aware of similar services, facilities and programs in the city and the region, and often utilizes information such as participation cost, amenities, etc., in their planning process, particularly at the beginning of each budget cycle. A community inventory documents these similar spaces, programs and services.

## 5.6 MARKETING & COMMUNICATION OPERATIONS

### BUDGET AND FINANCIAL PLANNING

Over the past several years, PRCA has allocated budget dollars primarily to print marketing materials, including the seasonal Activities Guide, specific campaign mailings, print advertisements with local media, and flyer distribution.

Beginning in 2020, additional money was allocated to specific campaign initiatives outside of these traditional avenues. The budget below is accurate as of September 2020, although because of COVID 19 and direction from the City's Finance Department, the allocation of funds may shift.

Expenses	2020 Budget	2021 – 2025, Annual Budget	Description	Benefits / Support of Goals and Objectives
<b>Marketing Materials</b>	\$0	\$3,000	PRCA branded materials for public events (tent, tablecloth, poster stands)	Brand recognition throughout local community
<b>Flipbook</b>	\$2,400	\$2,400	Digital software platform for interactive online publications	Drive registrations to our website, as well as save money on printing
<b>Constant Contact</b>	\$1,708	\$2,500	Email campaign software including campaign reports	Retention of existing users of specific areas, as well as informative content regarding the department
<b>Survey Monkey</b>	\$5,000	\$5,000	Evaluation tool and report generator	Offer an online, accessible platform to collect feedback from our users and non-users

<b>Proudcity</b>	\$900	\$900	Website platform	Consistent look and structure as City of Kettering website
<b>Postage</b>	\$35,000	\$48,015	Activities Guide and postcard mailing costs	2019 experienced the highest amount of postage; we hope to begin to decrease this in future budget planning as patrons move to online transactions
<b>Brochure Printing</b>	\$26,100	\$65,000	2021: 3 brochures (camp/summer, fall, winter \$62,000)/spring postcard: \$2,000	Print publication reaching every Kettering household and tool for non-computer users
<b>Photography Services</b>	\$290	\$2,500	Professional documentation of programs, services, facilities and community members	Visually tells the story of PRCA and its users to use in marketing and communication efforts (eliminate stock photos)
<b>Marketing Initiatives</b>	\$30,000	\$64,500	Targeted and general paid-advertising campaigns based on PRCA Priorities	Detailed, custom content to attract new users and/or retain users in various programs, services and activities
<b>Reach TV License Fee and PRCA Mobile App</b>	\$3,500	\$4,300	In-person facility information postings and mobile information access	Additional tools to share timely info regarding PRCA news, updates and cancellations

## **STAFF TRAINING**

The PRCA Communications/Marketing Supervisor regularly participates in professional training opportunities, including through Ohio Parks and Recreation Association and the National Parks and Recreation Association.

PRCA employees that are involved in creating content for the department are given Communications Policy 602, content standards, and any new information or technology related to marketing and communications for the City and for the department is shared with the Leadership team and with division supervisors to disseminate appropriately. In addition, the Communications/Marketing Supervisor and the Social Media Coordinator meet one-on-one with staff interested in more focused training sessions.

## **EMERGENCY COMMUNICATIONS**

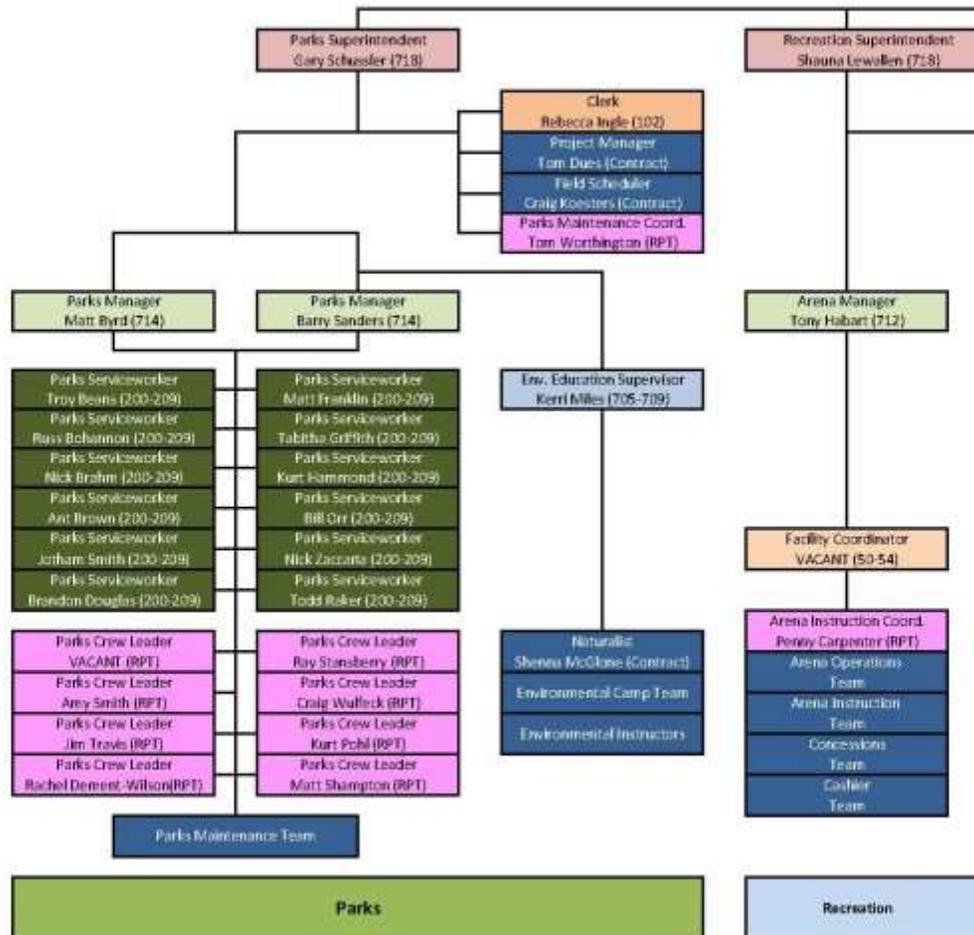
In the situation of a crisis, emergency, or a sensitive topic, the PRCA Director leads the management and communication direction of the department, often in tandem with the City's Community Information Manager. The Director either handles or delegates communications to the Communications/Marketing Supervisor or appropriate staff.

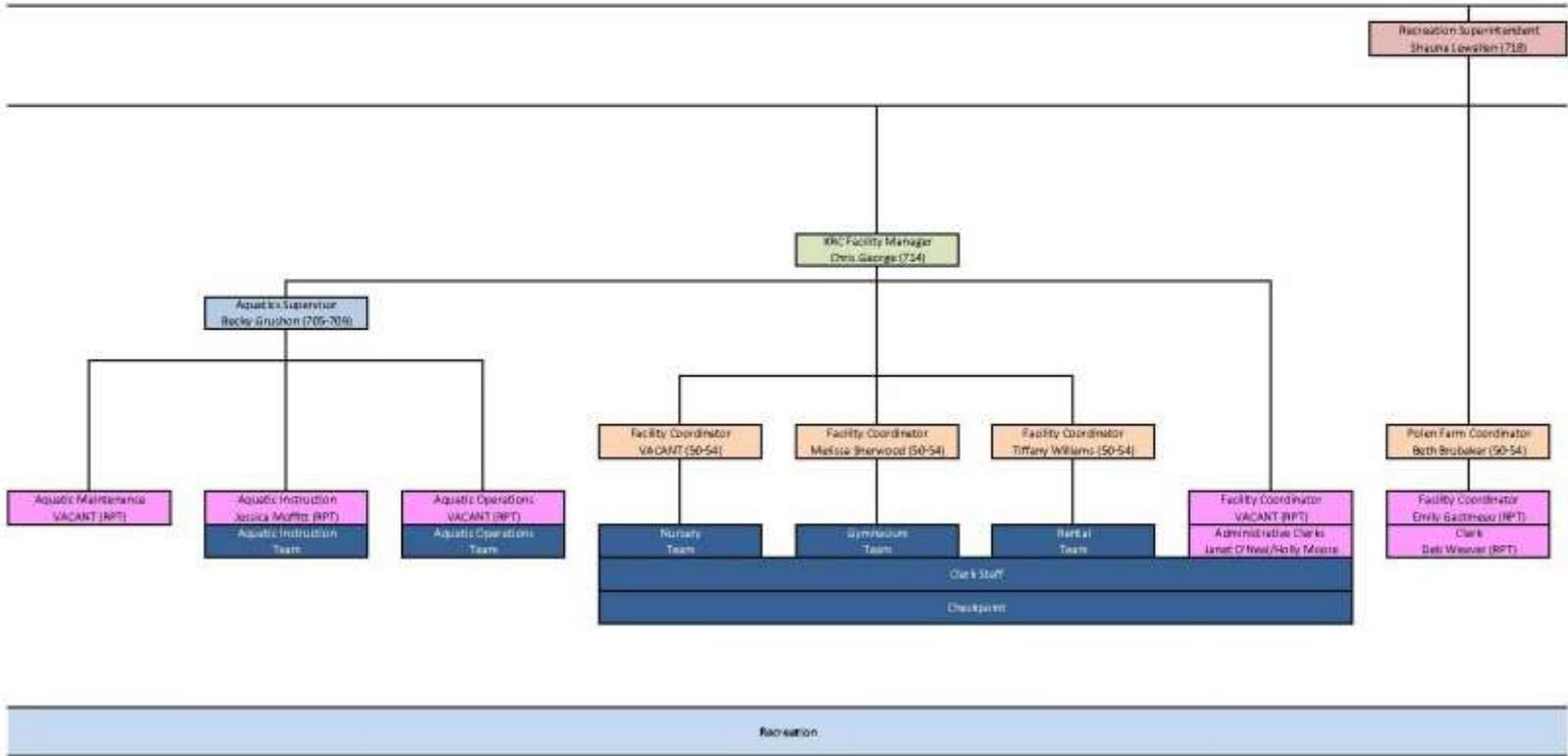
A general process is also shared with the PRCA teams, and is tailored to front-line staff. This document provides guidance on communicating with patrons to continue "Quality Service Focused on Community" in stressful situations. Please see [Appendix R](#) for the PlayKettering Emergency Communications Plan.

## APPENDICES

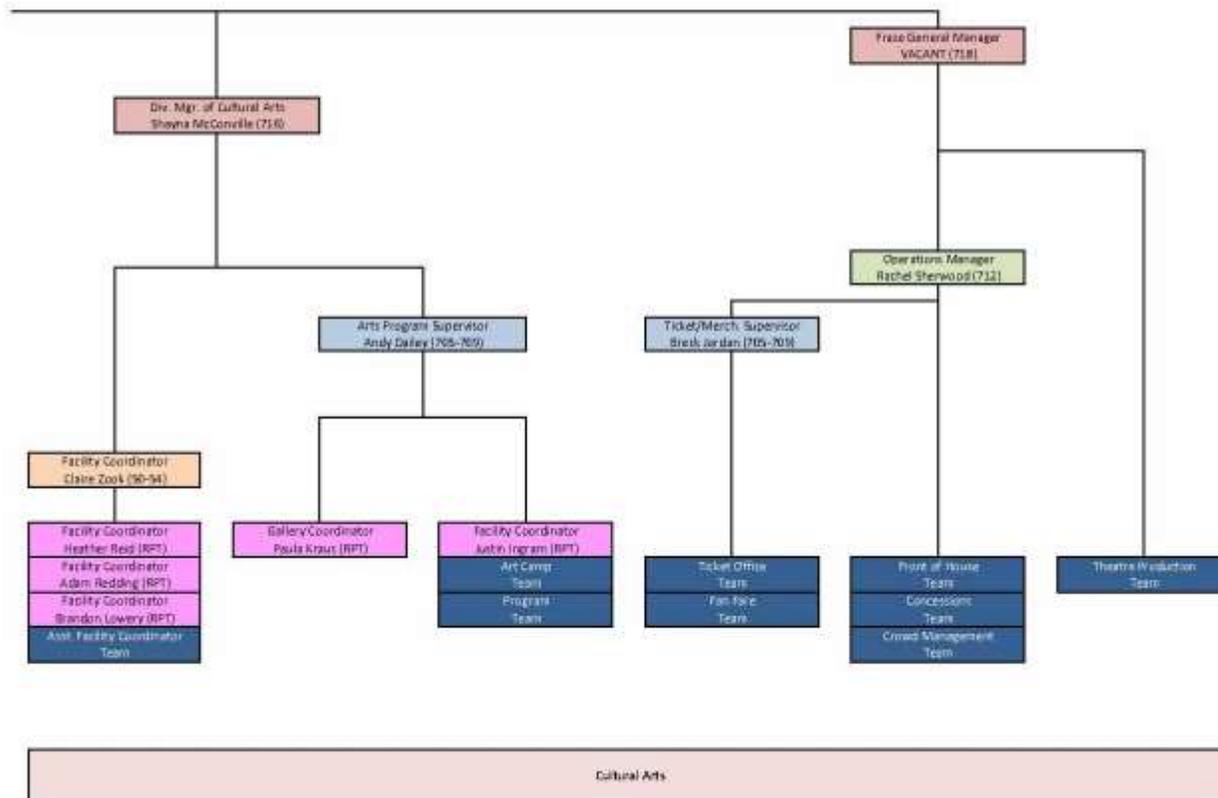
- A. Department Organizational Chart
- B. Competition Analysis
- C. Community Inventory
- D. 2017 Community Attitudes and Interest Survey
- E. 2020 Feedback Portal Results
  - o Parks
  - o Programs
  - o Marketing
- F. Balanced Scorecards
  - o Parks, Recreation and Cultural Arts
  - o Parks Division
  - o Cultural Arts Division
  - o Recreation Division
- G. Park Map Site Plans
- H. Park Maintenance Zone Management
- I. Sample Codes of Conduct
- J. 2020 Fitness Member Survey
- K. Sample Evaluation Forms
- L. Sample Matrix of Program Opportunities
- M. Sample Brochure Production Schedule
- N. Administrative Policy 602 - Communications
- O. ADA Language Memo
- P. Play Kettering Social Media Standards
- Q. PRCA Marketing & Communications Overview
- R. Emergency Communication Guidelines

# APPENDIX A – DEPARTMENTAL ORGANIZATIONAL CHART









## APPENDIX B – COMPETITION ANALYSIS

### PRCA Marketing Demographics and Competition Analysis AQUATICS / SWIM LESSONS

	Washington Township Rec 895 Miamisburg-Centerville Rd Washingtonwp.org/recreation	YMCA of Greater Dayton Multiple locations Daytonymca.org	Goldfish Swim School 671 Lyons Rd, Dayton Goldfishswimschool.com/dayton
<b>SUMMARY</b> Basic description or mission statement Private/Nonprofit	Class follows American Red Cross swim lesson program for all ages  <b>City/Govt Non-profit</b>	Proprietary swim lesson program for all ages.  <b>Non-profit</b>	Stand-alone swim lesson facility using proprietary program  <b>Private, For profit</b>
<b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)	- Lessons primarily focused on youth, though classes for all ages are available - Competitive swim team offered for advanced swimmers - Diving lessons and dive team are also offered	- Lessons primarily focused on youth, though classes for all ages are available - Pricing heavily favors members of YMCA	- Families with busy schedules - Marketing focus on parents wanting to help their kids build skills
<b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)	<b>8-class Session:</b> \$49/res, \$62/nr  <b>Cost per session:</b> \$6.13/res, \$7.75/nr	<b>4-class Session:</b> \$17/member, \$34/non-member  <b>Cost per session:</b> \$4.25/member, \$8.50/non-member	<b>Once-per week Monthly:</b> \$85  <b>Cost per session:</b> Between \$17 - \$22, depending on the month

November 2020

**PRCA Marketing Demographics and Competition Analysis  
AQUATICS / SWIM LESSONS**

<p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.</p>	<ul style="list-style-type: none"> <li>- American Red Cross course gives brand recognition, continuity and well-defined staff training</li> <li>- Ancillary programs (swim team, diving) offer a "next step" after highest level is complete</li> <li>- Rec Center has its own social media</li> </ul>	<ul style="list-style-type: none"> <li>- Pricing favors members, which encourages retention and cross promotion for those who are already members</li> <li>- Network of YMCA's gives opportunity for shared staff and expertise</li> <li>- User friendly website and registration</li> </ul>	<ul style="list-style-type: none"> <li>- Strong stand-alone website and social media focused solely on swim lessons</li> <li>- Subscription-based lessons makes it easy to continue lessons</li> <li>- Pool temperature is specifically set for lessons to be warmer</li> <li>- Story-telling is excellent</li> <li>- In-house pro shop and snack shack</li> <li>- Facility designed specifically for swim lessons</li> </ul>
<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<ul style="list-style-type: none"> <li>- Pool shared with other uses means water temperature isn't ideal for swim lessons</li> <li>- Website isn't great, and currently has many links that don't go to anything (partly COVID-related)</li> </ul>	<ul style="list-style-type: none"> <li>- Non-member price is high</li> <li>- Pool shared with other uses means water temp isn't ideal for swim lessons</li> <li>- Network of YMCA's may eat into one another's market</li> </ul>	<ul style="list-style-type: none"> <li>- High price</li> <li>- Doesn't follow a nationally-recognized swim lesson curriculum</li> <li>- No adult lessons</li> <li>- Subscription format means you have to submit a form 30-days in advance to cancel</li> </ul>
<p><b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?</p>	<ul style="list-style-type: none"> <li>- Slightly lower prices</li> <li>- Ability to continue into swim team or diving lessons upon completion</li> <li>- Visible location near high-traffic roads and areas</li> </ul>	<ul style="list-style-type: none"> <li>- Appealing to those who are already members of YMCA</li> <li>- Some may prefer once-per-week rather than our typical twice-per-week</li> <li>- Recognizable brand in recreation</li> </ul>	<ul style="list-style-type: none"> <li>- Everything (facility, website, marketing, etc...) tailored specifically for swim lessons</li> <li>- Subscription format eliminates some registration headaches.</li> <li>- Strong marketing and story-telling</li> </ul>

PRCA Marketing Demographics and Competition Analysis  
 AQUATICS – WATER PARK

	Sycamore Trails Aquatic Ctr 400 S Heincke Rd, Miamisburg Playmiamisburg.com	Kroger Aquatic Center 8625 Brandt Pk, Huber Heights Hhoh.org	Troy Aquatic Park 460 W Staunton Rd, Troy Troypool.com
<b>SUMMARY</b> Basic description or mission statement Private/Nonprofit	Outdoor water park with two slides, diving well and diving board, climbing wall, lap lanes, water spray, wet sand play area, sand volleyball courts and concession  <b>City /Govt Non-Profit</b>	Outdoor water park with region's two tallest slides, a lazy river, a splash pad, zero-entry pool and a concession stand.  <b>Affiliated with YMCA of Greater and City of Huber Heights</b>	Outdoor water park with two slides, zero depth entry pool, water play equipment, separate baby pool, concession stand  <b>Non-profit</b>
<b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)	- Pricing based on age and residency - Families and children - Variety of programming for fitness and skill-building, including a non-aquatic program with sand volleyball	- Pricing based on age and residency for Huber Heights - Families and children	- Pricing based solely on age - Family and individual passes available - Grandparent passes available - Variety of programming for different interests (swim lessons, swim team, water workout, adult swim)

**PRCA Marketing Demographics and Competition Analysis  
AQUATICS – WATER PARK**

<p><b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)</p>	<p><b>Daily Admission</b> 3 and under: free Age 4-17: \$3.50/res, \$6/nr Age 18-54: \$4/res, \$7/nr Age 55+: \$3.50/res, \$6/nr</p> <p><b>Passes</b> Family (6): \$220/res, \$305/nr Adult: \$75/res, \$105/nr Youth: \$65/res, \$95/nr Senior: \$65/res, \$95/nr</p>	<p><b>Daily Admission</b> 2 and under: free Age 3-17: \$5/res, \$7/nr Age 18-59: \$6/res, \$8/nr Age 60+: \$5/res, \$7/nr</p> <p><b>Passes</b> Family (6): \$230/res, \$310/nr Adult: \$105/res, \$162/nr Youth: \$82/res, \$115/nr Senior: \$82/res, \$115/nr</p>	<p><b>Daily Admission</b> 2 and under: free Age 3-5: \$3 Age 6-59: \$6 Age 60+: \$4</p> <p><b>Passes</b> Family of 6: \$220 Adult: \$110 Youth: \$85 Senior: \$71 \$20 discount if purchased in December \$10 discount if purchased Jan-April</p>
<p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.</p>	<ul style="list-style-type: none"> <li>- Upcharge for non-residents not tied to 100% increase</li> <li>- Unique facility features, including climbing wall, wet sand play area and sand volleyball courts with lights</li> <li>- Unique programs like Junior lifeguard program and scuba diving</li> </ul>	<ul style="list-style-type: none"> <li>- Upcharge for non-residents limited to \$2</li> <li>- Sponsor partnership with Kroger gives name brand recognition</li> <li>- Tied to YMCA, meaning they can leverage existing year-round pool staff and expertise</li> </ul>	<ul style="list-style-type: none"> <li>- Stand-alone website</li> <li>- Stand-alone social media</li> <li>- Pricing not tied to residency</li> <li>- Traditional lap-style pool with deep water outdoors</li> <li>- Outdoor diving boards/diving well</li> <li>- Tied to YMCA, meaning they can leverage existing year-round pool staff and expertise</li> </ul>

**PRCA Marketing Demographics and Competition Analysis  
AQUATICS – WATER PARK**

<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<ul style="list-style-type: none"> <li>- Lifeguard certifications through Jeff Ellis, which is less common (theoretically making recruitment harder)</li> <li>- No stand-alone website or social media</li> <li>- No year-round aquatic presence</li> <li>- No indoor pool space, meaning all programming is weather-dependent</li> </ul>	<ul style="list-style-type: none"> <li>- No stand-alone website or social media</li> <li>- No indoor pool space</li> <li>- No year-round aquatic presence on site</li> <li>- No obvious programming</li> <li>- Lack of shade structures</li> </ul>	<ul style="list-style-type: none"> <li>- No indoor pool space, which means programming is at the mercy of weather</li> <li>- No year-round aquatic presence on site</li> <li>- No splash pad</li> <li>- Only 2 slides</li> </ul>
<p><b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?</p>	<ul style="list-style-type: none"> <li>- Unique facility features</li> <li>- Lower prices on daily admission</li> <li>- Unique programming</li> </ul>	<ul style="list-style-type: none"> <li>- Larger facility with features we don't have (lazy river, deep water diving well)</li> <li>- Non-resident pricing not prohibitive</li> <li>- Website is simple and easy to find important info on pricing, hours, etc...</li> </ul>	<ul style="list-style-type: none"> <li>- No necessary price increase for non-residents means that it would be cheaper for anyone outside of Kettering</li> <li>- Easier to find information online</li> <li>- Deeper water with lap lanes could make it more attractive for adults</li> </ul>

PRCA Marketing Demographics and Competition Analysis  
Arts Education

	Decoy Art Center 3491 Dayton-Xenia Rd. Beavercreek, OH 45432 decoy-art.com	K12 & Tejas Gallery 341 S Jefferson St. Dayton OH 45402 K12tejas.gallery.org	Middletown Arts Center 130 N Verity Prkwy. Middletown OH 45042 middletownartscenter.com
<b>SUMMARY</b> Basic description or mission statement Private/Nonprofit	No clear or readily discernable mission statement.  <b>Private</b>	<b>Mission:</b> "K12 Gallery & TEJAS is an <i>artist-centered</i> regional visual arts center offering <i>innovative visual arts</i> programs for all ages in the Miami Valley, Ohio. These programs include art classes, in school and after school hands-on making programs, summer art camps, field trips, professional exhibitions, public art, workshops, community outreach, and art parties for all ages."  <b>Non-profit</b>	<b>Mission:</b> "The Middletown Arts Center's mission is to promote Art in our community and create learning opportunities."  <b>Non-profit</b>
<b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)	Both resident and non-resident. Youth to Adult classes offered. Broad target audience.	Both resident and non-resident. Youth to Adult classes offered. Broad target audience. Strong primary focus on youth art and in particular youth weekend classes and summer camps.	Both resident and non-resident Youth to Adult classes offered. No gender restrictions, limitations or bias. Broad target audience. From beginners to life-long learners.

November 2020

**PRCA Marketing Demographics and Competition Analysis**

<p><b>PRODUCT/SERVICE PRICING</b>          Look at comparable products to your area (i.e. classes, membership, etc.)</p>	<p>Per hour price breakdown makes the cost of a Decoy class considerably more expensive than a comparable class at the RAC.</p> <p>Example:          Decoy Art Center          Adult Wheel class- 3 sessions          2hr15min duration per session, \$98.</p> <p>RAC          Intro. to Wheel Pottery- 8 sessions          2hr30min duration per session, \$115/ residents; \$125 non-residents</p>	<p>Per hour price breakdown makes the cost of a Tejas/K12 class considerably more expensive than a comparable class or camp at the RAC. (Membership discount brings pricing of classes close to or slightly above that of comparable RAC classes.) Annual Membership not required. Annual Membership provides a 40% discount on classes. Membership for one \$50 Membership for two \$75 Full Family Membership (up to four people) \$100</p> <p>Examples:</p> <p><b>K12 Tejas</b>          Summer Camp          Week-long camps          Full-day 9:30-3:00          \$210 Member Rate          \$350 Non-Member Rate</p> <p>Adult Wheel class- 3 sessions          2hr15min duration per session, \$98.</p> <p><b>RAC</b>          Summer Camp          Week-long camps          Full-day 9:00-4:00          \$155 Resident          \$165 Non-Resident</p> <p>Intro. to Wheel Pottery- 8 sessions          2hr30min duration per session, \$115 Resident          \$125 Non-resident</p>	<p>Per hour price breakdown makes the cost of a MAC class comparable to a class at the RAC. With the addition of membership fees classes exceed the per class hourly cost of classes offered at the RAC. Also additional costs (materials &amp; toolkits etc.) exceed RAC prices for comparable items/quantities.</p> <p>\$30 minimum "member's donation" for membership. All students of adult classes must be members of the Middletown Arts Center. Youth students (ages 5 - 17) do not pay for membership unless they are enrolled in an adult class.</p> <p>Example:  <b>MAC</b>          \$68.75          Ceramics          Additional Cost for Clay Classes:          Locker - \$5.00 per session          Clay - 25# - \$15.00          Tool Kit - \$22.15          Firing Pkgs          o 1000 cu - \$22.00, 2000 cu - \$33.00          o 3000 cu - \$41.25, 5000 cu - \$60.50</p>
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**PRCA Marketing Demographics and Competition Analysis  
Arts Education**

<p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.</p>	<p>Strong branding Good "art party" program model</p>	<p>Broad range of youth art class offerings. Strong marketing effort and relatively informative website. Strong community engagement &amp; presence. Strong youth summer camp and weekend class offerings.</p>	<p>The relatively wide array of class offerings available, the price point of the classes offered, lengthy roster of qualified &amp; instructors.</p>
<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<p>Lack of a full complement of classes. Lack of a strong and informative online presence.</p>	<p>High staff and instructor turn-over</p>	<p>There are no readily discernable differences when comparing staff, programs or facilities. The strongest difference may be the fact that the Middletown Arts Center is not technically part of a greater city wide Parks and Recreation Organization.</p>
<p><b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?</p>	<p>Ease of painting/decorating pre-fired ceramics.  Stronger branding Greater number of youth drop-in art programs Facility has a greater sense of place appropriate to arts activities</p>	<p>Stronger branding Greater number of youth drop-in art programs Facility has a greater sense of place appropriate to arts activities</p>	<p>Location, teacher/instructor allegiance. Independent Organization Website allowing for greater community interaction/info.</p>

PRCA Marketing Demographics and Competition Analysis  
Gallery

	The Contemporary 118 N. Jefferson St. Dayton OH 45402 Thecontemporarydayton.org	Dayton Society of Artists 48 High St. Dayton OH 45403 Daytonsa.org	K12-Tejas Gallery 341 S. Jefferson St. Dayton OH 45402 K12tejasgallery.org
<p><b>SUMMARY</b> Basic description or mission statement Private/Nonprofit</p>	<p>Providing art for the community and a community for artists since 1991. A jury of visual art professionals reviews proposals from curators and artists for all Calls for Artists; their recommendations go to The Contemporary Dayton's Exhibition &amp; Program Committee for final approval. Although The Contemporary Dayton is a member-based organization, non-members are encouraged to apply for exhibitions. While The Contemporary Dayton promotes local and regional artists through its programs and services, there is no geographic limit as to who may have an exhibit in the gallery. The Contemporary Dayton actively seeks an audience for the work it shows.</p>	<p><b>Mission</b> The mission of the Dayton Society of Artists is to connect, support, and educate artists and the community.</p> <p>It was originally founded in 1938 by artists in association with the Dayton Art Institute where meetings and exhibits took place for many years.</p>	<p><b>Mission</b> To be the Premier Center for art creation and exhibition in Dayton and the Miami Valley.</p> <p><b>Vision</b> Fueling a Creative Revolution!</p> <p><b><u>Our Mission Pillars</u></b> K12 &amp; Tejas accomplishes its mission in six ways:</p> <ul style="list-style-type: none"> <li>• Operating a synergetic space to provide the city a diverse creative art arena.</li> <li>• Providing hands-on art making experiences with a focus on personal creative development.</li> <li>• Promoting art-based community development such as art in schools.</li> <li>• Developing mutual-interest partnerships such as art awards programs and exhibitions.</li> <li>• Making available specific studio space for visual art mediums.</li> <li>• Offering affordable and unique art to the community through youth and adult exhibitions.</li> </ul>

**PRCA Marketing Demographics and Competition Analysis  
Gallery**

<p><b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)</p>	<ul style="list-style-type: none"> <li>-Regional /National + Membership exhibitions</li> <li>-Memberships Student or Adult</li> <li>-All genders, no minimum age listed but mostly adults - retired</li> <li>-Open for non-members</li> <li>- full-time artists to hobbyists</li> </ul>	<ul style="list-style-type: none"> <li>-Regional Exhibitions</li> <li>-Membership</li> <li>-Participation as non-member at higher rate</li> <li>-Crosses all genders, ages(mostly adult)</li> <li>-full-time artists to hobbyists</li> </ul>	<ul style="list-style-type: none"> <li>-Regional Exhibitions</li> <li>-All ages, genders</li> <li>- full-time artists to hobbyists</li> <li>- Largely student oriented</li> </ul>
<p><b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)</p>	<ul style="list-style-type: none"> <li>5 solo exhibitions</li> <li>2-4 Group exhibitions</li> <li>Artists Talks</li> <li>Gift gallery</li> <li>Fundraising auction</li> </ul>	<ul style="list-style-type: none"> <li>7- mostly group exhibitions</li> <li>Artist Talks</li> <li>Workshops</li> </ul>	<ul style="list-style-type: none"> <li>7 group exhibitions/yr.</li> <li>Participation in city events</li> <li>Fundraising art auctions</li> </ul>
<p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.</p>	<ul style="list-style-type: none"> <li>-Established organization (1991)</li> <li>-good visibility down town/ soon moving to The Arcade</li> <li>- Appeals to different ages and different skill levels.</li> <li>- Focused purpose on gallery</li> <li>-professional gallery</li> <li>-Easy to find website/info</li> </ul>	<ul style="list-style-type: none"> <li>-Small facility/Small galleries = small exhibitions – less labor intensive</li> <li>-Group shows drive larger viewer ship</li> <li>-group shows bring in application fees</li> <li>-Easy to find website/info</li> </ul>	<ul style="list-style-type: none"> <li>-Student driven exhibitions/competitions</li> <li>Which draw larger groups</li> </ul>
<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<ul style="list-style-type: none"> <li>-Fund-raising driven</li> <li>-Downtown location sometimes alienates visitors</li> </ul>	<ul style="list-style-type: none"> <li>Small facility/Small galleries = small exhibitions –</li> <li>-Group shows – often recycling same artists doing predictable work</li> <li>- no room to explore larger bodies of work by single artists</li> <li>-becomes very insular</li> </ul>	<ul style="list-style-type: none"> <li>-Open gallery gets lost with classroom/work-areas (often dusty due to clay or other air born materials</li> <li>-Mostly a workspace for kids- not a "true" gallery</li> <li>-Mission more aligns with Rosewood-arts center and its classes/gallery but gallery is not a stand-alone space.</li> </ul>

**PRCA Marketing Demographics and Competition Analysis  
Gallery**

<b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?	Stand Alone Website – easy to navigate to Small organization– able to adjust quickly	Stand Alone Website – easy to navigate to Small organization – able to adjust easily	
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**PRCA Marketing Demographics and Competition Analysis  
Youth Camps**

	Beavercreek Parks, Recreation & Culture 789 Orchard Lane Beavercreek, OH 45434 beavercreekohio.gov/606/Summer-Day-Camps	Washington Township Recreation 8200 McEwen Road Washington Township, OH 45458 washingtontwp.org/recreation/youth_care_programs/summer_camp	YMCA of Kettering 4545 Marshall Road Kettering, OH 45429 daytonymca.org/locations/south-ymca
<b>SUMMARY</b> Basic description or mission statement Private/Nonprofit	<p>Program description: Looking for something for your child(ren) to do this summer to keep them active and happy? Our Department has a variety of camps for different ages and activities.</p> <p><b>County/Govt Non-profit</b></p>	<p>Building a shared sense of community for all ages by providing diverse programs in a safe and engaging environment. We are committed to providing programs, services and facilities that insure inclusive and adapted access regardless of age, race, gender, color, religion, nationality, or disability</p> <p><b>County/Govt Non-profit</b></p>	<p>Non-Profit YMCA, based on Christian principles, is a charitable organization with an inclusive environment driven to enrich the quality of family, spiritual, social, mental and physical well-being for all.</p> <p><b>Non-profit</b></p>
<b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)	<p>Resident/Non-resident</p> <p>Ages 6-13</p>	<p>Resident/Non-resident</p> <p>Ages 5 - 14</p>	<p>Resident/Non-resident</p> <p>Express Day Camp 8-12 years Summer Fun Workshop 3-6 years</p>

**PRCA Marketing Demographics and Competition Analysis  
Youth Camps**

<p><b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)</p>	<p><b>Weekly Fees</b>  <b>Before April 15/After April 15</b> Resident \$119/\$129 Non-res. #13/\$148 Sibling Discount: \$10/sibling/week</p>	<p><b>Weekly Fees:</b>  <b>By March 31/On or after April 1st</b> Complete Pass Holders \$140/\$144 Residents \$150/\$154 Non-Residents \$160/\$164 *pricing higher for specialty and older campers</p>	<p><b>Weekly Fees:</b>  Camp: \$200 Workshop: \$30</p>
<p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.</p>	<p>Smaller operation, allows for more relationships between parents and staff.</p>	<p>Well established camp program, lots of offerings and options for all abilities. Prices are reasonable and their location is easy to access</p>	<p>They have a well respected name and are known nationally. More personal and smaller variety. Customer knows what to expect, as most YMCA's are consistent in the way they operate</p>
<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<p>Fewer offerings and smaller number of kids in the camps. They do not have indoor facilities. No water park to include with the cost of camp. Staffing is limited</p>	<p>There is limited outdoor activity spaces and limited pool access at this location. No water park to include with the cost of camp</p>	<p>Lower staff ratios, limited offerings and lower level programming (no swimming, specialized lesson plans, etc.). No water park to include with the cost of camp</p>
<p><b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?</p>	<p>Customers would prefer to go there instead of coming to Kettering as it is closer to their home and less expensive.</p>	<p>Customers would prefer to go there instead of coming to Kettering as it is closer to their home and less expensive.</p>	<p>More year round camp offerings, closer to their home, tiered pricing when comes to income based camps. This location is on the other end of town so it may be a more convenient location</p>

PRCA Marketing Demographics and Competition Analysis  
Environmental Education

	Centerville-Washington Township Park District 221 N. Main St. Centerville OH cwpd.org	Bellbrook-Sugarcreek Park District 2751 Washington Mill Rd. Bellbrook OH bellbrook-sugarcreekparks.org	Clark County Park District 5638 Lower Valley Pk. Springfield OH 45502 clarkcountyparks.org
<p><b>SUMMARY</b> Basic description or mission statement Private/Nonprofit</p>	<p><b>Mission</b> Deliver fun, healthy and outstanding park experiences that connect the community with the outdoors.</p> <p><b>Vision</b> To become the outdoor recreation destination of choice for the community we serve.</p> <p><b>Values</b> Creating positive memories. Integrity. Public service. Fiscal responsibility. Environmental responsibility.</p> <p><b>City/Govt non-profit</b></p>	<p><b>Mission</b> Preserving open space Providing exceptional program opportunities Enhancing recreation facilities It is our goal to meet the needs of our residents by delivering the highest of quality leisure experience for all ages to enjoy.</p> <p><b>Vision</b> Park districts are created by citizens to preserve open space, protect natural areas, and to provide recreation opportunities and learning. The Bellbrook Sugarcreek Park District was created in 1972 to preserve natural spaces and make our community a better place to live.</p> <p><b>City/Govt non-profit</b></p> <p><b>Summary</b> In 1972 the district was originally formed as the Sugarcreek Township Park</p>	<p><b>Mission</b> The Clark County Park District is a governmental agency whose mission is to promote stewardship of the natural resources within Clark County through acquisition, preservation, development of programs for education, use and enjoyment by the general public; and through cooperative arrangements with organizations and agencies within Clark County.</p> <p><b>Guiding Principles</b> Priority will be placed on special purpose park facilities such as those with unique ecological, environmental, or historical value. Acquisition, preservation, development, or operation of a facility will be considered after determining the value to Clark County, the feasibility of operation, and the availability of resources. The Park District may develop</p>

**PRCA Marketing Demographics and Competition Analysis  
Environmental Education**

<p><b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)</p> <p><b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)</p> <p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.</p>		District. In 2011, the City of Bellbrook dedeed the title of Bellbrook and Petrikis Parks to the Bellbrook Sugarcreek Park District to allow for more focused improvements to the parks	revenue earning facilities and programs that are partially or fully self-supporting if such facilities and programs are consistent with the mission and goals of the Park District.  <b>City/Govt non-profit</b>
	<ul style="list-style-type: none"> <li>Offer preschool-Adult programs</li> </ul>	<ul style="list-style-type: none"> <li>All Ages</li> <li>Preschool</li> <li>Youth</li> <li>Adults</li> <li>Fitness</li> <li>Nature</li> <li>Family</li> <li>All gender welcomed</li> </ul>	<ul style="list-style-type: none"> <li>Youth – family programs</li> </ul>
	<ul style="list-style-type: none"> <li>Offers camps, programs, and events</li> </ul>	<ul style="list-style-type: none"> <li>Offers programs and camps</li> <li>Has an archery program</li> <li>Has events</li> </ul>	<ul style="list-style-type: none"> <li>Offers programs and events</li> </ul>
	CWPD has a strong staff and has plenty of outdoor opportunities such as an outdoor archery range, sports fields, hiking trails, several facilities, a dog park, fishing ponds. They put out a nice program guide for all residents. They also have a great rec center which hosts a Christmas light show that raises lots of revenue.	19 parks 3 Conservation Areas 4 Regional Trails	Educational facility, Historic sites, wetlands, nature preserve, trails. Youtube channel for virtual nature programs. Use of volunteers, Park Rangers, and historical society for programs. Good website

**PRCA Marketing Demographics and Competition Analysis  
Environmental Education**

<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<p>Limited staff size</p>	<p>Limited staff size</p>	<p>Limited staff size, limited offerings,</p>
<p><b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?</p>	<p>They have an outdoor archery range, which we do not. Also a dog park and hiking trails, which we do not have.</p>	<p>Have an accessible river for recreation opportunities</p>	

**PRCA Marketing Demographics and Competition Analysis  
Environmental Education**

	<p><b>Five Rivers Metro Park</b> 409 E Monument Ave. Dayton OH 45402 metroparks.org</p>	<p><b>Learning Tree Farm</b> 3376 S Union Rd, Dayton Oh learningtreefarm.org</p>	
<p><b>SUMMARY</b> Basic description or mission statement Private/Nonprofit</p>	<p><b>Mission</b></p> <ul style="list-style-type: none"> <li>Protect the region's natural heritage and provide outdoor experiences that inspire a personal connection with nature.</li> </ul> <p><b>Vision</b></p> <ul style="list-style-type: none"> <li>Protect the region's natural heritage and provide outdoor experiences that inspire a personal connection with nature.</li> </ul> <p><b>City/Govt non-profit</b></p> <p><b>Summary</b> Five Rivers MetroParks is a regional public park system consisting of conservatories and outdoor recreation and education facilities that serve the Dayton metropolitan area. Five Rivers MetroParks provides year-round recreation, education and conservation opportunities to the Greater Dayton community.</p>	<p><b>Mission</b></p> <ul style="list-style-type: none"> <li>to engage people is hands-on, nature-based learning in a timeless farm setting.</li> <li>Learning Tree Farm was founded in 1973 by elementary school teachers Sally Keyes and Jean Ryan.</li> <li>The farm's environmental education model, still used today, connected children from diverse socioeconomic backgrounds with nature to inspire environmental exploration, understanding, and stewardship.</li> </ul> <p><b>Private</b></p>	

**PRCA Marketing Demographics and Competition Analysis  
Environmental Education**

<p><b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)</p>	<ul style="list-style-type: none"> <li>• Open to the Public</li> <li>• All Ages</li> </ul>	<ul style="list-style-type: none"> <li>• Preschool aged children</li> <li>• Today, Learning Tree Farm serves more than 6,000 students from 130 schools through nature-based field trips, and an additional 10,000 people through ongoing community programs, events, and our Nature Preschool.</li> </ul>	
<p><b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)</p>	<ul style="list-style-type: none"> <li>• Active Outdoors</li> <li>• Adult Nature Exploration</li> <li>• Earth-Friendly living</li> <li>• Families</li> <li>• Youth &amp; Teens</li> <li>• Community Groups &amp; training</li> </ul>	<ul style="list-style-type: none"> <li>• Supported by grants, private foundations, and individuals</li> <li>• Approx 13,000 people visit annually</li> <li>• Revenue generated by Contributions (28%), programs (37%), private foundations (25%), special events (6%), other (4%)</li> </ul> <p>13,000 visitors to the farm in 2018 through field trips, community programming, nature preschool, events and drop-in visits. (147 school groups visit the farm for a field trip from 9 counties).</p>	
<p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this</p>	<p>9 developed parks and 6 undeveloped properties Park District Community Center Use of volunteers</p>	<p>Their widespread reach indicates the need and demand for Learning Tree Farm's unique, hands-on, nature-based</p>	

**PRCA Marketing Demographics and Competition Analysis  
Environmental Education**

business.	Huge budget and huge staff	learning Forest preschools/schools are trending	
<b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.		Limited by distance to location for drop off programs	
<b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?	Education Kit Rentals Pollinators, Forestry, Farm and Agriculture, Birds, Mammals, Fossils, Soil and composting, Wetlands and aquatics Virtual Field Trips Teacher workshops Green schoolyard programs Citizen Science 18 parks (large in size), conservation areas, and trails	For outdoor education such as gardening, farming, and animals, Learning Tree Farm has the benefit of having the space and an actual farm.	

**PRCA Marketing Demographics and Competition Analysis  
Fitness Group Exercise**

	YMCA of Greater Dayton-South 4545 Marshall Rd. Kettering OH 45429 Daytonymca.org	Everybody Fitness – Kettering 3070 Woodman Dr. Kettering OH 45420 Everybodyfitness.com/Dayton-kettering-gym	Five Seasons 4242 Clyo Rd. Dayton OH 45440 Fiveseasonssportsclub.com/dayton
<b>SUMMARY</b> Basic description or mission statement Private/Nonprofit	<b>Mission:</b> Charitable Organization with an inclusive environment driven to enrich the quality of family, spiritual, social, mental and physical well-being for all.  <b>Non-profit</b>	<b>Mission:</b> To offer exceptional fitness facilities that are well equipped, with leading-edge programming and an energetic, friendly, staff to ensure our members always enjoy their fitness experience, and see the results of their hard work.  <b>Private, For profit</b>	<b>Description:</b> State of the art fitness studios that include cardiovascular, free weights, pilates, bands and tubes, and spinning and aerobics studios.  <b>Private, For profit</b>
<b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)	Residents or Non-Residents, no residency to join Children ages 8 + All genders Variety of participants	Residents or Non-Residents, no residency to join Primarily Adults ages 18 + All genders Variety of participants	Residents or Non-Residents, no residency to join Children ages 5 + All genders Variety of participants
<b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)	Adult (ages 28 +) - \$32/Month + \$25 one-time joining fee Young Adult (Ages 18-27) - \$25/Month + \$25 one-time joining fee Youth (ages 6-17)- \$20/Month + \$25 one-time joining fee	Silver – \$19.95/month Gold - \$24.95/month Platinum - \$29.95/month	Single - \$99/month Family- \$129/month

**PRCA Marketing Demographics and Competition Analysis  
Fitness Group Exercise**

<p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.</p>	<p>Staff: Certified Instructors</p> <p>Program: Class options for families</p> <p>Facility: parking close to door; easy to get to studio for class</p> <p>Marketing: Class descriptions are well written</p>	<p>Staff: Certified Instructors</p> <p>Program: Classes 7 days a week</p> <p>Facility: 1 designated group exercise studio</p> <p>Marketing: Easy to read and understand the online schedule; class descriptions are well written</p>	<p>Staff: Certified Instructors</p> <p>Program: Amount of classes/variety of classes offered/times of classes</p> <p>Facility: large facility with a lot room to have multiple classes at one time</p> <p>Marketing: Easy to read and understand the online schedule</p>
<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<p>Staff: none</p> <p>Program: Amount of classes/variety of classes offered/times of classes</p> <p>Facility: Limited hours; 1 designated group exercise studio</p> <p>Marketing: schedule online is hard to read</p>	<p>Staff: none</p> <p>Program: Amount of classes/variety of classes offered/times of classes</p> <p>Facility: 1 smaller designated group exercise studio</p> <p>Marketing: with multiple locations it can be confusing what classes are offered at what location</p>	<p>Staff: none</p> <p>Program: Cost is very high</p> <p>Facility: none</p> <p>Marketing: none</p>

**PRCA Marketing Demographics and Competition Analysis**  
**Fitness Group Exercise**

<p><b>COMPETITIVE ADVANTAGE</b>          What does this business do better than us? Why would a customer go there instead of come to us?</p>	<p>They have a well established reputation and people moving into town know to look at the YMCA to meet their fitness needs. A customer new to the area will likely look at the YMCA before looking at us. They also have a connection with members that use them for other recreation needs they stick with the known commodity.</p>	<p>People may enjoy a location that just specializes in fitness, without all the other options. Prices are reasonable for the level of service. Some may like not having to worry about other things going on at the facility (ice skating, youth basketball, swimming, etc).</p>	<p>This facility does offer a lot more classes per week than we offer. Some people might like the "country club" feel that has more amenities, perks</p>
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**PRCA Marketing Demographics and Competition Analysis  
POLEN FARM**

	<b>Benham's Grove</b> 166 N Main St. Centerville OH 45459 Benhamsgrove.com	<b>Muhlhauser Barn</b> 8558 Beckett Rd. West Chester OH 45069 Westchesteroh.org	<b>Ohio Barn</b> 8790 Dayton-Springfield Rd. Fairborn OH 45324 Theohiobarn.com
<b>SUMMARY</b> Basic description or mission statement Private/Nonprofit	City/Govt, Nonprofit	City/Govt, Nonprofit	Private, For profit
<b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)	Events: local and regional events including wedding receptions, holiday parties, bridal and baby showers, graduation parties, business meetings, etc.	Events: local and regional events including wedding receptions, holiday parties, bridal and baby showers, graduation parties, business meetings, etc.	Wedding Venue/Getaway for local and regional customers. Includes a room for overnight stay
<b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)	Prices and amenities comparable to Polen Farm. 20% discount to residents 10% discount 501 (c) (3) 15% Bereavement discount Open year round	Prices are less than Polen Farm. Open April through October. No discounts	Prices are substantially higher. Include overnight stay for bride and groom. Minimal discount for military or first responder. Opened mid -May through mid-October.
<b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.	Open year round Discounts available	Pricing	Lodging available

**PRCA Marketing Demographics and Competition Analysis  
POLEN FARM**

<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<p>The time that is spent prior with potential customers and thoroughness of information shared. Our barn is larger, grounds larger, parking better. Location on busy main road.</p>	<p>The time that is spent prior with potential customers and thoroughness of information shared. Our grounds are more picturesque. No staff on site during event Not open year round Temperature cannot be controlled</p>	<p>The time that is spent prior with potential customers and thoroughness of information shared. Not open year round Temperature cannot be controlled</p>
<p><b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?</p>	<p>Possibly available dates</p>	<p>Their barn can accommodate more guests. Prices are very affordable.</p>	<p>Their barn can accommodate 15% more guests. Spend much money on advertising</p>

PRCA Marketing Demographics and Competition Analysis  
 Charles I Lathrem Senior Center

<b>SUMMARY</b> Basic description or mission statement Private/Nonprofit	RecWest Enrichment Center 965 Miamisburg-C'ville Rd. Washington Township OH 45459 <a href="http://Washingtontwp.org/recreation">Washingtontwp.org/recreation</a>	Lofino Senior Adult & Cultural Enrichment Center 3868 Dayton-Xenia Rd. Beavercreek OH 45432 <a href="http://Beavercreekohio.gov">Beavercreekohio.gov</a>	City of Dayton Recreation & Youth Services – Lohrey Center 2366 Glenarm Ave. Dayton OH 45420 <a href="http://daytonoh.gov">daytonoh.gov</a>
	<b>Mission:</b> The mission of the RecWest Enrichment Center is to enrich the lives of those 55 and older. At the center you'll find creative and enjoyable programs in a relaxed and friendly atmosphere that allow you to: <ul style="list-style-type: none"> <li>• Meet new friends</li> <li>• Promote your health and vitality</li> <li>• Learn new skills</li> <li>• Travel to interesting locations</li> <li>• Activity participate in your community</li> <li>• Share your talents and interest.</li> </ul> City/Govt, Non-Profit	<b>Opportunities with the Center:</b> Come to the center and you will have opportunities to meet new friends, stay active and healthy, find valuable services and discover new destinations with other travelers.  City/Govt, Non-Profit	<b>Description:</b> Both locations host activities for adults ages 55+ as well as general recreation programs for all ages.  City/Govt, Non-Profit

**PRCA Marketing Demographics and Competition Analysis  
Charles I Lathrem Senior Center**

<p><b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)</p>	<p>Primarily Residents of Centerville-Washington Township, but no residency requirement to join. Higher membership fees apply to NR. 55+ All genders Wide variety of interests represented</p>	<p>Primarily Residents of City of Beavercreek, but no residency requirement to join. Higher membership fees apply to NR. 55+ All genders Wide variety of interests represented</p>	<p>Primarily Residents of City of Dayton and surrounding areas. Non-residents may pay daily drop-in fees. 55+ All genders Wide variety of interests represented</p>
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PRCA Marketing Demographics and Competition Analysis  
Charles I Lathrem Senior Center

<p><b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)</p>	<p><b>Membership fees:</b> <u>Enrichment Center Pass:</u> Res \$63/year; Non-Res \$95/year Included: Enrichment Center activities &amp; amenities <u>Senior Complete Pass:</u> Res/\$184; NR/\$368 Included: Enrichment Center Pass + Recreation Complete Pass – Fitness Center, pool running track, dimbing wall; Discounts on classes, programs &amp; coupon books; Early registration for classes <u>Complete Pass – Household:</u> Res/\$320; NR/\$641 Included: Same as Senior Complete – available when all household members are 55+ <u>Renew Active &amp; SilverSneakers Membership:</u> Res/FREE; NR/FREE Included: Same as Senior Complete – available to those who have SilverSneakers benefits as part of their Medicare health plan <b>Program fees:</b> Majority of the programs are offered at no cost. Classes offered through Sindair Community College have separate fee and are registered through SCC. If the member does not have a Complete or SilverSneakers pass – drop in fees will be charged to use the WTRC and go to any SilverSneakers class.</p>	<p><b>Membership fees:</b> Res \$35/year; Non-Res \$55/year Included: free use of facilities as well as discounts on classes, member's only special events, a subscription to a monthly newsletter and more. <b>Program fees:</b> Most programs are offered free for members. Drop-in fees may be charged for non-members. Other programs have small fees for both members and non-members</p>	<p><b>Membership fees:</b> Res \$75/year; \$10/month Included: unlimited visits to - all general swims and lap swims, aquatic aerobic classes, fitness rooms and fitness classes <b>Program fees:</b> Most programs are offered free for members. Drop-in fees may be charged for non-members or daily drop-in visits. They recognize SilverSneakers memberships which allow those individuals to go to SilverSneakers classes for free without a general membership. Classes offered through Sindair Community College have separate fee and are registered through SCC.</p>
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**PRCA Marketing Demographics and Competition Analysis  
Charles I Lathrem Senior Center**

<p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.</p>	<p><b>Staff:</b> Makes strong use of volunteers to manage desk and program spaces <b>Programming:</b> Because of SilverSneakers component, they receive funding for anyone who uses any part of their center whether or not there is a fee for the participant. Partners with Sindair Community College to offer a variety of general interest courses on top of their community group presentations. They are able to offer Arts &amp; Crafts programming without being considered in competition with another city division. <b>Facility:</b> Opened in 2015. 9,000 square feet of space dedicated to those 55+. Embraces Café model of senior center with fireplace, lending bookcases and coffee bar in lobby. Also includes billiards, multi-purpose room, kitchen and small fitness center. <b>Marketing:</b> Very nice seasonal newsletter plus inclusion in seasonal activities guide. <b>Transportation:</b> Provides transportation services to residents of City of Centerville and Washington Township.</p>	<p><b>Staff:</b> Makes strong use of volunteers to manage desk and program areas. <b>Programming:</b> They are the only senior facility in Beaver creek and much of Greene County unless seniors are closer to downtown Xenia. Also, Beaver creek does not have a true Recreation Complex. This helps them attract seniors of all levels and interests. They are able to offer Arts &amp; Crafts programming without being considered in competition with another city division. <b>Facility:</b> Opened in 2005, the space includes lobby, billiards, multi-purpose room, library, computer room, kitchen and full fitness center. <b>Marketing:</b> Provides monthly newsletter and online calendar plus inclusion in seasonal activities guide. <b>Transportation:</b> Provides transportation services to residents of City of Beaver creek and Beaver creek Township.</p>	<p><b>Staff:</b> General staff is used for all assignments allowing for easier coverage as needed. <b>Programming:</b> SilverSneakers affiliation provides payment for all users even without memberships. Partners with Sindair Community College to offer a variety of general interest courses on top of their community group presentations. They are able to offer Arts &amp; Crafts programming without being considered in competition with another city division. <b>Facilities:</b> All facilities have an aquatic and fitness component. Greater Dayton Recreation Center is newer. <b>Marketing:</b> Inclusion in seasonal activities guide.</p>
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**PRCA Marketing Demographics and Competition Analysis  
Charles I Lathrem Senior Center**

<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<p><b>Staff:</b> Relying on volunteers means staff has to step in frequently to cover spaces when a volunteer isn't available. No back up staff is great for budgeting, but problematic when coverage is needed. <b>Programming:</b> The programming is very similar in nature to every other Senior Center. They have yet to crack the getting younger seniors into their center either. <b>Facility:</b> Although lovely, the multi-use space was laid out with moveable doors that don't do much as sound barriers. Having programs next to each other can be a problem. Because they have one big space to serve all needs, there is a lot of moving of tables between activities. They have a movie theater available to them, but due to a questionable decision when taking over the space in 2015, they are not permitted to show actual movies in their movie theater. They use it as an antitheater for large group presentations and speakers. <b>Marketing:</b> Due to nature of primary user and their lack of reliance on online resources, relying primarily on print media makes it difficult to communicate with all members in an expedient fashion.</p>	<p><b>Staff:</b> Relying on volunteers means staff has to step in frequently to cover spaces when a volunteer isn't available. No back up staff is great for budgeting, but problematic when coverage is needed. <b>Programming:</b> The programming is very similar in nature to every other Senior Center. They have yet to crack the getting younger seniors into their center either. <b>Facility:</b> Facility seems to be working well. The geographic location may be the biggest concern. It is located to the far western side of the service area of 26.3 square miles meaning a majority of the participants have a significant drive <b>Marketing:</b> Due to nature of primary user and their lack of reliance on online resources, relying primarily on print media makes it difficult to communicate with all members in an expedient fashion.</p>	<p><b>Staff:</b> No known weaknesses except turnover on recreation leader positions. <b>Programming:</b> The programming is very similar in nature to every other Senior Center. They have yet to crack the getting younger seniors into their center either. <b>Facility:</b> There are only 3 centers located in a 55.65 square mile area. Participants will look for closer options if transportation is an issue. The facilities are not unique senior centers, but also host afterschool programs, summer camps and adult leagues. <b>Marketing:</b> Due to nature of primary user and their lack of reliance on online resources, relying primarily on print media makes it difficult to communicate with all members in an expedient fashion.</p>
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**PRCA Marketing Demographics and Competition Analysis  
Charles I Lathrem Senior Center**

<p><b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?</p>	<p>They don't do anything inherently "better" than the CIL. Their programming is very similar and staff make-up and abilities resemble each other. However, their space is newer and looks more vibrant which is appealing to a younger new user.</p>	<p>They don't do anything inherently "better" than the CIL. Their programming is very similar and staff make-up and abilities resemble each other. However, their space is newer and looks more vibrant which is appealing to a younger new user.</p>	<p>They don't do anything inherently "better" than the CIL. Their programming is very similar and staff make-up and abilities resemble each other.</p>
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PRCA Marketing Demographics and Competition Analysis  
ADULT SPORTS

	South YMCA (Kettering) 4545 Marshall Rd Kettering, OH 45429 daytonymca.org/programs/basketball	Miami Valley Sand Volleyball 200 W Central Ave. West Carrollton, OH 45449 miamivalleysand.com/main/home	City of Beavercreek Recreation 789 Orchard Ln. Beavercreek, OH 45434 beavercreekohio.gov
<b>SUMMARY</b> Basic description or mission statement Private/Nonprofit	YMCA, based on Christian principles, is a charitable organization with an inclusive environment driven to enrich the quality of family, spiritual, social, mental and physical well-being for all.  <b>Non-Profit</b>	Miami Valley Sand and Setters Volleyball Club offer a fun indoor and outdoor location to play sand volleyball with friend while enjoying food and drinks.  <b>Private/For profit</b>	<b>Mission</b> To deliver recreational experience that enhances quality of life. They do not run many programs as a city, instead they contract out most sports camps and work with local volunteer groups to host youth sports leagues.  <b>County/Govt non-profit</b>
<b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)	Resident/NonResidents Members and Non-Members. They target adults of all ages for leagues and encourage membership.	Target Market is 18-40 year old males and females. Residency does not matter and singles and couples are welcome. Many of the leagues are co-ed, but they also offer women only leagues.	All adult programs are open to residents and non-residents. They offer both adult softball leagues and adult soccer leagues. They target ages 18-55, however anyone older than 18 can play in a league.

**PRCA Marketing Demographics and Competition Analysis  
ADULT SPORTS**

<p><b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)</p>	<p>The Dayton group of YMCA's offer Adult Soccer, Adult Basketball, and Adult Volleyball. However, it appears that they have offered much less adult sports programming over the past few years. While some of the local YMCA's still have adult sports, it appears that the Kettering YMCA only has adult basketball.</p>	<p>Prices: 6 People - \$360 4 People - \$240 2 People - \$120</p> <p>These price are a bit higher than ours, however we only allow teams, while they allow you to sign up in groups of 2,4, or 6 and they will pair you with another group. They also offer leagues every night of the week including weekends.</p>	<p>The prices vary, but are similar to ours.</p> <ul style="list-style-type: none"> <li>- Adult Soccer \$50.00/per player</li> <li>- Adult Softball</li> <li>- \$300-\$400 /per team</li> </ul> <p>Softball prices are similar, however there leagues do play more games than Kettering. They are also USSSA sanctioned, while we are ASA/USA sanctioned. They also only run leagues during the week and do not have weekend leagues.</p>
<p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.</p>	<p>The YMCA is a strong brand and do offer great discounts to members. Many kids grew up in the YMCA and they have a very loyal support base. They do offer Friday night and weekend leagues which is rare to find when it comes to adult indoor sports.</p>	<p>These facilities only run volleyball, so they have a large hold on the local market. They also sell food and alcohol which is a big draw. Finally, they have all sand courts (Setters outside and Miami Valley inside). Many people prefer sand courts compared to gym courts.</p>	<p>Beavercreek plays USSSA softball which is preferred by some. They also have mostly double headers which some teams like. They play at one location that is well maintained by the city. Many teams have strong loyalty with Beavercreek leagues.</p>

**PRCA Marketing Demographics and Competition Analysis  
ADULT SPORTS**

<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<p>It appears that their adult programming has been on the decline. Only a few of the YMCA's still offer adult basketball or adult volleyball and the leagues are very small.</p>	<p>Sand volleyball and the younger aged teams do not appeal to the 40+ crowd. Most older and senior players prefer to play in a gym and do not want to play against the younger teams. Also, with alcohol involved games can become intense and cause a rowdy environment. Finally, they do not offer any league for senior adult over the age of 55.</p>	<p>They do not offer Sunday games. Sunday is the most popular day for adult softball and they do not have any leagues. They also have a smaller softball complex with only four diamonds and only two have lights. This limits how many games they can play and how many teams they can take. Also, they do not offer any leagues for senior adults. Finally, they do make-up games on Saturdays which many teams do not like, especially when they play all other games during the week.</p>
<p><b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?</p>	<p>They have a loyal base of members and the price is low. However, it is hard to find what exact programs are offered at this time. In the past, they have offered some ultra-competitive leagues which is rather unique for adult volleyball and adult basketball.</p>	<p>Players go to these places so they can eat, drink and hang out with friends. As a city venue we cannot serve alcohol, so they will always have that advantage. Also, they are the only indoor sand volleyball option around, so players are willing to drive from far away in order to play on the sand courts.</p>	<p>They are one of the only USSSA leagues in the area. Also they are located in Beavercreek which might be closer for some people coming from north of Dayton. They also offer more games for a similar price compared to our leagues.</p>

PRCA Marketing Demographics and Competition Analysis  
Youth Sports

	South YMCA (Kettering) 4545 Marshall Rd. Kettering, OH 45429 .daytonymca.org/programs/basketball	Nonprofit "Select" Teams Kettering/Dayton Area	City of Beavercreek 789 Orchard Ln. Beavercreek, OH 45434 beavercreekohio.gov
<b>SUMMARY</b> Basic description or mission statement Private/Nonprofit	YMCA, based on Christian principles, is a charitable organization with an inclusive environment driven to enrich the quality of family, spiritual, social, mental and physical well-being for all.  <b>Non-Profit</b>	Local teams and groups look to provide an opportunity for kids to enjoy playing sports at a competitive level. Most teams require a tryout and making the team is determined on skill of the player. Examples of these teams are <ul style="list-style-type: none"> <li>- Kettering Future Firebirds Basketball</li> <li>- Metro FC Soccer</li> <li>- Air City Volleyball</li> </ul>	<b>Mission:</b> To deliver recreational experience that enhances quality of life. They do not run many programs as a city, instead they contract out most sports camps and work with local volunteer groups to host youth sports leagues.  <b>City/Govt Non-profit</b>
<b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)	Resident/Non-Residents/Members and Non-Members. Also families, singles, men, women and kids. They encourage membership at their facilities and have cheaper rates for members.	<b>Private</b> Some teams are residents only, while other are open and take kids from all over the Miami Valley. These teams are looking to target players with experience and advanced skill. They are looking at players who want a longer more intense season and parents who are willing to put in more time and more money.	Mix of resident and open programs. Focus is on younger ages and beginner sports programming. Most of the youth sports are for ages 10 and under. They also focus of camp and clinic based programming instead of full leagues and seasons.

November 2020

**PRCA Marketing Demographics and Competition Analysis  
Youth Sports**

<p><b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)</p>	<p>Prices are very close to ours. Some of the youth sports are a bit cheaper if you are a member, but more expensive than our price if you are not a member. They also offer non-traditional youth sports such as martial arts and fencing. They are able to run most programs at their home facility which includes basketball courts and soccer fields. If the Kettering branch is not able to host a program, you can probably find the program at another Dayton YMCA branch</p> <ul style="list-style-type: none"> <li>- Youth Basketball \$40/\$80</li> <li>- Flag Football \$50/\$90</li> <li>- Youth Soccer \$40/\$80</li> </ul>	<p>Pricing is much higher than the rec based leagues that we offer. However, they often have nicer uniforms, play more games, and sometimes play in tournaments. Some teams also have paid coaching staff and the price cover multiple workouts/practices per week</p> <ul style="list-style-type: none"> <li>- Firebirds Basketball - \$160/season</li> <li>- Air City Volleyball \$900-\$1,200/season</li> <li>- Metro (Rec) \$60-\$85.00</li> <li>- Metro (Select) \$650-\$900/season</li> </ul>	<p>The prices vary, but most seem to be a bit higher than ours.</p> <ul style="list-style-type: none"> <li>- Flag Football \$99/\$114</li> <li>- Basketball \$99/\$114</li> <li>- Soccer \$99/\$114</li> <li>- BSA Rec Soccer \$90-\$200/season</li> <li>- Stars Basketball \$80-\$200/season</li> </ul>
<p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.</p>	<p>They have a well-respected name and national organization. They also have a strong network of YMCA's all over Dayton. Most YMCA's do things very similar so the customer knows what they are going to get. They also offer flag football and soccer for older kids which we do not offer. They have a Sports Director that is directly over all youth and adult sports.</p>	<p>The staff and coaches typically have a great deal of knowledge of the game and a strong commitment to the program. Many also have years of experience. The teams get more exposure and prepare kids for more competitive teams such as middle school teams or varsity high school teams. Parents often feel the additional cost is worth the additional things that you get with the program.</p>	<p>They offer a nice mix of camps, clinics, recreational and travel leagues. This gives patrons many options based on what they are looking for. Beavercreek also has all of these programs using their city maintained facilities, so the kids are getting nice places to play. Most all of the programs are located in Beavercreek which is nice for residents and close for many Kettering residents.</p>

**PRCA Marketing Demographics and Competition Analysis  
Youth Sports**

<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<p>In order to get cheaper prices you have to be a member, which is difficult to justify if you are only planning on doing one program. They also do not have a large staff or large facilities at the Kettering location, so they are limited in enrollment. The leagues are much smaller than what we are able to offer. They also do not have the relationship we have with the Kettering Schools or the use of school facilities. It is also probably a challenge for them to get information out to the local elementary schools.</p>	<p>The programs that run completely off of volunteer staff can have issues with accountability, following rules/guidelines and maintaining consistency year to year. The price can also be a weakness. Many family cannot afford to pay the high prices or simply do not want to. With increase in select teams over the past 10 years some people wonder if the teams are now watered down and if the price is really worth it. Also, the time commitment for some is a deal breaker; you truly have to be invested in the program.</p>	<p>It appears that they have much less offerings overall when compared to Kettering. Also, the city does not actually oversee any of the programs, which could result in lack of consistency. Also, with many of the programs you are paying an outside group and sometimes that group is volunteers. It would be hard for the city to hold all of those organizations accountable.</p>
<p><b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?</p>	<p>They have a well established reputation and people moving into town know to look at the YMCA for youth sports. A customer new to the area will likely look at the YMCA before looking at us. They also have a connection with members and due to the low rates most members would prefer to do programs at the YMCA compared to other places. Finally they are located on the opposite side of Kettering which might be more convenient for some people.</p>	<p>For families looking for a very competitive team, no one can match select teams. They are the go to for families that have the time, money and dedication. They are also hands down better to prepare the kid for future teams or varsity athletics.</p>	<p>They offer a wider range of camps and clinics compared to Kettering. They also seem to oversee different options when it comes to select and rec sports. Since it is located in Beaver creek, many residents would probably rather participate in organizations based in their town rather than coming to Kettering.</p>

**PRCA Marketing Demographics and Competition Analysis  
Youth and Family Recreation Programming**

	<b>Miamisburg Parks &amp; Recreation</b> 305 East Central Ave. Miamisburg, OH 45342 <a href="http://playmiamisburg.com/ways-to-play/programs">playmiamisburg.com/ways-to-play/programs</a>	<b>Vandalia Parks and Recreation</b> 1111 Stonequarry Rd. Dayton, OH 45414 <a href="http://vandaliaohio.org/recreation">vandaliaohio.org/recreation</a>	<b>YMCA of Kettering</b> 4545 Marshall Rd. Kettering, OH 45429 <a href="http://daytonymca.org/locations/south-ymca">daytonymca.org/locations/south-ymca</a>
<b>SUMMARY</b> Basic description or mission statement Private/Nonprofit	<b>Mission:</b> To provide quality opportunities for the community to Play, Discover and Grow  <b>Non-profit</b>	VPRD provides quality and diverse programs. We offer opportunities that include: swim lessons, youth and adult athletics, fitness classes, youth, family and preschool programs and special events!  <b>Non-profit</b>	The YMCA of Greater Dayton, based on Christian principles, is a charitable organization with an inclusive environment driven to enrich the quality of family, spiritual, social, mental and physical well-being for all.  <b>Non-profit</b>
<b>TARGET CUSTOMERS</b> Res/Non Res Age Gender Other Characteristics (family/single; retired/full time worker, hobbies, etc.)	Resident/Non-resident  Youth sports, adult sports, special events, youth programs, adult programs, family, senior programs  Seasonal activities	Resident/Non-resident  Family, youth programs, athletics, aquatics, fitness, adult, youth sports, pre-school, special events, senior programs  Seasonal activities	Resident/Non-resident  Fitness, health & wellness, swimming, youth programming, family programming, youth and adult sports, child care, day camps, pre-school education
<b>PRODUCT/SERVICE PRICING</b> Look at comparable products to your area (i.e. classes, membership, etc.)	Pricing variable based on per family/item vs. per person. \$20 per item (scarecrow/pumpkin). Per participants is \$5 each for other events.	Pricing varies, very comparable – slightly cheaper in some programs. Avg. is \$5 per person for events (Example: Hunt is \$12 per person but adults aren't required to pay)	Varies by program. Often branches work together to run programs so program might be at different site.

**PRCA Marketing Demographics and Competition Analysis  
Youth and Family Recreation Programming**

<p><b>STRENGTHS</b> Describe what makes the staff, program, facility and/or marketing strong for this business.</p>	<p>Innovative, flexible in program offerings with smaller production timeline. *Covid is all pop-up programming by month at this time.</p>	<p>More collaboration in areas to offer a wider variety of events (ex: Lion's club Halloween, Food pantry tree throwing, etc.)</p>	<p>Relationships with customers. Known brand nationally</p>
<p><b>WEAKNESSES</b> Describe what is not as successful in staff, program, facility and/or marketing for this business.</p>	<p>*Due to Covid, only one month out at a time, limited staff resources and offerings.</p>	<p>Smaller facility and more limited program offerings.</p>	<p>Limited offerings, limited programming space (especially indoor), limited full time / part time staff</p>
<p><b>COMPETITIVE ADVANTAGE</b> What does this business do better than us? Why would a customer go there instead of come to us?</p>	<p>More 'trendy' items and offerings, seems to have less restrictions with Disney, Fortnite, movies, etc. that we have licensing fees for.</p>	<p>More 'trendy' items and offerings, seems to have less restrictions with Nerf, movies, etc. that we have licensing fees and/or restrictions for.</p>	<p>Local connections, relationships are stronger.</p>

# APPENDIX C –COMMUNITY INVENTORY

Community Inventory - last updated November 2020			
Page 1			
Highlighted rows are City of Kettering, Parks, Recreation and Cultural Arts Facilities			
Facility	Address	City	Website
<b>Aquatic Facilities</b>			
Christopher Swim Club	3150 S. Dixie Drive	Kettering	<a href="http://www.christopherclub.com">www.christopherclub.com</a>
Kettering Recreation Complex	2900 Glangarry Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Kroger Aquatic Center	8625 Grand Pike	Huber Heights	<a href="http://www.kroger.com">www.kroger.com</a>
Lathrop Recreation Center	2366 Glenam Avenue	Dayton	<a href="http://www.daytonohio.gov">www.daytonohio.gov</a>
Sycamore Trails Aquatic Center	400 S. Heindke Road	Warrsburg	<a href="http://www.daytonohio.gov">www.daytonohio.gov</a>
Troy Aquatic Park	460 W. Staunton Road	Troy	<a href="http://www.troyohio.com">www.troyohio.com</a>
YMCA of Greater Dayton - South	4545 Marshall Road	Kettering	<a href="http://www.daytonymca.org">www.daytonymca.org</a>
<b>Arts Education Studios</b>			
Busy Beaver Crafts	3445 Dayton Xenia Road	Beavercreek	<a href="http://www.busybeavercrafts.com">www.busybeavercrafts.com</a>
Dayton Art Institute	436 Belmonte Park North	Dayton	<a href="http://www.daytonartinstitute.org">www.daytonartinstitute.org</a>
Dayton Society of Artists	48 High Street	Dayton	<a href="http://daytonsoa.org">daytonsoa.org</a>
Front Street Studios	1001 East 2nd Street	Dayton	<a href="http://frontstreet.art">frontstreet.art</a>
Funk Lab Dance Studios	1226 East Stroud Road	Kettering	<a href="http://www.funklabkettering.com">www.funklabkettering.com</a>
K12/Tejas Gallery	341 South Jefferson Street	Dayton	<a href="http://k12stgalleries.org">k12stgalleries.org</a>
Rosewood Arts Centre	2655 Olson Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
<b>Dance Studios</b>			
Dance Dimensions	3717 Wilmington Pike	Kettering	<a href="http://www.dance@nexusdayton.com">www.dance@nexusdayton.com</a>
Funk Lab Dance Studios	1226 East Stroud Road	Kettering	<a href="http://www.funklabkettering.com">www.funklabkettering.com</a>
Kay's School of Dance	300 E. Stroud	Kettering	<a href="http://kayschoolofdance.com">kayschoolofdance.com</a>
MVP Dance Tr	2782 Wilmington Pike	Kettering	<a href="http://www.mvpdance.com">www.mvpdance.com</a>
Rosewood Arts Centre	2655 Olson Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Terry's Dance Workshop	3819 Kenzine Drive	Kettering	<a href="http://www.terrysdanceworkshop.com">www.terrysdanceworkshop.com</a>
<b>Fitness Facilities</b>			
Anytime Fitness - Kettering	5132 Far Hills Ave	Sugar Creek Township	<a href="http://www.anytimefitness.com">www.anytimefitness.com</a>
Everybody Fitness	3070 Woodman Drive	Kettering	<a href="http://www.everybodyfitness.com">www.everybodyfitness.com</a>
FitWorks Fitness Center	4470 Indian Village Road	Beavercreek	<a href="http://www.fitworks.com">www.fitworks.com</a>
Five Seasons Sports Club	4242 Clys Road	Sugar Creek Township	<a href="http://fiveseasonsportsclub.com">fiveseasonsportsclub.com</a>
Kettering Fitness and Wellness Center	3351 Stryker Road	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Kettering Recreation Complex	2900 Glangarry Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
LA Fitness	The Greens	Beavercreek	<a href="http://www.lafitness.com">www.lafitness.com</a>
Personally Fit	3378 Kettering Blvd	Moraine	<a href="http://www.personallyfitdayton.com">www.personallyfitdayton.com</a>
Title Boxing Club and Fitness Center	2120 E. Dorothy Lane	Kettering	<a href="http://titleboxingclub.com">titleboxingclub.com</a>
Workout Anytime	2234 S. Smithville Road	Kettering	<a href="http://workoutanytime.com">workoutanytime.com</a>
YMCA of Greater Dayton - South	4545 Marshall Road	Kettering	<a href="http://www.daytonymca.org">www.daytonymca.org</a>
<b>Golf Courses</b>			
Community Golf Course	2917 Berkley St	Kettering	<a href="http://www.golf.dayton.com">www.golf.dayton.com</a>
Moraine Country Club	4075 Southern Boulevard	Kettering	<a href="http://morainecountryclub.com">morainecountryclub.com</a>
Dayton Country Club	535 Kramer Road	Kettering	<a href="http://www.daytoncountryclub.com">www.daytoncountryclub.com</a>
NCB Country Club	4435 Dogwood Trail	Kettering	<a href="http://www.ncbcountryclub.com">www.ncbcountryclub.com</a>
<b>Higher Education Colleges/Universities</b>			
Kettering College	3737 Southern Blvd	Kettering	<a href="http://kcc.edu">kcc.edu</a>
The Modern College of Design	1725 E. David Rd	Kettering	<a href="http://themodern.edu">themodern.edu</a>
<b>Nature Centers</b>			
Aulwood Audubon Center	1000 Aulwood Road	Dayton	<a href="http://aulwood.audubon.org">aulwood.audubon.org</a>
Bruker Nature Center	5995 Horsehoe Bend Road	Troy	<a href="http://www.brukercenter.com">www.brukercenter.com</a>
Five Rivers MetroParks, Wegerzyn	1301 E. Sebestianer Avenue	Dayton	<a href="http://metro-parks.org">metro-parks.org</a>
Glen Helen Nature Center	405 Cory Street	Yellow Springs	<a href="http://www.glenhelen.org">www.glenhelen.org</a>
Habitat Environmental Education Center	3630 Bellflower Road	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Learning Tree Farm	3376 S. Union Road, Dayton	Dayton	<a href="http://www.learningtreefarm.org">www.learningtreefarm.org</a>
<b>Performing Arts Spaces</b>			
Alter High School Performing Arts	940 East David Road	Kettering	<a href="http://alterhs.org">alterhs.org</a>
DJ Barnes Theater	3750 Far Hills Avenue	Kettering	<a href="http://www.ketteringtheater.org">www.ketteringtheater.org</a>
Fairmont Performing Arts Auditorium	3301 Stryker Road	Kettering	<a href="http://www.ketteringtheater.org">www.ketteringtheater.org</a>
Fraser Pavilion for the Performing Arts	695 Lincoln Park Blvd	Kettering	<a href="http://www.fraser.org">www.fraser.org</a>
Rosewood Arts Centre	2655 Olson Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
<b>Recreation Centers</b>			
Charles L. Lathrop Senior Center	2900 Glangarry Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Lathrop Recreation Center	2366 Glenam Avenue	Dayton	<a href="http://www.daytonohio.gov">www.daytonohio.gov</a>
Kettering Recreation Complex	2900 Glangarry Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Warrsburg Community Center	305 E. Central Avenue	Warrsburg	<a href="http://www.daytonohio.gov">www.daytonohio.gov</a>
Oakwood Community Center	105 Patterson Road	Oakwood	<a href="http://oakwoodohio.gov">oakwoodohio.gov</a>
Payne Recreation Center	3800 Main Street	Moraine	<a href="http://payneohio.com">payneohio.com</a>
Vandalia Recreation Center	1111 Stonequarry Road	Dayton	<a href="http://vandaliaohio.gov">vandaliaohio.gov</a>
Washington Township Recreation Center	895 Mansburg-Centerville Road	Washington Township	<a href="http://www.washingtontwp.org">www.washingtontwp.org</a>
YMCA of Greater Dayton - South	4545 Marshall Road	Kettering	<a href="http://www.daytonymca.org">www.daytonymca.org</a>
<b>Secondary Schools</b>			
Alter High School	940 E. David Rd	Kettering	<a href="http://alterhs.org/">http://alterhs.org/</a>

Ascension Catholic School	2001 Woodman Dr.	Kettering	<a href="http://www.ascensionkettering.org">www.ascensionkettering.org</a>
Beavertown Elementary	2700 Wilmington Pike	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>
Dayton Regional STEM School	1724 Woodman Drive	Kettering	<a href="http://www.daytonstemschool.org/">http://www.daytonstemschool.org/</a>
Greenmont Elementary	One East Wren Circle	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>
Indian Kiffin School	3090 Glengarry Drive	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>
J.E. Frasz School	2601 Parklawn Dr	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>
John F. Kennedy School	5030 Palen Drive	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>
Kettering Fairmont High School	3301 Shroyer Road	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>
Kettering Middle School	3000 Glengarry Drive	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>
Montessori School of Dayton	2900 Acosta Dr.	Kettering	<a href="http://www.montessoridayton.org">www.montessoridayton.org</a>
Moraine Meadows	2600 Holman Street	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>
Oakview School	4001 Adelman Blvd.	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>
Orchard Park School	600 E. Dorothy Lane	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>
Southdale School	1200 W. Dorothy Lane	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>
St. Albert the Great	104 W. Dorothy Lane	Kettering	<a href="http://www.stalbertthegreat.net">www.stalbertthegreat.net</a>
St. Charles Borromeo	4600 Adelman Blvd.	Kettering	<a href="http://stcharles-kettering.org">stcharles-kettering.org</a>
Van Buren Middle School	3775 Shroyer Road	Kettering	<a href="http://www.ketteringschools.org">www.ketteringschools.org</a>

**Community Inventory - last updated December 2020**

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<b>Parks</b>	<b>Address</b>	<b>City</b>	<b>Website</b>
Berwin	1400 Berwin Avenue	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Blackhawk	3005 Blackhawk Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Civic Commons	675 Lincoln Park Blvd	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Delco	1700 Delco Park Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Ernst	1030 E. David Road	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Glaser	1851 Doris Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Indian Riffle	2801 E. Stroop Road	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Irean	4532 Marshall Road	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Karmer	1512 Brownleigh Road	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
J.F. Kennedy	5073 Bigger Road	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Oak Creek	2239 Berrycreek Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Oak Park	2055 Malcolm Avenue	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Pondview	2320 Pondview Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Southdale	3036 Bellflower Street	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Southern Hills	1545 Sacramento Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
State Farm	2510 Blackhawk Drive	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Tait	3750 Tait Road	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Van Buren	1450 Scottsdale Avenue	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Walther	4421 Overland Trail	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Wenzler	3535 Shorewood Court	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Rahn Park	223 W Rahn Road	Kettering	<a href="http://www.cwpd.org">www.cwpd.org</a>
Jane Newcom Park	1298 Tudor Road	Kettering	<a href="http://www.daytonohio.gov">www.daytonohio.gov</a>
Little Woods Park	5133 Far Hills Avenue	Kettering	<a href="http://www.cwpd.org">www.cwpd.org</a>
<b>Public Spaces</b>	<b>Address</b>	<b>City</b>	<b>Website</b>
Governor's Place	Governor's Place Boulevard	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Polen Farm	5099 Bigger Road	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Pasadena Green Space	3200 Marshall Road	Kettering	<a href="http://www.playkettering.org">www.playkettering.org</a>
Aullwood Garden	955 Aullwood Road	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Carriage Hills MetroPark	7800 Shull Road	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Central Great Miami River Corridor	Great Miami River Water Trail	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Crains Run MetroPark	10,741 Dayton Cincinnati Pike	Miamisburg	<a href="http://www.metroparks.org">www.metroparks.org</a>
Cox Arboretum MetroPark	6733 Springboro Pike	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Deweese Park	1301 East Seibenthaler Avenue	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Eastwood MetroPark	1385 Harshman Road	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Englewood MetroPark	4361 West National Road	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Germantown MetroPark	7101 Conservancy Road	Germantown	<a href="http://www.metroparks.org">www.metroparks.org</a>
Huffman MetroPark	4095 Lower Valley Pike	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Leland Center	1375 East Seibenthaler Road	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Mad River Corridor Trail	Riverscape to Eastwood Park	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
MetroParks' Deeds Point	510 Webster Street	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
MetroParks' Island Park	101 East Helenia Street	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
MetroParks' Wesleyan Nature Center	1441 Wesleyan Road	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
MetroParks' Sunrise Park	50 North Edwin C. Moses Blvd.	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
MetroParks' Van Cleve Park	At Riverscape Park	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
North Great Miami River Corridor & Trail	57 Miles from Franklin to Piqua	Centered in Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Passum Creek MetroPark	4790 Frytown Road	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
South Great Miami River Corridor	Dayton to Taylorsville Park	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Stillwater Corridor Trail	Downtown Dayton to Sinclair Park on Shoup Mill Road	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Sugar Creek MetroPark	4178 Conference Road	Bellbrook	<a href="http://www.metroparks.org">www.metroparks.org</a>
Taylorsville MetroPark	2101 US 40	Vandalia	<a href="http://www.metroparks.org">www.metroparks.org</a>

Twin Valley Corridor Trail	27 miles in Twin Creek MetroPark	Germantown	<a href="http://www.metroparks.org">www.metroparks.org</a>
Twin Creek MetroPark	9688 Eby Road	Germantown	<a href="http://www.metroparks.org">www.metroparks.org</a>
Wegerzyn/Shillwater Gardens	1301 East Seibenthaler Avenue	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Wolf Creek Corridor	20 Miles starting at the Great Miami River intersection	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Wolf Creek Rail Trail	16 Mile Trail from Sunrise MetroPark to Brookville, Ohio	Dayton	<a href="http://www.metroparks.org">www.metroparks.org</a>
Woodhull Easement (Preble Co.)	340 Acre Conservation Easement and Park	Preble County	<a href="http://www.metroparks.org">www.metroparks.org</a>
Hills and Dales Park City of Dayton/Five Rivers Metro Parks	2471 Deep Hollow Road	Oakwood	<a href="http://www.metroparks.org">www.metroparks.org</a>

Community Inventory - last updated December 2020

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PRCA Parks	Address	City	Acres	Acres per 1,000 residents	Population in 1/2 mile radius	Population in 1 mile radius	Households in 1/2 radius	Households in 1 mile radius
Berwin Park	1400 Berwin Avenue	Kettering	1.7	1,700	3,783	10,995	1,376	4,865
Blackhawk Park	3005 Blackhawk Drive	Kettering	7.3	7,300	3,595	11,743	1,636	5,501
Civic Center Lincoln Park	675 Lincoln Park Blvd	Kettering	14	14,000	5,465	16,636	2,251	7,932
Delco Park	1700 Delco Park Drive	Kettering	69	69,000	5,044	16,414	2,294	7,217
Erst Park	1030 E. David Road	Kettering	14.1	14,100	3,441	11,369	1,554	5,412
Glaser Park	1851 Delco Drive	Kettering	0.8	800	2,734	9,957	1,262	4,444
Indian Hill Park	2801 E. Shrova Road	Kettering	94.2	94,200	7,261	17,552	3,825	7,944
Inlet Park	4532 Marshall Road	Kettering	16	16,000	3,228	11,754	1,576	5,397
Karner Park	1512 Brownlight Road	Kettering	5	5,000	4,152	12,182	1,842	5,581
J.F. Kennedy Park	5073 Bigger Road	Kettering	15	15,000	4,261	11,849	1,938	5,449
Oak Creek Park	2239 Berryvale Drive	Kettering	5	5,000	3,868	12,153	1,736	5,821
Oak Park	2055 Malcolm Avenue	Kettering	3.6	3,600	2,995	9,948	1,279	4,326
Pondview Park	2320 Pondview Drive	Kettering	12.5	12,500	2,489	10,548	1,344	5,168
Southdale Park	3036 Bellflower Street	Kettering	8	8,000	2,849	6,118	1,270	2,674
Southern Hills Park	1345 Southampton Drive	Kettering	2	2,000	1,929	3,761	919	1,619
State Farm Park	2510 Blackhawk Drive	Kettering	31.6	31,600	5,439	12,155	2,370	5,365
Tait Park	3730 Tait Road	Kettering	9.1	9,100	2,120	7,151	960	3,074
Van Buren Park	1450 Scamdale Avenue	Kettering	5.5	5,500	5,694	16,640	2,667	8,267
Walker Park	4421 Overland Trail	Kettering	4.5	4,500	1,870	6,168	811	2,889
Wenzler Park	3535 Shorewood Court	Kettering	4.6	4,600	4,450	15,080	2,257	7,232
*Gentle Park		Kettering	7.8	18,000	3,170	14,670	1,374	6,824
<b>TOTAL PARKS</b>			<b>341.5</b>	<b>341,500</b>	<b>76,517</b>	<b>229,773</b>	<b>35,619</b>	<b>106,262</b>
PRCA Facilities	Address	City	Sq Ft	Population in 1/2 mile radius	Population in 1 mile radius	Households in 1/2 radius	Households in 1 mile radius	
Poles Park	5099 Bigger Road	Kettering	10,695	5,331	12,475	2,377	5,819	
Kettering Recreation Complex (Aquatics, Ice, Concessions, Bath House, Rec Center, Gym, Track, CIL, Card Room, Locker Room)	2900 Gleagary Drive	Kettering	161,227	2,777	10,342	1,242	4,892	
Kettering Fitness and Wellness Center	3351 Sawyer Road	Kettering	8,512	3,282	12,243	1,711	5,985	
Roadside Arts Centre	2655 Olson Drive	Kettering	38,315	2,616	10,417	1,123	4,957	
Prize Pavilion for the Performing Arts	695 Lincoln Park Blvd	Kettering	17,144	5,465	16,636	2,253	7,932	
Holston Environmental Education Center	3630 Bellflower Road	Kettering	2,863	2,469	5,258	1,108	2,287	
**Charles I. Lofgren Senior Center	2700 Gleagary Drive	Kettering	0	2,444	10,355	1,707	4,994	
<b>TOTAL FACILITIES</b>			<b>238,756</b>	<b>21,942</b>	<b>67,371</b>	<b>10,314</b>	<b>31,873</b>	

\* Gentle Park projected for construction in 2022

\*\* Charles Lofgren Senior Center numbers included in Kettering Recreation Complex numbers

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## The City of Kettering Community Survey Executive Summary

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### Overview

ETC Institute administered a community survey for the City of Kettering during the spring of 2017. The survey was administered as part of the City of Kettering's Parks, Recreation and Cultural Arts Department's efforts to provide quality services that the citizens of Kettering need and value. The survey and its results will guide the City of Kettering in taking a resident-driven approach to making decisions that will enrich the future of the community and positively affect the lives of all its residents.

### Methodology

ETC Institute mailed a survey packet to a random sample of households in the City of Kettering. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at [www.KetteringPRCA.org](http://www.KetteringPRCA.org).

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Kettering from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 607 residents completing the survey. The overall results for the sample of 607 households have a precision of at least +/-3.98% at the 95% level of confidence.

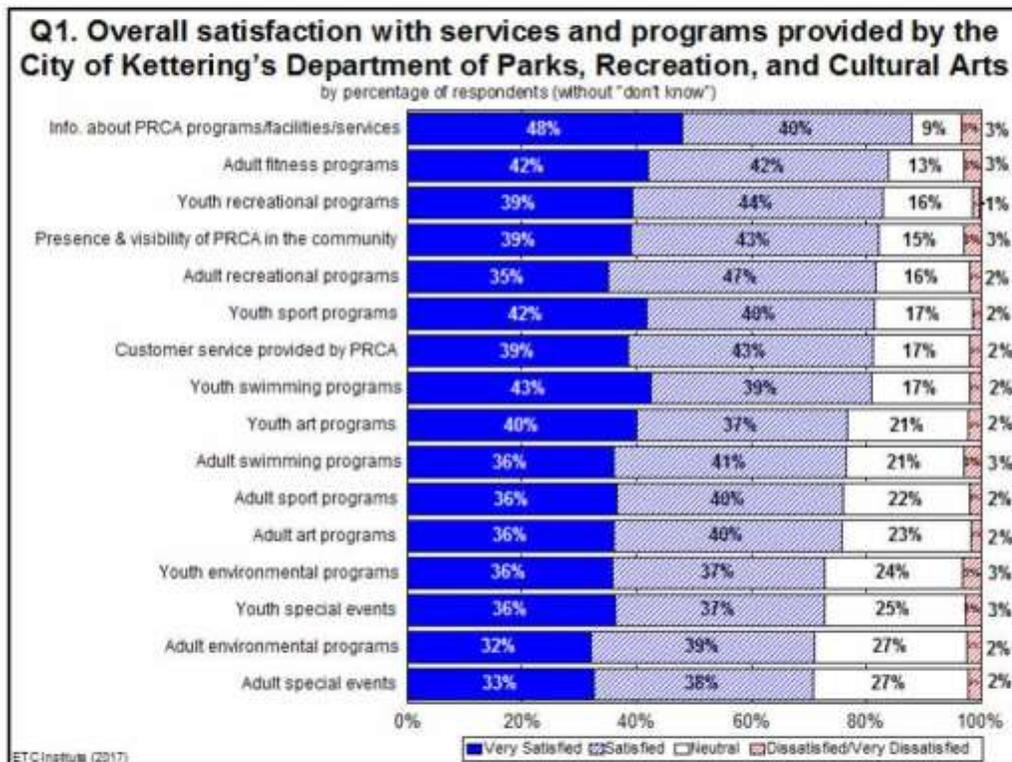
This report contains the following:

- Charts showing the overall results of the survey (Section 1)
- Importance-Satisfaction Analysis which indicates priority actions for the City to address based upon the survey results (Section 2)
- Tabular data showing the overall results for all questions on the survey (Section 3)
- A copy of the survey instrument (Section 4)

The major findings of the survey are summarized below and on the following pages.

## Overall Satisfaction

Based on the sum of “very satisfied” and “somewhat satisfied” responses 84% of respondents are satisfied with the overall value their household receives from the City of Kettering Parks, Recreation, and Cultural Arts Department. Since 1998, ETC Institute has conducted household surveys for numerous parks and recreation issues in more than 400 communities in 49 states. Based on the results of these surveys the City of Kettering compares favorably to the national results. Nationally, 63% of respondents indicated they were either “very satisfied” or “somewhat satisfied” with the overall value they have received from their parks and recreation department which is 21% less than the City of Kettering. The chart below shows how respondents rated their overall satisfaction with programs provided by the City of Kettering’s Department of Parks, Recreation and Cultural Arts.



## Benefits and Impact on the Community

When asked to indicate the most important benefits received from the City of Kettering Parks, Recreation, and Cultural Arts Department 75% of respondents indicated it keeps the household healthy and physically active. The other most common responses include: supports the community (54%), gets the household out of the house (48%) and provides opportunities for youth activities (47%).

Respondents were then asked to indicate the ways they think the City of Kettering Parks, Recreation, and Cultural Arts Department has the most impact on the Kettering Community. Eighty-eight percent (88%) of respondents believe the City of Kettering Parks, Recreation, and Cultural Arts Department makes Kettering a desirable place to live, 69% think the department enhances the quality of life, 53% think the department strengthens neighborhoods, and 52% of respondents think the department is a good investment of tax dollars.

## **Park Facilities and Priorities**

Respondents were asked to indicate the reasons they visit Kettering Parks. Seventy-one percent (71%) of respondents indicated they use walking paths, 66% enjoy the outdoors, 60% exercise, and 50% use playgrounds. Five percent (5%) of respondents indicated they do not use parks.

According to respondents the most used parks in the City of Kettering within the past 12 months are: Delco Park (67%), Lincoln Park (55%), and Indian Riffle Park (50%). Eight percent (8%) of respondents indicated they did not visit any parks within the past 12 months. After the three most used parks (Delco, Lincoln, and Indian Riffle Parks) there was a sharp drop off in use. The fourth most used park was Ernst Park with only 23% of respondents indicating they had used the park within the past 12 months.

Thirty-seven percent (37%) of respondents indicated they visit Kettering parks a few times per year (summer/seasonally), 31% indicated they visit once per month, 19% indicated they visit at least once per week, 7% visit once or twice per year, and 5% never visit Kettering parks.

The park facilities provided by the City of Kettering's Department of Parks, Recreation, and Cultural Arts that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were: neighborhood parks (94%), playgrounds (91%), walking and biking trails (90%), and shelters and picnic areas (87%).

## **Usage of Recreation and Cultural Arts Facilities**

The most used Recreation and Cultural Art facilities include Frazee Pavilion (69%) and Kettering Recreation Complex (68%). The third most used facility was the Kettering Fitness and Wellness Center (39%). Ten percent (10%) of respondents indicated they had not visited any of the 10 Recreation and Cultural Art facilities that were listed. Of those who have visited a Recreation or Cultural Art facility within the past 12 months 36% visit a few times per year (summer/seasonally), 28% visit at least once per week, 27% visit at least once per month, and 7% visit once or twice per year.

Thirty-five percent (35%) of respondents indicated they have registered for a Parks, Recreation, and Cultural Arts program or participated in a drop in program during the past 12 months.

## **Communication**

Of the 84% of respondents who have seen the Parks, Recreation, and Cultural Arts Activities Guide 90% of those indicated they think the information in the PRCA Activities Guide is easy to find. Five percent (5%) indicated it information is not easy to find, and 5% indicated "don't know" which suggests they have not utilized the Activities Guide. When asked which

publications they read most residents either read Reach Magazine (69%) or Dayton Daily News (67%), only 14% read the Dayton City Paper which was the third most selected publication.

Thirty-one percent (31%) of respondents indicated they have used the PlayKettering web page. Of those who have used the web page 60% use it a few times per year, 23% use it once a month, 15% use it once a year or less, and 2% use it at least once per week. A comparable number of respondents indicated they use the PlayKettering web page for each of the four reasons that were given on the survey. Fifty percent (50%) of respondents indicated they use the web page to register for a class or program, 46% use the web page to get information about facilities (hours of operation, fees), 44% use the web page to get information about events, and 42% of respondents use the web page to get information about programs and classes offered.

Most (69%) of respondents indicated they visit Facebook on a weekly basis, the next most visited social media sites include Pinterest (20%) and Instagram (18%). Nearly one out of every four respondents (24%) indicated they do not use any form of social media. Based on these responses, it appears that those respondents who do use social media once a week typically use Facebook. Any City communication efforts that utilize social media would be best delivered via Facebook.

Respondents were asked to indicate which electronic device they use most often to search for information regarding programs, faculties, and events offered by the City of Kettering Parks, Recreation, and Cultural Arts Department. A majority (60%) of respondents use their cell phone which was followed by laptops (45%), tablets (33%), and desktops (32%). Eight percent (8%) of respondents indicated they do not use any electronic devices.

## **Sports Programs and Fitness**

Only 22% of households in the City of Kettering participate in a youth and or adult sports program with the City of Kettering Parks, Recreation, and Cultural Arts Department. Of those who do participate leagues, skill development programs, and drop in programs are the types of sports programs that appeal to households the most.

Only 9% of respondents indicated they do not work out, when asked to indicate where they work out most respondents were evenly split among home (29%), outdoors (23%), a City facility (21%), and an other facility (18%). Sixty-six percent of respondents indicated they do cardio, 46% participate in strength/weights, 28% do flexibility workouts, 17% participate in group exercise, and 20% of respondents who indicated they work out participate in some other form of exercise.

Over half (56%) of respondents indicated they would be interested in working out in group classes. Of those 56% who are interested 60% would be interested in mind/body (yoga, Pilates), 58% would be interested in aerobics/cardio, and 44% would be interested in strength training. The two most important things to respondents when selected a place to work out are: a convenient location (69%) and price (36%).

## Cultural Arts

Seven percent (7%) of respondents indicated their household participates in or attends any programs at Rosewood Arts Centre. Of those who do participate in programs at Rosewood Arts Centre 45% participate in youth art classes and free family events, and 42% participate in adult arts classes. Theatre performances (11%) were the least most participated in or attended activity at Rosewood Arts Centre. The most common reason preventing households from participating or using Rosewood Arts Centre is time (45%) followed by no interest in art activities (33%).

Although only 7% of respondents participate or attend any programs at Rosewood Arts Centre 95% of respondents indicate they believe a community arts facility provides value for the community of Kettering.

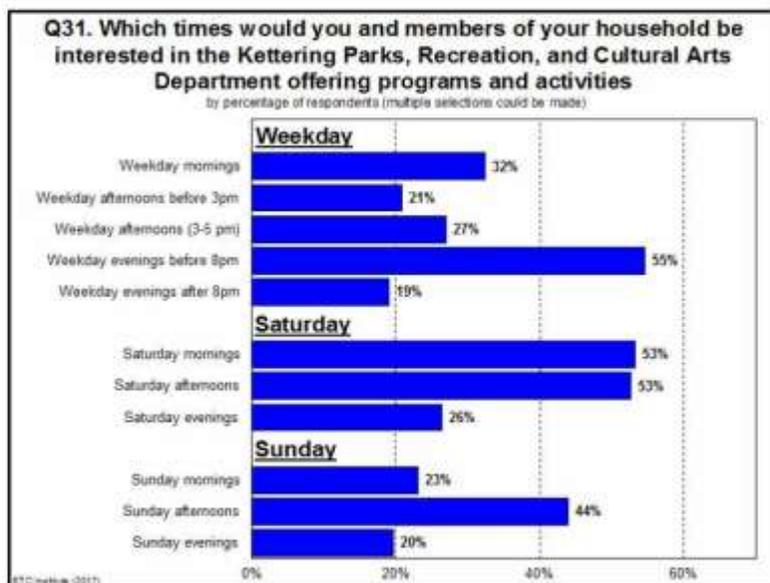
## Recreation and Environmental Programs

The two types of adult recreational programs that most interested respondents are: cooking classes (54%) and hobby classes (53%). The two most interesting youth recreation programs are: seasonal special events (57%) and parent/child activities (53%).

Respondents were asked to indicate what type of adult and youth nature programs they would like to see offered in Kettering. Gardening and landscaping (63%) was by far the most selected program for adults and science and nature education was very popular for youth.

## Scheduling Preference

Respondents were asked to indicate what times their household would be interested in the Kettering Parks, Recreation, and Cultural Arts Department offering programs and activities. The chart below shows what percentage of respondents selected each time.



## Investment Priorities

**Recommended Priorities for the Next Two Years.** In order to help the City identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on services and programs provided by the City of Kettering's Department of Parks, Recreation and Cultural Arts and the level of satisfaction with each service or program. By identifying services and programs of high importance and low satisfaction, the analysis identified which will have the most impact on overall satisfaction over the next two years. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in the Section 2 of this report.

**Overall Priorities for the City.** This analysis reviewed the importance of and satisfaction with services and programs provided by the City of Kettering's Department of Parks, Recreation and Cultural Arts. Based on the results of this analysis, ETC Institute recommends that the City focus on youth recreational programs over the next two years in order to raise the City's overall satisfaction rating.

The table below shows the importance-satisfaction rating for all 16 services and programs that were rated.

2017 Importance-Satisfaction Rating City of Kettering Services Provided by PRCA						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b>High Priority (IS .10-.20)</b>						
Youth recreational programs	61%	1	83%	3	0.1060	1
<b>Medium Priority (IS &lt;.10)</b>						
Youth sport programs	38%	3	81%	6	0.0705	2
Adult fitness programs	40%	2	84%	2	0.0642	3
Adult recreational programs	33%	4	82%	5	0.0608	4
Youth art programs	22%	6	77%	9	0.0508	5
Adult special events	16%	10	71%	16	0.0469	6
Youth environmental programs	15%	11	73%	13	0.0412	7
Youth special events	15%	12	73%	14	0.0399	8
Availability of information about PRCA programs, facilities & services	32%	5	88%	1	0.0384	9
Presence & visibility of PRCA in the community	21%	7	82%	4	0.0381	10
Customer service provided by PRCA	20%	8	81%	7	0.0376	11
Youth swimming programs	19%	9	81%	8	0.0369	12
Adult environmental programs	9%	15	71%	15	0.0246	13
Adult art programs	9%	14	76%	12	0.0218	14
Adult swimming programs	9%	13	77%	10	0.0216	15
Adult sport programs	7%	16	76%	11	0.0175	16

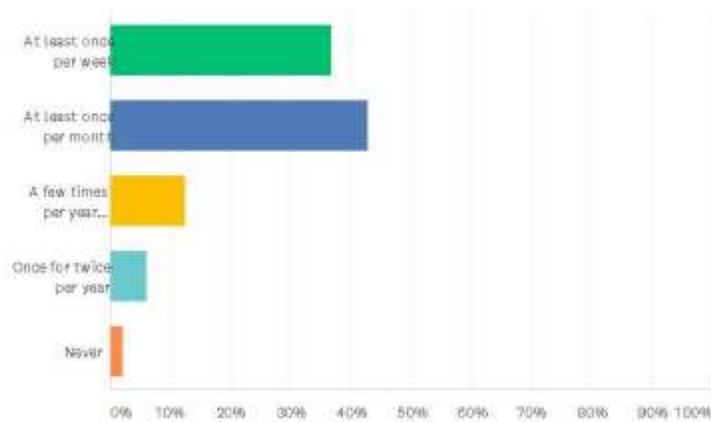
## APPENDIX E – 2020 FEEDBACK PORTAL RESULTS

### 1. PARKS

Let's Talk PARKS!

#### Q1 How frequently do you visit a Kettering park?

Answered: 49 Skipped: 0



ANSWER CHOICES	RESPONSES	
At least once per week	36.73%	18
At least once per month	42.86%	21
A few times per year (summer/seasonally)	12.24%	6
Once for twice per year	6.12%	3
Never	2.04%	1
<b>TOTAL</b>		<b>49</b>

#### Q2 Which park do you visit most often?

Answered: 46 Skipped: 3

Let's Talk PARKS!

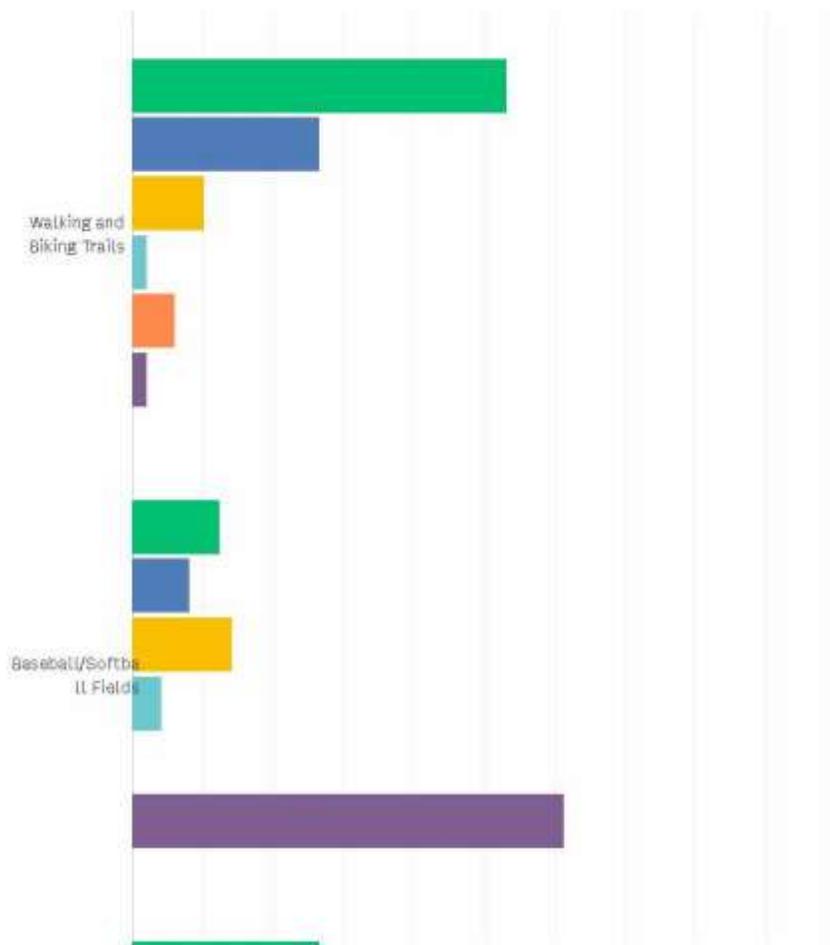
#	RESPONSES	DATE
1	Kennedy Park	10/25/2020 4:49 PM
2	Lincoln Park	10/22/2020 3:59 PM
3	Delco park	10/22/2020 8:48 AM
4	Indian Riffle	10/21/2020 7:53 PM
5	Delco	10/21/2020 3:57 PM
6	Fraze/Lincoln Park - I live right across Shroyer and walk my dog through the park on a daily (sometimes twice) basis.	10/21/2020 3:10 PM
7	Hills & Dales	10/20/2020 2:57 PM
8	State Farm Park	10/18/2020 4:41 PM
9	Indian Riffle	10/17/2020 12:48 PM
10	Lincoln Park pond	10/16/2020 1:27 PM
11	State farm, wenzler	10/16/2020 12:28 PM
12	Irelan	10/16/2020 10:16 AM
13	Indian Riffle	10/16/2020 10:01 AM
14	Indian Riffle	10/16/2020 9:17 AM
15	Walther Park and Hills and Dales	10/16/2020 8:36 AM
16	polen	10/15/2020 10:17 PM
17	Lincoln Park	10/15/2020 8:17 PM
18	Civic Commons	10/14/2020 8:08 PM
19	Oak Creek	10/14/2020 4:37 PM
20	Civic Commons, Indian Riffle, Walther	10/14/2020 3:26 PM
21	Indian Riffle	10/13/2020 1:36 PM
22	Indian riffle	10/12/2020 8:06 PM
23	Ernst	10/12/2020 7:16 PM
24	Indian Riffle	10/12/2020 12:03 PM
25	Lincoln	10/12/2020 11:37 AM
26	Pondview	10/12/2020 10:39 AM
27	Fraze area	10/12/2020 10:33 AM
28	lincoln park civic commons	10/12/2020 8:59 AM
29	Delco	10/12/2020 7:51 AM
30	all	10/11/2020 3:31 PM
31	Hills & Dales	10/11/2020 2:30 PM
32	Delco, Grant, Ironhorse Trail	10/10/2020 8:51 PM
33	Wenzler	10/10/2020 4:55 PM
34	Wenzler	10/10/2020 4:53 PM
35	Delco Park and Pondview,	10/10/2020 12:32 PM
36	Sate Farm, Indian Riffle, Delco, the one with the splash pad in summer	10/10/2020 12:17 PM
37	JFK Park	10/10/2020 11:55 AM

Let's Talk PARKS!

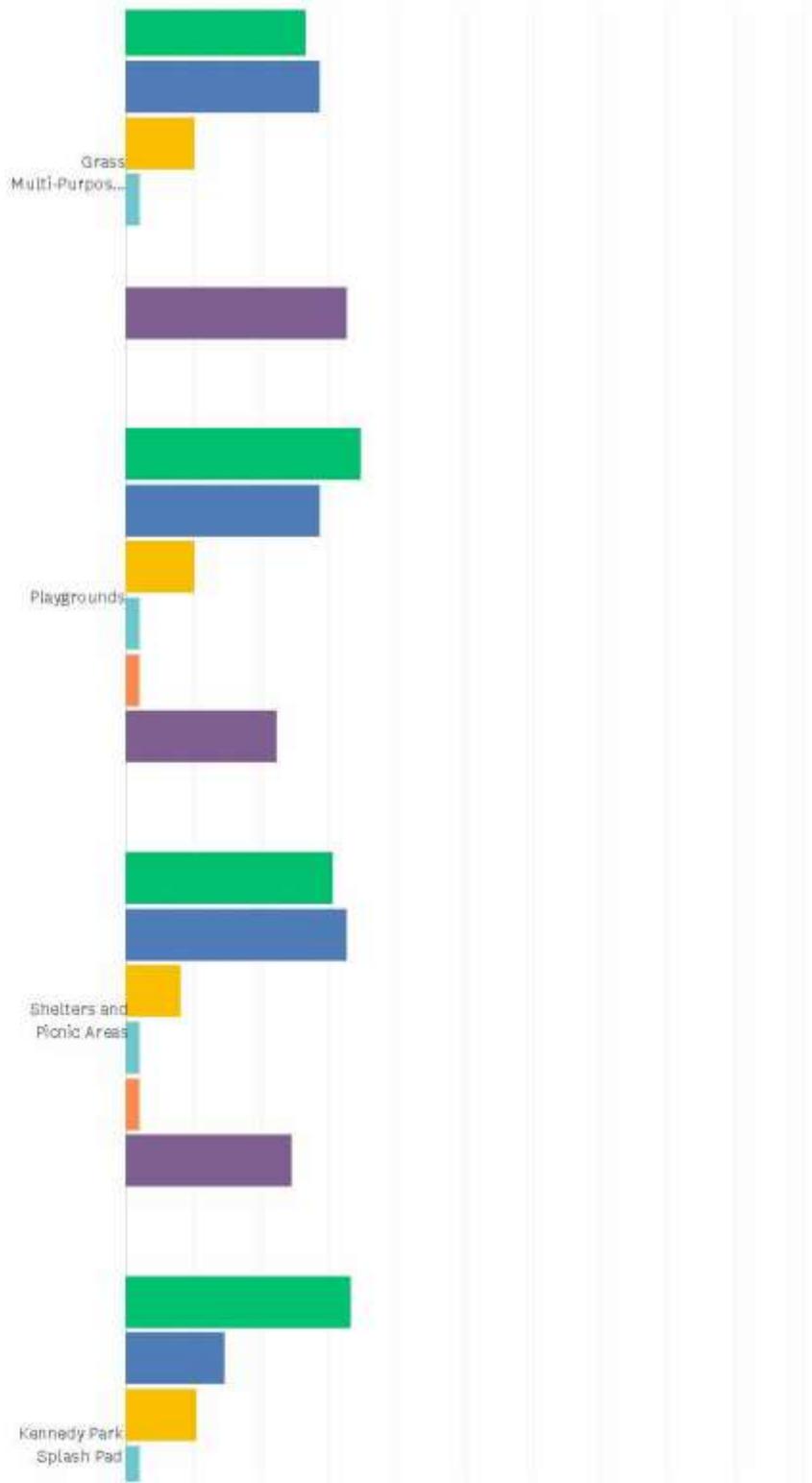
38	Delco & Wenzler	10/10/2020 11:21 AM
39	Delco	10/9/2020 8:51 PM
40	Southdale	10/9/2020 7:56 PM
41	either Walther Park or JFK Park	10/9/2020 4:11 PM
42	Lincoln Park	10/9/2020 2:26 PM
43	State Farm and Delco	10/9/2020 9:23 AM
44	Lincoln Park or Delco	10/9/2020 9:08 AM
45	Habitat	10/2/2020 7:41 AM
46	Indian Riffle	9/18/2020 12:51 PM

Q3 We provide several park amenities. Please rate your satisfaction with each item on a scale of 1 to 5, where 5 means very satisfied and 1 means very dissatisfied.

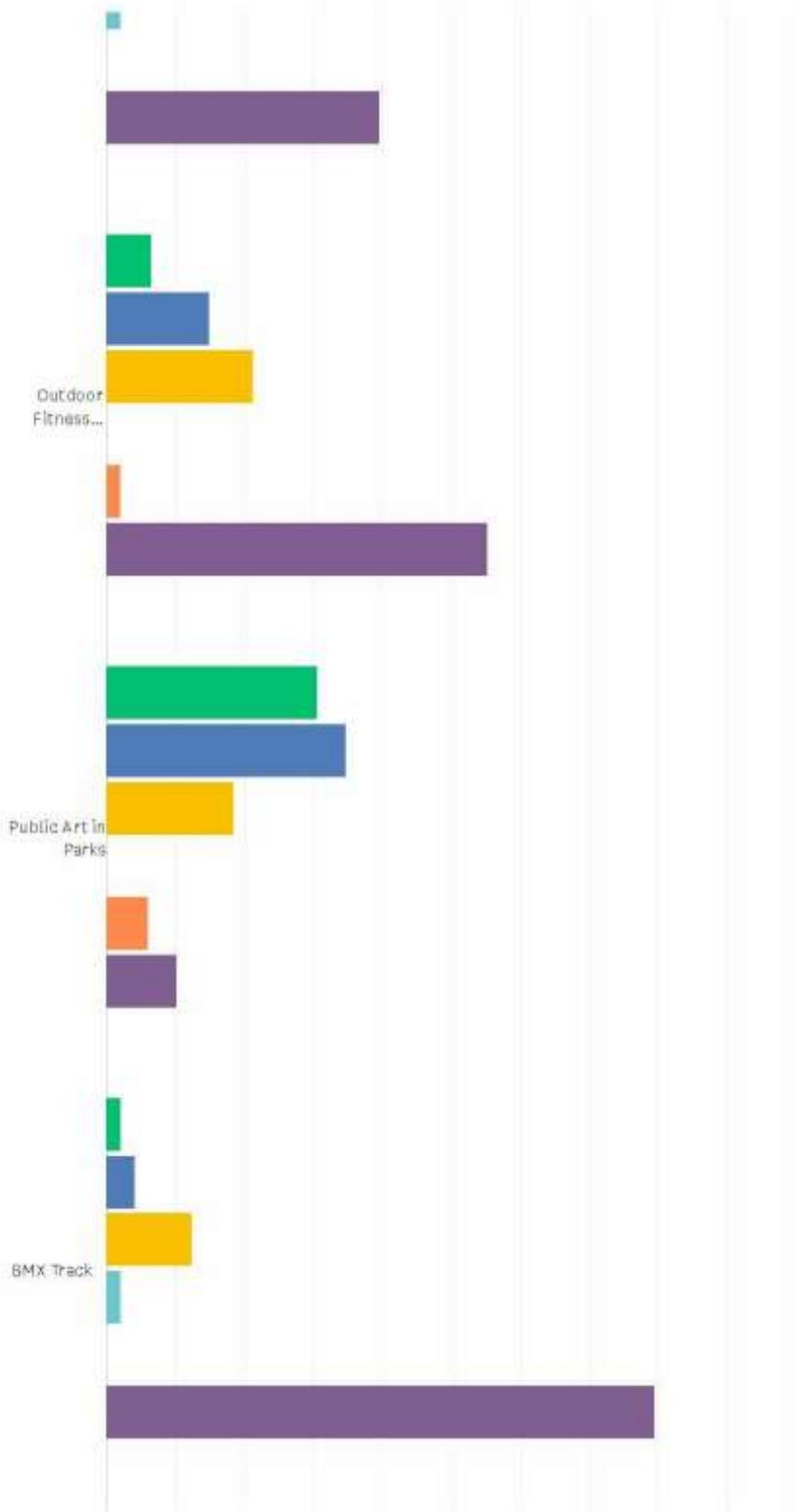
Answered: 49 Skipped: 0



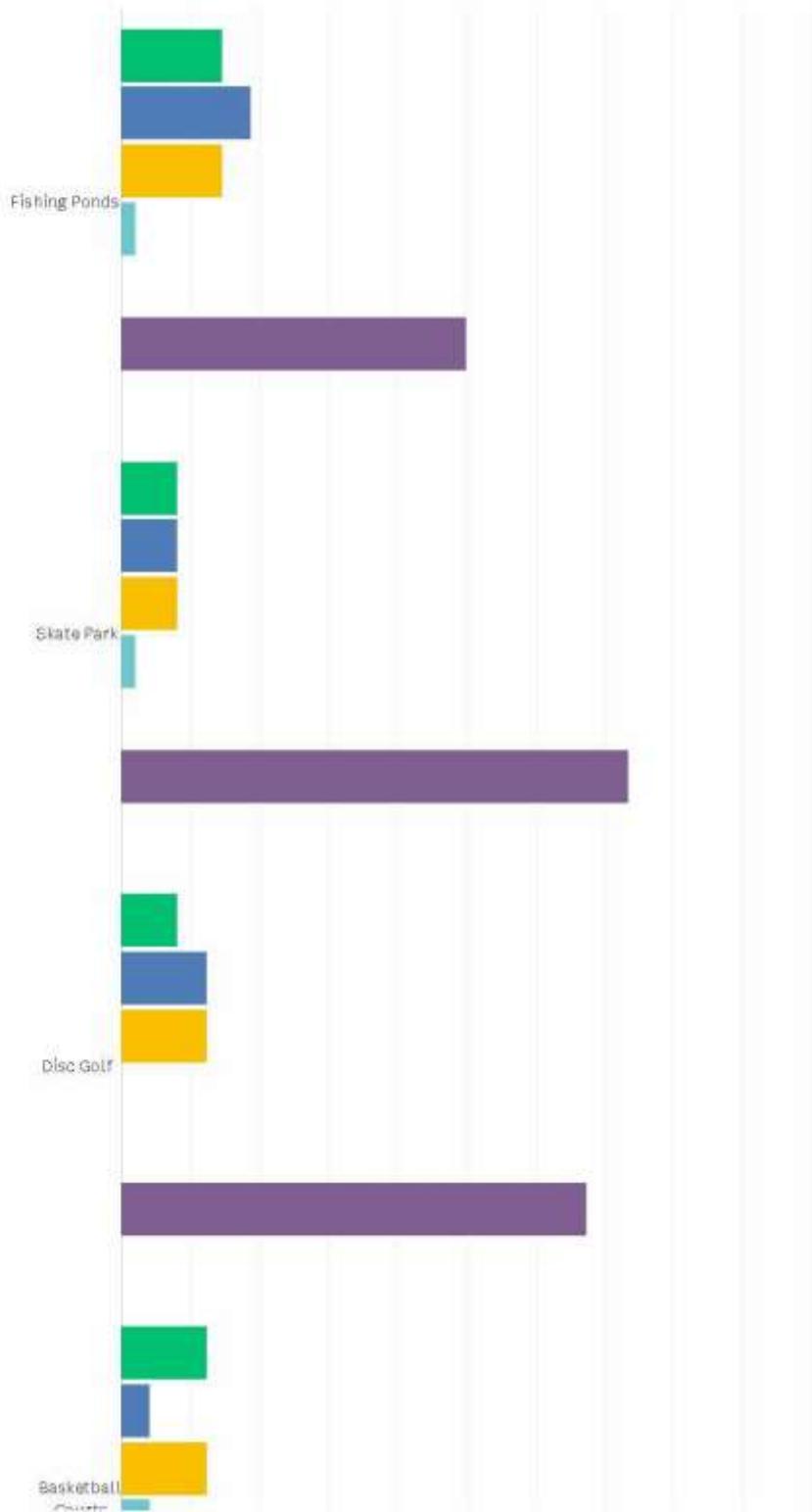
Let's Talk PARKS!



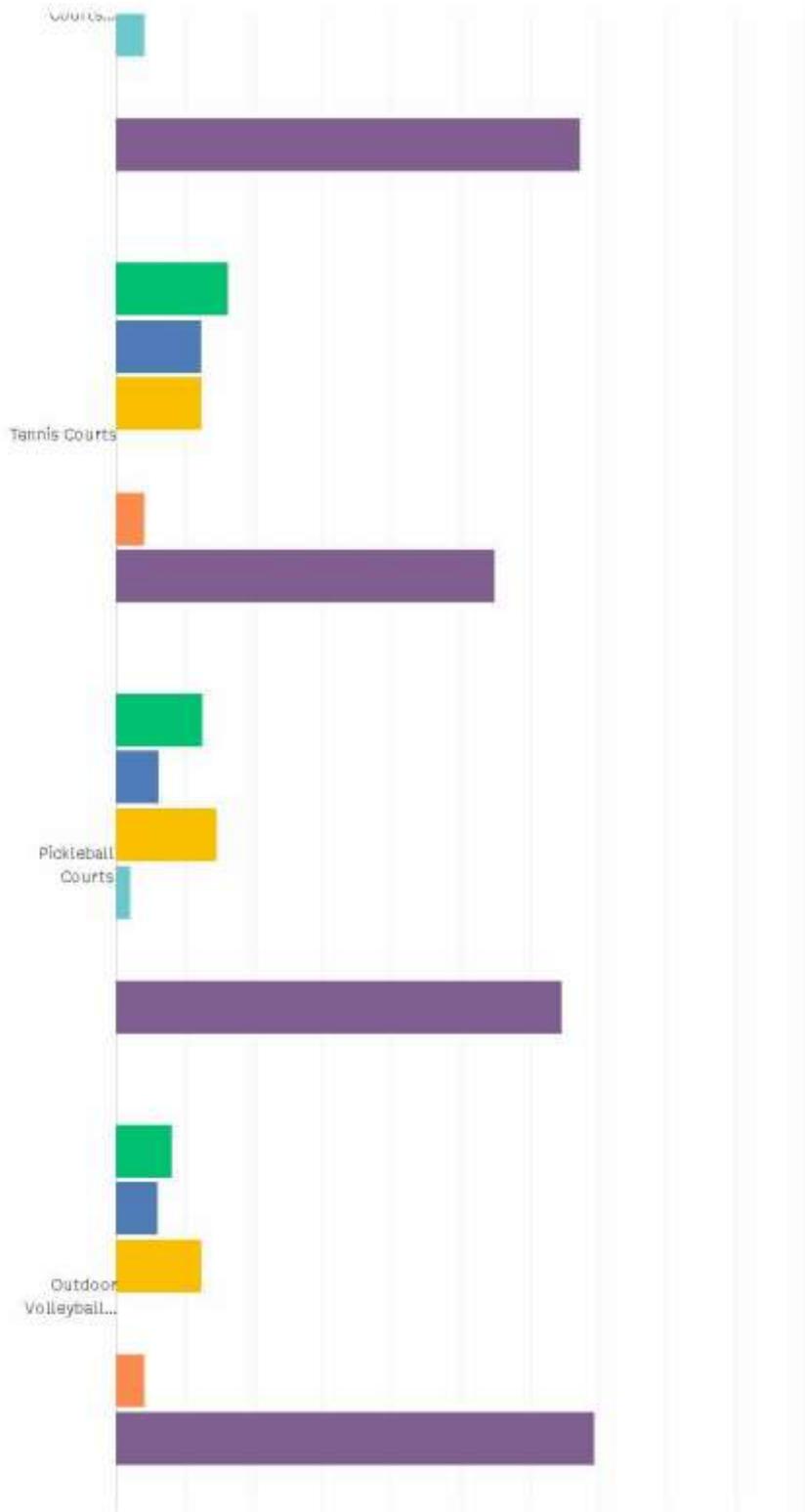
Let's Talk PARKS!



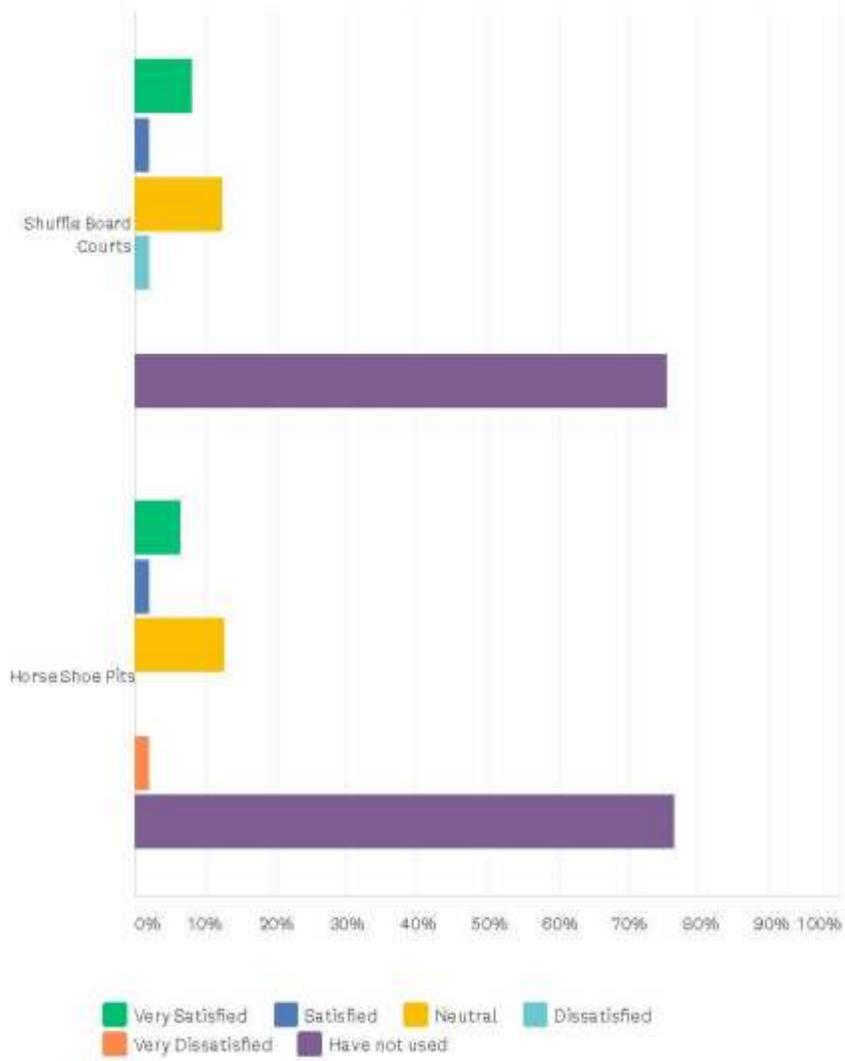
Let's Talk PARKS!



Let's Talk PARKS!



### Let's Talk PARKS!



Let's Talk PARKS!

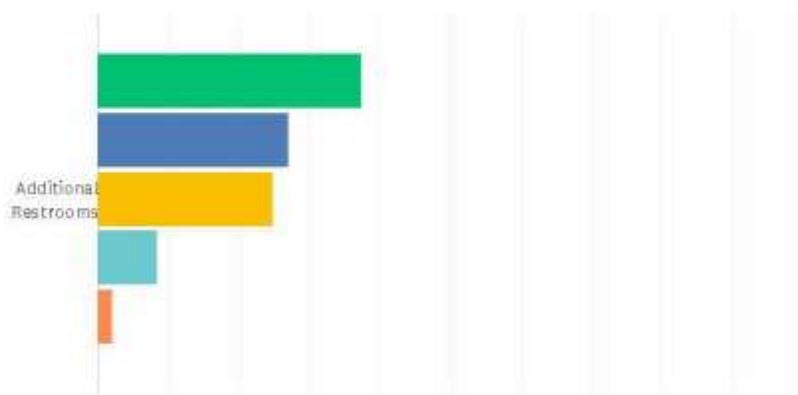
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	HAVE NOT USED	TOTAL	WEIGHTED AVERAGE
Walking and Biking Trails	53.06% 26	26.53% 13	10.20% 5	2.04% 1	6.12% 3	2.04% 1	49	4.21
Baseball/Softball Fields	12.24% 6	8.16% 4	14.29% 7	4.08% 2	0.00% 0	61.22% 30	40	3.74
Grass Multi-Purpose Fields	26.53% 13	28.57% 14	10.20% 5	2.04% 1	0.00% 0	32.65% 16	49	4.18
Playgrounds	34.69% 17	28.57% 14	10.20% 5	2.04% 1	2.04% 1	22.45% 11	49	4.18
Shelters and Picnic Areas	30.61% 15	32.65% 16	8.16% 4	2.04% 1	2.04% 1	24.49% 12	49	4.16
Kennedy Park Splash Pad	33.33% 16	14.58% 7	10.42% 5	2.08% 1	0.00% 0	39.58% 19	48	4.31
Outdoor Fitness Equipment	6.38% 3	14.89% 7	21.28% 10	0.00% 0	2.13% 1	55.32% 26	47	3.52
Public Art in Parks	30.61% 15	34.69% 17	18.37% 9	0.00% 0	6.12% 3	10.20% 5	49	3.93
BMX Track	2.04% 1	4.08% 2	12.24% 6	2.04% 1	0.00% 0	79.59% 39	49	3.30
Fishing Ponds	14.58% 7	18.75% 9	14.58% 7	2.08% 1	0.00% 0	50.00% 24	48	3.92
Skate Park	8.16% 4	8.16% 4	8.16% 4	2.04% 1	0.00% 0	73.47% 36	49	3.85
Disc Golf	8.16% 4	12.24% 6	12.24% 6	0.00% 0	0.00% 0	67.35% 33	49	3.88
Basketball Courts (outdoor)	12.24% 6	4.08% 2	12.24% 6	4.08% 2	0.00% 0	67.35% 33	49	3.75
Tennis Courts	16.33% 8	12.24% 6	12.24% 6	0.00% 0	4.08% 2	55.10% 27	49	3.82
Pickleball Courts	12.50% 6	6.25% 3	14.58% 7	2.08% 1	0.00% 0	64.58% 31	48	3.82
Outdoor Volleyball Courts	8.16% 4	6.12% 3	12.24% 6	0.00% 0	4.08% 2	69.39% 34	49	3.47
Shuffle Board Courts	8.16% 4	2.04% 1	12.24% 6	2.04% 1	0.00% 0	75.51% 37	49	3.67
Horse Shoe Pits	6.38% 3	2.13% 1	12.77% 6	0.00% 0	2.13% 1	76.60% 36	47	3.45

### Let's Talk PARKS!

#	IS THERE ANYTHING ADDITIONAL WE CAN PROVIDE IN OUR AMENITIES THAT WOULD ENHANCE YOUR EXPERIENCE IN OUR PARKS?	DATE
1	We LOVE Kennedy park, please do not modify :)	10/25/2020 4:49 PM
2	Backboards on tennis courts, so I can hit balls by myself	10/21/2020 3:57 PM
3	Can you PLEASE consider leaving the Christmas lights up through February next year? It's a dreary month anyway, and with COVID, we could all use a little extra happiness.	10/21/2020 3:10 PM
4	The splash pad has few shaded areas for parents to sit.	10/17/2020 12:48 PM
5	Wi-Fi, charging stations, restrooms	10/16/2020 12:28 PM
6	Continue to update and expand as much as possible, understanding that money is limited. We were disappointed that swings were not reinstalled at Delco Park and that there is not much suitable there for kids under 5. Indian Raffle playground is very heavily used, yet features have been removed but nothing has been added. Hopefully it's on the books for complete update soon.	10/16/2020 9:17 AM
7	bike racks	10/14/2020 3:26 PM
8	More walking trails, longer walking trails, dog park	10/12/2020 12:03 PM
9	N/A	10/12/2020 10:39 AM
10	n/a	10/12/2020 10:33 AM
11	keep them clean	10/12/2020 8:59 AM
12	A dog park	10/12/2020 7:51 AM
13	keep the parks open	10/11/2020 3:31 PM
14	More restrooms (or portable type) open year round. We still them in the cold weather!	10/10/2020 8:51 PM
15	Keep public restrooms open longer into the fall season at parks	10/10/2020 12:32 PM
16	I suppose more art would be cool for me and my kids, bathrooms are important and a few parks don't have them (just a porta-potty would be fine)	10/10/2020 12:17 PM
17	A dog park, or preferable to me, a dog run - long, narrow areas to play fetch.	10/10/2020 11:55 AM
18	Provide portapotties	10/10/2020 11:21 AM
19	More shade at playgrounds and more volleyball courts	10/9/2020 8:51 PM

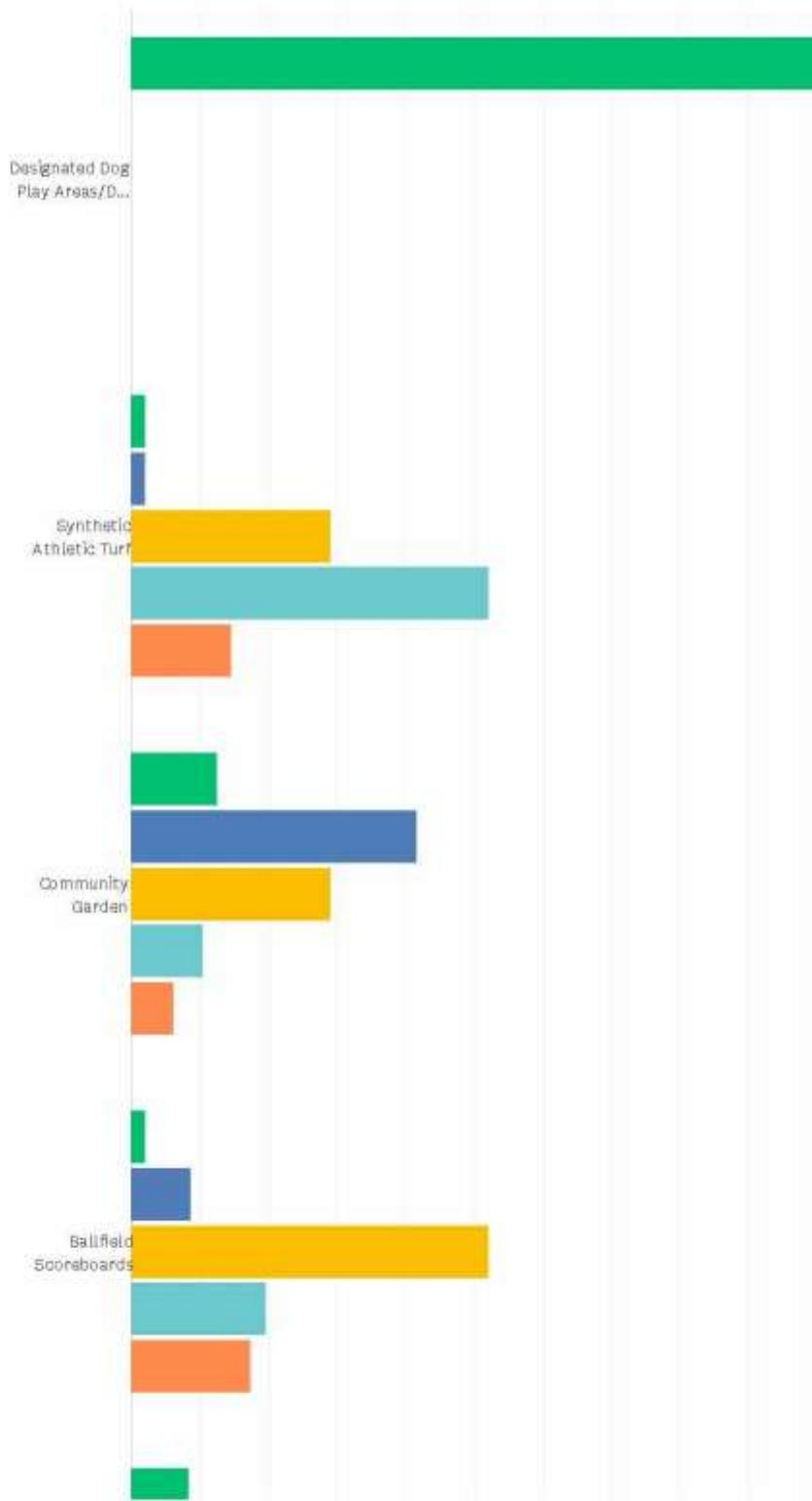
### Q4 How important to you are the following park amenities that we currently do not have?

Answered: 49 Skipped: 0

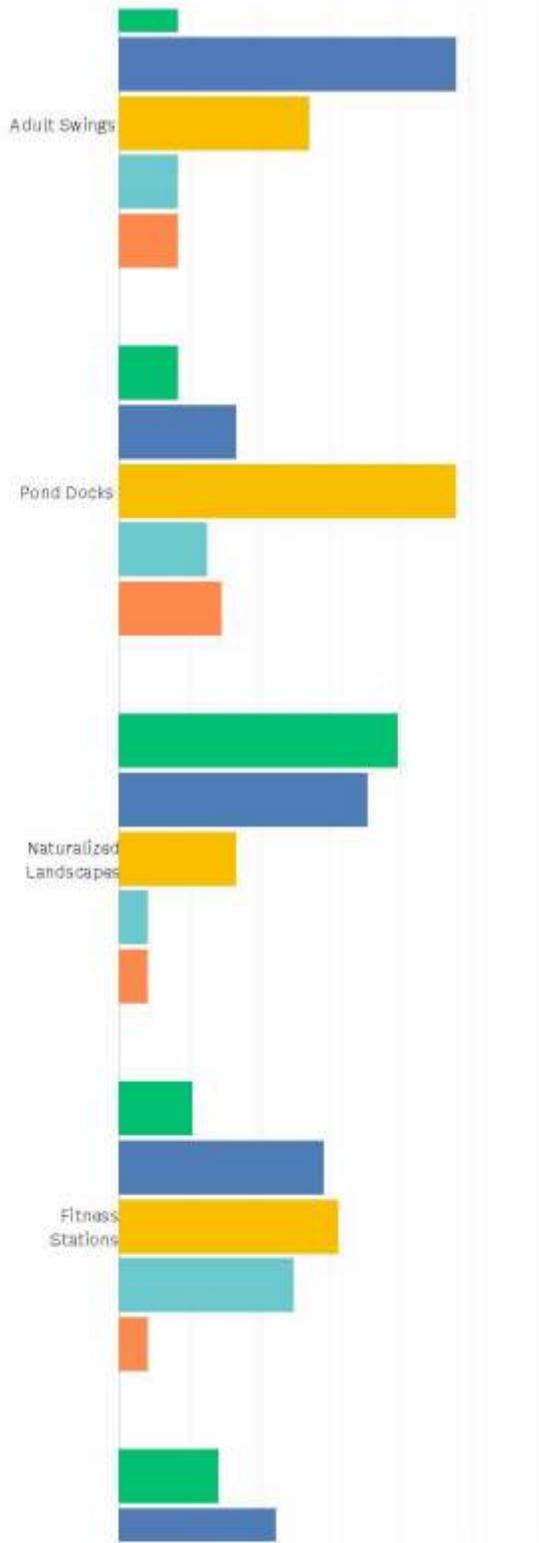


10 / 20

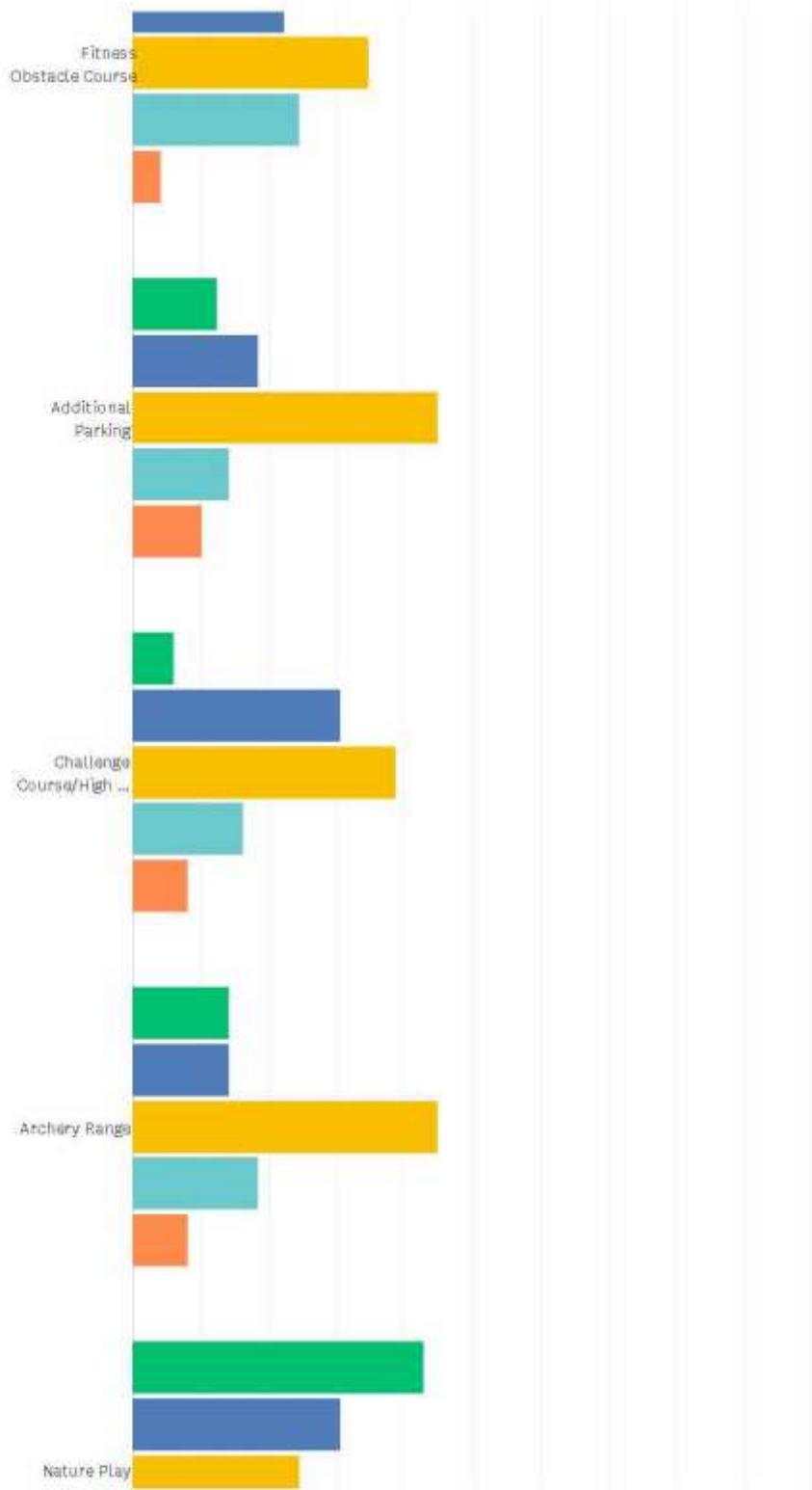
# Let's Talk PARKS!



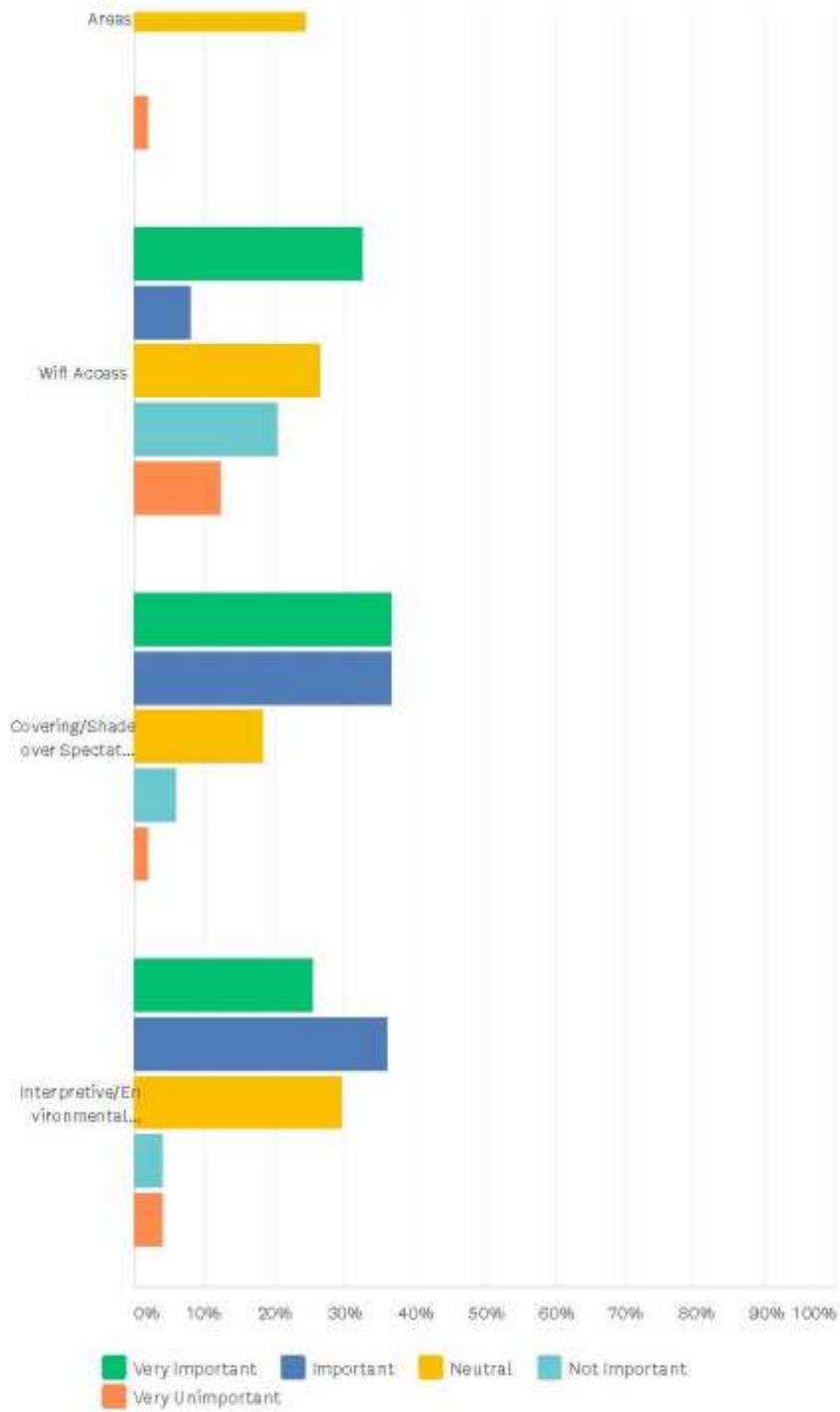
Let's Talk PARKS!



Let's Talk PARKS!



### Let's Talk PARKS!

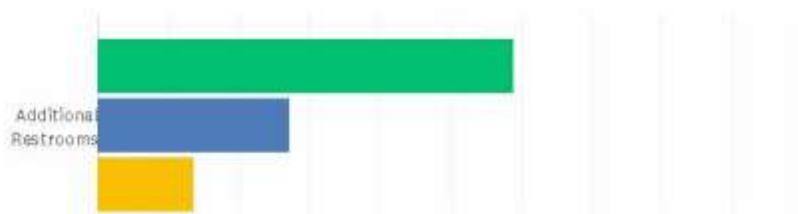


Let's Talk PARKS!

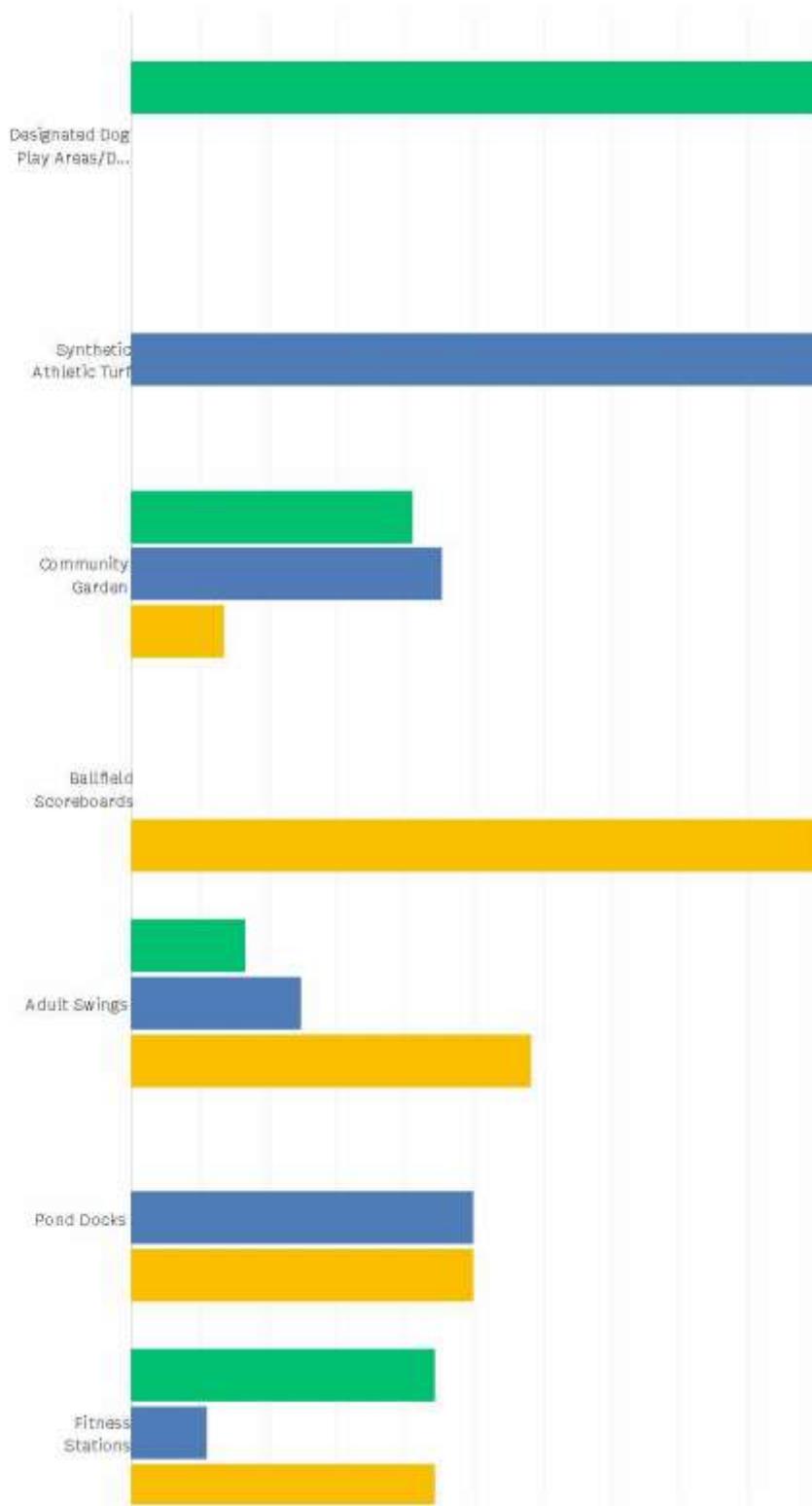
	VERY IMPORTANT	IMPORTANT	NEUTRAL	NOT IMPORTANT	VERY UNIMPORTANT	TOTAL	WEIGHTED AVERAGE
Additional Restrooms	37.50% 18	27.08% 13	25.00% 12	8.33% 4	2.08% 1	48	3.90
Designated Dog Play Areas/Dog Park	100.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1	5.00
Synthetic Athletic Turf	2.08% 1	2.08% 1	29.17% 14	52.08% 25	14.58% 7	48	2.25
Community Garden	12.50% 6	41.67% 20	29.17% 14	10.42% 5	6.25% 3	48	3.44
Ballfield Scoreboards	2.17% 1	8.70% 4	52.17% 24	19.57% 9	17.39% 8	46	2.59
Adult Swings	8.33% 4	47.92% 23	27.08% 13	8.33% 4	8.33% 4	48	3.40
Pond Docks	8.33% 4	16.67% 8	47.92% 23	12.50% 6	14.58% 7	48	2.92
Naturalized Landscapes	39.58% 19	35.42% 17	16.67% 8	4.17% 2	4.17% 2	48	4.02
Fitness Stations	10.42% 5	29.17% 14	31.25% 15	25.00% 12	4.17% 2	48	3.17
Fitness Obstacle Course	14.29% 7	22.45% 11	34.69% 17	24.49% 12	4.08% 2	49	3.18
Additional Parking	12.24% 6	18.37% 9	44.90% 22	14.29% 7	10.20% 5	49	3.08
Challenge Course/High or Low Ropes Course	6.12% 3	30.61% 15	38.78% 19	16.33% 8	8.16% 4	49	3.10
Archery Range	14.29% 7	14.29% 7	44.90% 22	18.37% 9	8.16% 4	49	3.08
Nature Play Areas	42.86% 21	30.61% 15	24.49% 12	0.00% 0	2.04% 1	49	4.12
WiFi Access	32.65% 16	8.16% 4	26.53% 13	20.41% 10	12.24% 6	49	3.29
Covering/Shade over Spectator Areas	36.73% 18	36.73% 18	18.37% 9	6.12% 3	2.04% 1	49	4.00
Interpretive/Environmental Education areas	25.53% 12	36.17% 17	29.79% 14	4.26% 2	4.26% 2	47	3.74

Q5 Which three of the items from the question above are the MOST IMPORTANT for the City of Kettering Parks to provide:

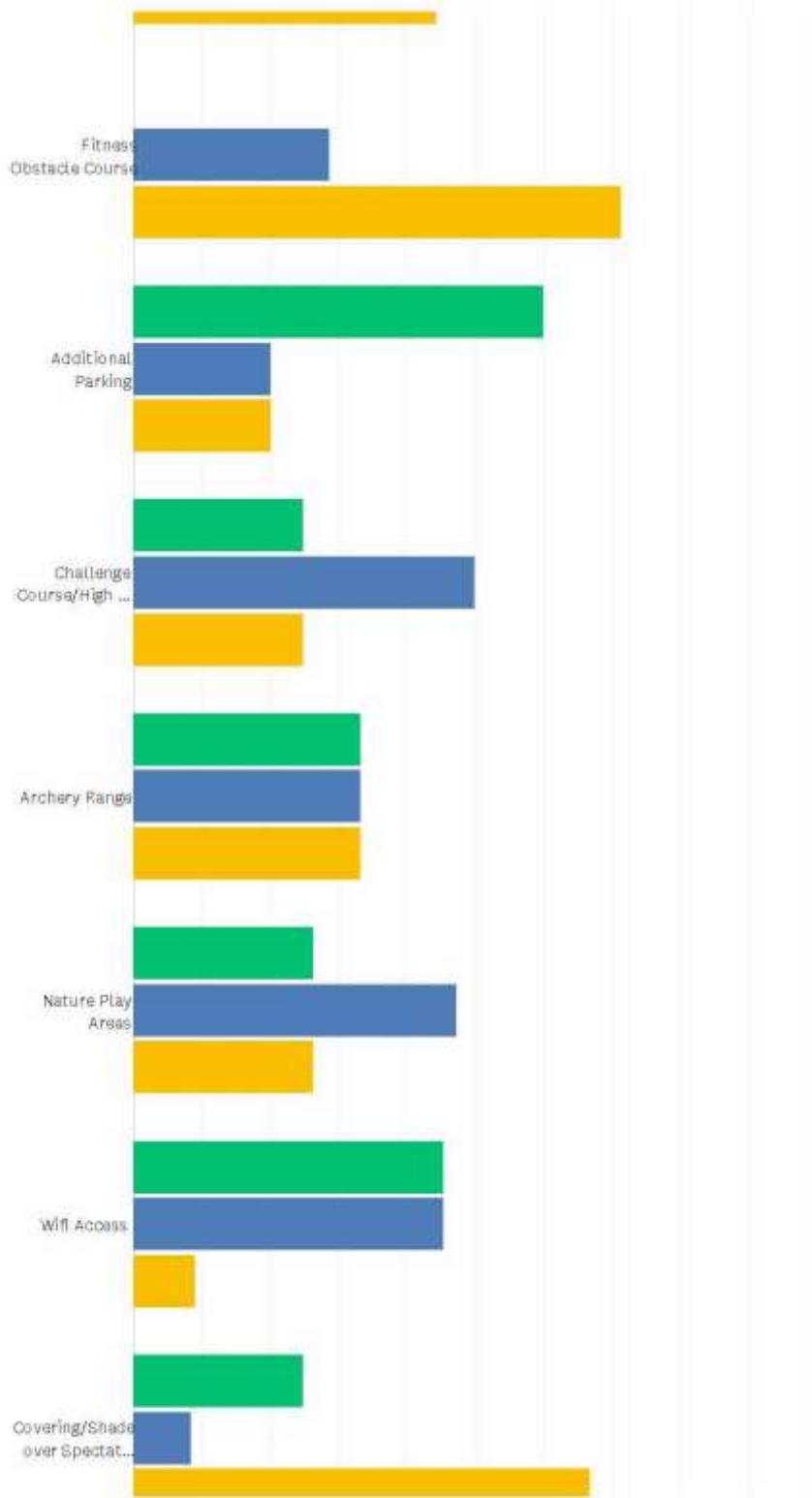
Answered: 48 Skipped: 1



### Let's Talk PARKS!



### Let's Talk PARKS!



Let's Talk PARKS!



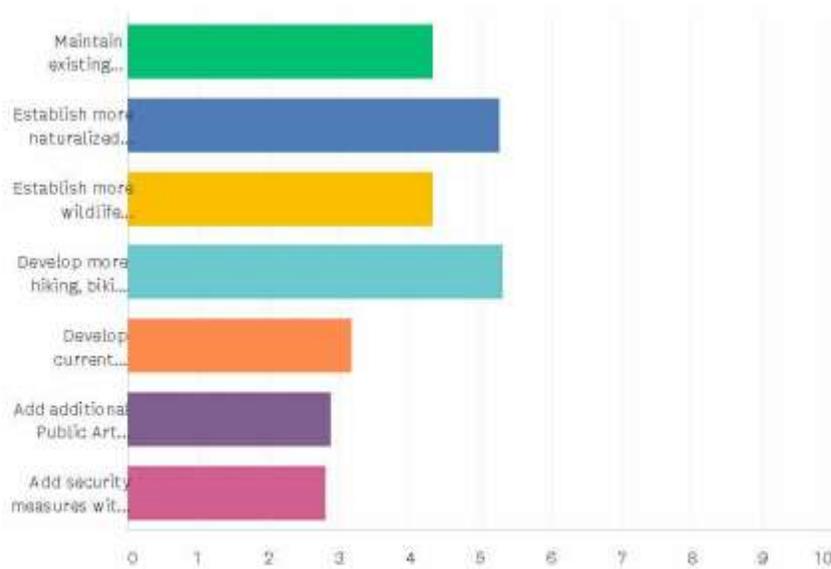
1st Priority 2nd Priority 3rd Priority

	1ST PRIORITY	2ND PRIORITY	3RD PRIORITY	TOTAL	WEIGHTED AVERAGE
Additional Restrooms	59.09% 13	27.27% 6	13.64% 3	22	2.45
Designated Dog Play Areas/Dog Park	100.00% 1	0.00% 0	0.00% 0	1	3.00
Synthetic Athletic Turf	0.00% 0	100.00% 1	0.00% 0	1	2.00
Community Garden	40.91% 9	45.45% 10	13.64% 3	22	2.27
Ballfield Scoreboards	0.00% 0	0.00% 0	100.00% 1	1	1.00
Adult Swings	16.67% 2	25.00% 3	58.33% 7	12	1.58
Pond Docks	0.00% 0	50.00% 1	50.00% 1	2	1.50
Fitness Stations	44.44% 4	11.11% 1	44.44% 4	9	2.00
Fitness Obstacle Course	0.00% 0	28.57% 2	71.43% 5	7	1.29
Additional Parking	60.00% 3	20.00% 1	20.00% 1	5	2.40
Challenge Course/High or Low Ropes Course	25.00% 1	50.00% 2	25.00% 1	4	2.00
Archery Range	33.33% 2	33.33% 2	33.33% 2	6	2.00
Nature Play Areas	26.32% 5	47.37% 9	26.32% 5	19	2.00
Wifi Access	45.45% 5	45.45% 5	9.09% 1	11	2.36
Covering/Shade over Spectator Areas	25.00% 3	8.33% 1	66.67% 8	12	1.58

Q6 Rate your level of support for potential future actions PRCA could take for facilities/parks.

Answered: 45 Skipped: 4

### Let's Talk PARKS!



	1	2	3	4	5	6	7	TOTAL	SCORE
Maintain existing facilities as is	23.68% 9	7.89% 3	15.79% 6	18.42% 7	13.16% 5	7.89% 3	13.16% 5	38	4.34
Establish more naturalized park settings	27.50% 11	22.50% 9	20.00% 8	20.00% 8	5.00% 2	0.00% 0	5.00% 2	40	5.28
Establish more wildlife habitats	7.69% 3	23.08% 9	23.08% 9	12.82% 5	12.82% 5	15.38% 6	5.13% 2	39	4.33
Develop more hiking, biking or walking paths (natural and hard surface)	33.33% 14	19.05% 8	14.29% 6	16.67% 7	14.29% 6	0.00% 0	2.38% 1	42	5.31
Develop current undeveloped/underdeveloped park spaces	0.00% 0	10.00% 4	15.00% 6	12.50% 5	25.00% 10	20.00% 8	17.50% 7	40	3.17
Add additional Public Art within park spaces	4.76% 2	9.52% 4	7.14% 3	11.90% 5	9.52% 4	28.57% 12	28.57% 12	42	2.88
Add security measures within park spaces (Cameras)	4.65% 2	9.30% 4	4.65% 2	6.98% 3	20.93% 9	25.58% 11	27.91% 12	43	2.81

### Q7 Are there other future actions PRCA should take for facilities/parks?

Answered: 10 Skipped: 39

### Let's Talk PARKS!

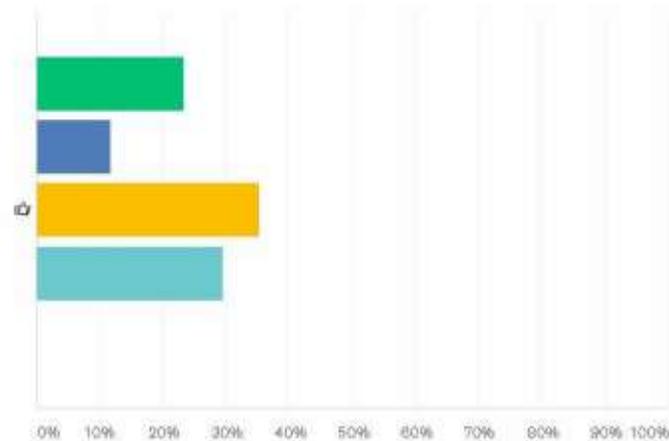
#	RESPONSES	DATE
1	The parks are one of my favorite parts of living in Kettering. My family is all in Indy, and my mom always comments how wonderful the parks are over here.	10/21/2020 3:10 PM
2	Security cameras at State Farm Park would be helpful. One in the back of the pavilion and one in the front. Thank you for keeping our parks so nice. We need several lifeguarding classes this winter/spring too. Covid hurt lifeguards that wanted to take a class in the spring 2020. Thank you!	10/18/2020 4:41 PM
3	Convenient bike racks at every playground.	10/16/2020 9:17 AM
4	Take down dead/dying in Oak Creek Park. Is there any hope that Kettering will work with Silver Sneakers in the near future?	10/14/2020 4:37 PM
5	signage in the parks for where the bike routes are located	10/14/2020 3:26 PM
6	We need a couple dog parks! Our surrounding communities have dog parks. Some people take their dogs off their leashes in the parks and it would be nice to have a place where that is permitted.	10/12/2020 7:51 AM
7	par course at every park	10/11/2020 3:31 PM
8	I couldn't get my ratings (above) to post in a few areas. I rated 7 as the highest. It would be great if some of the hiking/bike trails were connected and/or expanded.	10/10/2020 8:51 PM
9	Add additional splash pad at different park	10/10/2020 11:21 AM
10	The parts are amazing thank for all your hard work	10/2/2020 7:41 AM

## 2. PROGRAMS

Let's Talk PROGRAMS!

Q1 In light of the COVID-19 pandemic, what is your overall comfort level with participating in recreation classes and using recreation facilities offered through Kettering Parks, Recreation and Cultural Arts?

Answered: 34 Skipped: 0



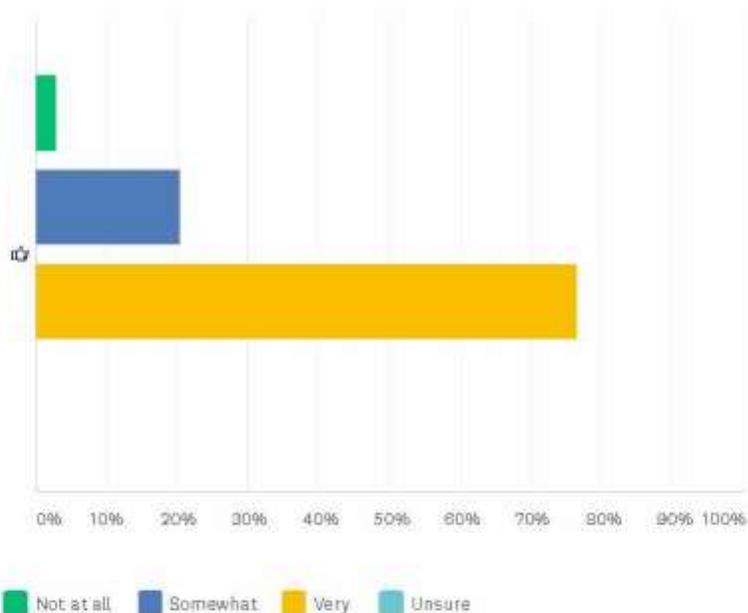
■ Very Uncomfortable 
 ■ Somewhat Uncomfortable 
 ■ Somewhat Comfortable  
■ Very Comfortable 
 ■ Unsure

	VERY UNCOMFORTABLE	SOMEWHAT UNCOMFORTABLE	SOMEWHAT COMFORTABLE	VERY COMFORTABLE	UNSURE	TOTAL	WEIGHTED AVERAGE
👍	23.53% 8	11.76% 4	35.29% 12	29.41% 10	0.00% 0	34	2.71

Q2 How important are COVID-related safety modifications to your decisions as to which activities to participate in?

Answered: 34 Skipped: 0

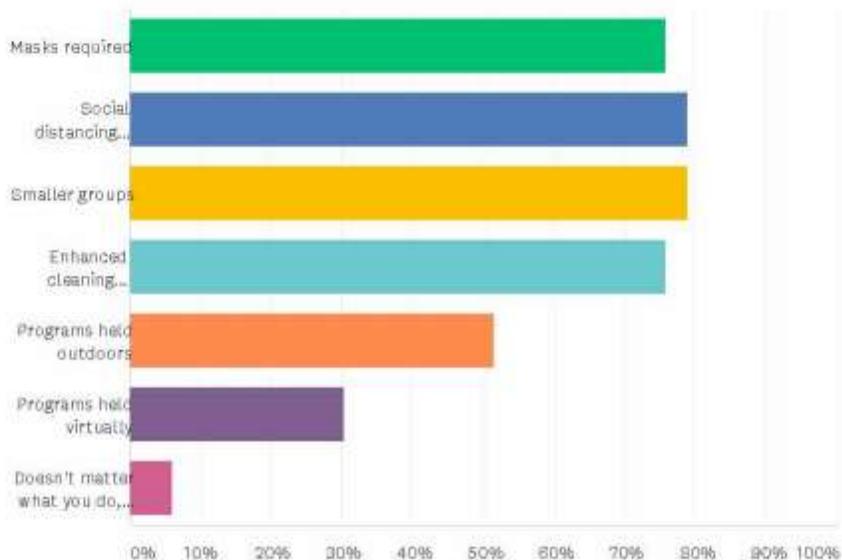
### Let's Talk PROGRAMS!



	NOT AT ALL	SOMEWHAT	VERY	UNSURE	TOTAL	WEIGHTED AVERAGE
☆	2.94% 1	20.59% 7	76.47% 26	0.00% 0	34	2.74

### Q3 Which of these safety modifications are important to you? (select all that apply)

Answered: 33 Skipped: 1



Let's Talk PROGRAMS!

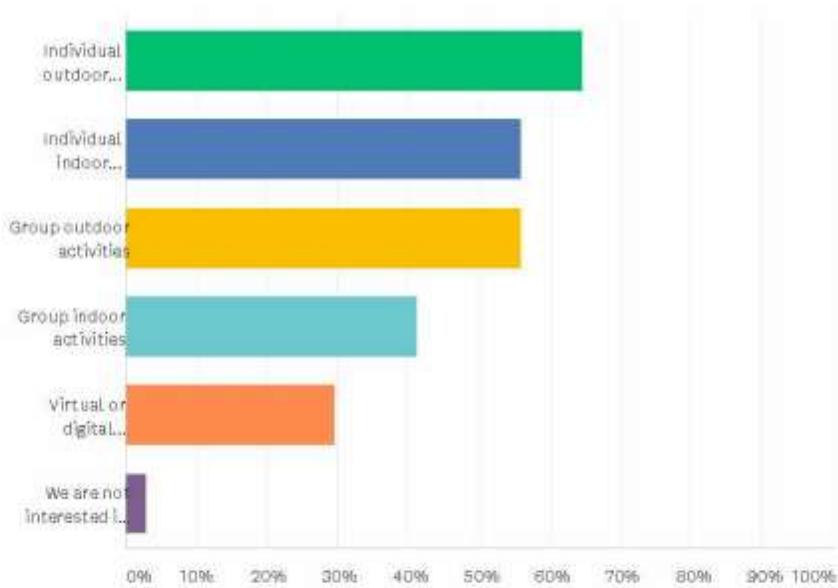
ANSWER CHOICES	RESPONSES
Masks required	75.76% 25
Social distancing required	78.79% 26
Smaller groups	78.79% 26
Enhanced cleaning procedures	75.76% 25
Programs held outdoors	51.52% 17
Programs held virtually	30.30% 10
Doesn't matter what you do, I'm not participating	6.06% 2
Total Respondents: 33	

#	IF YOU ARE NOT CURRENTLY COMFORTABLE PARTICIPATING IN OUR PROGRAMS OR FACILITIES, IS THERE ANYTHING ELSE THAT WE COULD DO TO INCREASE YOUR COMFORT LEVEL?	DATE
1	N/A	10/22/2020 3:22 PM
2	I'm a Type 1 diabetic, so that is really why I'm not participating.	10/21/2020 3:16 PM
3	Return unused funds to the general budget to lessen our tax burden.	10/17/2020 9:53 PM
4	Let us know how well the HVAC system/other air quality interventions compare to what we know about the behavior of the virus when people are exercising.	10/16/2020 8:59 AM
5	People have to be responsible for their own actions, have soap, water and handsantizer available	10/12/2020 8:05 AM
6	Other pools have reopened showers! Pool patrons (in particular!) want showers and are leaving for facilities that have them open. KRC has more staff than other places where showers are open. PLEASE reopen showers!	10/11/2020 2:39 PM
7	I want to participate, but don't think there is any thing you can do at this time to convince me it is safe.	10/10/2020 4:51 PM
8	limit number of guests at one time	10/9/2020 5:26 PM
9	I'm not sure there is an answer. We took a cooking class right before the quarantine and the instructor allowed an individual who was visibly sick to observe, he was coughing and sneezing in close proximity to the food. There have also been instances at the gym where an individual was exercising without shoes in the weight room and staff indicated they couldn't enforce wearing shoes so I'm not sure I see staff enforcing masks.	10/9/2020 2:26 PM

Q4 What types of activities are you/your household interested in participating in right now? (select all that apply)

Answered: 34 Skipped: 0

Let's Talk PROGRAMS!

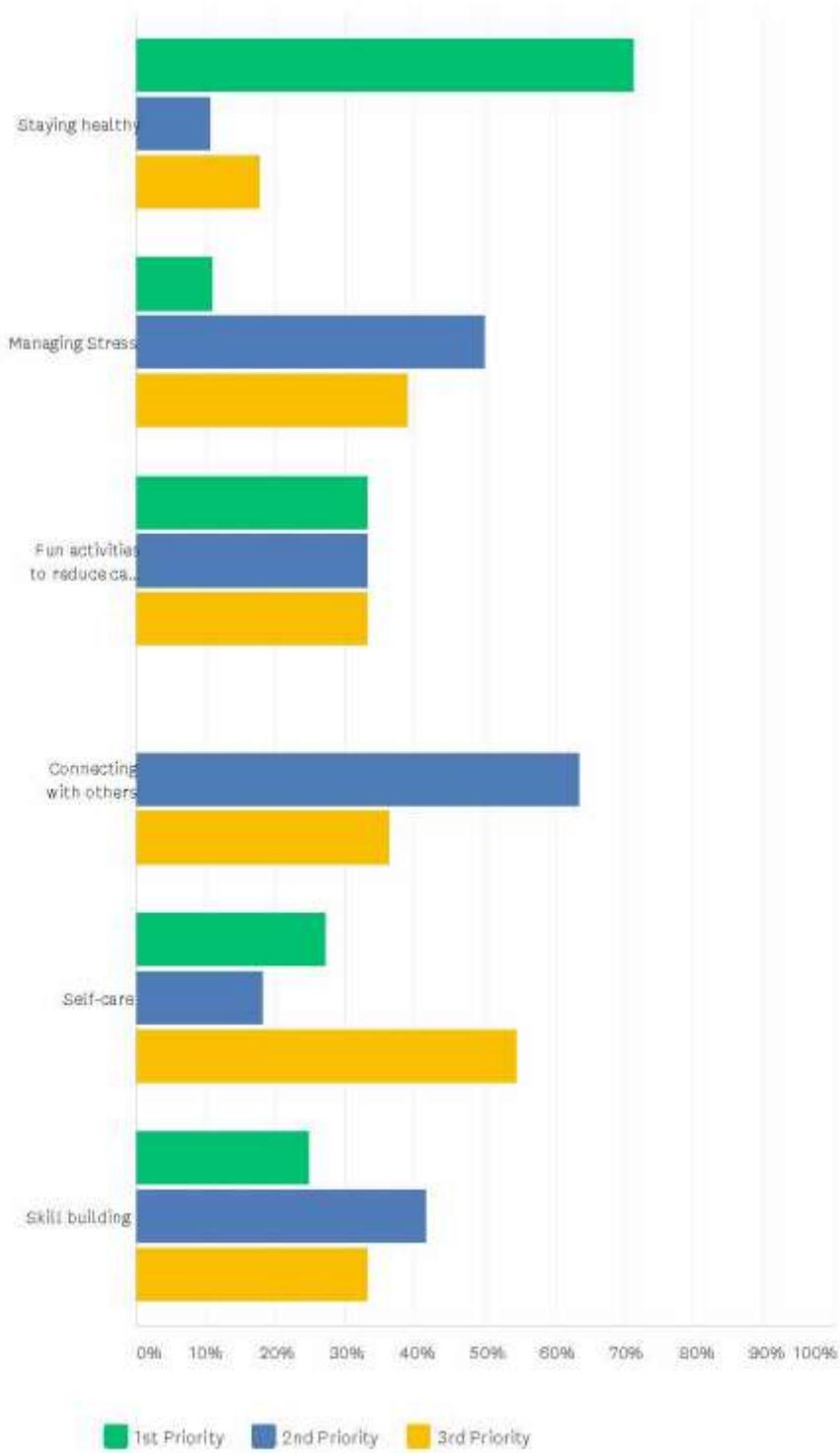


ANSWER CHOICES	RESPONSES	
Individual outdoor activities	64.71%	22
Individual indoor activities	55.88%	19
Group outdoor activities	55.88%	19
Group indoor activities	41.18%	14
Virtual or digital activities	29.41%	10
We are not interested in participating in any activities right now	2.94%	1
Total Respondents: 34		

Q5 In regards to recreational activities for you/your family, what are your top three priorities right now?

Answered: 34 Skipped: 0

### Let's Talk PROGRAMS!

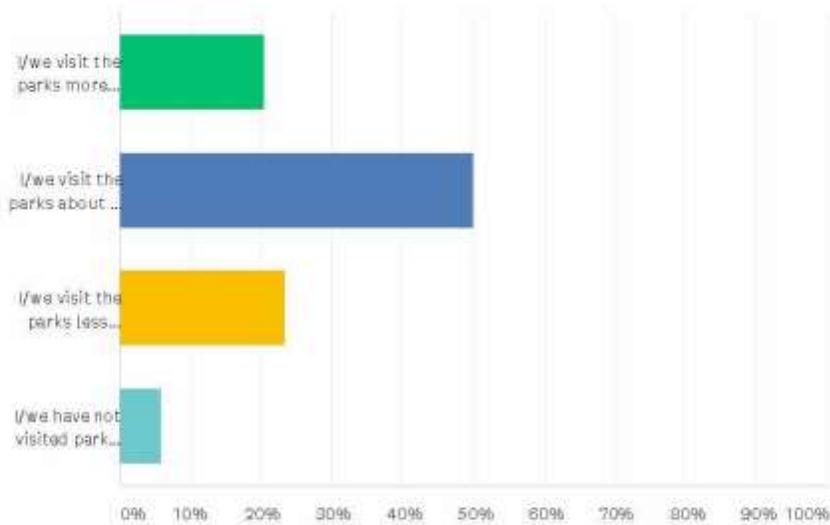


Let's Talk PROGRAMS!

	1ST PRIORITY	2ND PRIORITY	3RD PRIORITY	TOTAL	WEIGHTED AVERAGE
Staying healthy	71.43% 20	10.71% 3	17.86% 5	28	2.54
Managing Stress	11.11% 2	50.00% 9	38.89% 7	18	1.72
Fun activities to reduce cabin fever	33.33% 6	33.33% 6	33.33% 6	18	2.00
Connecting with others	0.00% 0	63.64% 7	36.36% 4	11	1.64
Self-care	27.27% 3	18.18% 2	54.55% 6	11	1.73
Skill building	25.00% 3	41.67% 5	33.33% 4	12	1.92

Q6 Since March, is COVID 19 impacting you/your family's visitation to Kettering's Parks?

Answered: 34 Skipped: 0

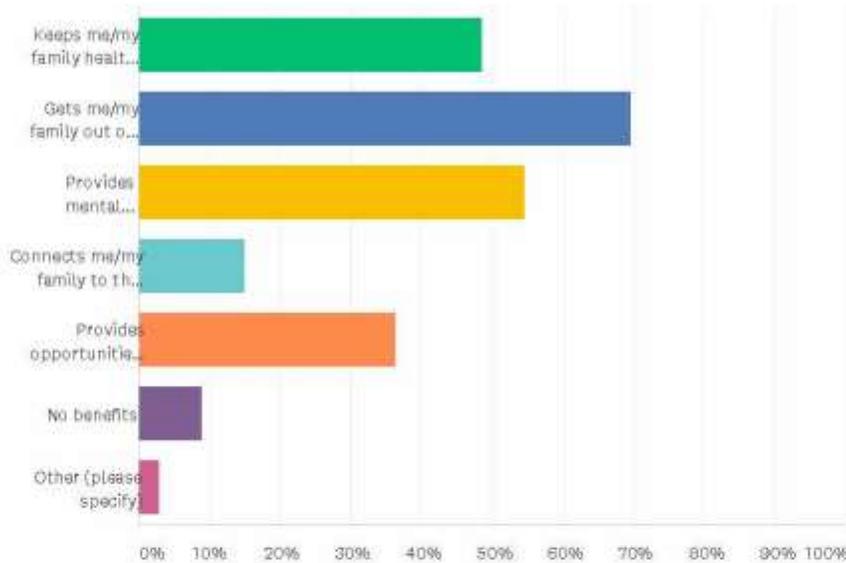


ANSWER CHOICES	RESPONSES
I/we visit the parks more frequently	20.59% 7
I/we visit the parks about the same	50.00% 17
I/we visit the parks less frequently	23.53% 8
I/we have not visited parks because of COVID 19	5.88% 2
TOTAL:	34

Let's Talk PROGRAMS!

Q7 Since March and COVID 19 began, what benefits do you/your family receive from visiting Kettering parks?

Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES
Keeps me/my family healthy and physically active	48.48% 16
Gets me/my family out of the house	69.70% 23
Provides mental relaxation and overall good feeling being outdoors	54.55% 18
Connects me/my family to the community	15.15% 5
Provides opportunities to participate safely in activities outdoors	36.36% 12
No benefits	9.09% 3
Other (please specify)	3.03% 1
Total Respondents: 33	

#	OTHER (PLEASE SPECIFY)	DATE
1.	Miss going to Fitness Center	10/10/2020 4:51 PM

Q8 Is there anything you would like to share regarding PRCA programs and modifications?

Answered: 8 Skipped: 26

### Let's Talk PROGRAMS!

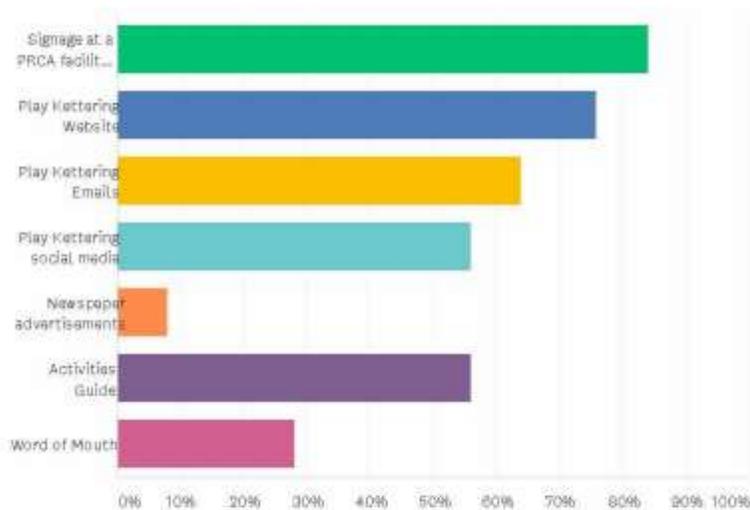
#	RESPONSES	DATE
1	Even more pertinent than being uncomfortable exercising inside all the time during the pandemic, is the fact that it's just not as convenient without childcare and without school meeting in person as normal. I am busier and trying to keep our family balanced. Please offer as many outdoor activities as possible and continue to be creative with new ideas on how to do things and we will gladly participate when we can and when we feel comfortable. Thanks!	10/16/2020 8:59 AM
2	Add swim lessons!	10/12/2020 3:59 PM
3	I am VERY disappointed in the way the city of Kettering handled COVID this year. Keeping the bathrooms closed while having port-a-pottles, makes no sense. It would have been nice to wash your hands with soap and water verse hand sanitizer. After thing started opening up, the basketball, volleyball nets were not places. I went to Beavercreek to watch fireworks, from my car in a parking lot and that was a good experience. Kettering could have done the same. The Fraize is outdoors, couldn't there have been limited seating, or let us sit outside of the venue and listen to some music? The water parks could have been open with limited number of guest, I sawn at a private pool all summer, saw the same people too, COVID didn't seem to be a problem. There was one exposure with a worker, but the same workers were there all season. I think rather then think outside the box, the official chose to close things up, and that was very disappointing.	10/12/2020 8:05 AM
4	PLEASE reopen showers! KRC pool is far superior to others, but I will not return until showers reopen. I know a number of non-resident pool users have left for the same reason. Need to address repeated no-shows, especially in the pool! This is also causing people not to renew pool passes and leave.	10/11/2020 2:39 PM
5	Kettering has always excelled at PRCA programs. Tough times.	10/10/2020 4:51 PM
6	I am less inclined to participate since we do not receive a play kettering program in the mail anymore.	10/9/2020 8:00 PM
7	I wish when you asked a question about programs via facebook messenger, that you would get a result - that has happened to me a couple of times already, where I asked a question about an event I saw in the brochure, no one responds so I just dont register. Its disappointing.	10/9/2020 4:13 PM
8	Thank you for continuing to be flexible and finding ways to engage with the community through the pandemic.	10/2/2020 10:38 AM

### 3. MARKETING

Let's Talk MARKETING!

Q1 Have you seen information on the safety modifications being implemented in all Kettering Parks, Recreation and Cultural Arts facilities and programs? If yes, please select where (choose all that apply):

Answered: 25 Skipped: 3

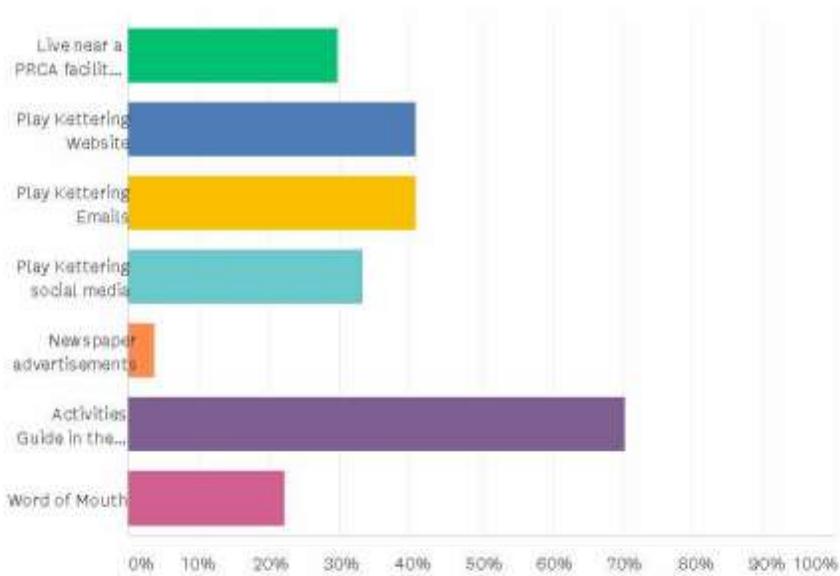


ANSWER CHOICES	RESPONSES
Signage at a PRCA facility or park	84.00% 21
Play Kettering Website	76.00% 19
Play Kettering Emails	64.00% 16
Play Kettering social media	56.00% 14
Newspaper advertisements	8.00% 2
Activities Guide	56.00% 14
Word of Mouth	28.00% 7
Total Respondents: 25	

Q2 In which of the following ways do you typically learn about activities with Parks, Recreation and Cultural Arts? (choose all that apply)

Answered: 27 Skipped: 1

Let's Talk MARKETING!

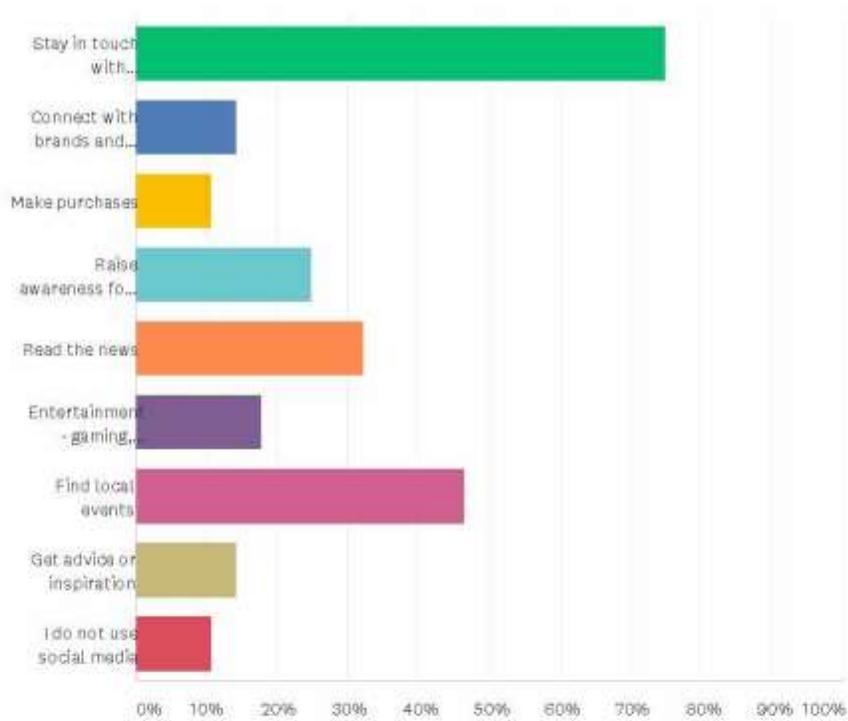


ANSWER CHOICES	RESPONSES	
Live near a PRCA facility or park	29.63%	8
Play Kettering Website	40.74%	11
Play Kettering Emails	40.74%	11
Play Kettering social media	33.33%	9
Newspaper advertisements	3.70%	1
Activities Guide in the mail	70.37%	19
Word of Mouth	22.22%	6
Total Respondents: 27		

Q3 How do you typically use social media? (choose all that apply)

Answered: 28 Skipped: 0

### Let's Talk MARKETING!

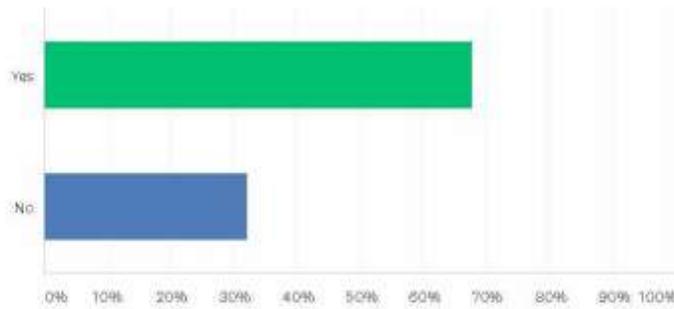


ANSWER CHOICES	RESPONSES	
Stay in touch with friends/family	75.00%	21
Connect with brands and celebrities	14.29%	4
Make purchases	10.71%	3
Raise awareness for causes	25.00%	7
Read the news	32.14%	9
Entertainment - gaming, video, music, and/or art	17.86%	5
Find local events	46.43%	13
Get advice or inspiration	14.29%	4
I do not use social media	10.71%	3
Total Respondents: 28		

### Q4 Do you follow PlayKettering on social media?

Answered: 28 Skipped: 0

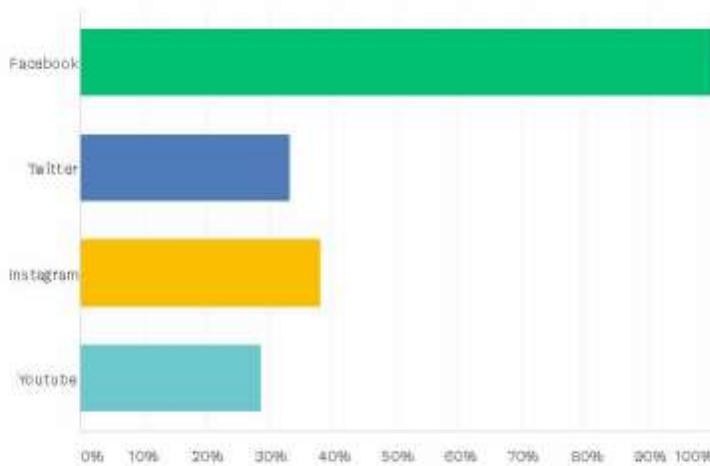
Let's Talk MARKETING!



ANSWER CHOICES	RESPONSES	
Yes	67.86%	19
No	32.14%	9
TOTAL		28

Q5 Are you aware that PlayKettering is on the following social media channels? (choose all that apply)

Answered: 21 Skipped: 7

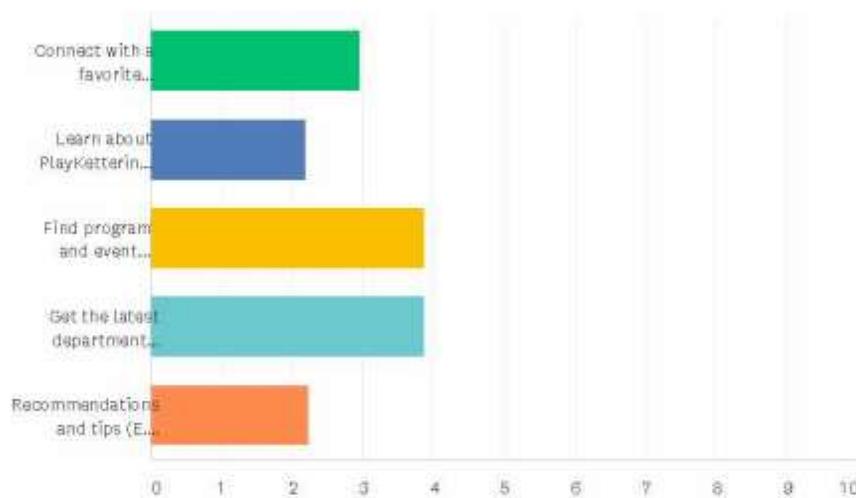


Let's Talk MARKETING!

ANSWER CHOICES	RESPONSES	
Facebook	100.00%	21
Twitter	33.33%	7
Instagram	38.10%	8
Youtube	28.57%	6
Total Respondents: 21		

Q6 What are your top reasons for following PlayKettering on social media?  
(Rank in order of importance)

Answered: 22 Skipped: 6



	1	2	3	4	5	TOTAL	SCORE
Connect with a favorite organization	23.81% 5	9.52% 2	28.57% 6	14.29% 3	23.81% 5	21	2.95
Learn about PlayKettering staff, customers and community members	5.00% 1	5.00% 1	20.00% 4	45.00% 9	25.00% 5	20	2.20
Find program and event opportunities	33.33% 7	42.86% 9	4.76% 1	14.29% 3	4.76% 1	21	3.86
Get the latest department information and updates	38.10% 8	33.33% 7	14.29% 3	4.76% 1	9.52% 2	21	3.86
Recommendations and tips (E.g. find new parks, get fitness advice)	4.76% 1	9.52% 2	28.57% 6	19.05% 4	38.10% 8	21	2.24

Q7 Is there a reason, other than those listed above, that you follow PlayKettering on social media?

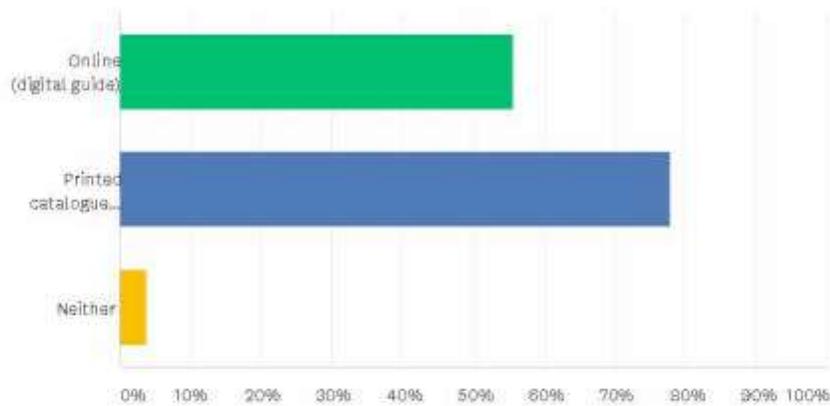
Answered: 2 Skipped: 26

Let's Talk MARKETING!

#	RESPONSES	DATE
1	weather and facility updates	10/16/2020 1:52 PM
2	didn't think to do so	10/10/2020 12:29 PM

Q8 Do you use the Activities Guide to find out about activities in Kettering?

Answered: 27 Skipped: 1

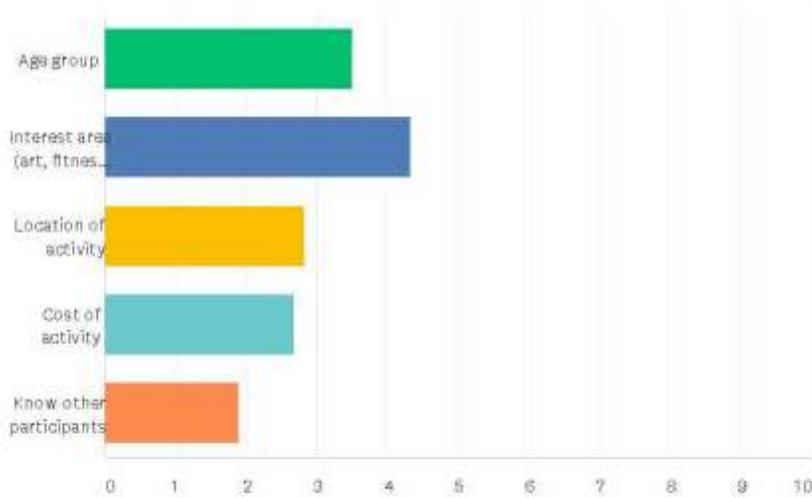


ANSWER CHOICES	RESPONSES
Online (digital guide)	55.56% 15
Printed catalogue (mailed)	77.78% 21
Neither	3.70% 1
Total Respondents: 27	

Q9 Please rank the ways you typically search for activities for yourself or your family to participate in?(Rank in order of importance)

Answered: 27 Skipped: 1

Let's Talk MARKETING!



	1	2	3	4	5	TOTAL	SCORE
Age group	26.92% 7	38.46% 10	7.69% 2	11.54% 3	15.38% 4	26	3.50
Interest area (art, fitness, sports, family programs etc.)	59.26% 16	29.63% 8	0.00% 0	7.41% 2	3.70% 1	27	4.33
Location of activity	4.17% 1	20.83% 5	33.33% 8	37.50% 9	4.17% 1	24	2.83
Cost of activity	4.17% 1	8.33% 2	50.00% 12	25.00% 6	12.50% 3	24	2.67
Know other participants	9.52% 2	4.76% 1	14.29% 3	9.52% 2	61.90% 13	21	1.90

Q10 What would you like to see more of on PlayKettering's social channels?

Answered: 4 Skipped: 24

#	RESPONSES	DATE
1	Please make sure App info is kept current! At times some parts have had outdated info.	10/11/2020 2:43 PM
2	??	10/10/2020 12:29 PM
3	Answers to questions that are asked. Oftentimes I see comments where people ask questions, they are never answered. I've personally have sent questions via FB messenger a couple of times, never get answers back.	10/9/2020 4:15 PM
4	One time fitness events. I missed the outdoor yoga	10/2/2020 5:08 PM

Q11 What would you like to see less of on PlayKettering's social channels?

Answered: 2 Skipped: 26

Let's Talk MARKETING!

#	RESPONSES	DATE
1	I have the app, but it is not updated very much.	10/10/2020 12:36 PM
2	??	10/10/2020 12:29 PM

## APPENDIX F – BALANCED SCORECARDS

### 1. PARKS, RECREATION, AND CULTURAL ARTS

DRAFT 8.20

CITY OF BETHLEHEM PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT			STRATEGIC MASTER PLAN 2020-2028		
LOCATION/PROGRAM AREA	THEME	OBJECTIVE	MEASURABLE	DEFINITIONS	TRW S M
INTERNAL CUSTOMER/ TEAM FOCUSED	EMPLOYEE AND ENGAGE EMPLOYEES	Create mechanisms to capture input to engage employees in achieving department objectives.		Create internal processes to gather employee feedback, ideas, suggestions and employ in department decision making.	21-28
		Analyze division, department and city information structure and resources.		Analyze content, frequency, method, use etc. meetings, email, agendas.	29-34
	EMPLOY A HIGH QUALITY WORKFORCE	Enhance recruitment and retention of staff.		Retention, compensation, recruitment, benefits	35-41
		Develop departmental, divisional and individual staff training systems.		Personable by employee for competency, development and succession planning	21-22
	STRENGTHEN ORGANIZATIONAL CULTURE	Create, clarify and communicate expectations, priorities and goals.		Internally addressing behaviors, interaction, communication, job functions, support	21-22
OPERATIONAL EXCELLENCE	OPTIMIZING USE OF TECHNOLOGY	Develop a strategic technology plan.		Divide and improve antiquated systems - inventory, analysis, tracking, diffusion	22-23
	MAXIMIZE STRATEGIC COMMUNICATION	Analyze, create and implement a strategic marketing system.		Internal process supporting external communication	31-32
	USE DATA TO MAKE INFORMED DECISIONS	Ensure mechanisms exist to measure current targets, forecast long-term planning and strategic risk taking.		what data are we collecting, where are we collecting the data from, when do we use the data, how do we use the data	29-34
	IMPLEMENT RELEVANT OPERATIONAL GUIDELINES	Audit policies and procedures by evaluating the existing documents and making necessary changes.		All levels of the department to be aware of the content, ready and able to comply with procedures (don't need to know DM's)	31-32
	SUCCESSFUL EXPERIENCE FOR THE COMMUNITY	UNDERSTAND THE COMMUNITY	Understand the users, non-users, underserved populations in our community.		Demographics, patterns, behaviors, reasons for their current use or non-use
Develop tactics to engage underserved populations and non-users.				Strategy for inclusivity and equity	22-24
Develop tactics to retain current users.				Use and participation patterns, type of product selection, repeat or infrequent use, consumption factor	22-28
ALIGN SERVICES TO EXPECTATIONS		Create mechanisms to capture user and non-user input to provide quality services.		Divide users, verbal feedback, advisory boards, strengthen current avenues and provide new avenues.	32-33
		Assess and establish standards and metrics for quality service.		Determine the measurable components of quality service. Define within each division what success looks like. For example meeting budget, units of service, quantitative & qualitative.	32-33
FISCAL RESPONSIBILITY	EFFECTIVE RESOURCE MANAGEMENT	Define, develop and establish systems, training and expectations for effective budget management.		Personnel, revenue, operations	21-23
		Develop a system to strategically manage Department assets.		Equipment, vehicles, facility inventory, replacement schedule	21-22
		Identify, provide and plan for unforeseen needs of the Department.		Personnel, Facilities, Operating, Equipment	29-34
	ENSURE FISCAL SUSTAINABILITY	Strategically manage revenue sources.		Identify and Seek Grants, Sponsorships, Partnerships, Relationships, Fundraising, New and Alternative Revenue Sources	22-24
	Create a system and strategy to develop financial projections to manage budget fluctuations and goals.		Forecasting, units, revenue, personnel, manpower	29-34	

## 2. PARKS DIVISION

Explanation of Chart							
Objective Specific Objectives							
Objective Specific Targets/Initiatives							
Definition of Initiative: An act or strategy intended to resolve a difficulty or improve a situation, a fresh approach to something.							
Parks Division							
Business Case Cost Theme	Business Case Objectives and Measures	Objective Specific Objectives	Objective Specific Targets/Initiatives	Staff Assigned (Optional)	Objective Specific Anticipated Start Date	Objective Specific Anticipated Completion Date	Linked to/Track Code
Internal Customer Service/Team Success	Create, clarify and communicate expectations, priorities and goals	Strengthen Organizational Culture	Objective Specific Goals within each regional employees Park Managers/Environmental and Supervisors/Park Clerk/ Parks Inspector) evaluation for 2020. Each employee will be evaluated on work but only goals will be set up to determine progress on their goals as to refine as needed.	Parks Superintendent	2nd Qtr 2020	Start of 2021	Goal #4
Internal Customer Service/Team Success	Create, clarify and communicate expectations, priorities and goals	Strengthen Organizational Culture	Short Term Goals: Continue the implementation of Park MRP to measure effectiveness. Qualitative will be a topic on overall alignment for various programs. Long Term Goals: WIP for decision, but also each facility need to be developed so we continue to log data on Metrics and Dashboards (Long, Long Term Goal) Data KPIs are developed we can measure the success of each facility, crew leader, manager based on the plan approach to each.	Parks Superintendent/Park Managers	3rd Qtr 2020	End of 2021	Goal #1
Operational Excellence/Fiscal Responsibility	Ensure mechanisms exist to measure current targets, forecast longer term planning and ensure alignment/efficiency, develop and establish systems, training and expectations for effective budgeting.	Use Data to Make Informed Decisions		Parks Superintendent/Business Services and Special Projects Superintendent	3rd Qtr 2020	End of 2022	Goal #2/Goal #3
Internal Customer Service/Team Success	Create, clarify and communicate expectations, priorities and goals	Strengthen Organizational Culture	Create Park Maintenance or Operation plans for each facility	Park Clerk	1st Qtr 2020	2nd Qtr 2020	Goal #1
Internal Customer Service/Team Success	Employ a High Quality Workforce	Develop departmental, divisional and individual staff strengths systems	Short Term Goals: Review and update current scheduling and orientation training. (Long Term) Collaborate with leadership group to develop systemswide information. (Long Term)	Park Managers, Parks Superintendent, Leadership Group	1st Qtr 2020	1st Qtr 2021	Goal #2
Internal Customer Service/Team Success	Employ a High Quality Workforce	Develop departmental, divisional and individual staff strengths systems	Short Term Goals: Meet, Share and assess current competencies of staff staff. (Long Term Goal) Develop individual training needs for each employee	Park Managers, Parks Superintendent	3rd Qtr 2020	Start of 2021	Goal #2
Successful Response for the Community	High Services to Expectations	Adopt and establish standards for quality service	Short Term Goal: Fully implement the playbook in the development and review of all internal metrics programs. (Long Term Goal) Develop KPIs aligned with budgetary goals to quantify the success of the overall program area.	Environmental Education Supervisor/Parks Superintendent	2nd, 3rd Qtr 2020	End of 2021	Goal #4
Internal Customer Service/Team Success	Employ a High Quality Workforce	Develop departmental, divisional and individual staff strengths systems	Long Term Goal: Develop Parks University in Service programs or "Modules" to be conducted through successful staff training. IT Staff: Align the completion of the "Modules" with evaluation and when meet criteria	Park Managers, Parks Superintendent	3rd Qtr 2020	End of 2021	Goal #2

### 3. CULTURAL ARTS DIVISION

Explanation of Chart						
<b>Division Specific Objective:</b> Identify specifically what you want to achieve (Definition of Objective: something that an's efforts or actions are intended to attain or accomplish, purpose, goal)						
<b>Division Specific Target/Activities:</b> Identify specifically how you will quantify or qualify success (Definition of Target: Numerical performance targets is a level of performance we are striving to reach in the future)						
Targeted goals tell us a how to get there by defining interim steps towards our plan/strategy						
(Definition of Initiative: An act or strategy intended to resolve a difficulty or improve a situation, a fresh approach to something)						
CULTURAL ARTS						
Balance Score Card Theme	Balance Score Card Objective and Measure	Division Specific Objective	Division Specific Targets/Activities	Staff Assigned (Optional)	Division Specific Anticipated Start Date	Division Specific Anticipated Completion Date
INTERNAL CUSTOMER/ TEAM FOCUSED	ENHANCE A HIGH QUALITY WORKFORCE / Develop departmental, divisional and individual staff training systems	Develop Cultural Arts / Review and training systems	Meet with the PRCA Leadership and City staff as appropriate to create general on-boarding program. This will include using relevant platforms to topics (may include on-line training, videos, and handbooks)	Shayne	2020 - will occur with precise determined by PRCA Leadership	2020
			Review the existing training and gaps in training for Cultural Arts staff. Create an inventory to address: + topics + staff + frequency + delivery. Develop content as needed	Shayne, Andy and Claire	Begin in 2020, but be sensitive to reflect changes in operations in 2021-22 and staff availability to both work on this, as well as if positions are changing based on new staff program necessities that emerge in the renovation process.	2023
			Determine topics and begin developing content for position and area specific, on-boarding training. Not as a whole, but a record for each position. In addition, evaluate if successful pricing is even possible for any of the positions as they currently exist.	Shayne, Andy and Claire	Begin in 2020, but be sensitive to reflect changes in operations in 2021-22 and staff availability to both work on this, as well as if positions are changing based on new staff program necessities that emerge in the renovation process.	2023
INTERNAL CUSTOMER/ TEAM FOCUSED	STRENGTHEN ORGANIZATIONAL CULTURE / Create, clarify and communicate expectations, priorities and goals.	Create an overarching method of sharing department goals, as well as creating Rosewood/Cultural Arts and individual goals.	Meet with PRCA Leadership and MRD to determine how the Department overarching goals should be delivered, as well as frequency of goal delivery.	Shayne	Begin in 2020	2020
			Look at overarching goals for RAC/Cultural Arts and how to deliver/how often	Shayne, Andy and Claire	Begin in 2020, but be sensitive to reflect how the renovation will impact any of our existing goals	2023
			Create individual goals for each staff member to include monthly goal sheet - in and progress report.	Shayne, Andy and Claire	Begin in 2020, but be sensitive to reflect how the renovation will impact any of our existing goals	2023
OPERATIONAL EXCELLENCE	IMPLEMENT RELEVANT OPERATIONAL GUIDELINES / Audit policies and procedures by evaluating the existing documents and making necessary changes	Audit policies and procedures by reviewing and making necessary changes to documents for PRCA and for Rosewood/Cultural Arts.	Review with S, and V Drive and any other Rosewood digital context. + inventory + relevant + action (feed into Power DMS, stay in Archives, etc.)	FED	Begin in 2020	2020
			Include relevant policies and procedures in Recreation Program Plan for CAPP	Shayne	Begin in 2020, but be sensitive to reflect how the renovation will impact any of our existing goals	2021
			Playbook Implementation	Rosewood Team	Begin in 2020, but be sensitive to reflect how the renovation will impact any of our existing goals	2023
SUCCESSFUL EXPERIENCE FOR THE COMMUNITY	ALPHAS SERVICES TO EXPECTATIONS	Rosewood Renovation!!!!	Have a most excellent building	All Hands on Deck!	2020	2023



APPENDIX G – PARK SITE MAP PLANS











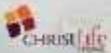




E. David Rd.

Marshall Rd.

Presidential Way



# Irelan Park

9.25.13

Brownleigh Rd

Practice field

Parking

Tennis Courts

Playground

Shelter

Wilmington Pike



# Kantner Park

8.26.13

Polen Dr.

Bigger Rd.

Softball Field

Softball Field

"The Egg"

Playground

Splashpad

Shelter

Kennedy Elementary School

Tennis Courts  
(school-owned)

Restrooms

Parking

Parking

Parking

Polen Farm



# Kennedy Park

8.26.13



Oak Creek  
Terrace  
Retirement  
Center

1/2 court  
basketball

Playground

walking path

Millcreek Rd.

Berrycreek Dr.



# Oak Creek Park

9-27-13

Adventure Dr.

Malcom Dr.

Craig Dr.

W Bataan Dr.



Tennis Court

Playground

Shelter



# Oak Park

1.25.13

Devon Ave.

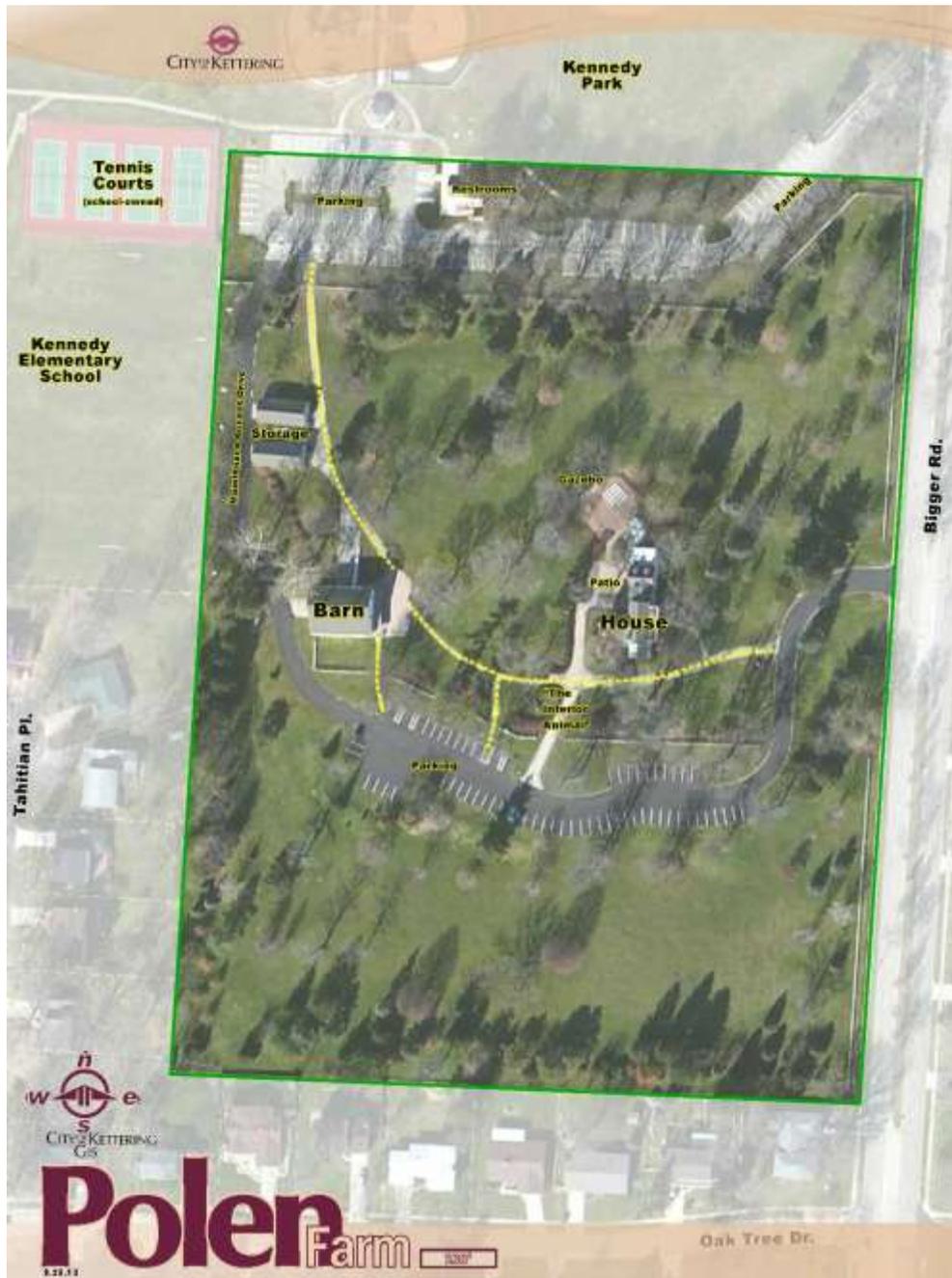
N. Marshall Rd.

Sharon Ave.

walking path



# Pasadena Green Space







S. Dixie Dr.

Sacramento Ave.

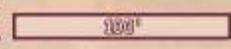
Station #31

Alley



# Southern Hills Park

8.27.13





Tait Rd.



# Tait Park

8.27.13



# Van Buren Park

8.26.13

Overland Trl.

Exercise

Tennis Courts

Playground



# Walther Park

9.27.13





## APPENDIX H – PARK MAINTENANCE ZONE TABLES

Kettering Parks, Recreation and Cultural Arts Department classifies their park system into the following park classifications or typologies:

- Neighborhood Parks
- Community Parks
- Regional Parks
- Special Use Parks
- Natural Areas
- Public Facilities
- Medians

Within each park classification, or typology, it is recommended that the Department implements a zone management approach to operations and maintenance activities. That is, each park site (whether developed or undeveloped) is given at least one “zone” classification. The zones are used to clarify maintenance assignments and roles/responsibilities for staff. Zones are related to an associated *level* of service. **Level of service relates to the frequency of and degree in which a maintenance standard is applied to that certain park element.** Levels of service most often are dictated by the magnitude of use of the element and are directly related to the ability to fund that particular frequency. The following definitions represent the zone management approach.

Zones - General Definition:

- **Zone 1 Park Elements** - Very high intense maintenance applications usually associated with high use/high participation elements that predominately provide upper gradient programs and services and public visibility.
- **Zone 2 Park Elements** - High level maintenance applications usually associated with reasonably high developed and high visitation that accommodates structured recreational gradient programs and services or public visibility.
- **Zone 3 Park Elements** - Moderate to low maintenance applications usually associated with moderate to low levels of development, visitation, and public visibility.
- **Zone 4 Park Elements (if applicable)** - Low maintenance applications usually associated with low levels of development, visitation, and public visibility.

The following *Frequency Tables* represent the zone management approach level of service standards for the Department.

## NEIGHBORHOOD PARKS MAINTENANCE ZONES

Neighborhood Park Standards by Maintenance Zone			
Maintenance Task	Zone 1 Parks	Zone 2 Parks	Zone 3 Parks
	Oak, Southdale, Waterloo, Waterloo	Ketcher, Southern Hills, Tait, Van Gulke	Barnes, Blackhawk, Glasser, Oak Creek
	Zone 1 Standards	Zone 2 Standards	Zone 3 Standards
Aerate	As needed	As needed	As needed
Fertilizer/Application	1x year (fall)	1x year (fall)	1x year (fall)
Mowing/Edging/Blowing	1x 5 days, 5" (general/greenpace)	1x 5 days, 5" (general/greenpace)	1x 5 days, 5" (general/greenpace)
Fuel Maintenance (Gas & Seed)	As needed	As needed	As needed
Herb Application	1x year pre-emergent, as needed post application to achieve 95% weed free	1x year pre-emergent, as needed post application to achieve 95% weed free	As needed post application to achieve 95% weed free
Mulching	1x year mulch installation to 2" depth; topped as needed	1x year mulch installation to 2" depth; topped as needed	1x year mulch installation to 2" depth; topped as needed
Planting (Flowers/Annuals)	As needed	As needed	As needed
Shrub/Flower Bed Maintenance	1x year (fall) to late winter for shrub pruning; 1x year mulching; 1x year edging (spring/fall) and maintain edge thereafter; 1x yr pre-emerg. herb. app (spring/fall); maintain 95% weed free; 95% leaf free as needed	1x year (fall) to late winter for shrub pruning; 1x year mulching; 1x year edging (spring/fall) and maintain edge thereafter; 1x yr pre-emerg. herb. app (spring/fall); maintain 95% weed free; 95% leaf free as needed	1x year (fall) to late winter for shrub pruning; 1x year mulching; 1x year edging (spring/fall) and maintain edge thereafter; 1x yr pre-emerg. herb. app (spring/fall); maintain 95% weed free; 95% leaf free as needed
Watering	As needed (for newly planted trees)	As needed (for newly planted trees)	As needed (for newly planted trees)
Leaf Clean-up	No less than 75% leaf visible after mowing	No less than 50% leaf visible after mowing	No less than 50% leaf visible after mowing
Leaf/Clippings	As needed	As needed	As needed
Grass Control	As Needed	As needed	As Needed
Inspection	Monthly inspection, per policy	Monthly inspection, per policy	Monthly inspection, per policy
Frost/Deer Removal	1x/week (M, W, F)	1x/week (M, W, F)	1x/week (M, W, F)
Amenity Maintenance (BB, Bench, Etc)	1x year	1x year/Pressure Washed; Hand cleaned as needed	1x year/Pressure Washed; Hand cleaned as needed
Construction	As needed	As needed	As needed
Equip. Repair/Maintenance	As needed, identified in inspection	As needed, identified in inspection	As needed, identified in inspection
Fencing	As needed, identified in inspection	As needed, identified in inspection	As needed, identified in inspection
Flagboard Maintenance	1x monthly inspection; 1x year audit	1x monthly inspection; 1x year audit	1x monthly inspection; 1x year audit
Event Support	As needed	As needed	As needed
Storm Clean-up/Damage Repair	As needed	As needed	As needed
Structure Repair	Removal within 24 hour of being notified/observing	Removal within 24 hour of being notified/observing	Removal within 24 hour of being notified/observing
Tree Planting	As needed	As needed	As needed
Tree Removal	As needed	As needed	As needed
Tree Trimming	1x year (winter); every 3 years for new plantings	1x year (winter); every 3 years for new plantings	1x year (winter); every 3 years for new plantings
Ballfield Maintenance	1x week field dragging; fence repairs as needed; spraying weeds as needed	1x week field dragging; fence repair as needed; spraying weeds as needed	1x week field dragging; fence repair as needed; spraying weeds as needed
Basketball Court Maintenance	Inspection of goals and post only per policy; Replace nets as needed; check and remove debris 1x week (M, W, F); 1x year power/pressure wash; inspection of court surfacing annually	Inspection of goals and post only per policy; Replace nets as needed; check and remove debris 1x week (M, W, F); 1x year power/pressure wash; inspection of court surfacing annually	Inspection of goals and post only per policy; Replace nets as needed; check and remove debris 1x week (M, W, F); 1x year power/pressure wash; inspection of court surfacing annually
Tennis Court Maintenance	Replace nets as needed; check and remove debris 1x week (M, W, F); 1x year power/pressure wash	Replace nets as needed; check and remove debris 1x week (M, W, F); 1x year power/pressure wash	Replace nets as needed; check and remove debris 1x week (M, W, F); 1x year power/pressure wash
Shelter Maintenance	Seasonally April-October; Trash pick-up 1x/week (MWF); Grills cleaned 1x/week (MWF); Power Wash 1x annually tables, concrete surfacing, trash cans; Inspection 1x/week (MWF) of grills, picnic tables, trash cans	Seasonally April-October; Trash pick-up 1x/week (MWF); Grills cleaned 1x/week (MWF); Power Wash 1x annually tables, concrete surfacing, trash cans; Inspection 1x/week (MWF) of grills, picnic tables, trash cans	Seasonally April-October; Trash pick-up 1x/week (MWF); Grills cleaned 1x/week (MWF); Power Wash 1x annually tables, concrete surfacing, trash cans; Inspection 1x/week (MWF) of grills, picnic tables, trash cans

# COMMUNITY PARKS MAINTENANCE ZONES

Community Park Standards by Maintenance Zone		
	Zone 1 Parks	Zone 2 Parks
	Ernst, Gentile, JFK Kennedy	Scale Farm, Italian
	Zone 3: Memorial	Zone 2: Memorial
Aerate	1x per year/Fall Season	As needed
Fertilize/Application	1x per year/Fall Season	1x per year/Fall Season
Irrigation Maintenance	Inspection 2x per year Spring/Fall, Response to irrigation repairs w/in 48 hrs. of notification	N/A
Mowing/Edging/Blowing	1x 5 days, 3" (general green space)	1x 5 days, 3" (general green space)
Turf Maintenance (Soil & Seed)	As needed	As needed
Herb Application	1x year pre-emergent, as needed post application to achieve 75% weed-free	1x year pre-emergent, as needed post application to achieve 50% weed-free
Mulching	1x year mulch installation to 2" depth; topped as needed	1x year mulch installation to 2" depth; topped as needed
Planting (Flowers/Grubs)	As needed	As needed
Struck/Power Tool Maintenance	1x year (mid-to late winter for shrub pruning); 1x year mulching; 1x year edging (spring/fall and maintain edge thereafter); 1x yr pre-emerg. herb. app (spring/fall); maintain 55% weed free; 85% turf free as needed	1x year (mid-to late winter for shrub pruning); 1x year mulching; 1x year edging (spring/fall and maintain edge thereafter); 1x yr pre-emerg. herb. app (spring/fall); maintain 55% weed free; 85% turf free as needed
Watering	As needed	As needed
Leaf Clean-up	No less than 75% turf visible after mowing	No less than 50% turf visible after mowing
Fuzz/Classe	As needed	As needed
Snow Removal	Per current Snow/ice Policy	Per Snow/ice Policy
Soil/Ceutral	As needed	As needed
Inspection	Monthly inspection, per policy	Only inspection, per policy
Open/Close Facilities	Seasonal April-November Daily during Business Hours	Seasonal April-November Daily during Business Hours
Trash/Other Removal	1x per day	1x per day
Sanitary Restrooms	1x per day	1x per day
Amenity Maintenance (BB, Bench, Etc.)	1x year/Pressure Washed; Hand cleaned as needed	1x year/Pressure Washed; Hand cleaned as needed
Construction	As needed	As needed
Equip. Repair/Maintenance	As needed; identified in inspection	As needed; identified in inspection
Fencing	As needed; identified in inspection	As needed; identified in inspection
Flagstand Maintenance	1x monthly inspection; 1x year audit	1x monthly inspection; 1x year audit
Event Support	As needed	As needed
Storm Clean-up/Damage Repair	As needed	As needed
Vandalism Repair	Removal within 24 hour of being notified/documented	Removal within 24 hour of being notified/documented
Splash Pad Maintenance	Seasonal May-September; Daily Inspection; Start-Up Operation	N/A
Tree Planting	As needed	As needed
Tree Removal	As needed	As needed
Tree Trimming	1x year (winter); every 5 years for new plantings	1x year (winter); every 5 years for new plantings
Ball Diamond Maintenance	Mow 2x 5 Days 3" ; Aerate 1x yr.; 1x yr Spring pre-emergent; as needed post-emergent application to achieve 75% weed-free. Overseed as needed in late summer/Daily Fall; Sod as needed; Drag 1x per day during season; Drag 1x per week out of season; Dugouts blown weekly; Inspection daily-benches/benches/fencing/repairs/area stroke repair within 24 hrs. of notification; Inspection of lights monthly repair within 7-10 days	Mow 2x 5 Days 3" ; Aerate 1x yr.; 1x yr Spring pre-emergent; as needed post-emergent application to achieve 50% weed-free. Overseed as needed in late summer/Early Fall; Sod as needed; Drag 1x per day during season; Drag 1x per week out of season; Dugouts blown weekly; Inspection daily-benches/benches/fencing/repairs/area stroke repair within 24 hrs. of notification; Inspection of lights monthly repair within 7-10 days
Baseball Field Maintenance	Mow 2x 5 Days 3" ; Aerate 1x yr.; as needed post-emergent application to achieve 75% weed-free. Overseed as needed in Spring; Sod as needed in late fall/winter; Inspection daily-benches/benches/fencing repair within 24 hrs. of notification; Inspection of lights monthly repair within 7-10 days	Mow 2x 5 Days 3" ; Aerate 1x yr.; as needed post-emergent application to achieve 50% weed-free. Overseed as needed in Spring; Sod as needed in late fall/winter; Inspection daily-benches/benches/fencing repair within 24 hrs. of notification; Inspection of lights monthly repair within 7-10 days
Football Court Maintenance	Seasonally March-October-Inspection daily-benches/benches/fencing repair within 24 hrs. of notification; Surface blown as needed; Inspection of surface annually	N/A
Softball Field Maintenance	Mow 2x 5 Days 3" ; Aerate 1x yr.; as needed post-emergent application to achieve 75% weed-free. Overseed as needed in Spring; Sod as needed in late fall/winter; Inspection daily-benches/benches/fencing/repairs/area stroke repair within 24 hrs. of notification; Inspection of lights monthly repair within 7-10 days	Mow 2x 5 Days 3" ; Aerate 1x yr.; as needed post-emergent application to achieve 50% weed-free. Overseed as needed in Spring; Sod as needed in late fall/winter; Inspection daily-benches/benches/fencing/repairs/area stroke repair within 24 hrs. of notification; Inspection of lights monthly repair within 7-10 days
Tennis Court Maintenance	Seasonally March-October-Inspection daily-benches/benches/fencing repair within 24 hrs. of notification; Surface blown as needed; Inspection of surface annually	N/A
Lacrosse Field Maintenance	Mow 2x 5 Days 3" ; Aerate 1x yr.; as needed post-emergent application to achieve 75% weed-free. Overseed as needed in Spring; Sod as needed in late fall/winter; Inspection daily-benches/benches/fencing/repairs/area stroke repair within 24 hrs. of notification; Inspection of lights monthly repair within 7-10 days	Mow 2x 5 Days 3" ; Aerate 1x yr.; as needed post-emergent application to achieve 50% weed-free. Overseed as needed in Spring; Sod as needed in late fall/winter; Inspection daily-benches/benches/fencing/repairs/area stroke repair within 24 hrs. of notification; Inspection of lights monthly repair within 7-10 days
Shelter Maintenance	Seasonally April-October; Trash pick-up 1x daily; Grills cleaned 1x daily; Power Wash 1x monthly tables, concrete surfacing, trash cans; Inspection 1x daily of grills, picnic tables, trash cans	Seasonally April-October; Trash pick-up 1x daily; Grills cleaned 1x daily; Power Wash 1x monthly tables, concrete surfacing, trash cans; Inspection 1x daily of grills, picnic tables, trash cans
Edge Maintenance	Quarterly inspection per policy	Quarterly inspection per policy



## SPECIAL USE PARKS MAINTENANCE ZONES

Special Use Park Standards by Maintenance Zone				
	Zone 1 Parks	Zone 2 Parks	Zone 3 Parks	Zone 4 Parks
	Red, Cedar/50% Grass/50% Tree, New York, John F. Kennedy, South Park, 40th Park, 4th Rowwood	Governor's Plaza	Urban Park (Natural Area), John F. Kennedy	Iron Horse Trail
	Zone 1 Standards	Zone 2 Standards	Zone 3 Standards	Zone 4 Standards
Acorns	2x year Spring/Fall	2x year (Fall)	2x year (Fall)	N/A
Fertilizer/Application	4x year (late Spring, Mid Summer, Early Fall, Early Winter)	3x year (late Spring/Summer/Fall)	2x year (late Spring/Fall)	N/A
Irrigation Maintenance	Inspection 2x per year Spring/Fall, Response to irrigation repairs w/in 48 hrs. of notification	Inspection 2x per year Spring/Fall, Response to irrigation repairs w/in 48 hrs. of notification	N/A	N/A
Mowing/Edging/Blowing	2x 5 days, 3" (general grass/area)	2x 5 days, 3" (general grass/area)	2x 5 days, 3" (general grass/area)	2x 5 days, 3" (general grass/area)
Turf Maintenance (Soil & Seed)	2x per year Spring/Fall	2x per year (Fall)	As needed	N/A
Herb. Application	2x year pre-emergent (Spring/Fall), as needed post application to achieve 50% weed free	2x year pre-emergent (Spring), as needed post application to achieve 75% weed free	As needed post application to achieve 75% weed free	N/A
Mulching	1x year mulch installation to 2" depth, buffed as needed	1x year mulch installation to 2" depth, buffed as needed	1x year mulch installation to 2" depth, buffed as needed	N/A
Pruning (Flowers/Shrub)	2x per year (Spring/Fall)	As needed	As needed	N/A
Shrub/Flower Bed Maintenance	2x year (pre- to late winter shrub hard pruning); 2x per year summer (fall dead heading); 2x year mulching, 1x year hard edging (Spring and maintain edge 2x weekly); 2x yr pre-emerg. herbicide (Spring/Fall), maintain 55% weed free; 55% leaf fall as needed	1x year (pre- to late winter shrub hard pruning); Dead heading as needed; 2x year mulching, 3x year hard edging (Spring and maintain edge 2x weekly); 2x yr pre-emerg. herbicide (Spring/Fall), maintain 55% weed free; 55% leaf fall as needed	1x year (pre- to late winter shrub hard pruning); Dead heading as needed; 2x year mulching, 3x year hard edging (Spring and maintain edge 2x weekly); 2x yr pre-emerg. herbicide (Spring/Fall), maintain 55% weed free; 55% leaf fall as needed	N/A
Watering	As needed	As needed	As needed	As needed
Leaf Clean-up	No less than 50% turf visible after mowing	No less than 75% turf visible after mowing	No less than 75% turf visible after mowing	No less than 50% turf visible after mowing
Pest/Climate	As needed	As needed	As needed	As needed
Snow Removal	Per current Snow/Ice Policy	Per current Snow/Ice Policy	Per current Snow/Ice Policy	N/A
Utility Excavating	As needed	As needed	As needed	N/A
Panel Maintenance	N/A	N/A	Inspection only, Monitor litter/damage/brush as needed; treatment of aquatic vegetation as needed to prevent algae blooms and nuisance weed free riparianity	N/A
Goose Control	As needed	As needed	As needed	N/A
Inspection	Orly inspection, per policy	Orly inspection, per policy	Orly inspection, per policy	Orly inspection, per policy
Open/Use Facilities	Seasonal April-November Daily during Business Hours	Seasonal April-November Daily during Business Hours	N/A	N/A
Trash/Litter Removal	1x per day	3x per day	3x per day	3x per week
Vertical Plantings	N/A	Seasonal April-November Daily during Business Hours	N/A	N/A
Arrests Maintenance (PR, Bench, etc.)	2x year/Pressure Washed, Hand cleaned as needed	2x year/Pressure Washed, Hand cleaned as needed	2x year/Pressure Washed, Hand cleaned as needed	N/A
Construction	As needed	As needed	As needed	As needed
Equip. Repair/Maintenance	As needed, identified in inspection	As needed, identified in inspection	As needed, identified in inspection	As needed, identified in inspection
Painting	As needed, identified in inspection	As needed, identified in inspection	As needed, identified in inspection	As needed, identified in inspection
Playground Maintenance	2x monthly inspection; 2x year audit	2x monthly inspection; 2x year audit	N/A	N/A
Event Support	As needed	As needed	As needed	N/A
Storm Clean-up/Stormage Repair	As needed	As needed	As needed	As needed
Violation Repair	Removal within 24 hour of being notified/observing	Removal within 24 hour of being notified/observing	Removal within 24 hour of being notified/observing	Removal within 24 hour of being notified/observing
Fountain Maintenance	Seasonally (April-October) 2x per day	N/A	N/A	N/A
Splash Pad Maintenance	Seasonally (May-Sept.) 1x per day	N/A	N/A	N/A
Tree Planting	As needed	As needed	As needed	N/A
Tree Removal	As needed	As needed	As needed	As needed
Tree Trimming	1x year (winter), every 5 years for new plantings	2x year (winter), every 5 years for new plantings	2x year (winter), every 5 years for new plantings	2x year (winter), every 5 years for new plantings
Shelter Maintenance	Seasonally April-October, Trash pickup 2x daily, Grills cleaned 1x daily, Power Wash 2x monthly tables, covered seating, trash cans, inspection 2x daily of grills, picnic tables, trash cans	Seasonally April-October, Trash pickup 2x daily, Grills cleaned 1x daily, Power Wash 2x monthly tables, covered seating, trash cans, inspection 2x daily of grills, picnic tables, trash cans	N/A	N/A

## NATURAL AREAS MAINTENANCE ZONES

Natural Area Standards by Maintenance Zone			
	Zone 1 Sites	Zone 2 Sites	Zone 3 Sites
	Parkview	Conterrey, Pasadena Green Space	
	Zone 1 Standards	Zone 2 Standards	Zone 3 Standards
Fertilize/Application	1x per yr. (Post entry)	1x per year (N/A for Cemetery Due to Snow cover)	1x per yr. (Fall)
Mowing/Edging/Blowing	1x 5 days, 3" (general/grass areas)/Mow meadow 1x per yr.	1x 5 days, 3" (general/grass area)	1x 5 days, 5" (general/grass area)
Turf Maintenance (Soil & Seed)	N/A	As needed, upon new grass	As needed
Herb. Application	As needed	As needed	As needed
Mulching	1x per yr. mulch beds/tree rings/trails	N/A	1x per yr. mulch beds/tree rings
Shrub/Flower Bed Maintenance	1x year (prior to late winter shrub hard pruning), 1x per year summer/fall (prior to dead leg), 1x year mulching, 1x year turf edging (Spring and re-edge in edge to-weekly), 1x or pro-weeding, herb. app (Spring/Fall), maintain 25% weed free, 50% leaf free as needed	N/A	N/A
Watering	As needed	As needed	As needed
Leaf Clean-up	No less than 50% turf visible after mowing	No less than 50% turf visible after mowing	No less than 50% turf visible after mowing, mulch only
Pest/Disease	As needed	As needed	As needed
Snow Removal	Per snow and ice policy	Per snow and ice policy	Per Snow and Ice policy
Pond Maintenance	Inspection only. Monitor fish/leaves/bugs as needed, treatment of aquatic vegetation as needed to prevent algae blooms and maintain weed free appearance	N/A	N/A
Inspection	City inspection, per policy	City inspection, per policy	City inspection, per policy
Open/Close Facilities	1x per day during business hours	1x per day during business hours	N/A
Trash/Litter Removal	1x per day	1x per week/1x per year removal of gross decorations (Removal of Dec/Letter Dec)	1x per week
Sanitorial Restrooms	1x per day	N/A	N/A
Security Maintenance (PP, Baric, Signs)	1x year/Pressure Washed, Herb cleared as needed	As needed	1x year/Pressure Washed, Herb cleared as needed
Construction	As needed	As needed	As needed
Equip. Repair/Maintenance	As needed, identified in inspection	As needed, identified in inspection	As needed, identified in inspection
Painting	As needed, identified in inspection	As needed, identified in inspection	As needed, identified in inspection
Pickup Supplies/Material	N/A, eliminate	N/A, eliminate	N/A, eliminate
Barrels/Manurements	N/A	As needed	N/A
Storm Clean-up/Damage Repair	As needed	As needed	As needed
Vandalism Repair	Removal within 24 hour of being notified/observing	Removal within 24 hour of being notified/observing	Removal within 24 hour of being notified/observing
Tree Removal	As needed	As needed	As needed
Tree Trimming	1x year (winter), every 3 years for new plantings	1x year (winter), every 3 years for new plantings	1x year (winter), every 3 years for new plantings

PUBLIC FACILITIES MAINTENANCE ZONES

Public Facility Standards by Maintenance Zone			
	Zone 1 Sites	Zone 2 Sites	Zone 3 Sites
	Georgetown, Pine Hill, Pine Haven 152, 146, 141, 371	PG, PNC	Old Firehouse 89 (South of Hill)
	Zone 1 Standards	Zone 2 Standards	Zone 3 Standards
Asiatic	3x year (Fall)	As needed	N/A
Fertilizer/Application	3x year (late Spring/Fall)	3x per year (Fall)	N/A
Mowing/Caring/Blowing	3x 5 days, 2' (general green space)	3x 5 days, 2' (general green space)	3x 5 days, 2' (general green space)
Turf Maintenance (Soil & Seed)	As needed	As needed	As needed
Herb. Application	As needed post application to achieve 75% weed-free	As needed post application to achieve 75% weed-free	N/A
Mulching	3x year mulch application to 2" depth, topped as needed	3x year mulch application to 2" depth, topped as needed	3x year mulch application to 2" depth, topped as needed
Planting (Flowers/Shrub)	As needed (at least once 3x per year)	As needed	N/A
Shrub/Flower Bed Maintenance	1x year (mid-to late winter shrub hard pruning). Dead heading as needed. 1x year mulching. 1x year hard edging (Spring and maintain edge bi-weekly). 2x or pre-emerg. herb. app (Spring/Fall). maintain 50% weed free, 75% leaf free as needed	3x year (mid-to late winter shrub hard pruning). Dead heading as needed. 3x year mulching. 1x year hard edging (Spring and maintain edge bi-weekly). 2x or pre-emerg. herb. app (Spring/Fall). maintain 75% weed free, 75% leaf free as needed	1x year (mid-to late winter shrub hard pruning). Dead heading as needed. 1x year mulching. 1x year hard edging (Spring and maintain edge bi-weekly). 2x or pre-emerg. herb. app (Spring/Fall). maintain 50% weed free, 50% leaf free as needed
Watering	As needed	As needed	As needed
Leaf Clean-up	No less than 75% turf visible after mowing	No less than 75% turf visible after mowing	No less than 50% turf visible after mowing
Pests/Diseases	As needed	As needed	As needed
Stem Removal	Per current Signage Policy	Per current Signage Policy	Per current Signage Policy
Holiday Decorating	As needed	N/A	N/A
Road Maintenance	Per contract	N/A	N/A
Stems Control	As needed	N/A	N/A
Inspection	Only inspection per policy	Only inspection per policy	Only inspection per policy
Trash/Debris Removal	1x per week	1x per week	1x per week
Asset Maintenance (SR, Bench, Etc.)	As needed	As needed	As needed
Construction	As needed	As needed	As needed
Equip. Repair/Maintenance	As needed, identified in inspection	As needed, identified in inspection	As needed, identified in inspection
Painting	As needed, identified in inspection	As needed, identified in inspection	As needed, identified in inspection
Event Support	As needed	As needed	As needed
Storm Clean-up/Damage Repair	As needed	As needed	As needed
Vehicle Repair	Removal within 24 hour of being notified/observing	Removal within 24 hour of being notified/observing	Removal within 24 hour of being notified/observing
Tree Planting	As needed	As needed	As needed
Tree Removal	As needed	As needed	As needed
Tree Trimming	1x year (winter), every 2 years for new plantings	1x year (winter), every 2 years for new plantings	1x year (winter), every 2 years for new plantings

Median Standards by Maintenance Zone			
	Zone 1 (A, B)	Zone 2 (C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z)	Zone 3 (AA, AB, AC, AD, AE, AF, AG, AH, AI, AJ, AK, AL, AM, AN, AO, AP, AQ, AR, AS, AT, AU, AV, AW, AX, AY, AZ)
	Zone 1 (A, B)	Zone 2 (C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z)	Zone 3 (AA, AB, AC, AD, AE, AF, AG, AH, AI, AJ, AK, AL, AM, AN, AO, AP, AQ, AR, AS, AT, AU, AV, AW, AX, AY, AZ)
Service	12 year (Fall)	12 year (Fall)	12 year (Fall)
Service Application	24 year (Late Spring/Fall)	24 year (Fall)	24 year (Fall)
Inspection Maintenance	Inspection 12 year Spring/Fall. Response to inspection steps in 48 hrs. or 72 hrs.	N/A	N/A
Mowing/Edging/Blowing	12 days, 2'	12 days, 2'	12 days, 2'
Turf Maintenance (Soil & Sand)	12 year	12 year	12 year
Tree Application	12 year (permeant) (Spring) no needed post application to achieve 75% weed free	12 year (permeant) (Spring) no needed post application to achieve 75% weed free	12 year (permeant) (Spring) no needed post application to achieve 75% weed free
Mulching	12 year (mulch installation to 2" depth) full bed as needed	12 year (mulch installation to 2" depth) full bed as needed	12 year (mulch installation to 2" depth) full bed as needed
Pruning (Flower/Ornamentals)	As needed	As needed	As needed
Pruning (Tree/Plant Maintenance)	12 year (mulch to tree within 10' radius) pruning/limbing as needed. 12 year (mulch to tree within 10' radius) pruning/limbing as needed. 12 year (mulch to tree within 10' radius) pruning/limbing as needed. 75% weed free. 75% leaf litter as needed	12 year (mulch to tree within 10' radius) pruning/limbing as needed. 12 year (mulch to tree within 10' radius) pruning/limbing as needed. 12 year (mulch to tree within 10' radius) pruning/limbing as needed. 75% weed free. 75% leaf litter as needed	12 year (mulch to tree within 10' radius) pruning/limbing as needed. 12 year (mulch to tree within 10' radius) pruning/limbing as needed. 12 year (mulch to tree within 10' radius) pruning/limbing as needed. 75% weed free. 75% leaf litter as needed
Coloring	As needed	As needed	As needed
Leaf Cleanup	No less than 75% leaf litter after mowing	No less than 75% leaf litter after mowing	No less than 75% leaf litter after mowing
Leaf Blower	As needed	As needed	As needed
Utility Clearing	As needed	As needed	As needed
Ground Care/Soil	As needed	As needed	As needed
Tree/Plant Removal	12 year (as needed)	12 year (as needed)	12 year (as needed)
Construction	As needed	As needed	As needed
Soil & Turf Maintenance	As needed. Identified in inspection	As needed. Identified in inspection	As needed. Identified in inspection
Planting	As needed. Identified in inspection	As needed. Identified in inspection	As needed. Identified in inspection
Soil & Turf Damage Repair	As needed	As needed	As needed
Maintenance Report	Removal within 24 hour of being notified/inspecting	Removal within 24 hour of being notified/inspecting	Removal within 24 hour of being notified/inspecting
Tree Planting	As needed	As needed	As needed
Tree Removal	As needed	As needed	As needed
Tree Trimming	12 year (winter) every 2 years for new plantings	12 year (winter) every 2 years for new plantings	12 year (winter) every 2 years for new plantings

Designated Maintenance Area	Zone 1 (A, B)	Zone 2 (C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z)	Zone 3 (AA, AB, AC, AD, AE, AF, AG, AH, AI, AJ, AK, AL, AM, AN, AO, AP, AQ, AR, AS, AT, AU, AV, AW, AX, AY, AZ)
	Area 1		C - Basement from Woodman to Core Circle @ Basement
Area 2		A - Ringway from Ringway to Core Circle B - Ringway from Ringway to Core Circle C - Ringway from Ringway to Core Circle D - Ringway from Ringway to Core Circle E - Ringway from Ringway to Core Circle F - Ringway from Ringway to Core Circle G - Ringway from Ringway to Core Circle H - Ringway from Ringway to Core Circle I - Ringway from Ringway to Core Circle J - Ringway from Ringway to Core Circle	D - Main Hall from Wilmington Plaza to 1st St. E - Main Hall from Wilmington Plaza to 1st St. F - Main Hall from Wilmington Plaza to 1st St. G - Main Hall from Wilmington Plaza to 1st St. H - Main Hall from Wilmington Plaza to 1st St. I - Main Hall from Wilmington Plaza to 1st St. J - Main Hall from Wilmington Plaza to 1st St.
Area 3		A - Ringway from Ringway to Core Circle B - Ringway from Ringway to Core Circle C - Ringway from Ringway to Core Circle D - Ringway from Ringway to Core Circle E - Ringway from Ringway to Core Circle F - Ringway from Ringway to Core Circle G - Ringway from Ringway to Core Circle H - Ringway from Ringway to Core Circle I - Ringway from Ringway to Core Circle J - Ringway from Ringway to Core Circle	C - Woodman @ Wilmington Plaza D - Woodman @ Wilmington Plaza E - Woodman @ Wilmington Plaza F - Woodman @ Wilmington Plaza G - Woodman @ Wilmington Plaza H - Woodman @ Wilmington Plaza I - Woodman @ Wilmington Plaza J - Woodman @ Wilmington Plaza
Area 4		A - Ringway from Ringway to Core Circle B - Ringway from Ringway to Core Circle C - Ringway from Ringway to Core Circle D - Ringway from Ringway to Core Circle E - Ringway from Ringway to Core Circle F - Ringway from Ringway to Core Circle G - Ringway from Ringway to Core Circle H - Ringway from Ringway to Core Circle I - Ringway from Ringway to Core Circle J - Ringway from Ringway to Core Circle	A - Woodman Dr. from State Ave. to 1st St. B - Core Circle C - Woodman - East Side from Ring to 1st St. D - Woodman - East Side from Ring to 1st St. E - Ringway @ Coliseum F - Ringway @ Coliseum G - Ringway @ Coliseum H - Main Hall from Wilmington Plaza to 1st St. I - Main Hall from Wilmington Plaza to 1st St. J - Main Hall from Wilmington Plaza to 1st St.
Area 5		A - Ringway from Ringway to Core Circle B - Ringway from Ringway to Core Circle C - Ringway from Ringway to Core Circle D - Ringway from Ringway to Core Circle E - Ringway from Ringway to Core Circle F - Ringway from Ringway to Core Circle G - Ringway from Ringway to Core Circle H - Ringway from Ringway to Core Circle I - Ringway from Ringway to Core Circle J - Ringway from Ringway to Core Circle	A - Woodman Dr. from State Ave. to 1st St. B - Core Circle C - Woodman - East Side from Ring to 1st St. D - Woodman - East Side from Ring to 1st St. E - Ringway @ Coliseum F - Ringway @ Coliseum G - Ringway @ Coliseum H - Main Hall from Wilmington Plaza to 1st St. I - Main Hall from Wilmington Plaza to 1st St. J - Main Hall from Wilmington Plaza to 1st St.
Area 6	A - Ringway from Ringway to Core Circle	A - Ringway from Ringway to Core Circle	A - Ringway from Ringway to Core Circle
Area 7	A - Ringway from Ringway to Core Circle	A - Ringway from Ringway to Core Circle	A - Ringway from Ringway to Core Circle
Area 8	A - Ringway from Ringway to Core Circle	A - Ringway from Ringway to Core Circle	A - Ringway from Ringway to Core Circle

# APPENDIX I – SAMPLE CODES OF CONDUCT

## 1. FITNESS CENTER

  
**CITY OF KETTERING**  
PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT  
**KRC/KFWC FITNESS CENTER**  
**RELEASE AND IDEMNITY AGREEMENT**

I wish to use the City of Kettering's ("city") KRC/KFWC facilities, including the Trent Arena Indoor Running Track, and equipment ("premises"). I know that my use will be at my own risk; and I recognize and accept that my use, the premises, and city employees and/or other persons may create danger of personal injury or illness, disease, or virus to me or to others and risk of property damage.

I am signing this agreement on behalf of myself, my spouse, heirs, and personal representatives and to induce the city to allow me to use the premises. By signing, I:

- (a) Agree to comply with all applicable policies, rules, and regulations and I assume full responsibility for any personal injury, illness, disease, virus, or damage to my person or property which may occur, directly or indirectly, while on or about the premises;
- (b) Release and discharge the city, its officers, agents, and employees, from all claims, demands, damages, or causes of action, present or future, whether known or unknown, resulting from or arising out of my use of the premises;
- (c) Agree to indemnify and hold the city, its officers, agents, and employees, harmless for any of my acts or conduct while using the premises;
- (d) Agree to defend the city and to pay its costs, expenses of preparation, and attorneys' fees as a result of any action brought by or against the city, its officers, agents, and employees, for any of my acts or conduct while using the premises; and
- (e) Declare that I am at least 18 years old, and that I have read, understand, and accept all the terms of this agreement.

Street Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone (home): \_\_\_\_\_ Phone (cell): \_\_\_\_\_

Birth date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_ E-mail: \_\_\_\_\_

**PARTICIPANT**  
SIGNATURE \_\_\_\_\_

PRINT NAME \_\_\_\_\_

Witness  
Signature \_\_\_\_\_

Witness  
Print \_\_\_\_\_

**UNDER AGE 18**  
SIGNATURE \_\_\_\_\_

PRINT NAME \_\_\_\_\_  
(PARENT or LEGAL GUARDIAN MUST ALSO SIGN)

**Parent/Legal Guardian**  
Signature \_\_\_\_\_

Witness  
Signature \_\_\_\_\_

IN WITNESS WHEREOF, I have signed this agreement on the \_\_\_\_ day of \_\_\_\_ 20\_\_

**IN THE EVENT OF AN EMERGENCY, PLEASE CONTACT**

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

REV 6/2020

Last Name

First Name

Middle Initial

### KRC/KFWC Fitness Center Policies

- Limit use of cardio equipment to 30 minutes when others are waiting and allow others to work in on strength equipment when doing sets.
- Wipe off equipment with provided sanitizer and paper towels.
- Use collars on free weight bars.
- Use equipment for its intended use, keep it in established areas and return it to its proper location.
- Use family-friendly language and refrain from grunting, yelling and banging weights.
- Wear appropriate athletic attire, including closed-toe footwear, proper shirt and pants to cover body.
- Refrain from wearing excessive perfume and cologne.
- Wear headphones while listening to music or watching TV on a personal device.
- Refrain from bringing food and open containers into the fitness center.
- Use City of Kettering personal trainers only.
- Abide by age restrictions:
  - Ages 7 and under are not permitted in the fitness center.
  - Ages 8-10 must be accompanied by an adult at all times and may participate in the cardio and stretching areas of fitness center.
  - Ages 11- 15 must be accompanied by an adult at all times and may participate in all areas of the fitness center.

I have read and agreed to abide by the rules and regulations as stated above. In the event that I may fail to do so, I understand that I may be asked to leave the facility.

**Signed:**

**Date:**



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## 2. SUMMER CAMP

### **Kettering Parks, Recreation and Cultural Arts** **Camp Code of Conduct**

The City of Kettering, Parks, Recreation and Cultural Arts programs are a place to be responsible, respectful and safe all while having fun! In order to provide the safest and most enjoyable experience for everyone, all campers and parents/guardians are asked to review and sign this Code of Conduct prior to camp participation.

Campers are expected to:

- Show respect to each other and surroundings.
- Keep hands to oneself.
- Use appropriate language.
- Follow directions.
- Report problems to camp staff.
- Follow guidelines in the Parent Handbook on [playkettering.org/camps](http://playkettering.org/camps).

Failure to follow these behavior expectations will be addressed with the following disciplinary steps:

1. Camp staff will redirect the camper to more appropriate behavior.
2. Camper will be reminded of the behavior expectations and a formal discussion will take place.
3. Program Supervisor will be notified and will meet with the camper.
4. If the behavior continues, parent/guardian will be notified of the problem.
5. If the behavior continues, parent/guardian will be notified and expected to remove the camper from camp for the day.

Aggressive behavior, inappropriate language or other behavior that is detrimental to the functions of camp will not be tolerated. If a camper's behavior at any time threatens the safety of himself/herself, other campers or staff, the parent/guardian will be notified and expected to pick up the camper immediately.

Severe behavior may not follow the outlined disciplinary steps and may lead to immediate suspension or dismissal from camp, on a case-by-case basis.

## APPENDIX J – 2020 FITNESS MEMBERSHIP SURVEY

### 2020 Fitness and Exercise Membership Survey

#### Q1 What type of membership do you currently have?

Answered: 386 Skipped: 0

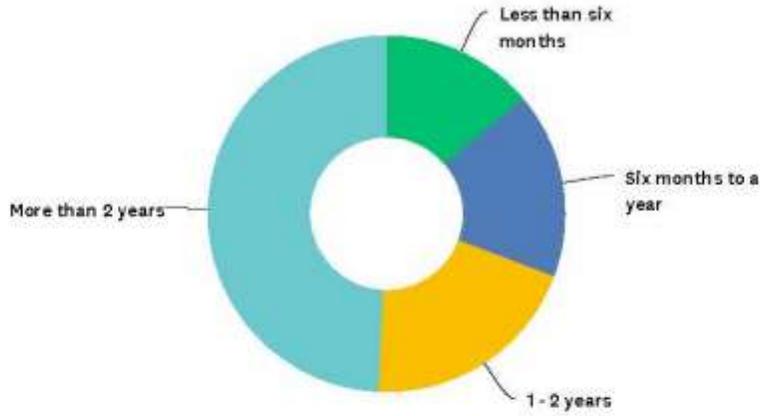


ANSWER CHOICES	RESPONSES	
Combination Pass (fitness rooms, fitness classes, ice arena, pool, spa)	18.65%	72
Fitness Pass (fitness rooms only)	53.11%	205
Exercise Pass (fitness classes only)	16.06%	62
Fitness/Exercise Pass (fitness rooms + fitness classes)	11.66%	45
None of the above	0.52%	2
Total Respondents: 386		

2020 Fitness and Exercise Membership Survey

Q2 How long have you had your Combination Pass membership?

Answered: 65 Skipped: 321

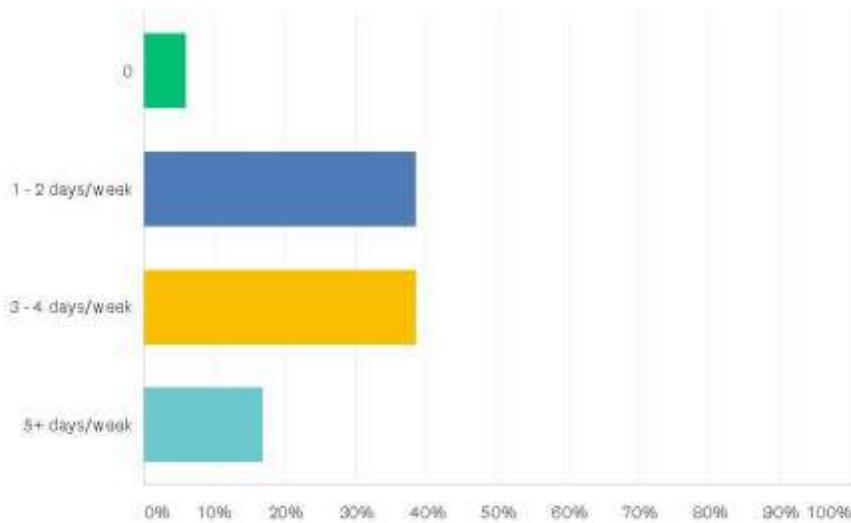


ANSWER CHOICES	RESPONSES	
Less than six months	13.85%	9
Six months to a year	16.92%	11
1 - 2 years	20.00%	13
More than 2 years	49.23%	32
<b>TOTAL</b>		<b>65</b>

2020 Fitness and Exercise Membership Survey

Q3 On average, how many days each week to you utilize this membership?

Answered: 65 Skipped: 321

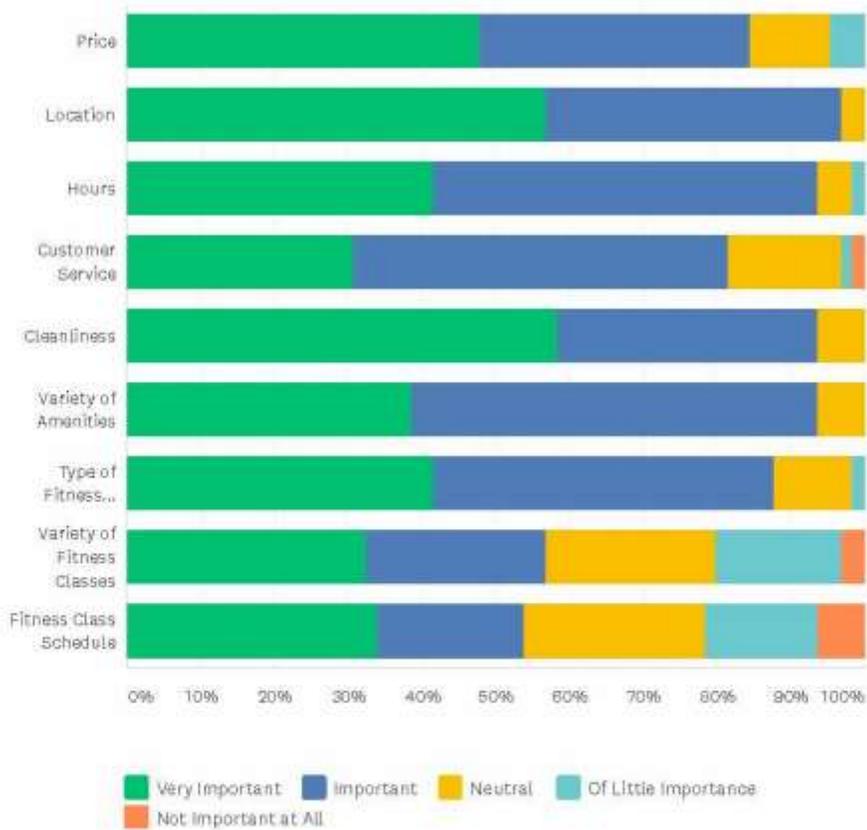


ANSWER CHOICES	RESPONSES	
0	6.15%	4
1 - 2 days/week	38.46%	25
3 - 4 days/week	38.46%	25
5+ days/week	16.92%	11
TOTAL		65

2020 Fitness and Exercise Membership Survey

Q4 How important were the following when making your decision on whether to join or renew?

Answered: 65 Skipped: 321



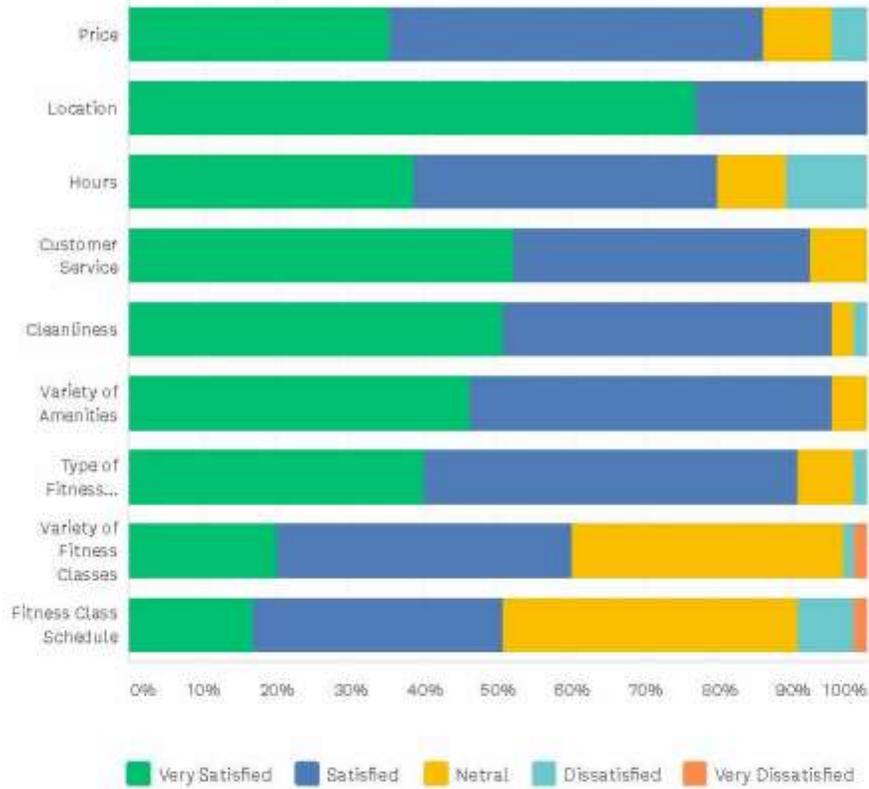
2020 Fitness and Exercise Membership Survey

	VERY IMPORTANT	IMPORTANT	NEUTRAL	OF LITTLE IMPORTANCE	NOT IMPORTANT AT ALL	TOTAL
Price	47.69% 31	36.92% 24	10.77% 7	4.62% 3	0.00% 0	65
Location	56.92% 37	40.00% 26	3.08% 2	0.00% 0	0.00% 0	65
Hours	41.54% 27	52.31% 34	4.62% 3	1.54% 1	0.00% 0	65
Customer Service	30.77% 20	50.77% 33	15.38% 10	1.54% 1	1.54% 1	65
Cleanliness	58.46% 38	35.38% 23	6.15% 4	0.00% 0	0.00% 0	65
Variety of Amenities	38.46% 25	55.38% 36	6.15% 4	0.00% 0	0.00% 0	65
Type of Fitness Equipment	41.54% 27	46.15% 30	10.77% 7	1.54% 1	0.00% 0	65
Variety of Fitness Classes	32.31% 21	24.62% 16	23.08% 15	16.92% 11	3.08% 2	65
Fitness Class Schedule	33.85% 22	20.00% 13	24.62% 16	15.38% 10	6.15% 4	65

2020 Fitness and Exercise Membership Survey

Q5 How satisfied are you with the following?

Answered: 65 Skipped: 321



2020 Fitness and Exercise Membership Survey

	VERY SATISFIED	SATISFIED	NETRAL	DISSATISFIED	VERY DISSATISFIED	TOTAL
Price	35.38% 23	50.77% 33	9.23% 6	4.62% 3	0.00% 0	65
Location	76.92% 50	23.08% 15	0.00% 0	0.00% 0	0.00% 0	65
Hours	38.46% 25	41.54% 27	9.23% 6	10.77% 7	0.00% 0	65
Customer Service	52.31% 34	40.00% 26	7.69% 5	0.00% 0	0.00% 0	65
Cleanliness	50.77% 33	44.62% 29	3.08% 2	1.54% 1	0.00% 0	65
Variety of Amenities	46.15% 30	49.23% 32	4.62% 3	0.00% 0	0.00% 0	65
Type of Fitness Equipment	40.00% 26	50.77% 33	7.69% 5	1.54% 1	0.00% 0	65
Variety of Fitness Classes	20.00% 13	40.00% 26	36.92% 24	1.54% 1	1.54% 1	65
Fitness Class Schedule	16.92% 11	33.85% 22	40.00% 26	7.69% 5	1.54% 1	65

2020 Fitness and Exercise Membership Survey

Q6 If you are dissatisfied with any of the items above, please tell us why

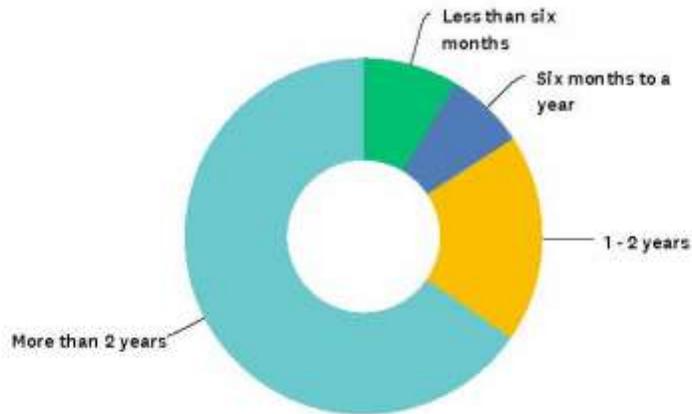
Answered: 17 Skipped: 369

#	RESPONSES	DATE
1	This pass is for my 14 year old son he can't use the fitness area without me. Which make it harder than I thought for him to use it	1/22/2020 11:59 PM
2	Hard to use pass because of busy schedule and current hours of operation. Would like to see facility open later one or two nights a week for those who work late.	1/21/2020 8:41 PM
3	Would like to see more evening opportunities with some variety	1/20/2020 2:35 PM
4	My only complaint is I wish the Rec center and nursery had extended hours. It'd be nice if it could somehow be open until 11pm or midnight during the week. Or the nursery could have hours on Sundays.	1/19/2020 10:01 PM
5	I swim and use the weight room. I'm happy with the weight room, but the pool is always crowded. I wish you would open the pool on weekdays at 5AM to relieve some of the congestion when swimming laps. I know it's early, but it might help to spread out the crowd wanting in the water.	1/18/2020 10:33 PM
6	Open at 5 am and stay open till midnight.	1/18/2020 3:09 PM
7	Not a large variety of updated fitness machines or equipment. Appreciate the 5:45 AM classes can a Monday class be offered at that time?	1/18/2020 1:50 PM
8	Wish childcare started before 6 months and had extended hours.	1/18/2020 10:24 AM
9	I would like to see more classes in the evening and weekend	1/18/2020 7:39 AM
10	Hours on Sunday, it would be nice to get in a workout early before church. It is difficult to do that when the gym opens at 10.	1/18/2020 7:02 AM
11	Cost is very high for non residents, even senior non residents.	1/17/2020 10:01 PM
12	I feel like the class times are more for people who don't work. More evening classes!!! I would love to see SWERK, More HIIT, a barre class would be great! Maybe just update or expand on some of your classes.	1/17/2020 5:30 PM
13	Little to no classes between 6-8am. class types have not varied in years. Nice that there are a few additions this new schedule but still very little.	1/17/2020 5:12 PM
14	There are days when I am unable to work out at the center because it is closed before I am able to make it, I would benefit greatly from increased hours of operation.	1/17/2020 4:50 PM
15	Class instructors are same. No variety in classes. Hours are limited	1/17/2020 4:43 PM
16	Many classes were only offered in the morning making it difficult when working FT	1/17/2020 3:43 PM
17	Track closed too frequently at Trent	1/17/2020 3:35 PM

2020 Fitness and Exercise Membership Survey

### Q7 How long have you had your Fitness Pass membership?

Answered: 196 Skipped: 190

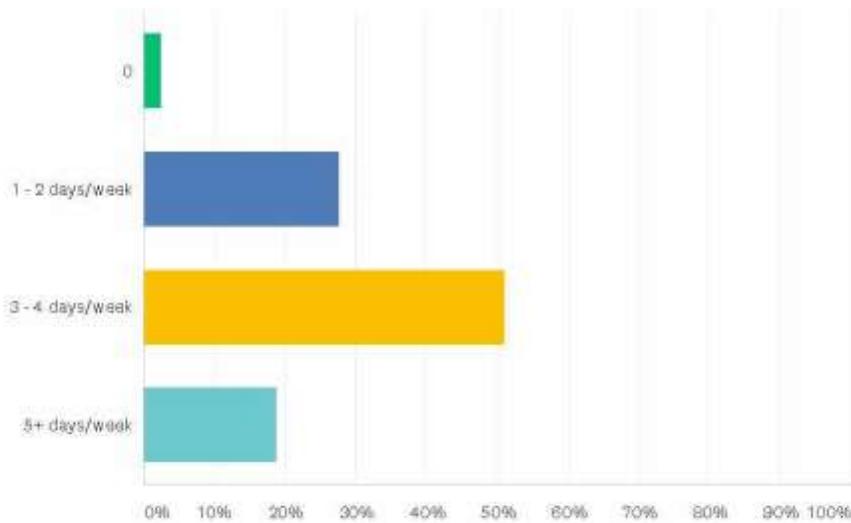


ANSWER CHOICES	RESPONSES	
Less than six months	8.67%	17
Six months to a year	7.14%	14
1 - 2 years	18.88%	37
More than 2 years	65.31%	128
<b>TOTAL</b>		<b>196</b>

2020 Fitness and Exercise Membership Survey

Q8 On average, how many days each week to you utilize this membership?

Answered: 196 Skipped: 190

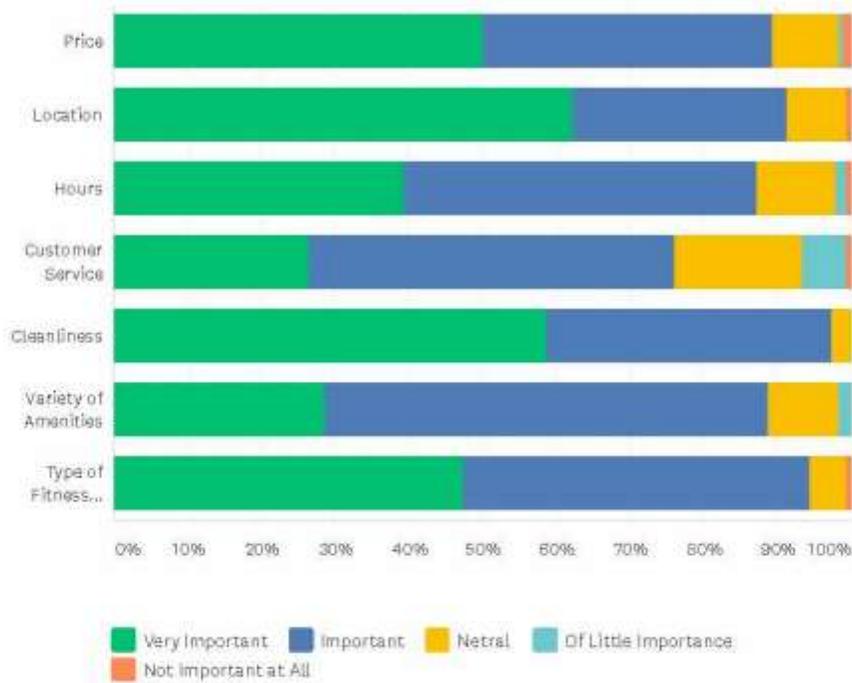


ANSWER CHOICES	RESPONSES	
0	2.55%	5
1 - 2 days/week	27.55%	54
3 - 4 days/week	51.02%	100
5+ days/week	18.88%	37
TOTAL		196

2020 Fitness and Exercise Membership Survey

Q9 How important were the following when making your decision on whether to join or renew?

Answered: 196 Skipped: 190

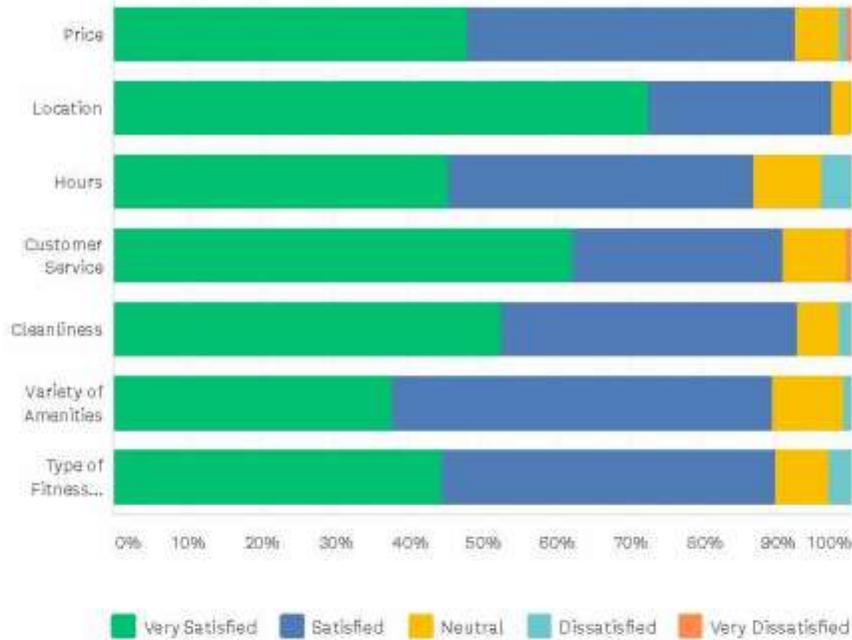


	VERY IMPORTANT	IMPORTANT	NETRAL	OF LITTLE IMPORTANCE	NOT IMPORTANT AT ALL	TOTAL
Price	50.00% 98	39.29% 77	9.18% 18	0.51% 1	1.02% 2	196
Location	62.24% 122	29.08% 57	8.16% 16	0.00% 0	0.51% 1	196
Hours	39.29% 77	47.96% 94	10.71% 21	1.53% 3	0.51% 1	196
Customer Service	26.53% 52	49.49% 97	17.35% 34	6.12% 12	0.51% 1	196
Cleanliness	58.67% 115	38.78% 76	2.55% 5	0.00% 0	0.00% 0	196
Variety of Amenities	28.57% 56	60.20% 118	9.69% 19	1.53% 3	0.00% 0	196
Type of Fitness Equipment	47.45% 93	46.94% 92	5.10% 10	0.00% 0	0.51% 1	196

2020 Fitness and Exercise Membership Survey

Q10 How satisfied are you with the following?

Answered: 196 Skipped: 190



	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	TOTAL
Price	47.96% 94	44.39% 87	6.12% 12	1.02% 2	0.51% 1	196
Location	72.45% 142	25.00% 49	2.55% 5	0.00% 0	0.00% 0	196
Hours	45.41% 89	41.33% 81	9.18% 18	4.08% 8	0.00% 0	196
Customer Service	62.24% 122	28.57% 56	8.67% 17	0.00% 0	0.51% 1	196
Cleanliness	52.55% 103	40.31% 79	5.61% 11	1.53% 3	0.00% 0	196
Variety of Amenities	37.76% 74	51.53% 101	9.69% 19	1.02% 2	0.00% 0	196
Type of Fitness Equipment	44.39% 87	45.41% 89	7.14% 14	3.06% 6	0.00% 0	196

2020 Fitness and Exercise Membership Survey

Q11 If you are dissatisfied with any of the items above, please tell us why

Answered: 42 Skipped: 344

2020 Fitness and Exercise Membership Survey

#	RESPONSES	DATE
1	Well, it's not equipment, but the coat rack at the Trent was removed and a short rack with tiny hooks was attached to the wall. No room for all the heavy coats at this time	1/26/2020 2:37 PM
2	Machines are frequently out of order. There is only 1 stair machine and row machine and it's usually in use.	1/24/2020 9:34 AM
3	walking track is closed too much, especially the 5-7pm time	1/22/2020 2:28 PM
4	Showers in the summer have gnats in them and at times the shower walls have slime that needs cleaned. They should probably clean them more frequently.	1/22/2020 9:53 AM
5	Many of the machines do not have working televisions. They seem to take a very long time to get fixed.	1/20/2020 2:17 PM
6	Not enough popular strength equipment. Bench presses and squat racks are always busy	1/19/2020 11:24 PM
7	At Kett Rec Center, the arm pads of one piece of equipment have holes. When I do lifts, it hurts my forearms. I asked it could be patched, but it was never fixed. This is in the corner of the upper level track.	1/19/2020 7:05 PM
8	Please get a second step machine! It's used often and it's the only piece of cardio equipment I can use.	1/19/2020 2:10 PM
9	N/A	1/19/2020 11:25 AM
10	I really wish you had raised tables for those of us who can't get up and down from the floor to stretch. I believe many, many patrons would benefit between the two locations.	1/19/2020 9:50 AM
11	I think the cleanliness of the fitness equipment could be improved. Sometimes when I'm using a piece of equipment and glance down toward the base of the equipment, I can see month's or even year's worth of dirt built up.	1/18/2020 9:29 PM
12	Would like early hours on the weekends	1/18/2020 11:37 AM
13	During the week, I think the hours are great. I understand shortened hours on the weekends, but I would appreciate later hours on Sunday evening.	1/18/2020 9:03 AM
14	Equipment needs updating. Plastic is cracked, looks old. Area for stretching and floor needs to be a bit larger. Carpet/fooring looks dirty	1/18/2020 8:23 AM
15	Hours are limited	1/17/2020 11:25 PM
16	I would appreciate earlier weekend hours.	1/17/2020 11:05 PM
17	Would like the gym to open at 5am	1/17/2020 9:57 PM
18	I've been a member for a very long time. I'm tired of your year after year price increases. You are getting close to pricing yourself beyond other commercial alternatives. I can understand a periodic price increase but not one that occurs every year. Unacceptable.	1/17/2020 9:15 PM
19	I think Trent Arena could use another rowing machine. I often have to wait or can't get on it in the early morning.	1/17/2020 7:59 PM
20	Fitness center patrons do not clean up equipment/weights when finished, leaving behind a mess.	1/17/2020 7:55 PM
21	Hours, I don't work a conventional 9-5 job so Friday-Sunday is almost impossible for me.	1/17/2020 7:54 PM
22	Charging for lockers is a petty low class money grab!	1/17/2020 7:27 PM
23	Weekend hours are too short...you should stay open until at least 8:00 on Sat/Sun and 10:00 on Fridays	1/17/2020 6:33 PM
24	It would be nice if yall had a fitness agility ladder. Other than that, I'm very please with equipment variety.	1/17/2020 6:32 PM
25	Best deal in town great job keep up the good wor!	1/17/2020 6:27 PM
26	KFWC is very dense with equipment. There is too much equipment in the space. I would expect people with physical issues would find it difficult to navigate.	1/17/2020 6:11 PM

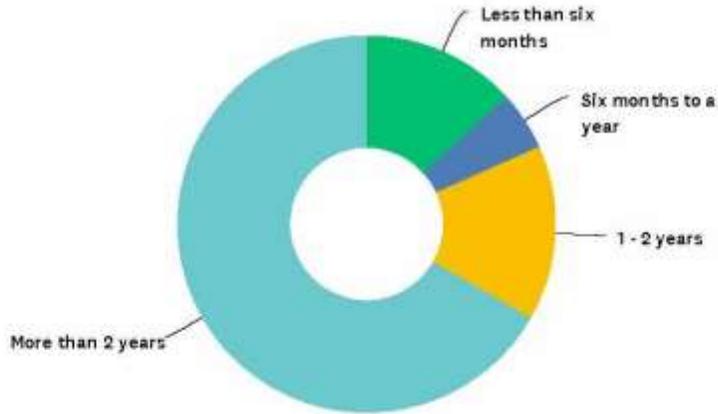
## 2020 Fitness and Exercise Membership Survey

27	Dirty	1/17/2020 4:26 PM
28	The bathrooms and walking track are somewhat filthy	1/17/2020 4:16 PM
29	I see trainers sitting around when the area can be cleaned. I have even complained to one before that spray was out and paper towels. Their response was for me to go find a janitor. Ridiculous. Someone needs to be in there to enforce rules and actively clean. Many members don't wipe down. It would be nice if employees would come in with spare time and do this to show they are making an effort. Trainers can get in the way with their clients. That is annoying. Large groups of middle aged men can get loud and obnoxious even shouting profanities. Some people come to the gym for peace. The layout is cramped at both locations.	1/17/2020 4:12 PM
30	You spelled 'neutral' wrong. Other than that, I just wish there were sauna and steam room but I understand that these aren't as popular or feasible as the used to be.	1/17/2020 4:11 PM
31	In the barbell/weight area, it would be nice to have a second deadlift/pc platform because this gets crowded often. There are a variety of types of plates, which actually weight slightly different and get moved all around the gym. It would be nice to have consistent plates throughout, or at least to have more, so that you do not have to hunt around the gym an extra 10 minutes trying to find the plates you need. It feels disorganized.	1/17/2020 4:06 PM
32	I know space can't be changed but the free weight area is always so cramped with benches everywhere and I just wish it were bigger. It would also be nice to have a hip thrust machine because there is no where to do them.	1/17/2020 4:03 PM
33	the weekend hours are limited and disappointing.	1/17/2020 3:58 PM
34	Please get a Jacobs ladder!!!!!!!!!!	1/17/2020 3:54 PM
35	Stop raising the prices otherwise we're going to have to go elsewhere.	1/17/2020 3:44 PM
36	I wish you had some Pilates reformer machines	1/17/2020 3:43 PM
37	Staff could wipe down equipment more, some gym members just aren't doing well at cleaning up their sweat off the equipment although they try.	1/17/2020 3:41 PM
38	Free weights could use upgrading/ improving.	1/17/2020 3:35 PM
39	Customer service by some staff is awful. I'm made to feel unwelcome every time I come in like it's an inconvenience that I'm even there. I joined another gym because of this.	1/17/2020 3:35 PM
40	Childcare is a very important topic to my family and feel the security of the care area could be better as well as the size of the area itself with the amount of children per supervisor. Hours for childcare and gym area could be extended as well? Overall satisfied with what is offered.	1/17/2020 3:33 PM
41	Wish there was more than 1 stair climber at Trent.	1/17/2020 3:28 PM
42	I really wish you opened earlier on Sunday.	1/17/2020 2:19 PM

2020 Fitness and Exercise Membership Survey

Q12 How long have you had your Exercise Pass membership?

Answered: 60 Skipped: 326

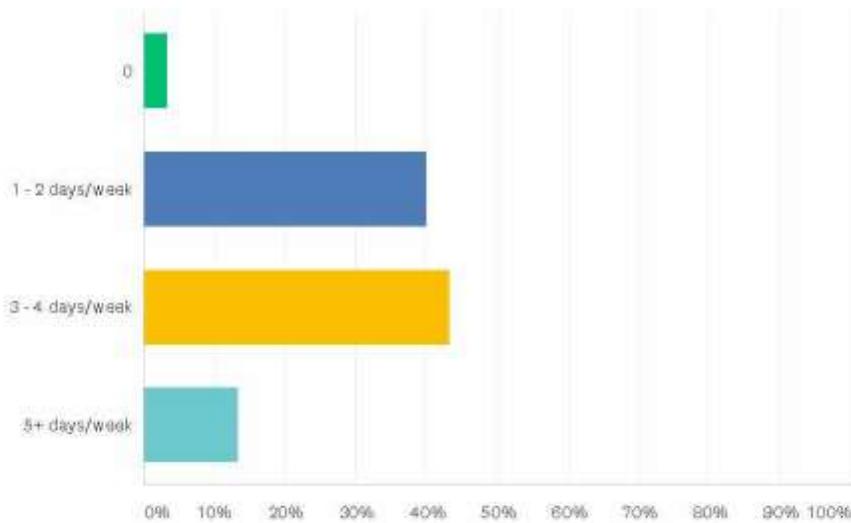


ANSWER CHOICES	RESPONSES
Less than six months	13.33% 8
Six months to a year	5.00% 3
1 - 2 years	15.00% 9
More than 2 years	66.67% 40
TOTAL	60

2020 Fitness and Exercise Membership Survey

Q13 On average, how many days each week to you utilize this membership?

Answered: 60 Skipped: 326

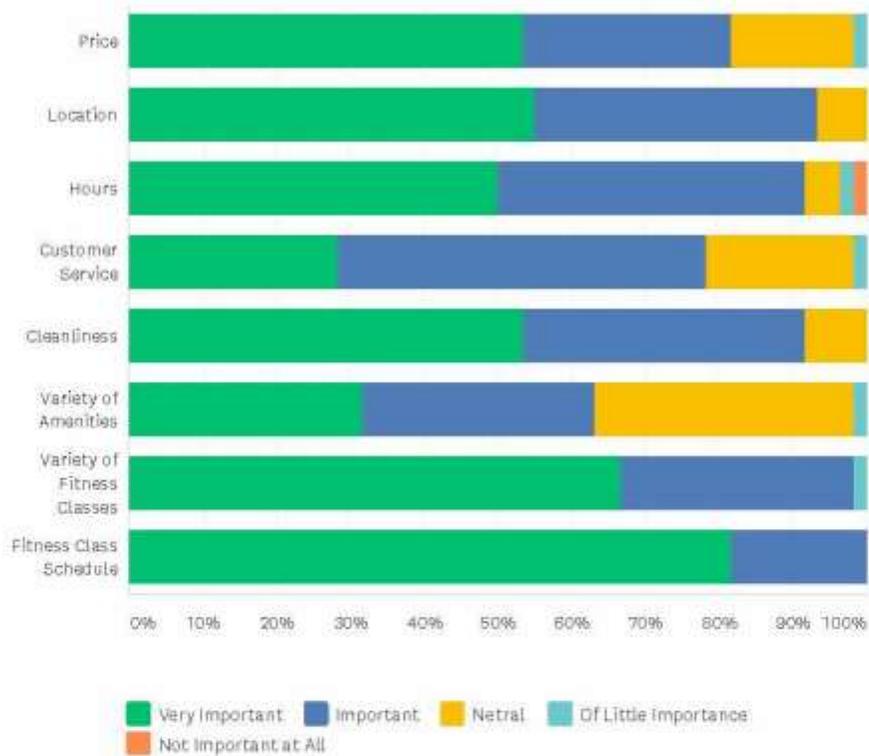


ANSWER CHOICES	RESPONSES	
0	3.33%	2
1 - 2 days/week	40.00%	24
3 - 4 days/week	43.33%	26
5+ days/week	13.33%	8
TOTAL		60

2020 Fitness and Exercise Membership Survey

Q14 How important were the following when making your decision on whether to join or renew?

Answered: 60 Skipped: 326



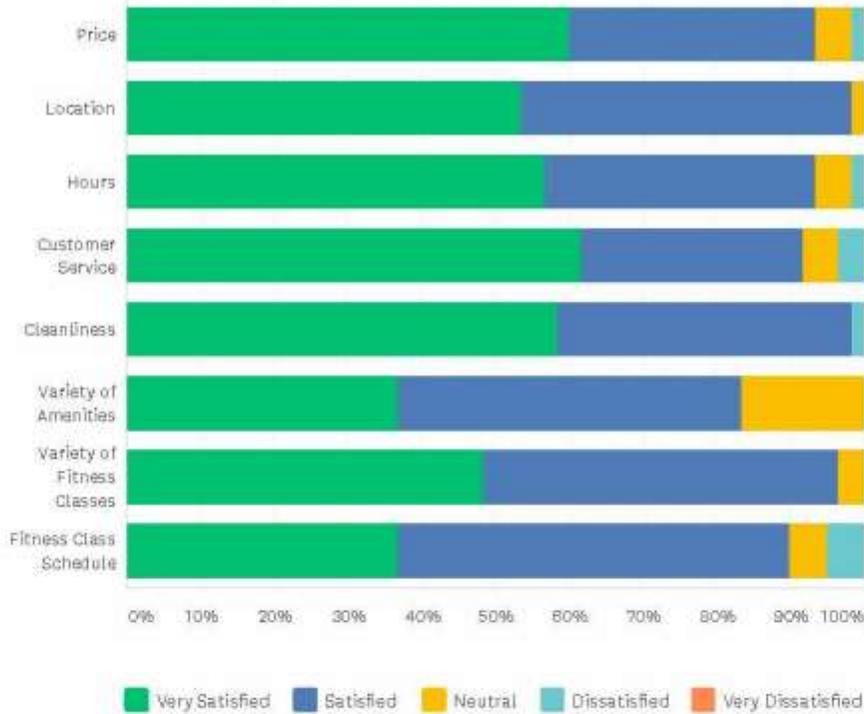
2020 Fitness and Exercise Membership Survey

	VERY IMPORTANT	IMPORTANT	NETRAL	OF LITTLE IMPORTANCE	NOT IMPORTANT AT ALL	TOTAL
Price	53.33% 32	28.33% 17	16.67% 10	1.67% 1	0.00% 0	60
Location	55.00% 33	38.33% 23	6.67% 4	0.00% 0	0.00% 0	60
Hours	50.00% 30	41.67% 25	5.00% 3	1.67% 1	1.67% 1	60
Customer Service	28.33% 17	50.00% 30	20.00% 12	1.67% 1	0.00% 0	60
Cleanliness	53.33% 32	38.33% 23	8.33% 5	0.00% 0	0.00% 0	60
Variety of Amenities	31.67% 19	31.67% 19	35.00% 21	1.67% 1	0.00% 0	60
Variety of Fitness Classes	66.67% 40	31.67% 19	0.00% 0	1.67% 1	0.00% 0	60
Fitness Class Schedule	81.67% 49	18.33% 11	0.00% 0	0.00% 0	0.00% 0	60

2020 Fitness and Exercise Membership Survey

Q15 How satisfied are you with the following?

Answered: 60 Skipped: 326



	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	TOTAL
Price	60.00% 36	33.33% 20	5.00% 3	1.67% 1	0.00% 0	60
Location	53.33% 32	45.00% 27	1.67% 1	0.00% 0	0.00% 0	60
Hours	56.67% 34	36.67% 22	5.00% 3	1.67% 1	0.00% 0	60
Customer Service	61.67% 37	30.00% 18	5.00% 3	3.33% 2	0.00% 0	60
Cleanliness	58.33% 35	40.00% 24	0.00% 0	1.67% 1	0.00% 0	60
Variety of Amenities	36.67% 22	46.67% 28	16.67% 10	0.00% 0	0.00% 0	60
Variety of Fitness Classes	48.33% 29	48.33% 29	3.33% 2	0.00% 0	0.00% 0	60
Fitness Class Schedule	36.67% 22	53.33% 32	5.00% 3	5.00% 3	0.00% 0	60

2020 Fitness and Exercise Membership Survey

Q16 If you are dissatisfied with any of the items above, please tell us why

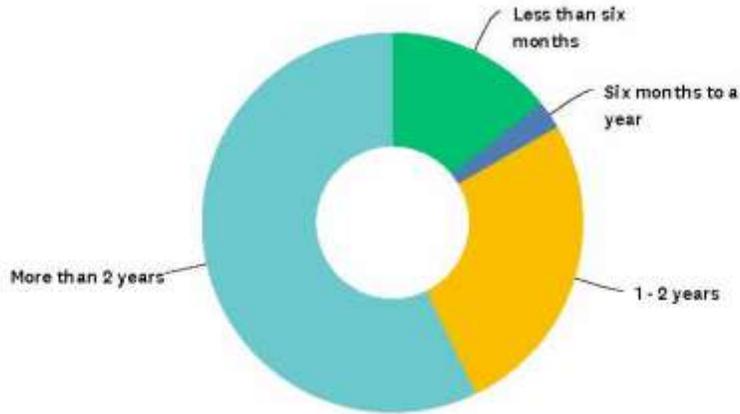
Answered: 14 Skipped: 372

#	RESPONSES	DATE
1	Not happy with time change for tues morning classes. Used to be able to take 2 classes back to back and they now overlap a half hour	1/26/2020 5:43 AM
2	Would appreciate more weekend class times (namely Sunday) and perhaps a lunch-time class.	1/25/2020 5:40 PM
3	In the Fall of 2019 a decision was made to restrict weight equipment and use of stairs in Trent Arena. There was no explanation to the class participants or trainer. Just an edict from above. This is not good customer service. The stair use was restored but still no weight equipment use allowed in Trent. This decision needs to be justified to Trent Arena users or equipment use restored.	1/24/2020 9:04 AM
4	wish there were more group fitness classes between 5 and 7pm	1/21/2020 5:10 PM
5	I live in just 2 miles away from the rec center, but it technically belongs to Beavercreek, not Kettering, so I have to pay the non-residents fee. It would be great if you consider people living within 2-3 miles as residents in terms of the payment, then I could afford to participate in more programs.	1/21/2020 9:59 AM
6	The cycling class at KFWC fills up fast. I have reason to believe they are allowing names are written down by others before they have even arrived.	1/20/2020 3:03 PM
7	It would be nice to have more classes and/ or class options on weekdays after 5:30pm, for those of us who work during the day	1/19/2020 5:47 PM
8	Feel like the instruction has fallen off the last few years. I have been a member for 20 years. Need better instructor and more difficult classes	1/18/2020 10:30 AM
9	I wish there were more yoga classes inn the AM. A 10:00 class would be great! I usually go to the Rosewood at noon. Used to go to Trent all the time but now that is not an option. I understand the problems with the school but wish there was a space for yoga.	1/18/2020 9:15 AM
10	I love the rec center! It would be great to offer more classes throughout the day. There are a few hours in each day that none are offered. Also offer a full hour boxing workout with Nick and add more classes by Amy, zumba instructor.	1/18/2020 6:49 AM
11	It would be nice to have more fitness classes scheduled on Sundays. It would also be nice to have yoga on more evenings than just Mondays.	1/17/2020 10:49 PM
12	I wish that there were more classes such as trx offered either super early(4/5am), or late(8/9pm).	1/17/2020 7:12 PM
13	I am in Studio B for all my classes. The edges of the room are always dirty. "Dust Bunnies" are blowing around all the time.	1/17/2020 5:29 PM
14	floors in the exercise class rooms as well as the track need to be cleaned. the exercise class rooms have no place to hang coats, purses. I would like the Wednesday morning pound class to go back to being just pound vs pound/zumba. There are already plenty of other zumba classes. Please tell people not to wear smelly perfume. Please do not raise the out of kettering prices-I cannot afford more than it is now.	1/17/2020 3:56 PM

2020 Fitness and Exercise Membership Survey

Q17 How long have you had Your Fitness/Exercise Pass membership?

Answered: 42 Skipped: 344

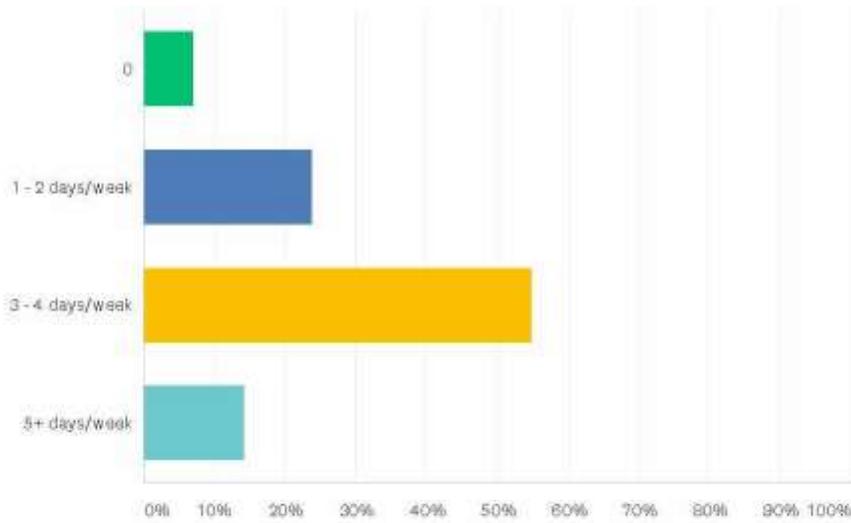


ANSWER CHOICES	RESPONSES	
Less than six months	14.29%	6
Six months to a year	2.38%	1
1 - 2 years	26.19%	11
More than 2 years	57.14%	24
<b>TOTAL</b>		<b>42</b>

2020 Fitness and Exercise Membership Survey

Q18 On average, how many days each week to you utilize this membership?

Answered: 42 Skipped: 344

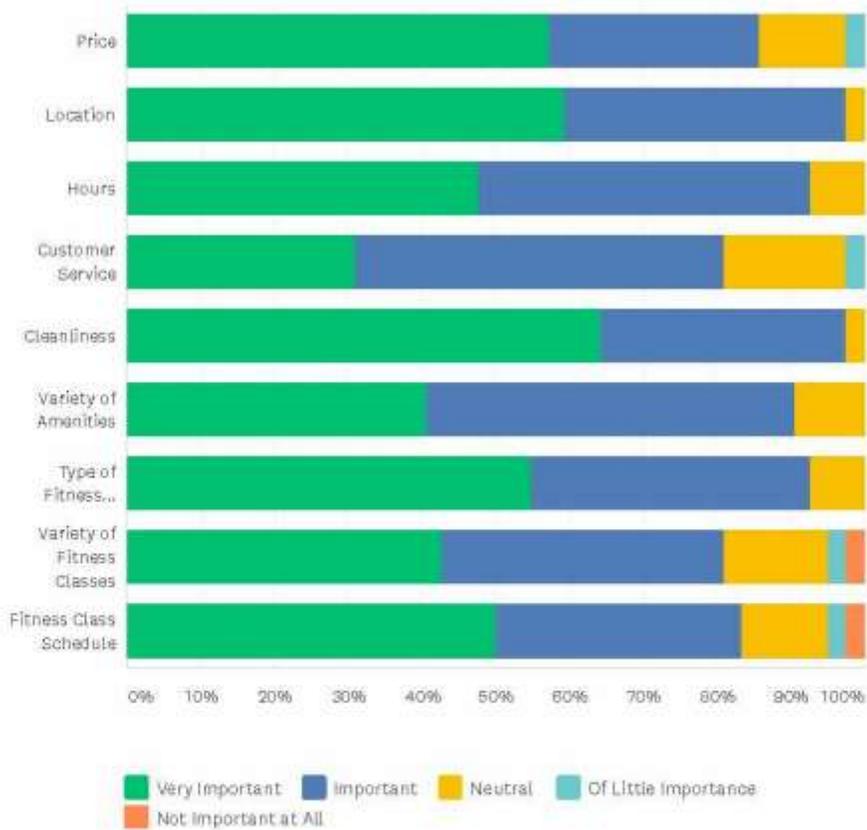


ANSWER CHOICES	RESPONSES	
0	7.14%	3
1 - 2 days/week	23.81%	10
3 - 4 days/week	54.76%	23
5+ days/week	14.29%	6
TOTAL		42

2020 Fitness and Exercise Membership Survey

Q19 How important were the following when making your decision on whether to join or renew?

Answered: 42 Skipped: 344



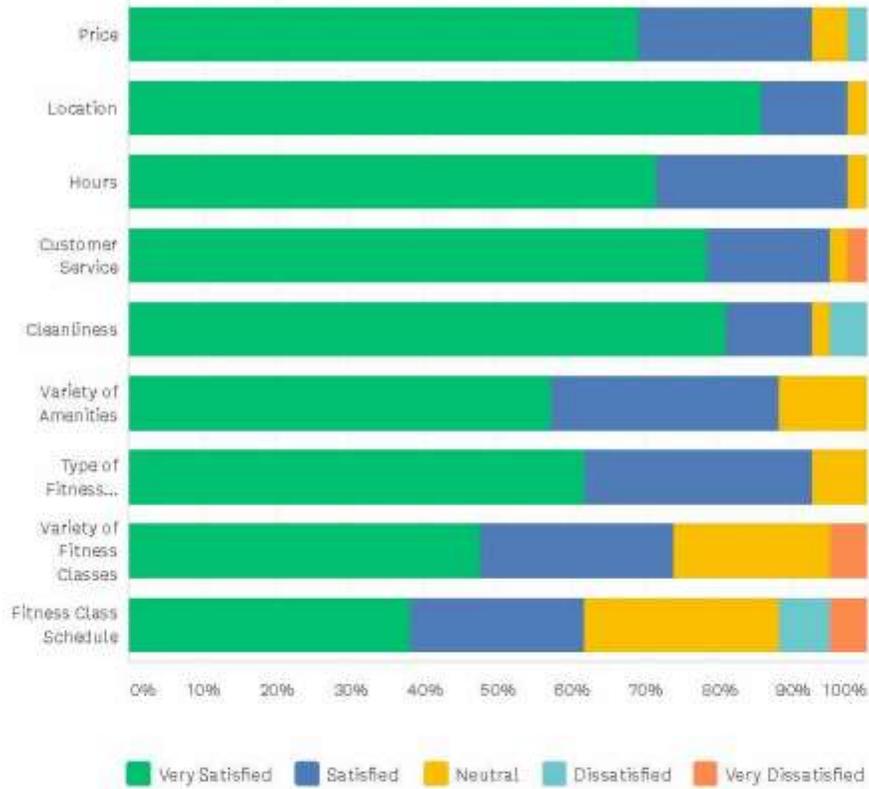
2020 Fitness and Exercise Membership Survey

	VERY IMPORTANT	IMPORTANT	NEUTRAL	OF LITTLE IMPORTANCE	NOT IMPORTANT AT ALL	TOTAL
Price	57.14% 24	28.57% 12	11.90% 5	2.38% 1	0.00% 0	42
Location	59.52% 25	38.10% 16	2.38% 1	0.00% 0	0.00% 0	42
Hours	47.62% 20	45.24% 19	7.14% 3	0.00% 0	0.00% 0	42
Customer Service	30.95% 13	50.00% 21	16.67% 7	2.38% 1	0.00% 0	42
Cleanliness	64.29% 27	33.33% 14	2.38% 1	0.00% 0	0.00% 0	42
Variety of Amenities	40.48% 17	50.00% 21	9.52% 4	0.00% 0	0.00% 0	42
Type of Fitness Equipment	54.76% 23	38.10% 16	7.14% 3	0.00% 0	0.00% 0	42
Variety of Fitness Classes	42.86% 18	38.10% 16	14.29% 6	2.38% 1	2.38% 1	42
Fitness Class Schedule	50.00% 21	33.33% 14	11.90% 5	2.38% 1	2.38% 1	42

2020 Fitness and Exercise Membership Survey

Q20 How satisfied are you with the following?

Answered: 42 Skipped: 344



2020 Fitness and Exercise Membership Survey

	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	TOTAL
Price	69.05% 29	23.81% 10	4.76% 2	2.38% 1	0.00% 0	42
Location	85.71% 36	11.90% 5	2.38% 1	0.00% 0	0.00% 0	42
Hours	71.43% 30	26.19% 11	2.38% 1	0.00% 0	0.00% 0	42
Customer Service	78.57% 33	16.67% 7	2.38% 1	0.00% 0	2.38% 1	42
Cleanliness	80.95% 34	11.90% 5	2.38% 1	4.76% 2	0.00% 0	42
Variety of Amenities	57.14% 24	30.95% 13	11.90% 5	0.00% 0	0.00% 0	42
Type of Fitness Equipment	61.90% 26	30.95% 13	7.14% 3	0.00% 0	0.00% 0	42
Variety of Fitness Classes	47.62% 20	26.19% 11	21.43% 9	0.00% 0	4.76% 2	42
Fitness Class Schedule	38.10% 16	23.81% 10	26.19% 11	7.14% 3	4.76% 2	42

2020 Fitness and Exercise Membership Survey

Q21 If you are dissatisfied with any of the items above, please tell us why

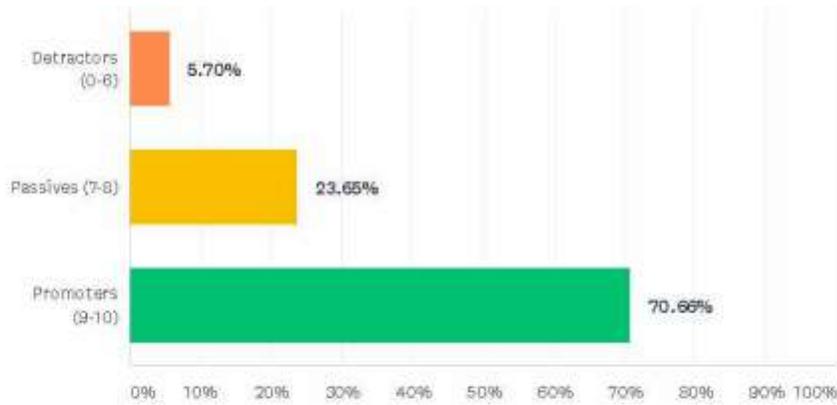
Answered: 12 Skipped: 374

#	RESPONSES	DATE
1	Need to have more adult pickup basketball options. We used to have both side of the gym available but now half has pickle ball.	1/22/2020 11:36 AM
2	Not unhappy at all. I belong to another fitness club. I am on the PAC committee so take classes as necessary.	1/21/2020 5:48 PM
3	Would like Sunday classes and more evening classes	1/20/2020 9:54 PM
4	It would be great to have more classes in the afternoon. Also, another stair stepper machine would be really nice. The one is usually in use.	1/20/2020 11:06 AM
5	All good!	1/18/2020 9:08 PM
6	the Trent location needs additional cardio equipment.	1/18/2020 4:11 PM
7	I wish the Trent Arena opened earlier on Sundays	1/18/2020 7:08 AM
8	The trent arena track area is always dirty. Sometimes it's disgustingly dirty. Whoever's doing that job, they aren't doing it well enough or often enough. Don't notice this at the rec.	1/17/2020 4:04 PM
9	It would be nice to have yoga more than one night/week. The price is also crazy high for someone who doesn't live in Kettering, but I guess the point is to be exclusive. Some of the classes are so monotonous, same routine every class.	1/17/2020 3:58 PM
10	The reception staff at the Kettering Rec Center are rude! Just the opposite @ Health & Fitness	1/17/2020 3:37 PM
11	Would like more late afternoon spin classes/TRX classes. Like noon to 3.	1/17/2020 3:35 PM
12	The exercise classes do not change in the mornings There are classes that don't do well in slots that other classes could be introduced	1/17/2020 3:34 PM

2020 Fitness and Exercise Membership Survey

Q22 How likely is it that you would recommend us to a friend or colleague?

Answered: 351 Skipped: 35



DETRACTORS (0-6)	PASSIVES (7-8)	PROMOTERS (9-10)	NET PROMOTER® SCORE
5.70%	23.65%	70.65%	65
20	83	248	

## Q23 What is the very best part of your membership?

Answered: 267 Skipped: 119

## 2020 Fitness and Exercise Membership Survey

#	RESPONSES	DATE
1	My trainer has really helped me improve my strength and balance since I've been going twice a week for a few years.	1/26/2020 2:40 PM
2	I appreciate the price point and find it very affordable. I also have certain classes I regularly go to because the instructors are great. They put effort and planning into each and every class which is dedicated and thoughtful and appreciated. Kevin in particular is fabulous. Also Nick. (And Randee...get her to move back!)	1/25/2020 5:45 PM
3	Location	1/25/2020 10:15 AM
4	group exercise with trainer pushes me to work out more often and more intensely than exercising on my own	1/24/2020 9:45 AM
5	The price is great for residence. If I had to pay non-resident price, I would probably look at bigger gyms.	1/24/2020 9:37 AM
6	Accessibility.	1/23/2020 10:59 AM
7	Availability 7 days a week.	1/22/2020 10:34 PM
8	Ability to go to Kettering Wellness Center and the Kettering Rec Center	1/22/2020 6:54 PM
9	Great people and customer services. Joy and Chuck are awesome!	1/22/2020 11:37 AM
10	Very close to my work and I go over my lunch hour.	1/22/2020 8:55 AM
11	So many choices for classes and times.	1/21/2020 9:56 PM
12	variety of activities	1/21/2020 8:42 PM
13	I do enjoy a new fitness class. Now that I have a new knee I am a lot more comfortable to take these classes.	1/21/2020 5:50 PM
14	Having access to Trainer, Thomas Jervis. He is fantastic!	1/21/2020 4:26 PM
15	Variety of scheduled classes	1/21/2020 3:54 PM
16	The flexibility to attend any drop-in class when I can.	1/21/2020 12:02 PM
17	Great instructors--Amy in Zumba is amazing!	1/21/2020 10:01 AM
18	staff and convenience and mostly nice members	1/21/2020 9:36 AM
19	Being able to exercise around my schedule	1/21/2020 8:22 AM
20	convenient location	1/21/2020 7:27 AM
21	Cost is good, it's been a good place to work out updated equipment shows up regularly I've been a member for 30 years	1/21/2020 5:30 AM
22	Excellent staff and amenities	1/21/2020 3:21 AM
23	Zumba amy	1/20/2020 9:55 PM
24	Zumba	1/20/2020 9:05 PM
25	I enjoy the Pilates classes and socializing with other class members.	1/20/2020 8:28 PM
26	Variety of exercise equipment, not too crowded	1/20/2020 7:40 PM
27	location and times	1/20/2020 3:04 PM
28	Getting to stay healthy	1/20/2020 2:37 PM
29	Close to home, staff is very friendly, I don't have to wait a long time to use the equipment, and very clean.	1/20/2020 2:26 PM
30	love the zumba classes and walking track	1/20/2020 2:26 PM
31	Convenience and price.	1/20/2020 2:20 PM
32	The hours you are open and being able to go and workout after work and on weekends.	1/20/2020 11:35 AM

### 2020 Fitness and Exercise Membership Survey

67	The equipment is in excellent working order.	1/18/2020 3:15 PM
68	The people	1/18/2020 3:13 PM
69	Hot tub and steam room	1/18/2020 3:10 PM
70	Excellent classes and friendly staff	1/18/2020 2:26 PM
71	Price, flexibility of fitness room and drop in classes	1/18/2020 2:21 PM
72	Pool, early morning classes	1/18/2020 1:52 PM
73	Variety of equipment	1/18/2020 1:48 PM
74	The location.	1/18/2020 1:24 PM
75	I like what the fitness room and classes have to offer. It's a good variety.	1/18/2020 1:14 PM
76	The ability to drop-in to a class.	1/18/2020 1:11 PM
77	Free weights and machines	1/18/2020 1:05 PM
78	I love the employees. They make me feel extremely welcome and I don't feel judged. Tammy is the best. She keeps me motivated and is truly the reason I keep going in the mornings.	1/18/2020 1:02 PM
79	Friendly staff and great fellow members	1/18/2020 11:53 AM
80	Location! Clean and just enough equipment!	1/18/2020 11:41 AM
81	Cost and convenience	1/18/2020 11:38 AM
82	excellent equipment, very good variety of equipment, indoor walking track	1/18/2020 11:27 AM
83	Low price	1/18/2020 11:11 AM
84	I can exercise anytime I want.	1/18/2020 11:07 AM
85	Working with a trainer (Tom) and affordable membership give me less of an excuse to avoid exercise.	1/18/2020 10:55 AM
86	Seeing Linda at the desk in the morning	1/18/2020 10:43 AM
87	location and ease of getting a workout in during the day !	1/18/2020 10:33 AM
88	Location, value, friendliness of staff and customers.	1/18/2020 10:32 AM
89	the friendly staff, the location, the fitness room, the walking track and feeling good knowing that I am getting exercise and living a healthier lifestyle	1/18/2020 10:32 AM
90	price and location	1/18/2020 10:31 AM
91	Nice equipment with TVs in fitness area and nice pool. Only downside is when limited lanes especially during summer as limited time I can use only when childcare open	1/18/2020 10:26 AM
92	variety	1/18/2020 10:12 AM
93	Initially, the best part of my membership was the fitness aspect. To date, the very best part of my membership is the wealth of friendships that have flourished through exercise class participation.	1/18/2020 10:10 AM
94	Having a safe, clean place to work out with up-to-date equipment with convenient hours, says it all.	1/18/2020 10:07 AM
95	Friendly "neighborhood" ambiance.	1/18/2020 9:49 AM
96	Convenience, cost.	1/18/2020 9:45 AM
97	Location and convenience	1/18/2020 9:30 AM
98	Availability of programs an classes and independent exercising	1/18/2020 9:27 AM
99	Location	1/18/2020 9:04 AM
100	All the good equipment available and the fact it's not too crowded.	1/18/2020 8:55 AM

## 2020 Fitness and Exercise Membership Survey

101	Convenient location	1/18/2020 8:48 AM
102	Price and location. I also like that you get both locations.	1/18/2020 8:46 AM
103	Variety of exercise classes that fit my schedule.	1/18/2020 8:44 AM
104	The variety of amenities. Also, Robyn Moore's yoga class.	1/18/2020 8:30 AM
105	Free as a Parks and recreation advisory member	1/18/2020 8:24 AM
106	price and proximity	1/18/2020 7:58 AM
107	Flexibility	1/18/2020 7:50 AM
108	I love the facility. My husband and I enjoy everything. We have met many very nice people at the facility.	1/18/2020 7:47 AM
109	Value, hours of operation, variety, equipment	1/18/2020 7:33 AM
110	Having the flexibility to take classes, swim, ice skate, etc.	1/18/2020 7:28 AM
111	Sauna and steam room	1/18/2020 7:12 AM
112	The Trent Arena Fitness Center is conveniently located for me and the cardio equipment is good.	1/18/2020 7:11 AM
113	Accessible to all amenities.	1/18/2020 7:02 AM
114	It's a friendly place to stay healthy!	1/18/2020 6:57 AM
115	Including the outdoor pool and having 5 free passes to friends and family	1/18/2020 6:34 AM
116	A variety of fitness classes	1/18/2020 6:15 AM
117	The best part is my safety. I feel very safe at KRC.	1/18/2020 6:05 AM
118	location	1/18/2020 6:00 AM
119	The teachers Nick and Kevin and the friends I have made	1/18/2020 5:19 AM
120	Instructor Amy for Zumba & Pound classes	1/18/2020 1:34 AM
121	Variety of classes	1/18/2020 12:59 AM
122	I have been going to Kettering. Very nice people and I love the facility	1/18/2020 12:16 AM
123	Track	1/18/2020 12:01 AM
124	Location and hours	1/17/2020 11:39 PM
125	A well maintained and clean facility with genuinely friendly staff!	1/17/2020 11:08 PM
126	Good variety of fitness classes for the price	1/17/2020 10:51 PM
127	the price - you could charge more and invest in more updated cardio equipment :-)	1/17/2020 10:29 PM
128	Friendly staff and participants.	1/17/2020 10:23 PM
129	Drop in classes and use of the walking track.	1/17/2020 10:12 PM
130	Excellent facility, great staff and good classes.	1/17/2020 10:10 PM
131	Love the deep water swimming classes and enjoy Pilates, weight, and yoga classes. Track is very important to me fir inclement weather . Like using elliptical as well.	1/17/2020 10:04 PM
132	Cost and amenities	1/17/2020 9:58 PM
133	Being able to utilize the amenities	1/17/2020 9:57 PM
134	Excellent staff, facilities, location at a reasonable cost.	1/17/2020 9:36 PM
135	Flexibility, equipment	1/17/2020 9:30 PM
136	Variety of machines	1/17/2020 9:29 PM
137	Used to be the cost advantage but that is drying up. Location is nice.	1/17/2020 9:16 PM

## 2020 Fitness and Exercise Membership Survey

138	The closeness to my home	1/17/2020 9:13 PM
139	Location	1/17/2020 9:07 PM
140	great equlpmnt	1/17/2020 8:51 PM
141	fitness classes and instructors POUND with Amy Core Crunch with Eileen	1/17/2020 8:30 PM
142	Fitness classes.	1/17/2020 8:15 PM
143	Location and price	1/17/2020 8:00 PM
144	The atmosphere.	1/17/2020 8:00 PM
145	The price is amazing.	1/17/2020 7:55 PM
146	Although the staff is great, it is the facility itself, including indoors, outdoors, and the surrounding park. This facility is truly a community asset, as people 1 to 100, can find activities. I've been to many health centers in the Dayton metro area in the past 30 years, and the KRC is the best.	1/17/2020 7:54 PM
147	Decent hours, good value	1/17/2020 7:49 PM
148	Daycare when needed.	1/17/2020 7:35 PM
149	plenty of equipment and trainers	1/17/2020 7:32 PM
150	It's conveniently located, priced fairly, friendly staff	1/17/2020 7:31 PM
151	The amount of machines	1/17/2020 7:28 PM
152	Convenient. I like the smaller size of Trent fitness center. Staff is helpful when needed and always friendly.	1/17/2020 7:25 PM
153	Variety of equipment	1/17/2020 7:23 PM
154	The ability to drop in on any and all classes.	1/17/2020 7:22 PM
155	Regulars	1/17/2020 7:15 PM
156	When I was able to attend, the classes were great.	1/17/2020 7:14 PM
157	Variety of land classes available	1/17/2020 7:05 PM
158	Bootcamp classes	1/17/2020 6:58 PM
159	Convenience to workout on the equipment I enjoy using.	1/17/2020 6:54 PM
160	The place is always clean and the equipment always works	1/17/2020 6:48 PM
161	The fitness center is open when I need to work out, and in general, except for the first couple of weeks after the new year, there is always aerobics equipment available.	1/17/2020 6:44 PM
162	Instructors and checkpoint staff are excellent.	1/17/2020 6:38 PM
163	Location/proximity to my house	1/17/2020 6:35 PM
164	Price, facilities, people, personal trainers	1/17/2020 6:34 PM
165	Fitness room	1/17/2020 6:29 PM
166	Location	1/17/2020 6:20 PM
167	Variety	1/17/2020 6:16 PM
168	Well, I joined because my son is in KCST and makes easy to exercise while he is in practice.	1/17/2020 6:12 PM
169	Location and the patrons and staff	1/17/2020 6:12 PM
170	Monthly payments and choosing what type of membership	1/17/2020 6:07 PM
171	I have Parkinson's disease and the Parkinson's circuit class is the best thing I have in my daily life	1/17/2020 6:04 PM

### 2020 Fitness and Exercise Membership Survey

172	Convenience	1/17/2020 6:00 PM
173	Personal training	1/17/2020 5:59 PM
174	That I get to use the pool in the summer.	1/17/2020 5:33 PM
175	The "drop in class" schedule and instructors.	1/17/2020 5:31 PM
176	Use of fitness equipment.	1/17/2020 5:27 PM
177	Fitness pass includes walking track. Openness of track and fitness center is pleasant environment to work out.	1/17/2020 5:22 PM
178	I have had the membership for 5 days. Today I attended Pop Pilates (with Alexis). Please tell Alexis THANK YOU! It was difficult, but I will be back :)	1/17/2020 5:17 PM
179	the classes	1/17/2020 5:14 PM
180	All the staff and friends I interact with at the center	1/17/2020 5:14 PM
181	I can work out when I want to	1/17/2020 5:13 PM
182	I like the teachers and the social part of group fitness.	1/17/2020 5:13 PM
183	Fitness equipment	1/17/2020 5:10 PM
184	Close	1/17/2020 5:08 PM
185	Good equipment	1/17/2020 5:03 PM
186	Classes and teachers	1/17/2020 5:02 PM
187	Price is excellent and community atmosphere.	1/17/2020 4:53 PM
188	Convenience	1/17/2020 4:53 PM
189	Living in Centerville but working and paying taxes in Kettering and getting the resident rate. Also, having 2 separate locations to choose from, based on where I coming from, (home versus work).	1/17/2020 4:51 PM
190	Having a high quality workout facility that is easy to access.	1/17/2020 4:51 PM
191	TRX	1/17/2020 4:48 PM
192	Location	1/17/2020 4:47 PM
193	I have made lots of good friends	1/17/2020 4:44 PM
194	Hours and location	1/17/2020 4:41 PM
195	Yoga/yoga lates, walking track, weights	1/17/2020 4:31 PM
196	I love working out at the Trent Center and the Tai Chi and Gentle Stretch Yoga classes.	1/17/2020 4:28 PM
197	Variety of classes and price	1/17/2020 4:27 PM
198	The large size of the fitness room.	1/17/2020 4:25 PM
199	Yoga class	1/17/2020 4:25 PM
200	Friendly atmosphere, clean, variety, spacious, sunny workout space	1/17/2020 4:23 PM
201	Variety and quality of equipment.	1/17/2020 4:21 PM
202	Close to home. Personal training	1/17/2020 4:20 PM
203	price, location, opening-hours The fact that I can come-and-go as I please.	1/17/2020 4:19 PM
204	The personal training. Ben is great! Makes it fun!	1/17/2020 4:19 PM
205	I can work out very early in the morning (before going to work) or late at night.	1/17/2020 4:19 PM
206	Price	1/17/2020 4:18 PM
207	I can pay a year at a time and there aren't any shady business practices like many of the	1/17/2020 4:17 PM

## 2020 Fitness and Exercise Membership Survey

commercial gyms.

208	It is not overcrowded, the facility is well maintained, and the staff is the best.	1/17/2020 4:16 PM
209	Making new friends in classes while trying to stay fit.	1/17/2020 4:15 PM
210	I can go as often as I wish	1/17/2020 4:14 PM
211	Sauna	1/17/2020 4:13 PM
212	It's a great value.	1/17/2020 4:12 PM
213	Close to home.	1/17/2020 4:11 PM
214	Convenience - hours and locker rentals	1/17/2020 4:09 PM
215	close to my house, normally can get on machines quickly	1/17/2020 4:06 PM
216	Overall, the rec center is just a nice place to workout. The people are friendly and the gym is nice and clean overall.	1/17/2020 4:06 PM
217	Flexible use	1/17/2020 4:05 PM
218	I like the hours, that's a huge window to fit exercise in., and being open on Sunday is nice, especially since a lot of surrounding city facilities are closed that day. I also really like the sauna, I wish it was a little bigger because it can get crowded, but that's no a deal breaker.	1/17/2020 4:03 PM
219	Location and hours	1/17/2020 4:02 PM
220	the price	1/17/2020 4:02 PM
221	Location!	1/17/2020 3:59 PM
222	classes	1/17/2020 3:59 PM
223	Having multiple scheduled opportunities to swim laps in a clean, well-maintained pool!	1/17/2020 3:58 PM
224	I really enjoy the classes, instructors. I have met a lot of really nice people there and I feel like I have a new network of friends! The exercise makes me feel good.	1/17/2020 3:58 PM
225	I like the price and quality of facility. I think Kettering parks and Rec is one is the best in the country. It's a big reason why we bought a home in Kettering.	1/17/2020 3:56 PM
226	Being able to drop in anytime facility is open.	1/17/2020 3:55 PM
227	Cleanliness, friendliness of staff, equipment	1/17/2020 3:55 PM
228	The large and well-equipped gym	1/17/2020 3:53 PM
229	locations are both between my home and work	1/17/2020 3:53 PM
230	The flexibility of the facility, hours and such.	1/17/2020 3:50 PM
231	My TRX class Trainer, Nick. Wednesdays at 6.	1/17/2020 3:49 PM
232	track	1/17/2020 3:48 PM
233	Cleanliness and the staff is great and very helpful.	1/17/2020 3:47 PM
234	Running Track, spa, free weights	1/17/2020 3:47 PM
235	Workouts with Megan; pleasant staff and atmosphere; its not intimidating like some gyms are	1/17/2020 3:47 PM
236	The smiling faces every morning	1/17/2020 3:45 PM
237	Hours and price	1/17/2020 3:43 PM
238	location, not that busy when I go in the morning	1/17/2020 3:42 PM
239	Access to a top notch facility at a very affordable price.	1/17/2020 3:42 PM
240	Variety of amenities	1/17/2020 3:41 PM
241	Getting swole	1/17/2020 3:41 PM

### 2020 Fitness and Exercise Membership Survey

242	Hours it is open and quality of the equipment.	1/17/2020 3:41 PM
243	Opportunity to share the importance of fitness with our whole family.	1/17/2020 3:39 PM
244	It's within walking distance and the both the members and the employees are very friendly.	1/17/2020 3:39 PM
245	The staff and personal trainers @ Health & Fitness	1/17/2020 3:39 PM
246	Being able to exercise in one location whether it's the Trent Center or Rec Center. I like the Trent Center's track. I have a trainer with whom I work out an hour at a time, two days, one at Trent, the other at Rec Center so I have variety.	1/17/2020 3:39 PM
247	Ease of use of the facilities.	1/17/2020 3:38 PM
248	Convenience, reliability. Whole process is very easy to keep as a routine	1/17/2020 3:38 PM
249	Working out, and the friends I've made along the way	1/17/2020 3:37 PM
250	Track & fitness equipment	1/17/2020 3:37 PM
251	The price and the amazing instructors.	1/17/2020 3:36 PM
252	Price	1/17/2020 3:36 PM
253	Good equipment	1/17/2020 3:36 PM
254	Ice rink,	1/17/2020 3:35 PM
255	Love the gym and sauna.	1/17/2020 3:35 PM
256	The amount of amenities provided by the combo pass	1/17/2020 3:34 PM
257	Friendly staff, and a wide variety of machines	1/17/2020 3:33 PM
258	The ease of use and friendly staff	1/17/2020 3:32 PM
259	All the people who work the desk are great. They always greet with a smile and are friendly.	1/17/2020 3:31 PM
260	Easy to use	1/17/2020 3:30 PM
261	Trying new things	1/17/2020 3:30 PM
262	Location- close to my house	1/17/2020 3:29 PM
263	Variety of equipment and weights.	1/17/2020 3:29 PM
264	Having access to two facilities and not feeling like I'm locked into a membership that I can never get out of.	1/17/2020 3:29 PM
265	Clean, welcoming atmosphere and the nursery provides great, affordable childcare	1/17/2020 3:29 PM
266	The price	1/17/2020 3:28 PM
267	It's not too crowded to get on the pieces that I want to use.	1/17/2020 2:20 PM

2020 Fitness and Exercise Membership Survey

Q24 What could we do to make your membership experience even better?

2020 Fitness and Exercise Membership Survey

#	RESPONSES	DATE
1	I don't think there is anything more that I need.	1/26/2020 2:40 PM
2	I do the MWF Trent noon boot camp sometimes, and wish we could have more equipment up by the track for us such as weights.	1/25/2020 5:45 PM
3	Upgrade equipment. Staff can be indifferent. I usually say "Hello" or "goodbye" first. If I don't say anything, they will just sit there and watch me walk by.	1/25/2020 10:15 AM
4	Offer more class options at Trent	1/24/2020 9:45 AM
5	Newer equipment and more row machines and stair machines. Getting the temperature of fitness room under control, sometimes its freezing and other days its way too hot.	1/24/2020 9:37 AM
6	The steam and sauna rooms should be hotter,	1/23/2020 10:59 AM
7	Well, when the rec ctr has events there is a lot of traffic very little parking in the s lot. I am handicapped and have to park a great deal away at time at different times, until I started using the n lot. I thing a sign is necessary to states parking is available in the n lot. Its actually a shorter walk.	1/22/2020 10:34 PM
8	Some quick training on the some of the new equipment. The ability to learn how to use the equipment	1/22/2020 8:54 PM
9	expand pickup basketball to include Tuesday and Thursday. Expand basketball to both side of the gym. Do no close the gym during summer months.	1/22/2020 11:37 AM
10	The locker room is tiny. No way to fix this one really but never understood what they were thinking when they designed that. More than 2 people in the room and you are like sardines.	1/22/2020 9:55 AM
11	I would love a class that was a combo spin/weight class where you spin for 10-15 min then get off and do weights, then back on bike for hour of class, previously went to a class like that.	1/21/2020 9:56 PM
12	later hours one or two nights a week	1/21/2020 8:42 PM
13	Perhaps offer a discount for loyalty at intervals such as at 5, 10, 15 years of membership.	1/21/2020 4:28 PM
14	Have the child care room open more hours in the spring/summer/fall (Saturday mornings!)	1/21/2020 12:02 PM
15	Again, I live in just 2 miles away from the rec center, but it technically belongs to Beavercreek, not Kettering, so I have to pay the non-residents fee. It would be great if you consider people living within 2-3 miles as residents in terms of the payment, then I would afford to participate in more programs.	1/21/2020 10:01 AM
16	Add a 2nd TRX station. Finish trading out all old treadmills and bikes for new.	1/21/2020 9:36 AM
17	Make sure equipment is repaired/updated promptly. Be sure that HBP readings and TV works on machines.	1/21/2020 8:57 AM
18	nothing	1/21/2020 8:22 AM
19	nothing	1/21/2020 7:27 AM
20	It is what it is I suppose a fewore showers or updated ones would be a nice addition	1/21/2020 5:30 AM
21	Find a better way to clean fitness equipment besides paper towels that shred	1/20/2020 9:55 PM
22	You all do an amazing job!	1/20/2020 9:05 PM
23	exercise suggestions on bulletin board	1/20/2020 7:40 PM
24	Don't allow names to be written down for a class before they have arrived.	1/20/2020 3:04 PM
25	Have trainers available on the floor, so if we have questions about a piece of equipment we can ask them or they can show us how to use a machine.	1/20/2020 2:37 PM
26	Not a thing.	1/20/2020 2:26 PM
27	rec center is showing it's age-some upgrades would align better with the cost.	1/20/2020 2:26 PM
28	It would be better if all of the machines were in working order.	1/20/2020 2:20 PM

### 2020 Fitness and Exercise Membership Survey

29	Not much. You've done a good job at making the experience there comfortable and trouble-free.	1/20/2020 11:35 AM
30	Refresh some of the weight machines	1/20/2020 11:07 AM
31	Retile the steam room	1/20/2020 10:03 AM
32	The only thing I would like is earlier hours on Sundays	1/20/2020 9:36 AM
33	Would love to see yoga Offered every morning	1/20/2020 6:52 AM
34	get more bench press station, squat racks and maybe even a bench/bar for chest supported rows	1/19/2020 11:26 PM
35	As stated, I wish facility and/or nursery hours could be extended.	1/19/2020 10:03 PM
36	Monitor people in gym to be sure they use equipment according to rules	1/19/2020 9:19 PM
37	Add silver sneakers	1/19/2020 8:24 PM
38	Valet parking? j/k . I think it's a great value for the \$ when you consider how well maintained machines are as well as how clean the facility is maintained.	1/19/2020 7:11 PM
39	I would like to have casual and occasional support from the trainers without having to pay. I am often reluctant to try equipment for fear I will use it inappropriately.	1/19/2020 7:08 PM
40	Continue to maintain the equipment and to update it when needed	1/19/2020 6:34 PM
41	It would be nice to have more classes offered after 5:30pm on weekdays for those of us who work during the day	1/19/2020 5:51 PM
42	Get an additional step machine!	1/19/2020 2:11 PM
43	To new of a member to answer this question. So far very satisfied.	1/19/2020 12:20 PM
44	Make it less expensive? :-)	1/19/2020 11:26 AM
45	Modify the Monday morning weights class with Kelly to be more in line with all the other instructors. I have been a member of this class for approximately 18 years.	1/19/2020 8:51 AM
46	?	1/19/2020 8:10 AM
47	Nothing I can think of right now.	1/19/2020 7:26 AM
48	I wish that most of the classes started either on the hour or on the half hour. I do not like boot camp so I spin for cardio. You cannot do a spin class and then a weight class. You can only spin and take TTX because they start on the half hour, weights on the hour.	1/18/2020 10:54 PM
49	Weekdays, open the pool earlier to spread out time available for people to swim laps. It's too crowded. And, open the pool earlier on weekends too, for the same reason - reduce overcrowding of lap swimmers. It's really needed. I would like you to do a count of how many people are in the water lap swimming and when, and share that info, so people can plan when to get in the water AND so your staff can consider opening the pool to lap swimmers earlier to reduce overcrowding. Thank you.	1/18/2020 10:42 PM
50	It's perfect!	1/18/2020 10:06 PM
51	I would love to see a great discount for loyal members who have been a member for a while.	1/18/2020 9:31 PM
52	-	1/18/2020 7:34 PM
53	Nothing	1/18/2020 4:54 PM
54	Newer gym equipment	1/18/2020 4:42 PM
55	Nick could turn the music up a little bit.	1/18/2020 4:34 PM
56	Nothing	1/18/2020 4:19 PM
57	more evening exercise classes	1/18/2020 3:43 PM
58	Add a few elliptical	1/18/2020 3:40 PM
59	Be open Friday and Saturday till 10pm would be great!	1/18/2020 3:28 PM

## 2020 Fitness and Exercise Membership Survey

60	Nothing	1/18/2020 3:15 PM
61	Extended hours	1/18/2020 3:10 PM
62	Upgrade weight machines in the recent Rec Center fitness room Add more classes on Saturday afternoon and Sunday	1/18/2020 2:21 PM
63	Consistent early morning classes and updated fitness machines.	1/18/2020 1:52 PM
64	Offer special memberships for college students.	1/18/2020 1:48 PM
65	Opening maybe a half hour earlier during the week.	1/18/2020 1:24 PM
66	Nothing	1/18/2020 1:14 PM
67	Boxing on other nights of the week	1/18/2020 1:05 PM
68	I'm happy but it's all because of the employees. If you keep them happy, your members will be happy too!	1/18/2020 1:02 PM
69	Join river sneakers	1/18/2020 12:33 PM
70	Nothing - you got it	1/18/2020 11:53 AM
71	Friendly at the door by employees! Pete is!	1/18/2020 11:41 AM
72	Longer hours	1/18/2020 11:38 AM
73	Offer more classes that start at 6:30-7pm	1/18/2020 11:11 AM
74	More equipment for the elderly or handicap.	1/18/2020 11:07 AM
75	Don't put Fox News on the TV.	1/18/2020 10:55 AM
76	Fix the tv access on the treadmills. Only 2 work	1/18/2020 10:43 AM
77	Way too many people in the early mornings go way past the 30 minutes time limits on some of the machines ! The stair machine is impossible to get on at times. The couple that wears the back packs are the biggest offender !! Make them follow the rules like everyone else !	1/18/2020 10:33 AM
78	Offer senior discount	1/18/2020 10:32 AM
79	I am happy the way it is	1/18/2020 10:32 AM
80	More monitoring of the instructors and how they are teaching	1/18/2020 10:31 AM
81	Offer childcare for younger children or an infant room where children can be fed and changed and charge more for it.	1/18/2020 10:26 AM
82	allow kids to do more	1/18/2020 10:12 AM
83	I do not understand why the wonderful Rec Center cannot be accessible to those on the Silver Sneakers program. Just in this new year, two friends have chosen to leave the Rec and participate in other facilities that offer Silver Sneakers.	1/18/2020 10:10 AM
84	My wish is for Trent Center to have mat pilates classes.	1/18/2020 10:07 AM
85	It's just fine now.	1/18/2020 9:49 AM
86	It's a good value for the money.	1/18/2020 9:45 AM
87	N/A	1/18/2020 9:30 AM
88	Offer more early morning classes	1/18/2020 9:04 AM
89	Keep the price reasonable.	1/18/2020 8:55 AM
90	Some staff could be friendlier.	1/18/2020 8:49 AM
91	At the Rec Center. If the weights could be all the same like at the fitness center.	1/18/2020 8:46 AM
92	Happy the way things are	1/18/2020 8:44 AM
93	Notify me when my membership is about to expire. Every year, I end up trying to take a class or	1/18/2020 8:30 AM

## 2020 Fitness and Exercise Membership Survey

go to the gym and then having to renew my membership instead. This usually means I miss the class or don't have time for a workout. A reminder email before my membership expires would be very helpful.

94	Equipment upgrade system	1/18/2020 8:24 AM
95	Early hours on Sunday	1/18/2020 8:17 AM
96	More cardio equipment, especially bikes	1/18/2020 7:50 AM
97	Maybe offer some classes between 3:30 and 5:00. I do realize that this may be difficult.	1/18/2020 7:47 AM
98	I'd like to see more yoga classes, possibly some in the afternoon	1/18/2020 7:33 AM
99	My girlfriend and I are very satisfied and can't think of anything we would change.	1/18/2020 7:28 AM
100	Not shut down sauna and steam room during the mid-day	1/18/2020 7:12 AM
101	I used the cardio equipment at the Trent Arena Fitness Center. While using the equipment I watch TV. There is only one sign with the TV channel listings and it is too small to see from most of the equipment. PLEASE POST A COUPLE MORE CHANNEL LISTING SIGNS. I have requested this many times, but nothing has changed.	1/18/2020 7:11 AM
102	Extend nursery hours	1/18/2020 6:57 AM
103	More bottle of sanitizer for cleaning the machines	1/18/2020 6:34 AM
104	The only thing I can recommend would be staying open two hours on Friday and Saturday.	1/18/2020 6:05 AM
105	hours	1/18/2020 6:00 AM
106	I need classes after 5pm so more options then are always good. On free Friday, please have options after 5	1/18/2020 5:19 AM
107	Better communication when classes are cancelled.	1/18/2020 12:59 AM
108	As stated previously, earlier opening hours on weekends	1/17/2020 11:08 PM
109	updated cardio equipment	1/17/2020 10:29 PM
110	Cannot think of anything you don't already do.	1/17/2020 10:23 PM
111	Do not charge extra for drop-in activities such as volleyball and pickle ball.	1/17/2020 10:12 PM
112	Too many patrons are tying up benches and equipment while lost in smart phone activities. That is a problem everywhere in today's world but possibly a few signs discouraging phone use while occupying equipment may be helpful. Other than that the facility and staff are fantastic.	1/17/2020 10:10 PM
113	Charge less for senior non resident membership.	1/17/2020 10:04 PM
114	Open earlier	1/17/2020 9:58 PM
115	I wish you were open later. I take night classes and wish I could workout after class	1/17/2020 9:57 PM
116	Keep up the good work.	1/17/2020 9:36 PM
117	Have a year where you actually reduce the cost.	1/17/2020 9:16 PM
118	For me, if you opened at 5, I could work out before going to work.	1/17/2020 9:13 PM
119	Offer pilates or yoga classes in the evenings	1/17/2020 9:07 PM
120	nothing I can think of	1/17/2020 8:51 PM
121	Open the nursery on Friday evening, open the nursery on Saturdays during summer, keep having 530 pm fitness classes year round on week days	1/17/2020 8:15 PM
122	Open up a little earlier on Sundays.	1/17/2020 8:00 PM
123	Stay open later on weekends	1/17/2020 7:55 PM
124	Nothing really.	1/17/2020 7:54 PM
125	More daycare hours during summer.	1/17/2020 7:35 PM

## 2020 Fitness and Exercise Membership Survey

126	I would love to see extended hours I understand that it would potentially cost more in terms of the monthly "subscriber" cost, but I think to many, it would be a welcome addition.	1/17/2020 7:31 PM
127	Instruct people that machines are not for you to lounge on. If you are not using the machine move on. I had a run in with a person who did not understand this concept!	1/17/2020 7:28 PM
128	Prices increase every year. I'm not a Kettering resident, Smaller increases would be appreciated.	1/17/2020 7:23 PM
129	Give retired City of Kettering employees the same price as current City of Kettering employees (which is the same as the Kettering resident fee).	1/17/2020 7:22 PM
130	Expand	1/17/2020 7:15 PM
131	Put mirrors in the TRX room	1/17/2020 7:05 PM
132	Offer more bootcamp classes through the week	1/17/2020 6:58 PM
133	Having more types of bicycle seats to sit on. The big fat wide seats are not very comfortable. If seats could be swapped out to use a narrow touring type saddle that would be nice.	1/17/2020 6:54 PM
134	Have someone in the work room to in force the rules. Too many people hold the equipment up while texting on their cell phones. Such a pain, I would like to tell them to get off equipment, but it's not my place	1/17/2020 6:48 PM
135	In general, it feels like I'm an unwelcome interruption the front desk staff when I have a question or need to do business of any type. They don't really look overworked, so I don't understand what in the world I could be interrupting. Are you sure they're what you want for customer facing service? On the other hand, the people that assign you a locker, Chuck and others, are usually very friendly. BTW, the towel service is a win!	1/17/2020 6:44 PM
136	Remember to reorder the sanitizing wipes for the TRX studio. Also more swim lap lanes for more time would be appreciated	1/17/2020 6:38 PM
137	Extend weekend hours. It's also aggravating when the employees begin shutting off televisions/fans/etc before closing time.	1/17/2020 6:35 PM
138	I mean cheaper is always nice, but otherwise its good	1/17/2020 6:34 PM
139	Keep the warmer 160-165	1/17/2020 6:29 PM
140	Add more elliptical machines, stay open later on Friday and Saturday.	1/17/2020 6:20 PM
141	Offer more Tix	1/17/2020 6:16 PM
142	Its all good.	1/17/2020 6:12 PM
143	Add TRX and reduce density	1/17/2020 6:12 PM
144	Offer more classes during evening hours	1/17/2020 6:07 PM
145	More classes for physically challenged older adults	1/17/2020 6:04 PM
146	More exercise classes that are geared more for the 40 years old and less crowd.	1/17/2020 5:33 PM
147	Clean the studio.	1/17/2020 5:31 PM
148	It is working well for me now!	1/17/2020 5:27 PM
149	Some fitness equipment a little "tired" looking. Needs updated.	1/17/2020 5:22 PM
150	If adding Free Friday, maybe add a classes that are different than the normal schedule	1/17/2020 5:14 PM
151	Keep the machines elliptical etc in working order keep the place clean	1/17/2020 5:13 PM
152	Offer more classes at Kettering Fitness Center. Get some Pilates reformers.	1/17/2020 5:13 PM
153	More rowing machines	1/17/2020 5:10 PM
154	More equipment	1/17/2020 5:08 PM
155	Better and more diverse group classes with better hours with different instructors	1/17/2020 5:03 PM
156	Put exit and enter signs on Studio B door so the people leave by doors other than the only	1/17/2020 5:02 PM

## 2020 Fitness and Exercise Membership Survey

entrance door. It is hard to enter the room with everyone pouring out one door when they have 2 other doors to use.

157	More perks and expanded services. Maybe more events for members?	1/17/2020 4:53 PM
158	Cost less.	1/17/2020 4:53 PM
159	I realize it is due to the type and age of HVAC at the Rec Center, but in the winter, on the warmer days, the heat is still running and it gets extremely hot and humid. On those days, I go to the Wellness Center instead.	1/17/2020 4:51 PM
160	Nothing	1/17/2020 4:48 PM
161	Keep tread mills in proper working order	1/17/2020 4:47 PM
162	Not sure	1/17/2020 4:41 PM
163	More spin bikes, stair master machines and squat racks. Also limit the amount of unsupervised children in the room, seems to be out of control sometimes.	1/17/2020 4:25 PM
164	Offer exercise classes geared to seniors	1/17/2020 4:25 PM
165	I can't think of anything specific. Always have towels available maybe because often they are out.	1/17/2020 4:23 PM
166	Workout room in summer sun is very bright, increase A/c or fans in workout room. (Hot)	1/17/2020 4:21 PM
167	It takes to long to pay, your computers are slow. Keep the place clean	1/17/2020 4:20 PM
168	Sometimes, especially during special events, the parking lot is full and one has to park quarter of a mile away from the main entrance. This is OK April-November, but difficult December-March due to the frigid temperatures and windy conditions. Would it be possible to add another entrance towards the back? Maybe a corridor? Walking distance is not the issue, but distance in 5 degrees is a problem. Thank you for any consideration. KRC is one of my favorite places. I can't wait until my son is old enough to join, too!	1/17/2020 4:19 PM
169	Gym is very hot-more fans or lowering temp	1/17/2020 4:18 PM
170	More power cages at the Rec center. They are full most of time I go there and there is a big space open along the back corner next to the mirrors that would be perfect. Don't let people do bicep curls in the power cages and stop random exercises that could be done anywhere on the deadlift platform. There used to be a sign on the deadlift platform but that is gone now.	1/17/2020 4:17 PM
171	Can't think of anything	1/17/2020 4:16 PM
172	I'm satisfied as is.	1/17/2020 4:15 PM
173	It would be better if the equipment could be cleaned using wet wipes rather than spray disinfectant. I don't appreciate inhaling great lungfuls of disinfectant when other customers chose to liberally spray it into the air rather than directly onto paper towel.	1/17/2020 4:14 PM
174	Monitor people in the gym every so often. Many rules constantly broken and they should be enforced to some extent.	1/17/2020 4:13 PM
175	I guess if anything more air flow (fans). I can tell a huge difference in the two spots near the hall entrance where the fans are hitting. Need more of that.	1/17/2020 4:12 PM
176	I would like mothers with children to be encouraged to use a family changing area instead of the women's locker room. Sometimes the children are slightly older little boys, and it makes me 1) uncomfortable to fear the mother will be offended by my nakedness in front of her child, and 2) older children are curious and stare, making me feel uncomfortable enough to feel I should use a bathroom stall.	1/17/2020 4:11 PM
177	sun blinds over the top of large windows in front of recumbent bikes and others would be nice to have during the brightest hours of the day.	1/17/2020 4:07 PM
178	accept silver sneakers	1/17/2020 4:06 PM
179	Vacuum along the edges of the fitness center-especially near the stretching mats and punching bag area. I workout quite frequently and constantly notice disgusting toenails/hair/gross build-up all along the walls when I'm on the floor stretching. Yuck.	1/17/2020 4:06 PM

## 2020 Fitness and Exercise Membership Survey

180	Space for yoga at trent.	1/17/2020 4:05 PM
181	Harder classes in the evenings and on the weekends.	1/17/2020 4:03 PM
182	Honestly, I don't live in Kettering at the moment. The cost of the membership is pretty high. I think maybe discounts for years of loyalty would be a good start.	1/17/2020 4:03 PM
183	nothing at this time	1/17/2020 4:02 PM
184	shades for the windows,	1/17/2020 4:02 PM
185	Allow deeper discounts for certain groups such as Senior, First Responders and Military.	1/17/2020 3:59 PM
186	have the seniors not complain everytime somebody runs on the track.	1/17/2020 3:59 PM
187	You have great staff who do an excellent job - keep up the good work!	1/17/2020 3:58 PM
188	Improve upon my above comments,	1/17/2020 3:58 PM
189	Get a Jacobs ladder in the fitness room and the Rec AND Trent. Better yet get two!!!!	1/17/2020 3:56 PM
190	Protect our eyes while on machines by the windows from the sun glare!	1/17/2020 3:55 PM
191	Remind members of the rules periodically. My only issue is members who use equipment, ie bench, to hold phone, water bottle and other personal possessions, but never use the equipment to work out.	1/17/2020 3:55 PM
192	Longer hours on Saturday and Sunday	1/17/2020 3:53 PM
193	earlier hours sundays	1/17/2020 3:53 PM
194	The facility needs to be cleaner, particularly the locker room. The locker room could use attention multiple times during the day.	1/17/2020 3:50 PM
195	I'm pretty happy with it as is.	1/17/2020 3:49 PM
196	more evening spin classes	1/17/2020 3:48 PM
197	Need at least 40 pound dumbbells at the free weight area near fitness room entrance. Up to 50 pounds would be optimal.	1/17/2020 3:47 PM
198	Accept Silver Sneakers:) I know its not your fault, but it makes the YMCA more attractive since they do...It is expensive with trainer fees on top of membership to stay at Kettering Rec . Megan is the reason I stay...	1/17/2020 3:47 PM
199	Keep the TV's on the machines working	1/17/2020 3:46 PM
200	More guest passes	1/17/2020 3:45 PM
201	I would say just keep improving the equipment and machines you have. And making sure they are working properly.	1/17/2020 3:44 PM
202	Get that sweat cleaned up!	1/17/2020 3:42 PM
203	enforce the rule about fragrances, perfumes and colognes	1/17/2020 3:42 PM
204	Extended hours	1/17/2020 3:41 PM
205	Fix the clock that's been broken for months by the dumbbells	1/17/2020 3:41 PM
206	Nothing I can think of	1/17/2020 3:41 PM
207	It would be nice if the trent facility was open earlier on Saturday's, but I certainly understand the reasoning for it not to be.	1/17/2020 3:39 PM
208	Train the receptionists @ the Rec Center to be cheerful, helpful and welcoming	1/17/2020 3:39 PM
209	I am confused about membership benefits and would like something to explain how often I may bring a guest like my husband or family member from visiting from out of town.	1/17/2020 3:39 PM
210	Better lighting in KFWC parking lot.	1/17/2020 3:38 PM
211	More yoga classes offered	1/17/2020 3:38 PM

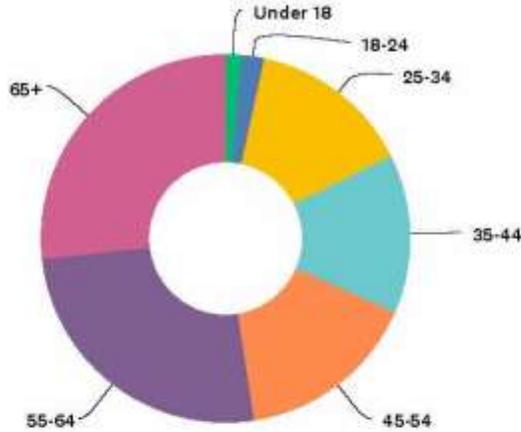
## 2020 Fitness and Exercise Membership Survey

212	More machines and more classes at the KFWC	1/17/2020 3:37 PM
213	Keep Trent track open more	1/17/2020 3:37 PM
214	Offer more afternoon spin and TRX classes	1/17/2020 3:36 PM
215	Have a rotating schedule of new classes in the morning get rid of non performing classes add more yoga in morning	1/17/2020 3:36 PM
216	Better customer service, at least don't act like it's a huge inconvenience to have to scan me in for two seconds.	1/17/2020 3:36 PM
217	Fitness and ice rink combo pass. Currently have 2 separate passes. Should be allowed to chose,ex swim or skate or classes	1/17/2020 3:35 PM
218	Stated in previous page.	1/17/2020 3:35 PM
219	Open later on weekends	1/17/2020 3:34 PM
220	I can't think of anything	1/17/2020 3:33 PM
221	Honestly I'm satisfied with my membership	1/17/2020 3:32 PM
222	I would like to see the fitness center open earlier on Sundays.	1/17/2020 3:31 PM
223	The HVAC system seems to have trouble keeping up at times. It's rare, but it can be too hot in the fitness room at times.	1/17/2020 3:31 PM
224	Repair some of the equipment	1/17/2020 3:30 PM
225	Offer more yoga classes	1/17/2020 3:30 PM
226	A. There's too much equipment at Trent, too crowded. B. New members should explained better about gym "etiquette" - not trying to use multiple stations at once, not sitting indefinitely using phones, etc.	1/17/2020 3:30 PM
227	More access to indoor track during winter.	1/17/2020 3:29 PM
228	More updated machines. Keeping the machines a bit cleaner.	1/17/2020 3:29 PM
229	If there are changes to the schedule (for example canceling lap lanes for a special event), please update the play Kettering app as appropriate.	1/17/2020 3:29 PM
230	Nothing	1/17/2020 3:28 PM
231	Open earlier on Sunday.	1/17/2020 2:20 PM

2020 Fitness and Exercise Membership Survey

### Q25 What is your age?

Answered: 351 Skipped: 35

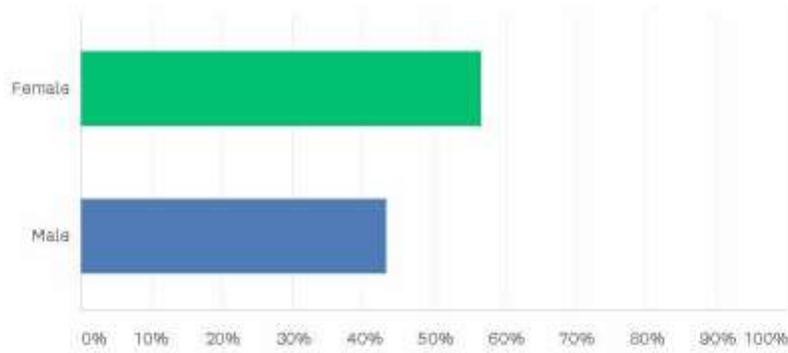


ANSWER CHOICES	RESPONSES	
Under 18	1.42%	5
18-24	1.99%	7
25-34	14.25%	50
35-44	13.96%	49
45-54	15.95%	56
55-64	25.64%	90
65+	26.78%	94
<b>TOTAL</b>		<b>351</b>

2020 Fitness and Exercise Membership Survey

Q26 What is your gender?

Answered: 351 Skipped: 35



ANSWER CHOICES	RESPONSES
Female	56.70% 199
Male	43.30% 152
TOTAL	351

2020 Fitness and Exercise Membership Survey

Q27 If having a membership has positively impacted your life and you are willing to share your story with our team, please provide your contact info. If not, please hit DONE.

Answered: 48 Skipped: 338

ANSWER CHOICES	RESPONSES	
Name	100.00%	48
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	93.75%	45
Phone Number	87.50%	42

2020 Fitness and Exercise Membership Survey

#	NAME	DATE
1	Sue Mihalic	1/26/2020 2:40 PM
2	Amanda Krauss	1/25/2020 5:45 PM
3	Shellie Sweeterman	1/24/2020 9:45 AM
4	Laura L Arber	1/22/2020 8:54 PM
5	Stephen Gusman	1/21/2020 5:30 AM
6	Dennis Snyder	1/20/2020 10:03 AM
7	Colleen McCoart	1/19/2020 8:24 PM
8	David Blakely	1/19/2020 6:34 PM
9	Barbara Driscoll	1/19/2020 4:17 PM
10	Gayle	1/19/2020 9:09 AM
11	Andrea Bauer	1/18/2020 10:54 PM
12	Stefan morgan	1/18/2020 10:06 PM
13	Marylynn Herchline	1/18/2020 7:34 PM
14	Donald C Arnett	1/18/2020 4:19 PM
15	Linda McCune	1/18/2020 2:26 PM
16	Amber maham	1/18/2020 1:02 PM
17	Joe Willen	1/18/2020 11:15 AM
18	Brian	1/18/2020 10:55 AM
19	Kathy Priest	1/18/2020 10:10 AM
20	Jim Scenters	1/18/2020 9:30 AM
21	Barbara Bonelli	1/18/2020 8:44 AM
22	Pam Schaefer	1/18/2020 7:47 AM
23	Jennifer Waller	1/18/2020 7:33 AM
24	Rachel Dell	1/18/2020 6:05 AM
25	Kim Hedges	1/18/2020 5:19 AM
26	Heidi Roe	1/17/2020 9:58 PM
27	Jackie Lawless	1/17/2020 9:30 PM
28	Nancy	1/17/2020 8:30 PM
29	Alan Price	1/17/2020 7:54 PM
30	Patricia Dudick	1/17/2020 7:22 PM
31	Yvonne Holton	1/17/2020 7:14 PM
32	David Larkin	1/17/2020 6:48 PM
33	Rhonda Zink	1/17/2020 6:04 PM
34	Kathy Barker	1/17/2020 5:14 PM
35	Andrea Haschart	1/17/2020 5:13 PM
36	Denyse Carone	1/17/2020 4:28 PM
37	Caroline Derr	1/17/2020 4:19 PM

2020 Fitness and Exercise Membership Survey

38	Alexis Ignatiou	1/17/2020 4:19 PM
39	Bonnie Humphrey	1/17/2020 4:16 PM
40	Mike Haney	1/17/2020 4:12 PM
41	paula gessiness	1/17/2020 3:58 PM
42	Joan Fisher-Hatton	1/17/2020 3:53 PM
43	Chris Long	1/17/2020 3:47 PM
44	Rick Abell	1/17/2020 3:41 PM
45	Penny Wolff	1/17/2020 3:39 PM
46	Erin Ditzell	1/17/2020 3:37 PM
47	Kurt Anderson	1/17/2020 3:33 PM
48	Marlean Ohlfiler	1/17/2020 3:30 PM

#	COMPANY	DATE
---	---------	------

There are no responses.

#	ADDRESS	DATE
---	---------	------

There are no responses.

#	ADDRESS 2	DATE
---	-----------	------

There are no responses.

#	CITY/TOWN	DATE
---	-----------	------

There are no responses.

#	STATE/PROVINCE	DATE
---	----------------	------

There are no responses.

#	ZIP/POSTAL CODE	DATE
---	-----------------	------

There are no responses.

#	COUNTRY	DATE
---	---------	------

There are no responses.

### 2020 Fitness and Exercise Membership Survey

#	EMAIL ADDRESS	DATE
1	mihalics@fbc.coop.net	1/26/2020 2:40 PM
2	amanda.k.krauss@gmail.com	1/25/2020 5:45 PM
3	ssweeterman@gmail.com	1/24/2020 9:45 AM
4	laura.arber@gmail.com	1/22/2020 8:54 PM
5	sgusnow@gmail.com	1/21/2020 5:30 AM
6	dwsteeler@live.com	1/20/2020 10:03 AM
7	cmccoart@ameritech.net	1/19/2020 8:24 PM
8	dblakely1@woh.rr.com	1/19/2020 6:34 PM
9	littlemustang@icloud.com	1/19/2020 4:17 PM
10	spotify.spot@gmail.com	1/19/2020 9:09 AM
11	bauer.andreae@gmail.com	1/18/2020 10:54 PM
12	sgmorgan1985@gmail.com	1/18/2020 10:06 PM
13	mherchline@gmail.com	1/18/2020 7:34 PM
14	donamett1@yahoo.com	1/18/2020 4:19 PM
15	lmccune412@aol.com	1/18/2020 2:26 PM
16	amber.maham@gmail.com	1/18/2020 1:02 PM
17	joewillen@woh.rr.com	1/18/2020 11:15 AM
18	brianleeward@icloud.com	1/18/2020 10:55 AM
19	kpriest1@woh.rr.com	1/18/2020 10:10 AM
20	barbbonelli@gmail.com	1/18/2020 8:44 AM
21	pscha10650@aol.com	1/18/2020 7:47 AM
22	jennvaller@yahoo.com	1/18/2020 7:33 AM
23	racheldell2008@gmail.com	1/18/2020 6:05 AM
24	kahcaver@aol.com	1/18/2020 5:19 AM
25	roeheldt@att.net	1/17/2020 9:58 PM
26	jackie_jawless@hotmail.com	1/17/2020 9:30 PM
27	nancylnk@gmail.com	1/17/2020 8:30 PM
28	aprice@woh.rr.com	1/17/2020 7:54 PM
29	pdudick45419@yahoo.com	1/17/2020 7:22 PM
30	yvonn715@aol.com	1/17/2020 7:14 PM
31	zlnkr54@yahoo.com	1/17/2020 6:04 PM
32	bobarker64@gmail.com	1/17/2020 5:14 PM
33	ahaschart@hotmail.com	1/17/2020 5:13 PM
34	gcderr@aol.com	1/17/2020 4:19 PM
35	alexis_ignatiou@yahoo.com	1/17/2020 4:19 PM
36	bonnieussat@yahoo.com	1/17/2020 4:16 PM
37	mlh1963@yahoo.com	1/17/2020 4:12 PM

### 2020 Fitness and Exercise Membership Survey

38	pgessiness@aol.com	1/17/2020 3:58 PM
39	fisherhatton@gmail.com	1/17/2020 3:53 PM
40	chris.long1048@yahoo.com	1/17/2020 3:47 PM
41	rick@skibuff.com	1/17/2020 3:41 PM
42	pwofff@woh.rr.com	1/17/2020 3:39 PM
43	erin.ditzell@gmail.com	1/17/2020 3:37 PM
44	anderson1049@outlook.com	1/17/2020 3:33 PM
45	ohlwiler@gmail.com	1/17/2020 3:30 PM

2020 Fitness and Exercise Membership Survey

#	PHONE NUMBER	DATE
1	937 405 9782	1/26/2020 2:40 PM
2	9379015456	1/25/2020 5:45 PM
3	9376949288	1/21/2020 5:30 AM
4	19374162841	1/20/2020 10:03 AM
5	9379039996	1/19/2020 8:24 PM
6	9373616721	1/19/2020 6:34 PM
7	9377897670	1/19/2020 4:17 PM
8	9375326475	1/18/2020 10:54 PM
9	8596082953	1/18/2020 10:06 PM
10	9377514915	1/18/2020 7:34 PM
11	9372380797	1/18/2020 4:19 PM
12	9374782944	1/18/2020 2:26 PM
13	9379013653	1/18/2020 1:02 PM
14	9376811320	1/18/2020 11:15 AM
15	937-361-9511	1/18/2020 10:10 AM
16	9376202596	1/18/2020 8:44 AM
17	9376892631	1/18/2020 7:47 AM
18	5133251841	1/18/2020 7:33 AM
19	9374789578	1/18/2020 6:05 AM
20	9379028756	1/18/2020 5:19 AM
21	9375323360	1/17/2020 9:58 PM
22	9372388389	1/17/2020 9:30 PM
23	9374164481	1/17/2020 8:30 PM
24	937-689-7579	1/17/2020 7:54 PM
25	937/299-0212	1/17/2020 7:22 PM
26	9378252991	1/17/2020 7:14 PM
27	9377500590	1/17/2020 6:04 PM
28	9377760625	1/17/2020 5:14 PM
29	9372993798	1/17/2020 5:13 PM
30	9374350454	1/17/2020 4:28 PM
31	9376715045	1/17/2020 4:19 PM
32	5132383711	1/17/2020 4:19 PM
33	9379747350	1/17/2020 4:16 PM
34	9378238561	1/17/2020 4:12 PM
35	937-430-5059	1/17/2020 3:58 PM
36	9372720949	1/17/2020 3:53 PM
37	937-654-0496	1/17/2020 3:47 PM

2020 Fitness and Exercise Membership Survey

38	937-609-4506	1/17/2020 3:41 PM
39	9375453144	1/17/2020 3:39 PM
40	9372311889	1/17/2020 3:37 PM
41	937-684-7455	1/17/2020 3:33 PM
42	9372944566	1/17/2020 3:30 PM

# APPENDIX K – SAMPLE EVALUATION FORMS

## 1. EVENT EVALUATION



CITY OF KETTERING  
PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT

### COMMUNITY EVENT EVALUATION

Use this worksheet to evaluate the product at the conclusion of the event. Use evaluation responses, information from the product plan and RecTrac to complete the form. If any item scores below the stated objective, recommendations and notes should be included. When applicable, include data from previous sessions/years to help create recommendations.

Please fill out only the yellow highlighted fields and do not alter any formulas.

Core Information			
Event Name	0	Season	0
Date of Event	0	Time	0
Event Type	0	Day of Event	0
Event Category	0	New Event	0
		# of Previous Events	0
Coordinator	0	Supervisor	0

Participation Review	
<b>Did Participation Meet Expectations?</b> 0	
<b>Planned:</b>	<b>Actual:</b>
Planned Attendance	Actual Attendance
Attendance Notes:	
Conditions:	
Event Location	Weather
Event Day of Week	Conditions Notes:
Event Target Age Range	

Financial Review			
<b>Was the Event Financially Successful?</b> 0			
<b>Planned:</b>		<b>Actual:</b>	
Anticipated Event Revenue	\$ -	Actual Event Revenue	\$ -
Anticipated Sponsorships	\$ -	Actual Sponsorships	\$ -
Projected Expenses	\$ -	Actual Expenses	\$ -
Projected Net	\$ -	Actual Net	\$ -
Projected Recovery %	0%	Actual Recovery %	0%
Notes:			

Outcome Review	
<b>Did the Event meet the stated Purpose?</b> 0	
Planned Event Benefits	
Actual Event Benefits	



## 2. PASS EVALUATION



CITY OF KETTERING  
PARKS, RECREATION AND CULTURAL ARTS DEPARTMENT

### PASS / ADMISSION EVALUATION

Use this worksheet to evaluate the product at regular intervals. Use evaluation responses, information from the product plan and RecTrac to complete the form. If any item scores below the stated objective, recommendations and notes should be included.

When applicable, include data from previous years to help create recommendations.

Please fill out only the yellow highlighted fields and do not alter any formulas.

Core Information			
Pass/Admission Type	0	Begin Date of Evaluation Period	
Operational Unit	0	End of Evaluation Period	
		Supervisor	0

Pass Participation Review			
Did Pass Participation Meet Expectations? _____			
<b>Planned:</b>		<b>Actual:</b>	
Passes Purchased		Passes Purchased	
Passes Renewed		Passes Renewed	
Resident Paid in Full		Resident Paid in Full	
Resident EFT		Resident EFT	
Non-Resident Paid in Full		Non-Resident Paid in Full	
Non-Resident EFT		Non-Resident EFT	

Admission Review			
Did Admission Volume Meet Expectations? _____			
<b>Planned:</b>		<b>Actual:</b>	
Toddler		Toddler	
Resident Youth		Resident Youth	
Resident Adult		Resident Adult	
Resident CIL Member		Resident CIL Member	
Non-Resident Youth		Non-Resident Youth	
Non-Resident Adult		Non-Resident Adult	
Non-Resident CIL Member		Non-Resident CIL Member	

Financial Review					
Was the Area Financially Successful? _____					
<b>Planned:</b>		<b>Actual:</b>			
Planned Pass Revenue	\$ -	Actual Pass Revenue	\$ -	Planned Units of Service	
Planned Admission Revenue	\$ -	Actual Admission Revenue	\$ -	0	
Planned Expenses	\$ -	Actual Expenses	\$ -		
Planned Net	\$ -	Actual Net	\$ -	Actual Units of Service	
Planned Recovery %	0%	Actual Recovery %	0%	0	

Notes:

Usage Patterns	
Pass Purchase Patterns:	
Pass Visit Patterns:	
Admission Visit Patterns:	
Notes:	



# PASS / ADMISSION EVALUATION

## Experience Review

Did the Product Provide Positive Experiences and Innovation? \_\_\_\_\_

- Review of the Product Evaluations

Notes: \_\_\_\_\_

- One-on-One Customer Feedback

Notes: \_\_\_\_\_

Was the Product Conducted with Operational Excellence? \_\_\_\_\_

- Feedback from Instructor/Operation Staff

Notes: \_\_\_\_\_

Experience Observations \_\_\_\_\_

Experience Recommendations \_\_\_\_\_

## Marketing Review

Did the Product Reach the Target Market? \_\_\_\_\_

What methods were used to reach the target audience? (place an x next to methods used)

- Brochure     Website     Facebook     Twitter     Instagram     E-Mail Blast     Dayton Daily News
- Facebook Paid Ad
- Facebook Event

Other \_\_\_\_\_

- Average Score from Evaluation -

Marketing Observations \_\_\_\_\_

Marketing Recommendations \_\_\_\_\_

## Professional Assessment and Recommendations

Professional Assessment \_\_\_\_\_

Was the Program Successful? \_\_\_\_\_

Continue the Program? \_\_\_\_\_

Recommendations: \_\_\_\_\_

Completed by: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

### 3. RENTAL EVALUATION



## RENTAL EVALUATION

Use this worksheet to evaluate the product at regular intervals. Use evaluation responses, information from the product plan and RecTrac to complete the form. If any item scores below the stated objective, recommendations and notes should be included. When applicable, include data from previous years to help create recommendations.

Please fill out only the yellow highlighted fields and do not alter any formulas.

Core Information			
Rental Space(s)	0	Begin Date of Evaluation Period	
Operational Unit	0	End of Evaluation Period	
		Supervisor	0

Pass Participation Review			
<b>Did Rental Bookings Meet Expectations?</b> <input type="checkbox"/>			
<b>Planned:</b>		<b>Actual:</b>	
Rentals Booked		Rentals Booked	
Total Hours Rented		Total Hours Rented	
Resident Hours		Resident Hours	
Non-Resident Hours		Non-Resident Hours	
Prime Hours		Prime Hours	
Non-Prime Hours		Non-Prime Hours	

Financial Review					
<b>Was the Area Financially Successful?</b> <input type="checkbox"/>					
<b>Planned:</b>			<b>Actual:</b>		
Planned Rental Revenue	\$ -	Actual Rental Revenue	\$ -	Planned Units of Service	0
Planned Expenses	\$ -	Actual Expenses	\$ -	Actual Units of Service	0
Planned Net	\$ -	Actual Net	\$ -		
Planned Recovery %	0%	Actual Recovery %	0%		

Notes:

Usage Patterns	
Rental Patterns:	
Notes:	



# RENTAL EVALUATION

## Experience Review

Did the Product Provide Positive Experiences and Innovation? \_\_\_\_\_

Review of the Product Evaluations

Notes: \_\_\_\_\_

One-on-One Customer Feedback

Notes: \_\_\_\_\_

Was the Product Conducted with Operational Excellence? \_\_\_\_\_

Feedback from Instructor/Operation Staff

Notes: \_\_\_\_\_

Experience Observations \_\_\_\_\_

Experience Recommendations \_\_\_\_\_

## Marketing Review

Did the Product Reach the Target Market? \_\_\_\_\_

What methods were used to reach the target audience? (place an x next to methods used)

Brochure    Website    Facebook    Twitter    Instagram    E-Mail Blast    Dayton Daily News

Facebook Paid Ad

Facebook Event

Other \_\_\_\_\_

Average Score from Evaluation -

Marketing Observations \_\_\_\_\_

Marketing Recommendations \_\_\_\_\_

## Professional Assessment and Recommendations

Professional Assessment \_\_\_\_\_

Was the Program Successful? \_\_\_\_\_

Continue the Program? \_\_\_\_\_

Recommendations: \_\_\_\_\_

Completed by: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

APPENDIX L – SAMPLE MATRIX OF PROGRAM OPPORTUNITIES

Spring 2019		Beginner	Intermediate	Advanced	All Levels	Preschool	Youth	Teen	Adults & Senior	Family & Intergenerational	Community Events
Activity Guide Category	Activity Name										
Aquatics	Baby Bubblers	X								X	
Aquatics	Parent and Child Level 1	X								X	
Aquatics	Parent and Child Level 2	X								X	
Aquatics	Preschool Level 1	X				X					
Aquatics	Preschool Level 2	X	X			X					
Aquatics	Preschool Level 3		X	X		X					
Aquatics	Learn-to-Swim Level 1	X					X				
Aquatics	Learn-to-Swim Level 2	X	X				X				
Aquatics	Learn-to-Swim Level 3		X				X				
Aquatics	Learn-to-Swim Level 4		X	X			X				
Aquatics	Learn-to-Swim Level 5/6			X			X				
Aquatics	Adapted Swim Lesson				X	X	X	X	X		
Aquatics	Adult Instruction				X				X		
Aquatics	Registered Water Workout				X				X		
Aquatics	Registered Water Walking				X				X		
Aquatics	KATS Pre-Skills			X				X	X		
Aquatics	ARC Lifeguarding			X				X	X		
Aquatics	ARC Lifeguard Recertification			X				X	X		
Aquatics	CPR/AED for the Professional Rescuer - STAFF ONLY			X				X	X		
Aquatics	First Aid Training - STAFF ONLY			X				X	X		
Arena	Snowplow Sam	X				X	X				
Arena	Basic Skills 1-2 Preschoolers	X				X	X				
Arena	Youth Basic 1-2	X			X		X	X	X		
Arena	Adult Basic 1-2	X				X	X				
Arena	Basic Skill 3	X						X	X		
Arena	Basic Skill 4		X				X	X	X		
Arena	Basic Skill 5		X				X	X	X		

Arena	Basic Skill 6		x				x	x	x		
Arena	Pre-Freeskate		x				x	x	x		
Arena	Freeskate 1-2		x				x	x	x		
Arena	Basic Jump Class		x				x	x	x		
Arena	Intermediate Advanced Jumps			x			x	x	x		
Arena	Basic Spin & Footwork			x			x	x	x		
Arena	Intermediate Advanced Spins			x			x	x	x		
Arena	Learn to Compete			x			x	x	x		
Arena	Fitness on Ice			x			x	x	x		
Arena	Figure and Control Balance			x			x	x	x		
Arena	Hockey Power and Drills			x			x	x	x		
Arena	Learn to Play Hockey 1-4	x					x	x	x	x	
Arts - Adult	Creative Knitting for Beginners	x						x	x		
Arts - Adult	Amigurumi	x	x					x	x		
Arts - Adult	Creative Crochet Basics	x						x	x		
Arts - Adult	Needle Felt Pet and Animal Portraits	x	x					x	x		
Arts - Adult	Glazed and Confused		x	x				x	x		
Arts - Adult	Wheel Pottery: Beginning and Beyond					x		x	x		
Arts - Adult	Introduction to Wheel Pottery	x						x	x		
Arts - Adult	Intermediate Wheel Pottery		x	x				x	x		
Arts - Adult	Surface Decoration for Wheel Thrown Forms		x	x				x	x		
Arts - Adult	Clay Hand Building					x		x	x		
Arts - Adult	Hand Built Pottery					x		x	x		
Arts - Adult	Planters and Flower Pots					x		x	x		
Arts - Adult	Raku Firing		x	x				x	x		
Arts - Adult	Private Ceramic Lesson										
Arts - Adult	Ballet Basics	x						x	x		
Arts - Adult	Ballroom Dance	x	x					x	x		
Arts - Adult	Belly Dancing	x	x					x	x		
Arts - Adult	Adult Tap Dance	x	x					x	x		
Arts - Adult	Senior Soft Shoe Dance	x	x							x	
Arts - Adult	Musical Theatre: Audition Workshop	x	x					x	x		
Arts - Adult	Art for the Extreme Beginner	x						x	x		
Arts - Adult	Printmaking Intro	x						x	x		

Arts - Adult	Adult Machine Basics	x						x	x		
Arts - Adult	T Skirt Workshop	x	x					x	x		
Arts - Adult	Pattern Reading, Layout and Drafting	x	x					x	x		
Arts - Adult	Zippered Pillow Case	x	x					x	x		
Arts - Adult	Hand Embroidered Silhouettes	x	x					x	x		
Arts - Adult	T-Shirt Reverse Applique	x	x					x	x		
Arts - Adult	T Shirt Quilt Basics	x	x					x	x		
Arts - Adult	Kettering Civic Band							x	x		
Arts - Adult	Stained Glass-Intro Workshop	x						x	x		
Arts - Adult	Glass Fusing-Intro Workshop	x						x	x		
Arts - Adult	Wirewrapping for Jewelry	x						x	x		
Arts - Adult	Advanced Wirewrapping for Jewelry		x	x				x	x		
Arts - Adult	Chainmail Basics	x	x					x	x		
Arts - Adult	Metal Forming with the Hydraulic Press	x	x					x	x		
Arts - Adult	Glass Bead Making	x						x	x		
Arts - Adult	Basic Jewelry Construction	x						x	x		
Arts - Adult	Glass Bead Making-Intermediate		x	x				x	x		
Arts - Adult	The Art of Etching on Metal		x	x				x	x		
Arts - Adult	Ring Making: Silver Soldering Intensive		x	x				x	x		
Arts - Adult	Charmed Talisman Necklace: Fine Silver Metal Clay					x		x	x		
Arts - Adult	Intro to Enameling	x						x	x		
Arts - Adult	Glass Fusing- Private Workshop							x	x		
Arts - Adult	Fine Silver Metal Clay Rings					x		x	x		
Arts - Adult	Soap Making Basics I	x						x	x		
Arts - Adult	Beer Glass Etching	x							x		
Arts - Adult	Metal Clay and Cabernet	x							x		
Arts - Adult	Photoshop Basics	x						x	x		
Arts - Adult	Smartphone Photography	x						x	x		
Arts - Adult	Crash Course on Digital Documentation of Artwork					x		x	x		
Arts - Adult	Master Class: Collage Painting with Exhibiting Artist Kim Rae Taylor	x	x					x	x		
Arts - Adult	Encaustic Painting	x	x					x	x		
Arts - Adult	Portrait and Figure Drawing		x	x					x		
Arts - Adult	Learn To Draw	x						x	x		
Arts - Adult	Colored Pencil Drawing	x	x					x	x		

Arts - Adult	Acrylic Painting	x	x					x	x		
Arts - Adult	Oil Painting for Beginners	x						x	x		
Arts - Adult	Intermediate Oil Painting		x	x				x	x		
Arts - Adult	Watercolor, Any Skill Level				x			x	x		
Arts - Adult	Comic Book Studio Day				x			x	x		
Arts - Adult	Master Class: Woodcut Carving and Hand-Printing Workshop	x						x	x		
Arts - Adult	Social Media for Artists and Makers				x			x	x		
Arts - Youth	Wheel Pottery for Teens	x	x					x	x		
Arts - Youth	Exploring Pottery Skills	x	x					x	x		
Arts - Youth	Parent & Child Clay	x									x
Arts - Youth	Family Clay Workshop: Zendoodle	x									x
Arts - Youth	Stretch & Point	x				x	x				
Arts - Youth	Dance For The Very Young	x				x	x				
Arts - Youth	Afterschool Dance	x	x					x	x		
Arts - Youth	Tumble, Tap & Ballet Combo	x				x	x				
Arts - Youth	Tap & Ballet Combo	x				x	x				
Arts - Youth	Youth Dance Combo	x						x			
Arts - Youth	Tap & Tumble	x						x			
Arts - Youth	Art with Buddies	x				x	x				
Arts - Youth	Sewing With Confidence: Straight Stitch Sewing	x						x	x		
Arts - Youth	Sewing: Tooth Fairy Pillow	x						x	x		
Arts - Youth	Sewing: Pocket Scarf	x						x	x		
Arts - Youth	Sewing: Emoji Pillow	x						x	x		
Arts - Youth	Parent & Child Pop-Up Fun	x									x
Arts - Youth	Basic Theatre Instruction	x						x	x		
Arts - Youth	Advanced Theatre Instruction		x	x				x	x		
Arts - Youth	Group Piano Lessons	x						x			
Arts - Youth	Group Piano Lessons: Continuing Students		x	x				x			
Arts - Youth	Parent & Child Mosaic	x									x
Arts - Youth	Drawing FUNdamentals	x	x					x	x		
Arts - Youth	Cartooning for Kids	x	x					x	x		
Arts - Youth	Homeschool Art	x	x					x	x		
Arts - Youth	Comic Book Studio Day				x			x	x		
Arts - Youth	Drop-In Art	x				x	x				





Spring	Saber Fencing			x			x	x	x		
Spring	Youth Foil Fencing	x					x				
Spring	Adult Softball Champions League (Special Needs)	x							x		
Sports	PeeWee Soccer	x	x				x	x			
Sports	Pee Wee Soccer Camp	x	x				x	x			

## APPENDIX M – SAMPLE BROCHURE PRODUCTION SCHEDULE

### 2021 PRCA Program Brochure Production Schedule

	Jan/Feb 2021	Mar/Apr 2021	Camps 2021	May/June 2021	July/Aug 2021	Sept/Oct 2021	Nov/Dec 2021
Programs run from:	Jan 1, 2021 - Feb 31, 2021	March 1, 2021 - April 30, 2021	Summer 2021	May 1, 2021 - June 31, 2021	July 1, 2021 - August 31, 2021	Sept 1, 2021 - Oct 31, 2021	Nov 1, 2021 - Dec 31, 2021
Evaluation Worksheets due by	5/1/20	7/1/20	10/1/20	9/1/20	11/1/21	1/1/21	3/1/21
Worksheet step # 1 due by	9/4/20	11/6/20	11/27/20	12/4/21	2/19/21	4/23/21	6/25/21
Manager worksheet review	9/7/20 - 9/9/20	11/9/20 - 11/11/20	12/2/20 - 12/4/20	12/7/20 - 12/9/20	2/22/21 - 2/23/21	4/26/21 - 4/27/21	6/28/21 - 6/29/21
Build programs in RecTrac and review Activity Proof Report by	9/14/20	11/16/20	12/14/20	1/4/21	3/1/21	5/3/21	7/5/21
Interface, articles, layout, and images due in Share Drive by	9/18/20	11/18/20	12/18/20	1/8/21	3/5/21	5/7/21	7/9/21
Manager interface, layout, and article review	9/21/20 - 9/23/20	11/19/20 - 11/20/20	12/21/20 - 12/24/20	1/11/21 - 1/13/21	3/8/21 - 3/10/21	5/10/21 - 5/12/21	7/12/21 - 7/14/21
Creation of PRCA Complete Interface	9/24/20 - 9/25/20	11/23/20 - 11/24/20	12/28/20 - 1/1/21	1/14/21 - 1/15/21	3/11/21 - 3/12/21	5/13/21 - 5/14/21	7/15/21 - 7/16/21
Admin Systems: Prepare draft #1	9/28/20 - 10/9/20	11/15/20 - 12/7/20	1/4/21 - 1/22/21	1/18/21 - 2/5/21	3/15/21 - 4/2/21	5/17/21 - 6/4/21	7/19/21 - 8/6/21
Marketing request & PAC homework submitted to Manager by	10/9/20	12/1/20	1/22/20	2/5/21	4/2/21	6/4/21	8/6/21
PRCA first proof and 1 <sup>st</sup> round edits made in RecTrac	10/12/20 - 10/16/20	12/8/20 - 12/11/20	1/25/21 - 1/28/21	2/8/21 - 2/11/21	4/5/21 - 4/8/21	6/7/21 - 6/10/21	8/9/21 - 8/12/21
Review Activity Proof Report and make corrections by	10/16/20	12/11/20	1/28/21	2/11/21	4/8/21	6/10/21	8/12/21
Admin Systems: 1 <sup>st</sup> round edits in brochure	10/19/20 - 10/23/20	12/14/20 - 12/18/20	1/29/21 - 2/3/21	2/12/21 - 2/17/21	4/9/21 - 4/14/21	6/11/21 - 6/16/21	8/13/21 - 8/18/21
PRCA final proof and 2 <sup>nd</sup> round edits made in RecTrac	10/26/20 - 10/27/20	12/21/20 - 12/23/20	2/4/21 - 2/5/21	2/18/21 - 2/19/21	4/15/21 - 4/16/21	6/17/21 - 6/18/21	8/19/21 - 8/20/21
Admin Systems: 2 <sup>nd</sup> round edits in brochure	10/28/20 - 10/30/20	12/28/20 - 12/30/20	2/8/21 - 2/10/21	2/22/21 - 2/24/21	4/19/21 - 4/21/21	6/21/21 - 6/23/21	8/23/21 - 8/25/21
Set programs to Active status and review on WebTrac from customer point of view by	11/2/20	1/4/21	2/15/21	3/2/21	4/26/21	6/28/21	8/30/21
Brochure on website	11/6/20	1/8/21	2/19/21	3/5/21	4/30/21	7/2/21	9/3/21
Registration opens	Res - 11/16/20 Non-Res - 11/23/20	Res - 1/18/21 Non-Res - 1/25/21	Res - 3/1/21 Non-Res - 3/8/21	Res - 3/15/21 Non-Res - 3/22/21	Res - 5/10/21 Non-Res - 5/17/21	Res - 7/12/21 Non-Res - 7/19/21	Res - 9/13/21 Non-Res - 9/20/21
<b>10%</b> Registration discount	11/16/20 - 11/29/20	1/18/21 - 1/31/21	3/1/21 - 3/15/21	3/15/21 - 3/29/21	5/10/21 - 5/23/21	7/12/21 - 7/25/21	9/13/21 - 9/27/21

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Policy No. 602: Communications

A. Scope:

This Communications Policy ("Policy") provides rules and guidelines for all employees when communicating with the public on behalf of the City of Kettering ("City") via any medium, including, but not limited to: newsletters, articles, brochures, emails, websites, webpages, social media sites, videos, interviews, news releases, or media inquiries.

B. Purpose:

The purpose of this Policy is to maintain a consistent level of professionalism, accuracy, and efficiency among employees as they communicate to the public on behalf of the City in various forms. This Policy's intent is not to infringe upon any of the rights provided by Ohio Revised Code Chapter 4117 or any other legally protected activity. Additionally, this Policy's goal is not to create traditional, designated, or limited public fora through City purchased or leased communications equipment, or through City-operated websites, webpages or social media platforms, such as Facebook, Twitter, blogs, YouTube, or other similar sites. Therefore, to further the purpose of this Policy, employees shall adhere to the rules and guidelines stated herein.

C. Definitions: The terms listed below are used throughout this Policy and shall be defined as follows:

1. *Social Media*: forms of electronic communication, such as Facebook, Twitter, blogs, YouTube, and similar sites, through which users create online communities to share information, ideas, personal messages and other content.
2. *Social Media Account*: A profile established using a social media platform for the purpose of participating in some form of social media activity.
3. *Web Site*: a group of World Wide Web pages usually containing hyperlinks to each other and made available online by an individual or group, company, educational institution, government, or organization.
4. *Web Page*: A document on the World Wide Web, consisting of an HTML file and any related files for scripts and graphics, and often hyperlinked to other documents on the Web.
5. *Media*: a medium of communication that is designed to reach multiple people, such as newspapers, radio, television, or the internet.
6. *Media Release*: an official announcement or account of a news item provided to the media. Also known as a press or news release.
7. *Interview*: a meeting, either in-person or via any form of communication, at which information is obtained from an individual by an interviewer, such as a reporter, journalist, commentator, or pollster.

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8. *Proprietary Information:* Information that is the intellectual property of another, information that is attorney-client privileged, subject to state or federal privacy laws, or information not subject to disclosure under public information laws.
- D. Related Policies: This Policy incorporates various aspects of other City policies. For additional rules and guidelines regarding employee communications, employees should review the following:
1. Administrative Policy 609 - Political Activities: Employees shall not use City resources or participate in personal political activity while on City time or while discharging City responsibilities. No employee may act in a manner that suggests that the City either supports a particular candidate or political issue, or endorses the personal political opinions of the employee. Employees may not use their position as a City official or employee to support, endorse, or campaign for any candidate.
  2. Administrative Policy 610 - Equal Employment Opportunity, Non-Discrimination, Prohibition against Harassment and Compliance with Employment Provisions of Title I of the Americans with Disabilities Act: Employees shall not publish information that is discriminatory, harassing, threatening, or sexually explicit.
  3. Administrative Policy 616 - Technology Usage: City employees may use City technology for personal reasons on a limited basis provided such use does not interfere with their work or pose a risk to the functionality of the City's technological equipment, systems, programs, or the like. The City reserves the right to inspect any electronic data in City-owned computers or related systems.
  4. Administrative Policy 813 - Public Records: Employees shall adhere to this Policy when dealing with requests for public records kept by the City. This Policy explains the general requirements of the Public Records Act and establishes procedures to be followed for responding to requests, charging for copies of records, and handling electronic and social media records.
- E. Basic Guidelines for Official City Communications:
1. Employees are responsible for communicating basic and routine information to the public in relation to their specific job duties. Requests for confidential information, attorney-client privileged information, or information that falls outside of the scope of an employee's job duties should be routed to the appropriate department or to the Law Department.
  2. When communicating on behalf of the City, City employees shall communicate truthful, accurate, and timely information in a professional and respectful manner.
    - a. Employees shall not slant information or attempt to suppress bad news. Such efforts may undermine public confidence in the City.

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- b. Any employee who identifies a mistake in information disseminated to the public must bring the error to the attention of his or her supervisor, Department Director, or other appropriate staff. Corrections must be issued when necessary.
        - c. All communications made by employees must comply with all laws, including, but not limited to: trademark and copyright laws, software use laws, and all City policies, rules, and regulations.
  3. The City Manager and the Community Information Manager, as well as Department Directors authorized by the City Manager, may communicate on behalf of the City in interviews, publications, media releases, on social media sites, and via similar mediums.
    - a. Other employees may communicate on behalf of the City if authorized by the City Manager, the employee's Department Director, or the Community Information Manager. Such employees shall only communicate on topics that fall within the purview of their official position with the City. In the event any employee is contacted by the media, the Community Information Manager must be notified as soon as practical and prior to conducting any interviews.
    - b. Additionally, employees designated and trained as Public Information Officers for the Kettering Police Department and the Kettering Fire Department may communicate on behalf of the City on topics that fall within the purview of their official position with the City.
    - c. When speaking on behalf of the City in interviews, publications, media releases, social media sites or via similar mediums, employees must identify themselves as representatives of the City.
    - d. If an employee engages in communications with the news media on behalf of the City, the employee's comments shall only include factual and relevant information responsive to the questions posed. Personal opinions of employees are generally inappropriate to provide to the news media. Employees are responsible for any and all comments they make to the news media that have not been previously approved by their supervisor.
    - e. If an employee does not have the requisite knowledge or expertise to effectively communicate to the public or the news media, or if the employee is unsure about his or her authority to communicate on behalf of the City, the employee must help the requesting individual contact the appropriate staff person, supervisor, Department Director, Community Information Manager, Assistant City Manager, or the City Manager.
  4. Certain circumstances may require employees to temporarily withhold information. Examples may include information related to the following: land acquisitions, disciplinary cases, ongoing investigations, attorney-client privilege, court cases where public statements might compromise the City's position, the preparation of policy statements, or news items that must be timed with particular events. In these instances, employees shall not tell reporters or other inquirers "no comment," but shall provide a reasonable explanation of why information is not

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being released at that time. Questions regarding whether information should be withheld shall be directed to the Law Department and the Community Information Manager.

5. In the case of auto accidents involving municipal vehicles or alleged acts of negligence that might involve liability for the City, all comments or media releases in regard to such an incident shall be examined by the Law Department and the Human Resources Department prior to dissemination to the news media to eliminate any unwarranted admissions of liability on behalf of the City.
6. If a matter seems particularly complex or controversial or if an employee has reason to believe that the news media will inquire about a matter of substantial importance, the employee shall notify the City Manager's office so the City Manager and the Community Information Manager have the information necessary to respond to inquiries or to make a public comment.

#### E. Media Requests:

1. Definition: Media requests are inquiries from individuals or publications, who intend to disseminate or publish responsive content to the public via any medium, such as television, radio, newspapers, newsletters, and web sites.
2. With the exception of requests for routine or basic information that is readily available to the public, employees must route all media requests for interviews or information to the Community Information Manager.
3. When responding to media requests on behalf of the City, employees shall follow these steps:
  - a. If the request is for routine or basic public information, such as a meeting time or agenda, employees should provide the information requested and notify the Community Information Manager of the request.
  - b. If the request is related to information about City personnel, potential litigation, controversial issues, an opinion on a City matter, or if you are unsure if the request is "routine," forward the request to the Community Information Manager. An appropriate response is, "I am sorry, I do not have full information regarding that issue. Let me take some basic information and submit your request to the appropriate person, who will get back to you as soon as he or she can." Ask for the media representative's name, questions, deadline, and contact information.
  - c. Employees assume full responsibility for the accuracy of the information provided and the consequences for releasing inaccurate or confidential information.
  - d. Unless expressly authorized by the Community Information Manager, employees, acting within the purview of their employment, shall not approach the news media to pitch or suggest stories or other content.

#### G. Requests for Information

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1. Employees must differentiate between requests for basic information and public records requests.
  - a. *Requests for information* are usually basic questions, not necessarily requiring the production of documents. For example, "Can you tell me if the fitness center has a treadmill?"
  - b. *Public records requests* are usually more formal inquiries requiring the production of documents, such as a request of the Kettering Police Department to provide a copy of an accident report to an individual.
2. An employee's response to a public records request is guided by Ohio law and City policy. Employee responses to public records requests shall comply with the City's Administrative Public Records Policy, the Ohio Sunshine Laws, and the Privacy Act. All requests for public records shall be forwarded to the Law Department prior to providing responsive information to the requestor.
3. Specific and/or personal information related to an employee or applicant for employment is not considered basic or routine information and should not be readily released, i.e., names, addresses, phone numbers, personnel records, medical records, salary, etc. Requests for such information should be referred to the Human Resources Department to assure compliance with applicable public information laws and other related civil rights laws and regulations.

#### H. City Websites, Webpages, and Social Media Sites

1. Community Information Manager
  - a. To ensure that City-sponsored websites, webpages, and social media accounts are implemented consistently and effectively across all City Departments, the Community Information Manager, on behalf of the City Manager, is responsible for the management of the City's internet presence. All City-sponsored website, webpage, and social media activities shall be reviewed and approved by the Community Information Manager or his or her delegate, including staff requests for the creation of new websites, webpages, and social media accounts or staff requests for the modification of existing City-sponsored websites, webpages, and social media accounts.
  - b. The Community Information Manager shall maintain a list of webpages and social media accounts approved for use by the City and will monitor these sites to ensure adherence to the Policy.
  - c. The Community Information Manager shall coordinate postings on social media accounts with the various City Departments to ensure that content is posted in a relevant, accurate, and timely manner.
  - d. The Community Information Manager shall have the discretion to temporarily or permanently disable or terminate a City or Department website, webpage, or social

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media forum or account at any time. Examples of instances when such action might be taken include, but are not limited to the following: any violation of this Policy, unprofessional use of the resource, lack of use or disinterest by the public, or a Department's failure to maintain a site or forum.

2. Scope of Website, Webpage, and Social Media Use: The City of Kettering's website, [www.ketteringoh.org](http://www.ketteringoh.org), is the City's primary internet presence. With prior approval of the Community Information Manager, Departments may develop their own web content for use on the City's website and may recommend content to the Community Information Manager on social media accounts to achieve certain business and communication goals including:
  - a. Disseminating time-sensitive information as quickly as possible, such as during public safety emergencies;
  - b. Marketing and promoting City services and products; and
  - c. Requesting relevant public input regarding specific topics such as City projects, programs, and initiatives.
3. General Guidelines - City-sponsored Websites, Webpages, and Social Media Communication: City-sponsored websites, webpages, and social media accounts shall be used exclusively as vehicles for official City communications. The creation, development, and maintenance of any City website, webpage, or social media account must be coordinated with and approved by the Community Information Manager. City-sponsored websites, webpages, and social media accounts must adhere to the following guidelines:
  - a. Purpose: Each City-sponsored website, webpage, and social media account must have a specific objective or focus. Websites, webpages, and social media accounts separate from the City's official website and social media accounts must have a purpose that cannot be accomplished through the City's official sites.
  - b. Internet Security, Privacy, and Accessibility: All City-sponsored websites, webpages, and social media accounts must adhere to all applicable laws, City guidelines, and policies regarding internet security, privacy, and accessibility for the disabled as maintained by the Community Information Manager and Administrative Systems Department.
  - c. Linking:
    - i. The purpose of the City's use of "links" on City-sponsored websites, webpages, and social media accounts is to provide information about City events, services, and official City business to City employees or to the public. The City does not intend to create traditional, designated, or limited public forum through the posting of links on City-sponsored websites, webpages, or social media accounts to third party sites or to other information found online.

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- ii. When possible, information posted on City-sponsored social media accounts should be posted on [www.ketteringoh.org](http://www.ketteringoh.org), and City-sponsored social media accounts should contain links directly to [www.ketteringoh.org](http://www.ketteringoh.org).
  - iii. Abbreviated URLs should be avoided.
  - iv. Unless otherwise permitted by this Policy, all hypertext links from City-sponsored websites, webpages, and social media accounts shall only be hypertext links to other City-sponsored websites, webpages, or social media accounts; the websites of government entities; the websites of professional associations of which the City is a dues-paying member; the websites of organizations with which the City has a legal contract that includes linking only as an ancillary term; or to websites that relate to information necessary for City employees to register for and stay informed regarding their standard employee benefits. Hypertext links to websites other than those specified, including links to media outlet websites, are prohibited and may be removed from the City's websites, webpages, or social media accounts at any time.
  - v. "Government entities" includes all federal, state, and local government agencies and all federal, state, and local officials. Examples include, but are not limited to: the State of Ohio, the Federal Bureau of Investigation, the Ohio Department of Transportation, the United States Senate, and the Supreme Court of Ohio.
  - vi. A link to the official Frazee Pavilion online box office may be provided on the official Frazee Pavilion website, [www.frazee.com](http://www.frazee.com). Web addresses of entertainers contracted with the City to perform at the Frazee Pavilion during the current concert season may be provided on the website as well, but no hypertext links shall be provided.
  - vii. By providing a hypertext link from a City-sponsored website, webpage, or social media account to any other website, webpage, or social media account does not necessarily mean that the City endorses the views or content of those websites, webpages, or social media accounts.
  - viii. All requests to deviate from these guidelines must be approved by the Community Information Manager, and specifically, all requests to place links on City-sponsored websites, webpages, or social media accounts to third party websites, webpages, social media accounts, or to other information found online must also be approved by the Law Department.
- d. Logos, Trademarks, and Design Elements: All City-sponsored websites, webpages, and social media accounts must maintain City standards regarding the use of City logos, trademarks, and other design elements as maintained by the Community Information Manager. Variations of the standards can only be approved by the Community Information Manager.

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- e. **Proprietary Information:** Information that is proprietary, as defined herein, should *not* be posted on a City-sponsored website, webpage, or social media account. Any questions concerning this standard should be directed to the Community Information Manager or to the Law Department.
  - f. **Public Records and Retention:** All information posted to City-sponsored websites, webpages, or social media sites, including any comments or content posted by members of the public, shall be retained in accordance with the City's Administrative Public Records Policy and the Public Records Act.
  - g. **Management:** The Community Information Manager may appoint full-time, exempt staff representatives to continually monitor and address postings, comments and other correspondence on City-sponsored websites, webpages, and social media accounts. *Also, see Section 11(1)(b)(2) Public Comments and Interactive Features - Site Monitoring.*
  - h. **Contact Information:** All City-sponsored websites, webpages, or social media accounts shall have appropriate City contact information prominently displayed. All City-sponsored website, webpage, or social media account names must clearly identify the City and must be approved by the Community Information Manager.
  - i. **Political Activity:** The City's websites, webpages, and social media accounts will not contain any political information or be used for political activity.
  - j. **Passwords and Login Information:** All City-sponsored websites, webpages, and social media account login and password information will be shared with the Community Information Manager.
4. **Website, Webpage, and Social Media Account Design and Content:**
- a. **Format and Design:** Design elements (logos, background, images) should be appropriate to the subject matter and consistent with the City's design guidelines. Suggestions or recommendations regarding design elements shall be directed to the Community Information Manager.
  - b. **Public Comments and Interactive Features:** The City does not intend to create traditional, designated, or limited public fora through the operation of City-sponsored websites, webpages, or social media accounts. Thus, City-sponsored websites, webpages, or social media accounts shall not include unrestricted forums, open to any public comment on any topic.
    - i. **Define Topic:** In the event the City desires to solicit comments from the public via a particular City-sponsored website, webpage, or social media account, a topic should be clearly defined.
    - ii. **Site Monitoring:** City-sponsored websites, webpages, or social media accounts that allow the posting of public comment or other material must be monitored

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at all times. The Community Information Manager must be notified immediately in the event prohibited material is posted to a City-sponsored website, webpage, or social media account, and the prohibited material must be removed.

- iii. **Prohibited Comments:** An authorized City staff member shall remove material posted on a City-sponsored website, webpage, or social media account, if the material:
- A. Falls outside the scope of the defined topic;
  - B. Violates the terms of service of the website, webpage, or social media account;
  - C. Contains non-public or confidential City information;
  - D. Is pornographic, profane, obscene, sexual, or defamatory in nature;
  - E. Promotes or advocates violence or the threat of violence;
  - F. Solicits commerce or promotes private business enterprises;
  - G. Links to other websites, webpages, or social media accounts, unless otherwise permitted under this Policy;
  - H. Promotes illegal activity;
  - I. Compromises the safety or security of members of the public or public systems;
  - J. Appears to violate the legal ownership interests of any other party;
  - K. Violates or appears to violate intellectual property laws;
  - L. Demears an individual or group of individuals on the basis of race, color, religion, national origin, ancestry, gender, age, disability, or any other characteristic protected by law; or
  - M. Is false, misleading, slanderous, libelous, or deceptive.
- iv. **Waiver:** The failure of the City to delete any prohibited content, whether posted by an employee or a member of the public, shall not be construed as a waiver of such prohibitions and shall not affect the validity of this Policy or the City's ability to delete such prohibited content in the future.

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- v. Disclaimers: Legal disclaimers, notices, and terms of use are required on every City-sponsored website, webpage or social media account. The Law Department shall be contacted to obtain such language.
  - vi. Membership: Membership to a City-sponsored webpage, website, or a social media account should not be required in order for the public to view the webpage, website, or social media account. Also, in the event the City solicits comments from the public regarding a specific topic on a City-sponsored website, webpage, or social media account, membership should not be required in order to provide such comment. If this is not possible due to the nature of the medium, consult with the Community Information Manager to determine potential alternatives or solutions.
- i. Personal Communications via City Technology or during Work Hours: Employees engaging in personal communications while using City-issued technology or personal technology during work hours should have no expectations of privacy in those communications. Employees must adhere to the following guidelines while engaging in personal communications during work hours:
- 1. In accordance with Administrative Policy 616 Technology Use Policy, Section D(1), employees may use City Technology for incidental personal use; however, employees who use City technology for private, non-work-related purposes do so at their own risk and such use may subject the employee to disciplinary action up to and including termination of employment or loss of authorization of use of City technology. An employee's personal use of City technology that interferes with work responsibilities or that violates City policy is not permitted. See *Administrative Policy No. 616 – Technology Usage*.
  - 2. Employees, elected officials, volunteers, contractors, and vendors shall ensure that their personal communications or correspondence cannot be construed as official communications of the City.
  - 3. Employees must be truthful, courteous, and respectful toward supervisors, co-workers, citizens, customers, and other persons associated with the City. Employees shall not engage in name-calling or personal attacks on others.
  - 4. City resources, working time, and official City positions cannot be used for personal business interests, or to participate in political activity. For example, a building inspector could not use City identification such as a City logo, business card, or City e-mail account to promote his or her side business.
  - 5. Employee questions related to personal communications should be directed to the employee's department director or to the Director of Human Resources.
- j. Personal Communication via Social Media: The following considerations and guidelines apply to employees' personal communications via social media, whether such communications are made during work hours or while off duty:

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1. Considerations prior to Communicating via Social Media:
  - a. Although information may be posted to a “private” website, webpage or social media account, the employee should be aware this information can still be accessed by the public and other sources in a number of ways.
  - b. Deleting information does not necessarily mean it can never be accessed again by anyone. Generally, once any type of information is introduced to the internet, the information becomes a permanent record.
  - c. Employees should have no expectations of privacy in information posted on the internet, even while off-duty. This includes anything posted to a social media website, blog, or other similar forum.
2. Personal Disclaimer: When communicating via social media, employees shall not imply they are speaking on behalf of the City unless authorized to do so.
3. Work-related Complaints: Employees are encouraged to follow internal complaint procedures if they have work-related complaints.
4. Prohibited Conduct: Social media conduct may be evaluated and may result in disciplinary action up to and including termination. Examples of prohibited conduct include, but are not limited, to the following:
  - a. Posting one’s photograph while wearing the City’s uniform (or other similar attire, which could be misidentified as the official uniform);
  - b. Using the City in personal social media account names or personal e-mail addresses, (e.g. lsk8atketteringec.com);
  - c. Posting pictures, videos, or comments that constitute or could be construed as unlawful behavior;
  - d. Disclosing work-related information that is proprietary in nature. This includes information that may eventually be obtained through a valid public record’s request;
  - e. Knowingly or recklessly posting false information about the City of Kettering, supervisors, coworkers, public officials, or those who have a relationship with the City of Kettering;
  - f. Posting material, in conjunction with any reference to the City of Kettering, that is sexual, profane, obscene, violent, pornographic in nature, or harassing or demeaning to an individual or group of individuals on the basis of race, color, religion, national origin, ancestry, gender, age, disability, or any other characteristic protected by law.
- K. Department Guidelines: Individual departments cannot have more lenient communications policies or guidelines, however, individual departments may submit more stringent policies or

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guidelines than those listed herein to the Law Department, the Human Resources Department, and to the City Manager for review and approval prior to any implementation or adoption of such policies or guidelines.

- L. Reporting Violations: Employees have an affirmative duty to report any conduct that violates this Policy. Therefore, any employee who becomes aware of or has knowledge of material posted to a website, webpage, or social media account that is in violation of this Policy must notify his or her supervisor, Department Director, the Community Information Manager, the Law Department, or the Human Resources Department immediately.
- M. Disciplinary Action: Employees found to have violated any part of this Policy may be subject to discipline up to and including termination. Any deviation from this Policy shall be approved in writing by the City of Kettering Community Information Manager.

The City Manager hereby delegates the appropriate responsibility and authority to administer this Policy to the City's Assistant City Manager, Department Directors, and the Community Information Manager.

APPROVED:

2/25/2020  
DATE

  
\_\_\_\_\_  
Steven E. Bergstresser  
Acting City Manager

ISSUED:

2/25/2020  
DATE

  
\_\_\_\_\_  
Sara E. Mills Klein  
Director of Human Resources



## MEMO

TO: Department Directors

CC: ADA Advisory Committee  
Mark Schwieterman, City Manager  
Stacy Schweikhart, Community Information Manager

FROM: Anna Breidenbach, Compliance and Inclusion Manager

DATE: February 20, 2018

RE: ADA Language for Publications

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Please see below for two approved versions of language to be used in printed publications, including public meeting agendas.

The City of Kettering invites people with disabilities to enjoy our programs, services, parks, and facilities. Contact Anna Breidenbach at [anna.breidenbach@ketteringoh.org](mailto:anna.breidenbach@ketteringoh.org) or call 296-2439 for more information about our accessibility, inclusion, and special programs initiatives. For TTY assistance, contact Ohio Relay Service at 800-750-0750.

The City of Kettering invites people with disabilities to enjoy our programs, services, parks, and facilities. Please call 296-2439 for more information about accessibility or to request a modification. For TTY assistance, contact Ohio Relay Service at 800-750-0750.

## APPENDIX P – PLAY KETTERING SOCIAL MEDIA STANDARDS



### **PlayKettering Social Media Content Guidelines (revised 9/2020)**

Please have all content prepared and ready to send with your ticket request. You will need to include the text, images, links, etc. to be posted; the social media support for the department will not create the content for you. Please keep in mind that all materials submitted may be edited appropriately to each requested platform/format.

### **FACEBOOK**

PlayKettering Facebook cannot have more than two posts per day, but ten posts for one week best practice. Scheduled content will be bumped for emergencies only – facility power outages or closings, etc. Facebook content sees the most success when used to engage, inspire and educate, not to sell. **Our goal is to build trust and communicate so that customers are more likely to visit the website or stop by our facilities and make a transaction.**

#### **Post Content Criteria**

- Storytelling NOT promotion\* - we will not post “register now” messaging
- Link to Playkettering.org if relevant to your content, not WebTrac – make sure to include the correct URL with your request
- Three images if no Playkettering.org link; must be in jpg format\*\*
- Avoid repeat posts on one subject (FB algorithm will suppress posts and defeat purpose of reach)
- We are not accepting requests for sponsored posts/paid advertising
- Please do not expect specific post dates unless the post is time sensitive, meaning there is a hard registration / application deadline

#### **Event Criteria**

- One-off events and one-day programs that are signature events for the department (Go Fourth, Art on the Commons, Tree Fest, etc.), events that are free, and/or events that have a wide audience reach are appropriate as FB events. Share all details, including location, time, registration, and at least 140 character description (more detailed descriptions are helpful, so no character/word limit) in your request ticket.
- We are not posting multi-week registered programs and ongoing drop-in activities as events
- Targeted, small audience programs are not appropriate as a FB event
- You can plan for up to 3 lead-up posts for an event, but only one per week (FB algorithm) – remember they need to share a story, not push transactions
- 1 follow-up post after the event is encouraged
- Facebook Events created will post to our timeline and to our followers’ newsfeeds – no need to request a post separately (separate posts will not be created)

\*Think about what you post on your personal social page about your work life – some of our best posts have started as staff members’ personal posts. The sunset over Rosewood, what summer camp means to you, the KRC hallways decked out for Christmas, the staff in Halloween costumes – all great examples.

These posts come across to customers as the most trustworthy and genuine because they are! Other examples of the soft sell or storytelling are things like parks crews at work, patron profiles, new fitness equipment arriving, photo albums or a wrap up post from events, tips and expertise from staff.



\*\*Avoid flyers and other text-heavy graphics and consider submitting posts that use high-quality images from PlayKettering programs and events (good lighting, not blurry, large enough image, subject clearly visible). If you would like a photo or graphic posted, please attach the file (jpg format) to your ticket.

### **Instagram Guidelines**

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#### **Post Content Criteria**

- Visual focus\*
- Keep character/word counts to 40 characters or less
- Instagram best practice is one post per day maximum, around five posts per week
- For posts promoting future events, only one post per program will be added to the feed. For larger annual events (Art on the Commons, HoneyFest, etc.), two posts maximum and will be spaced at least one week apart. Content for the two posts should not be repetitive – please choose a different angle for each post.
- Please limit graphics and flyers submitted as Instagram posts – consider replacing these with photos when possible. We can always post relevant program information on [playkettering.org](http://playkettering.org) or post graphics and flyers as Instagram Stories.
- No more than two posts per program area per week

\* The ideal post is a soft-sell snapshot of what PlayKettering has to offer – a program/event happening now or in the recent past, scenes from parks, unique/interesting aspects of facilities, things with strong visual interest, personal stories from staff or guests

#### **Stories Criteria**

These are much more flexible than posts – stories can be graphics, flyers, photos, text, videos or a mix of several media types

- Selling is ok in Stories
- Multiple slides per day and content repetition within a few days is ok

### **Twitter Guidelines**

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Please consider submitting content for twitter – we frequently need content for this platform. Follower base from KFHS is especially strong here – teen programs, volunteer opportunities, summer jobs are all good things to tweet

#### **Post Content Criteria**

- No hashtags, but we can tag and retweet certain types of accounts
- Graphics/photos/videos/text only - all are ok, platform has more flexibility than FB in terms of what gets engagement
- Try to aim for 140 character count (quick scrolling on a mobile phone – keep short!)

## APPENDIX Q – PRCA MARKETING & COMMUNICATIONS OVERVIEW

### PRCA Marketing/Communications - MARKETING CHANNELS

(last updated 9/25/2020)

Communication Tool	Purpose	Metrics of Success	Frequency	Publish Date	Staff Involved	Notes
PRCA Activities Guide <b>NEW 2020: ONLINE ONLY</b>	Branding information		Varies: Monthly, Bi-Monthly, Seasonally	August: July 3 Sept/Oct: 7/31 Nov/Dec: 10/1	All PRCA Leadership, Supervisors, Coordinators, Admin Support Temp. Point Person: Shauna L.	Digital through 2020 Separate detailed production schedule
<b>NEW 2020:</b> PRCA Postcard Mailing	Branding Targeted Print		Monthly	1st of Month	PRCA Leadership Temp. Point Person: Shauna L.	Postcard or flyer to replace printed Activities Guide
PRCA Constant Contact	Branding Targeted Digital		Monthly	15th of the month	PRCA Leadership, Sara Temp. Point Person: Shayna	6,000 Subscribers (all RAC, Habitat and Fitness email lists)
Dayton Daily News Ad	Branding		Twice per month	1st and 3rd Thursdays	Shayna, Admin Support Temp. Point Person: Shayna	Content from monthly CC
The Starter			Monthly	1st or 2nd Monday	Mary Azbill Temp. Point Person: Shayna	1,200 subscribers
Contact with Kettering			SEASONAL Fall 2020: July 27/Sept 4 Winter 2021: Sept 30/Nov 6	Sept 4 Nov 6	Mary Azbill, Admin Support (PRCA Leadership and Sara generate content) Temp. Point Person: Shayna	PRCA submits 2-1/2 pages of content. Mary has no preference on word count, content quantity or format.
Inside Kettering			Weekly	Thursday or Friday	Mary Azbill Temp. Point Person: Shayna	All City Email - Informational
DDN Local Kettering Page			Monthly	2nd Saturdays (Content due 1st of month)	Mary Azbill (PRCA Leadership can generate content) Temp. Point Person: Shayna	Articles/Photos. Typically 300 words for a short article.
PlayKettering FB			Daily	Daily	Sara	Separate detailed FB schedule
PlayKettering Twitter			Almost daily	Almost daily	Sara	
PlayKettering Instagram			Almost daily	Almost daily	Sara	Separate detailed Instagram schedule
Targeted Emails - Division/Program			Varies	RAC: 1st of Month Habitat: Fitness:	PRCA Leadership, Supervisors, Sara	RAC: Habitat: 530 Fitness: 2275
Targeted Mailings - Division/Program			Varies	Varies	PRCA Leadership, Supervisors, Admin Support	Mailings are based on division specific campaigns
Press Releases			Varies	Varies		

## APPENDIX R – EMERGENCY COMMUNICATIONS PLAN



### PRCA EMERGENCY RISK COMMUNICATIONS PLAN

This plan is to ensure consistent messaging across all public facing facilities: Valleywood, Rosewood, Habitat, KRC, CIL, Ice, Fitness, Aquatics, KFWC, and other City public-facing departments in regards to any crisis, emergency or sensitive topic.

In order to ensure consistency in communications, employees should be familiar with the following safety and emergency-related documents issued by the City, PRCA and your facility.

- Emergency Action Plans (City, PRCA and Facility Specific)
- Chain of communication and contact information for appropriate follow-through
- In certain situations, employees will receive additional information and direction from the City Manager's office (i.e. COVID-19, weather, etc.)

### PATRON QUESTIONS

Below is the process for responding to questions/concerns regarding a crisis/emergency/sensitive topic with the City and/or PRCA facility, program or service.

1. If you have been provided a script, please utilize this.
2. If not given a script, employees can refer to supplemental communications sent by City, PRCA or a supervisor to verify if provided information addresses the question. Employees can also refer to information on [www.ketteringoh.org](http://www.ketteringoh.org) and/or [www.playkettering.org](http://www.playkettering.org)
3. If an employee is not able to give a satisfactory response to the patron, they should not provide an answer that they are uncertain of. The following script and guidelines should be used:

*I am going to ask you a few questions and make sure I share the appropriate information. Let me ask you a couple of questions so we can get this to the right person.*

The employee should document the following:

1. Question/concern
  2. Name of patron
  3. Member/resident/activity participation information
  4. contact information (phone and email)
  5. If there is a request or a clear need for a follow-up
  6. Any other pertinent notes
4. Employee immediately communicates this information to Direct Supervisor.

Employees are encouraged to ask questions and provide feedback to their supervisors regarding any timely or sensitive situation.

November 2020



## **SOCIAL MEDIA/ONLINE COMMUNICATIONS**

Online and social media are major communication platforms for the City and PRCA. Most PRCA employees are not responsible for responding to crisis/emergency/sensitive content online, however the following describes the guidelines utilized by employees responsible for communications.

PRCA's part-time Social Media Coordinator monitors PlayKettering social media accounts (Facebook, Twitter and Instagram) and communicates with patrons during weekday mornings and early afternoon. On weekday afternoons, evenings and weekends, social media is monitored by the PRCA Marketing/Communications Supervisor and/or the Community Information Manager (part of the City Manager's Office).

For questions or concerns that are beyond the knowledge of the communications team, they will contact relevant PRCA employees via text, phone and/or email if time-sensitive information is needed from another staff member.

Any direct messages or online posts that pertain to an aspect of PRCA or the City will be shared with appropriate staff in a timely manner by the communications team.

### **Direct Messaging**

Direct messages to PlayKettering outside of the Social Media Coordinator's schedule receive an automatic response: *Thanks for reaching out to PlayKettering. We have received your message and will reply as soon as possible.*

Direct messaging is utilized when there is a specific issue being addressed that does not effect a wide audience, or the communications are more conversational.

### **Social Media Posts**

The approved general response to any content posted on social media that is deemed time/subject matter sensitive is: *Thank you for sharing your concern; we will get right back to you with a response.*

PlayKettering social media may be asked to reshare posts from other City social media platforms (KPD, KFD, City) if there are breaking news announcements that may have a huge impact on the city and crisis communication. If the City wants other departments to share information, the Community Information Manager will notify those departments.