Center for Local Government
2017-2022 Strategic Plan

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Section 1: Introduction

The Strategic Planning process is an important process for any non-profit organization or local government. It helps provide the organization with a sense of direction, helps outline how resources will be allocated, and it gives stakeholders an idea of what steps an organization is going to take to continue to be effective. Since the Center for Local Government (CLG) last pursued a strategic planning process in 2009, much has changed for local government in the State of Ohio, and for the organization itself. This 2016 Strategic Plan is designed to provide a direction for CLG for the next five years, helping us evolve as our governments evolve.

The Center's mission is ***to improve public service delivery by the cities, townships, and villages in the Greater Cincinnati metropolitan area, especially among its member jurisdictions, through improved information exchange, cost reductions, shared resources, inter-jurisdictional collaboration, and new approaches to capital equipment and skills acquisition.*** This has been our purpose since our founding in 1990, and it continues to be our purpose. This Strategic Plan attempts to identify clear goals and strategies to help CLG continue to effectively accomplish this mission.

This document will identify CLG's goals and strategies moving forward, including an outline of how CLG intends to implement these strategies. This document also includes CLG's strengths, weaknesses, opportunities, and threats (SWOT), as identified by the CLG Board and staff, based on input from a survey of member governments and from outreach visits conducted by the Executive Director. In order to provide context on this SWOT analysis, the raw data from CLG's member satisfaction survey is also included. A similar survey was conducted in 2009, and this document attempts to compare the results. Finally, a list of CLG's current programs is included, to provide a snapshot of how CLG currently provides utility to its member governments.

Thank you for reading, and for your continued participation with the Center for Local Government.

Section 2: Overview of the Center for Local Government

The Center for Local Government currently provides services to 53 communities across Southwest Ohio. These members include (as of September, 2016):

Amberley Village	City of Madeira
Anderson Township	Village of Mariemont
City of Bellbrook	City of Mason
City of Blue Ash	Miami Township, Clermont County
Village of Carlisle	City of Miamisburg
Clearcreek Township	City of Middletown
Village of Cleves	City of Milford
Columbia Township	City of Monroe
City of Deer Park	City of Montgomery
Deerfield Township	City of Mt. Healthy
Delhi Township	Village of Newtown
Village of Evendale	City of North College Hill
Village of Fairfax	Pierce Township
City of Fairfield	City of Reading
City of Forest Park	City of Sharonville
Village of Glendale	Village of Silverton
Village of Golf Manor	City of Springboro
Green Township	City of Springdale
Village of Greenhills	Springfield Township
City of Hamilton	City of St. Bernard
Hamilton County	Sycamore Township
Village of Indian Hill	City of Trotwood
City of Lebanon	Washington Township
Liberty Township	West Chester Township
Village of Lincoln Heights	Village of Woodlawn
Little Miami Joint Fire District	
Village of Lockland	
City of Loveland	

As was stated earlier in this plan, the Center's mission is ***to improve public service delivery by the cities, townships, and villages in the Greater Cincinnati metropolitan area, especially among its member jurisdictions, through improved information exchange, cost reductions, shared resources, inter-jurisdictional collaboration, and new approaches to capital equipment and skills acquisition.***

In practice, it accomplishes this mission by providing opportunities for shared services, information sharing, and training. CLG currently offers 21 services to its member communities:

Center for Local Government Benefits Pool (CLGBP): On August 1, 2009, the Center for Local Government Benefits Plan was formed. This is a self-insured pool for health insurance that exists within the statewide Jefferson Health Plan pool (formerly OME-RESA). The benefits of self-insured pooling are that governments can aggregate their health insurance costs across multiple agencies, while having the control that self-insurance offers. Sixteen governments participate in this program. Any CLG member government who is approved through our underwriting process is eligible to join the pool.

Southwest Ohio Regional Refuse (SWORRE): SWORRE is a collaborative bid program for solid waste and recycling collection. Four communities participated in the first SWORRE bid in 2010. The projected savings over the initial waste collection and recycling contract is a combined $480,000. Bidding as a group enabled the communities to realize economies of scale and to encourage competition, leading to lower prices. In 2012, a second consortium was formed, consisting of six Communities. That group also realized a significant operational savings for their contract that runs from 2013-the end of 2017. The 2010 group went out to bid at the end of 2015 for a five year renewal. At the time of writing this strategic plan document, the 2012 consortium's new bid is in the early development stages.

Judgmental Use of Force Simulator (JUFS): JUFS is a police officer training simulator designed to help police officers improve both the speed and quality of their "Shoot/Don't Shoot" decisions. The simulator was obtained through a cooperative purchasing agreement between CLG and seventeen governments. This equipment was updated at the end of 2013.

Public Works Mutual Aid Program: This program specifies terms and conditions for provision of aid, assistance, manpower and equipment in emergency situations. This represents the first time local jurisdictions have agreed and planned in advance to assist in another's emergencies. Thirty CLG member governments participate in this program.

Joint Electricity Purchase for Government Facilities: CLG partnered an energy broker to create a program whereby participating governments can purchase electricity for their facilities as a group to gain an economy of scale. Note that this is not a residential aggregation program. When the joint electricity bid was opened in March of 2010, governments saved a total of $590,000. This represents an average savings of 40% on electricity costs. The program was renewed in 2012, saving an additional $40,000 for participating communities. This program was again renewed in 2013 on a 3-year contract. At the time of writing this strategic plan document, a new renewal bid with 14 governments is in development.

Treasury Asset Management Collaborative (TAMC): The goal of TAMC is to offer collaborative approach to professional money management, potentially leading to higher return. Governmental treasuries WILL NOT be comingled with each other. Two money management firms have been recommended: *SJS Consulting* and *R.W. Baird*. Having two firms enables participating governments to have flexibility as to what strategies will be used to for investments

Road Paving Joint Bid (when requested): CLG worked with two communities on a joint bid for their 2015 road resurfacing programs. Through this program, the communities will share in the cost of resurfacing and minor curb repair, while keeping more major road reconstruction projects separate. This program has also enabled the development of a model intergovernmental agreement for paving.

Internship Program: This recently created program is designed to connect college students with internships in our member jurisdictions. Members develop requirements for the internship position and submit to the center. The center then forwards that information to the appropriate academic departments at the universities in the region. Interested students complete an application form on the center's website that is then forwarded to the member for review.

Center for Local Government Leadership Academy: The CLG Leadership Academy is an annual seven class series for employees of CLG member governments each year. Classes include "Local Government 101," a leadership styles class taught by Xavier University, ethics, human resources, finance, communication skills, and a wrap-up session. Classes are taught by a mixture of practicing local government professionals, subject matter experts, and representatives from local Master in Public Administration programs.

Administrative Professionals (AP) Luncheon Series: The AP Luncheons provide an opportunity for administrative and support professionals from CLG member governments to network and receive training on advances in office management, business practices, and updates on current events in local government.

Human Resources Luncheons: HR Luncheons are held twice per year, and provide an opportunity for HR directors or other individuals tasked with HR duties to learn the newest best practices in the field, to discuss regulatory updates, and to network.

Municipal Training Academy: CLG holds a partnership agreement with the Miami Valley Communications Council (MVCC) and the Miami Valley Risk Management Agency (MVRMA). Through this agreement, CLG members may participate in trainings conducted by MVCC and MVRMA.

Subject Matter Expert Trainings: In 2014, CLG conducted a three-part "Engineering for Non-Engineers" training series. In 2015, CLG conducted "Planning and Zoning for Non Planners and Zoners" in the fall. CLG features a new subject matter expert training series every fall.

Spot Surveys: At the request of any CLG member government, short surveys may be sent to other members to provide fast benchmarking data. Spot Surveys are also useful to gage interest in proposed programs.

Human Resources Googlegroup: The HR Googlegroup provides an informal online discussion platform for the people responsible for human resources in CLG's member jurisdictions. This tool provides an opportunity to ask advice of other HR professionals or to share a successful practice.

CLG Datacenter: The CLG Datacenter, powered by Knack software, houses CLG's pay data and Benefits and Pay Practices database. This datacenter is designed that a user can filter this data by options such as budget size, government type, population, and location.

Pay Database: CLG tracks pay ranges for over 100 employee positions common to local governments in SW Ohio. This data is used to benchmark pay and benefits levels for these positions. This information is useful in local government for both CBA negotiations, setting pay ranges for new positions, negotiating ranges, and ensuring that governments are competitive in the local job market.

Job Postings: The CLG website hosts a job postings page for member governments.

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W.D. Heisel Memorial Scholarship: This $2,500 scholarship is awarded to an MPA student who is currently enrolled in an accredited MPA Program that serves the CLG membership area. It is named after Donald Heisel, who has been recognized as the "father" of public administration in Southwest Ohio. The scholarship fund is administered by CLG.

Secrtariat Services: CLG is the secretariat to the Cincinnati Area Manager's Association (CAMA). CLG provides CAMA with accounting services, and handles registration for CAMA meetings. CLG also handles all invoicing for CAMA, including membership invoicing and event invoicing.

Grant Writing: CLG has assisted member communities on grant writing projects, including the Local Government Innovation Fund. CLG is willing to consult with any member government that has a grant writing or administration need.

IN DEVELOPMENT: Service Delivery Metrics Database (new): This program allows participating governments to benchmark along certain service delivery focus areas. These include police measures and winter operations, but this program will continue to expand over time to include other measures. Currently, this program is accepting new participants. Contact CLG for more information.

Staffing and Partnerships: CLG operates with a staff of three:

- T.J. White, Executive Director
- Andrew Lanser, Program Development Director
- Lori Stuckey, Program and Information coordinator.

In addition to staff, CLG leverages partnerships with other organizations. These include similarly missioned organizations such as the Miami Valley Communications Council and the Miami Valley Risk Management Agency, or organizations that CLG has hired to help conduct certain programs, such as Horan for health insurance. CLG also leverages the resources of its member governments through taskforces and steering committees.

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Section 3: Strengths, Weaknesses, Opportunities and Threats

- **Strengths**
    - For a small staff, we do what we do well
    - We provide good value to members
    - Members appear to like the programs we offer
    - We are responsive when members request assistance
    - We stay out of the legislative process
    - New office space makes us more credible as an organization
- **Weaknesses**
    - Small staff limits the ability to pursue larger projects
    - We need to keep data more current
        - We provide data given to us, but need to get better participation in order to keep the data current
    - More engagement in information sharing is needed (spot surveys, etc.)
    - More engagement from the members in program development is needed
- **Opportunities**
    - We have an opportunity to be a better advocate for members
    - We have an opportunity to expand the scope of our existing programs
    - We have an opportunity to aid members in smaller projects (e.g. grants or special projects)
    - We have an opportunity to promote efficiencies through e-mail blasts
    - Thing to perhaps consider: Is CLG better off with fewer, but higher paying, members?
- **Threats**
    - Growth: Are we growing too rapidly or too slowly? Survey input appeared to say that members are split on this question.
    - Competing entities with bigger scale.
    - Conflicts that come from contrasting member priorities (e.g. different priorities for the performance metrics group, conflicts between members that may spill over to CLG).
    - CLG must strike a balance between building consensus between member communities and moving a new program's development forward.

Section 4: CLG's Goals and Strategies for the next 5 years

Through the strategic planning process, five goals have been identified for CLG to pursue over the next five years:

Goal 1: The Center for Local Government is the premier information hub for local governments in the Cincinnati and Dayton region. It is the first place that local governments look to when they need information.

> Strategies
> - Develop a code bank. This is a web resource where governments can download or view relevant policies and procedures from other governments.
> - Strengthen the Spot Survey program to be as effective as possible
> - Ensure that CLG's surveys focus on accurate information that is relevant to the CLG Membership
> - Establish a CLG Service Delivery Metrics program

Goal 2: The Center for Local Government is the focal point for engagement between local governments in the Cincinnati and Dayton region, especially amongst our diverse member communities.

> Strategies
> - Identify opportunities for members to build relationships with each other.
> - Enhance communication between the Dayton and Cincinnati areas
> - Study the establishment of a social media presence
> - Increase engagement of member communities in identifying and developing potential programs.

Goal 3: The Center for Local Government has a diverse membership base, and will grow that base in sustainable fashion in order to enhance efficiencies between local governments.

> Strategies
> - Identify and reach out to potential CLG member communities in the Dayton area: Identify unique Dayton-area needs that may drive CLG membership.
>   - Increase CLG membership within the 10-county service area in a general sense
>   - Pursue a peer based recruitment strategy
>   - Identify non CLG member communities who may benefit from existing programs.

Goal 4: The Center for Local Government identifies new opportunities for governments to work together, and works to enhance its current programs.

> Strategies
> - Increase CLG's utilization of grant resources to fund program development (e.g. LGIF, LGIP, Program Development Fund, private foundations)
> - Establish CLG as an option for governments looking to conduct special research studies or similar projects.

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Goal 5: The Center for Local Government is a respected advocate for local government interests, and will work to maintain and build upon our reputation and public image.

Strategies
- Identify areas of collaboration between local governments and school districts
- Continue to partner on regional initiatives that align with CLG's mission
- Establish strategic partnerships with other appropriate service organizations (e.g. regional chambers of commerce, OKI, etc.)
- Actively seek recognition for CLG accomplishments, as well as the accomplishments of our member governments

Goal 6: Ensure CLG is prepared to withstand contingencies.

Strategies
- Identify potential new members at all dues levels with specific attention given to potential members at the $15,000 membership level and aggressively recruit them
- Review CLG membership dues levels and consider changing them consistent with economic conditions
- Overhaul CLG's branding and marketing plan

Section 5: Implementation

Goal 1: The Center for Local Government is the premier information hub for local governments in the Cincinnati and Dayton region. It is the first place that local governments look to when they need information.

Implementation Steps
- Develop a code bank. This is a web resource where governments can download or view relevant policies and procedures from other governments.
- Strengthen the Spot Survey program to be as effective as possible.
    - Assess whether CLG's current spot survey software (Surveymonkey) is the best option for disseminating and analyzing spot surveys.
    - Ask if a spot survey applies to the community filling it out.
    - Provide additional staff consultation to governments requesting spot surveys, to ensure that they are clear and efficiently designed.
- Ensure that CLG's surveys focus on accurate information that is relevant to the CLG. Membership
    - Form an Annual Survey review committee, to review and recommend updates to the CLG Annual Survey every two years. This would include identifying information that CLG is not collecting that would have utility to members, as well as eliminating information that CLG IS collecting, that does not have utility to members.
    - Highlight communities that have provided pay data in the previous quarter in the CLG Newsletter.
    - Audit the Membership Directory to focus on information that is relevant to our members.
    - Establish a protocol for removing outdated information.
- Establish a CLG Service Delivery Metrics program
    - Continue to refine existing metrics.
    - Identify and create new metrics applicable to each participating jurisdiction.
    - Identify and recruit new members so that each current participating jurisdiction has at least one similar jurisdiction to compare metric information to.
    - Research new database platforms to determine if a transition to a new platform would be prudent.

Goal 2: The Center for Local Government is the focal point for engagement between local governments in the Cincinnati and Dayton region, especially amongst our diverse member communities.

Implementation Steps
- Identify opportunities for members to build relationships with each other.
    - Establish CLG CAO forums, to build relationships between CAOs and to provide an informal information sharing apparatus. These could be held 2-4 times per year.
    - Establish a community spotlight in the CLG Newsletter.
    - Conduct an engagement survey: "What strategies should CLG use to enhance inter-member engagement?"
- Enhance communication between the Dayton and Cincinnati areas.
    - Host a Dayton / Cincinnati CAO Idea Exchange

- o Identify CLG services that could benefit Dayton area governments, especially ones that cannot participate in MVCC.
- Study the establishment of a social media presence.
- Increase engagement of member communities in identifying and developing potential programs.
  - o Establish taskforces built around programmatic goals

Goal 3: The Center for Local Government has a diverse membership base, and will grow that base in sustainable fashion in order to enhance efficiencies between local governments.

Implementation Steps
- Identify and reach out to potential CLG member communities in the Dayton area: Identify unique Dayton-area needs that may drive CLG membership. (Shared service that exists in Cincinnati but not Dayton / Township involvement / small community involvement)
  - o Study areas where CLG's strengths can address need areas for Dayton area governments, especially townships.
- Increase CLG membership within the 10-county service area in a general sense
- Pursue a peer based recruitment strategy led by Board members (e.g. Board members or other CAOs assist ED in recruitment by providing peer to peer education on the benefits of CLG membership)
- Identify non CLG member communities who may benefit from existing programs.

Goal 4: The Center for Local Government identifies new opportunities for governments to work together, and works to enhance its current programs.

Implementation Steps
- Increase CLG's utilization of grant resources to fund program development (e.g. LGIF, LGIP, Program Development Fund, private foundations)
- Continue to identify commonalities between governments, either in terms of challenges or opportunities, and work with those governments to identify solutions that can be achieved together.
- Establish CLG as an option for governments looking to conduct special research studies or similar projects.
  - o Hire a special projects coordinator to manage grants and other projects for combinations of 1-3 governments.

Goal 5: The Center for Local Government is a respected advocate for local government interests, and will work to maintain and build upon our reputation and public image.

Implementation Steps
- Identify areas of collaboration between local governments and school districts
- Continue to partner on regional initiatives that align with CLG's mission
  - o Identify CLG's strengths and how they can be utilized in relation to regional initiatives (e.g. CLG's facilitation strengths, dissemination strengths, etc.)

- o Continue to work with the Much in Common Initiative and other similar initiatives.
- Establish strategic partnerships with other appropriate service organizations (e.g. regional chambers of commerce, Ohio Kentucky Indiana Regional Council of Government (OKI), etc.)
- Actively seek recognition for CLG accomplishments, as well as the accomplishments of our member governments
  - o Submit CLG initiatives for consideration for awards and national publications
  - o More press releases- either pertaining to CLG or to local government accomplishments.
  - o Also use our influence to defend local governments in the press.

Goal 6: Ensure CLG is prepared to withstand contingencies.

Implementation Steps
- An aggressive recruitment program should make up for any revenue shortfall up to $15,000. This gap can be closed in one of two ways:
  1. Recruit four new governments at the $3,825 level OR
  2. Recruit the City of Cincinnati at the $15,000 level. Each of these two scenarios will require the concerted effort at all levels (staff and board) to identify and recruit new governments.
- Establish a branding and marketing plan.
  - o CLG will modernize the appearance of its printed marketing materials and Annual Report.
  - o The CLG Annual Report will become a cornerstone tool in the CLG marketing strategy to potential members.
- CLG will also review membership dues levels. Membership dues were last updated in 2008.
  - o CLG should annually assess membership dues levels, and determine whether they to reflect the current economic conditions to help close any potential revenue shortfall or growth opportunity.

Section 6: Survey Data and Comparisons to 2009 Plan

The CLG goals and objectives and SWOT analysis were informed by a member satisfaction survey that was submitted to the Chief Administrative Officers of the CLG member communities. The survey instrument itself was based around a similar instrument used during the previous strategic planning process in 2009. 26 of 53 CAOs responded to the survey (49% response rate). Below is the comparison between 2009's results and 2016's results:

Questions pertaining to strengths
1. CLG actively pursues new programming opportunities
   a. 2009 Results: Strongly agree: 52%; Agree: 45%; Disagree 4%
   b. 2016 Results: Strongly agree: 23%; Agree: 77%
2. CLG provides good value to its members
   a. 2009 Results: Strongly Agree: 48%; Agree 52%
   b. 2016 Results: Strongly Agree: 42%; Agree 57%
3. Members save money as a result of programs and partnerships
   a. 2009 Results: Strongly Agree: 35%; Agree: 65%
   b. 2016 Results: Strongly Agree: 28%; Agree: 68%; Disagree: 4%
4. CLG is successful at identifying strategic partnership opportunities (e.g. partner organizations and companies for program management such as Horan, Xavier University, etc.)
   a. 2009 Results: Strongly Agree: 32%; Agree 64% (Note, the 2009 question identified USI and Baird instead of Horan and Xavier)
   b. 2016 Results: Strongly Agree: 17%; Agree: 83%
5. CLG has expanded its program offerings in the last year.
   a. 2009 Results: Strongly Agree: 27%; Agree 72%
   b. 2016 Results: Agree: 92%; Disagree: 8%
6. CLG is responsive to member requests and needs
   a. 2009 Results: Not asked
   b. 2016 Results: Strongly Agree: 46%; Agree 54%
7. CLG is recognized as a leader in local government collaboration initiatives
   a. 2009 Results: Strongly Agree: 27%; Agree: 63%
   b. 2016 Results: Strongly Agree: 47%; Agree: 52%
8. CLG is able to facilitate positive discussions between the member governments
   a. 2009 Results: Strongly Agree: 32%; Agree 63%; Disagree 5% (Question was phrased as "CLG is able to convent members and engender positive discussion in 2009)
   b. 2016 Results: Strongly Agree: 32%; Agree 68%
9. CLG offers quality training opportunities on a range of topics
   a. 2009 Results: Strongly Agree: 36%; Agree: 63%
   b. 2016 Results: Strongly Agree: 24%; Agree: 72%; Disagree: 4%
10. CLG networks are helpful to local government managers
    a. 2009 Results: Strongly Agree: 41%; Agree: 59%
    b. 2016 Results: Strongly Agree: 35%; Agree: 65%
11. CLG engages and provides value to many/all departments and levels of a jurisdiction. (fire, public works, police, finance, administration, etc)
    a. 2009 Results: Not asked
    b. 2016 Results: Strongly Agree: 12%; Agree: 70%; Disagree: 17%
12. The Executive Director effectively leads the growth and needs of the organization

     a. 2009 Results: Strongly Agree: 53%; Agree: 47%
     b. 2016 Results: Strongly Agree: 28%; Agree: 68%; Disagree 4%

13. The current CLG Board is engaged and innovative
     a. 2009 Results: Strongly Agree: 30%; Agree 60%; Disagree: 10%
     b. 2016 Results: Strongly Agree: 13%; Agree: 69%; Disagree: 17%

14. The membership is growing at a sustainable rate
     a. 2009 Results: Not asked. In 2009, this question was phrased as "The membership is growing rapidly." I think these two questions are different enough that comparing the data is not appropriate.
     b. 2016 Results: Strongly Agree: 8%; Agree: 83%; Disagree: 8%

15. One of the Center's strengths is that it stays out of the legislative / political process
     a. 2009 Results: Strongly Agree: 27%; Agree: 59%; Disagree: 14%
     b. 2016 Results: Strongly Agree: 42%; Agree: 46%; Disagree: 11%

16. The Center has a good track record
     a. 2009 Results: Strongly Agree: 41%; Agree: 54%; Disagree: 5%
     b. 2016 Results: Strongly Agree: 28%; Agree: 72%

17. For those who have been members of CLG for longer than 5 years, (roughly the last time CLG conducted a strategic planning process) how would you rate the quality of services provided now versus 5 years ago?
     a. 2016 Results: Greatly Improved: 14%; Improved 57%; Same: 29%

Questions pertaining to weaknesses

18. CLG achievements and collaborative efforts are NOT well publicized to the general public
     a. 2009 Results: Not asked. In 2009, the question was "CLG achievements and collaborative efforts are not well publicized." We split that question into two questions for 2016, one pertaining to the public, the other to the membership.
     b. 2016 Results: Strongly Agree: 8%; Agree 84%; Disagree: 8%

19. CLG's achievements and collaborative efforts are NOT well publicized to the CLG membership
     a. 2009 Results: See note above
     b. 2016 Results: Agree: 32%; Disagree: 64%; Strongly Disagree: 4%

20. CLG staffing (2 FT, 1PT) limits its ability to take on major projects and implement new programs
     a. 2009 Results: Strongly agree: 9.5%; Agree: 38.1%; Disagree: 52.4% (Note: in 2009, the question was phrased "The small size of the CLG limits its ability to take on major projects and implement new programs."
     b. 2016 Results: Strongly Agree: 17%; Agree 34%; Disagree 43%; Strongly Disagree: 4%

21. CLG has not tackled high profile collaboration and service sharing projects
     a. 2009 Results: Strongly Agree: 10%; Agree: 30%; Disagree: 60%
     b. 2016 Results: Agree: 24%; Disagree 76%

22. The frequency and detail of communication between the CLG staff and the membership needs to be bolstered
     a. 2009 Results: Strongly Agree: 5%; Agree: 62%; Disagree: 33%
     b. 2016 Results: Strongly Agree: 4%; Agree: 16%; Disagree: 71%; Strongly Disagree: 8%

23. CLG has limited utility for a member community.
     a. 2009 Results: Strongly agree: 10%; Agree: 20%; Disagree: 55%; Strongly Disagree: 15%
     b. 2016 Results: Strongly agree: 4%; Agree 12%; Disagree: 80%; Strongly Disagree: 4%

Raw survey data is below:

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Q1 CLG actively pursues new programming opportunities
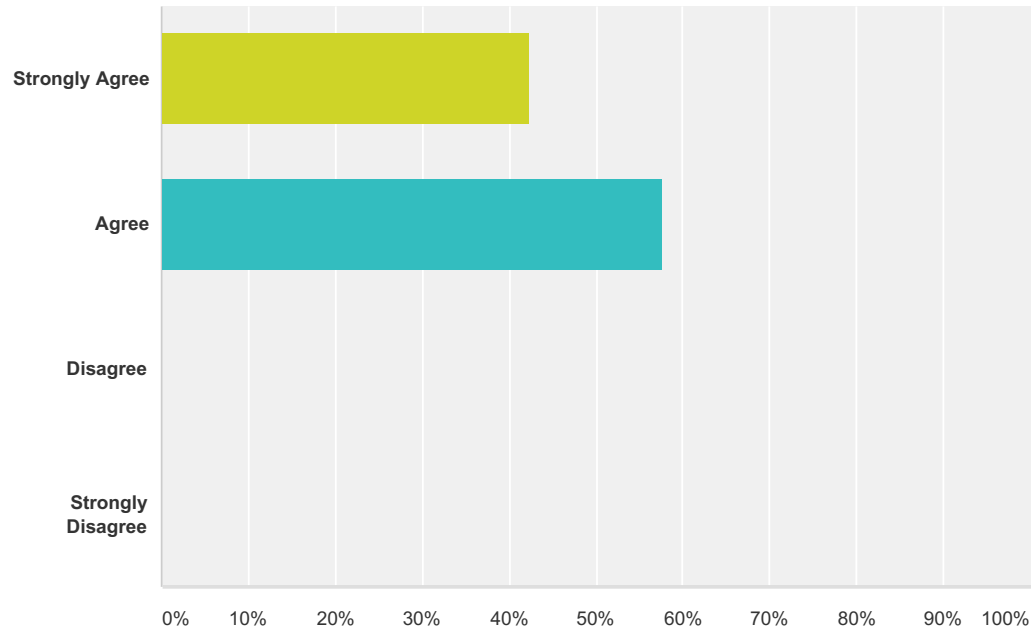
Answered: 26   Skipped: 0
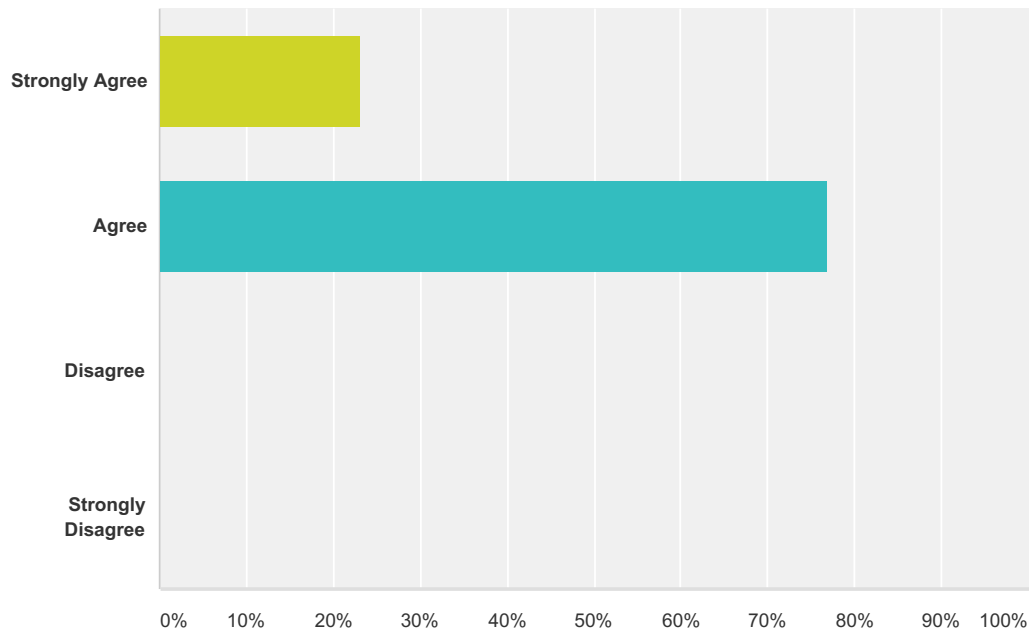
Answer Choices	Responses	
Strongly Agree	**23.08%**	6
Agree	**76.92%**	20
Disagree	**0.00%**	0
Strongly Disagree	**0.00%**	0
Total		26

Q2 CLG provides good value to its members

Answered: 26   Skipped: 0

Answer Choices	Responses	
Strongly Agree	**42.31%**	11
Agree	**57.69%**	15
Disagree	**0.00%**	0
Strongly Disagree	**0.00%**	0
Total		**26**

Q3 Members save money as a result of programs and partnerships

Answered: 25   Skipped: 1

Answer Choices		Responses	
Strongly Agree		**28.00%**	7
Agree		**68.00%**	17
Disagree		**4.00%**	1
Strongly Disagree		**0.00%**	0
Total			**25**

Q4 CLG is successful at identifying strategic partnership opportunities (e.g. partner organizations and companies for program management such as Horan, Xavier University, etc.)

Answered: 23   Skipped: 3

Answer Choices	Responses	
Strongly Agree	**17.39%**	4
Agree	**82.61%**	19
Disagree	**0.00%**	0
Strongly Disagree	**0.00%**	0
Total		**23**

Q5 CLG has expanded its program offerings in the last year.

Answered: 24   Skipped: 2
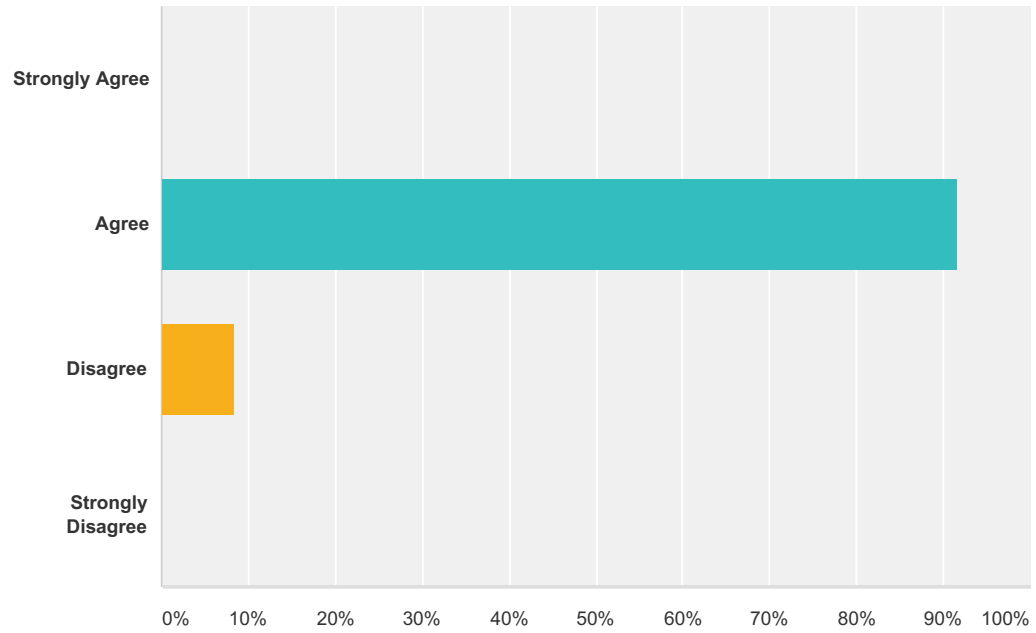
Answer Choices	Responses	
Strongly Agree	**0.00%**	0
Agree	**91.67%**	22
Disagree	**8.33%**	2
Strongly Disagree	**0.00%**	0
Total		**24**

Q6 CLG is responsive to member requests and needs

Answered: 24   Skipped: 2

Answer Choices	Responses	
Strongly Agree	**45.83%**	11
Agree	**54.17%**	13
Disagree	**0.00%**	0
Strongly Disagree	**0.00%**	0
Total		**24**

Q7 CLG is recognized as a leader in local government collaboration initiatives

Answered: 23   Skipped: 3
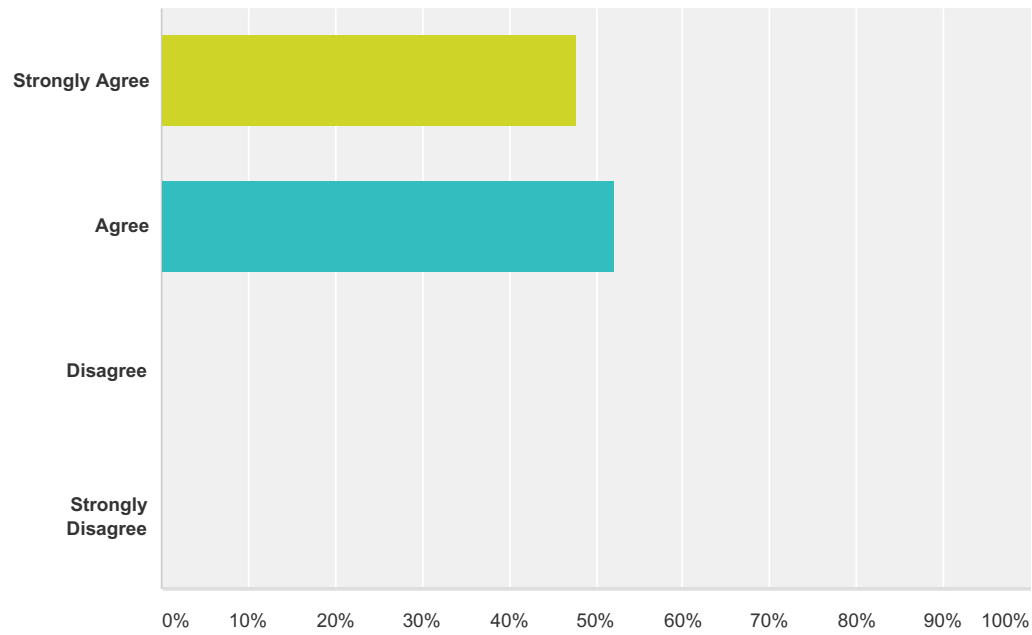
Answer Choices		Responses	
Strongly Agree		**47.83%**	11
Agree		**52.17%**	12
Disagree		**0.00%**	0
Strongly Disagree		**0.00%**	0
Total			**23**

Q8 CLG is able to facilitate positive discussions between the member governments

Answered: 25   Skipped: 1
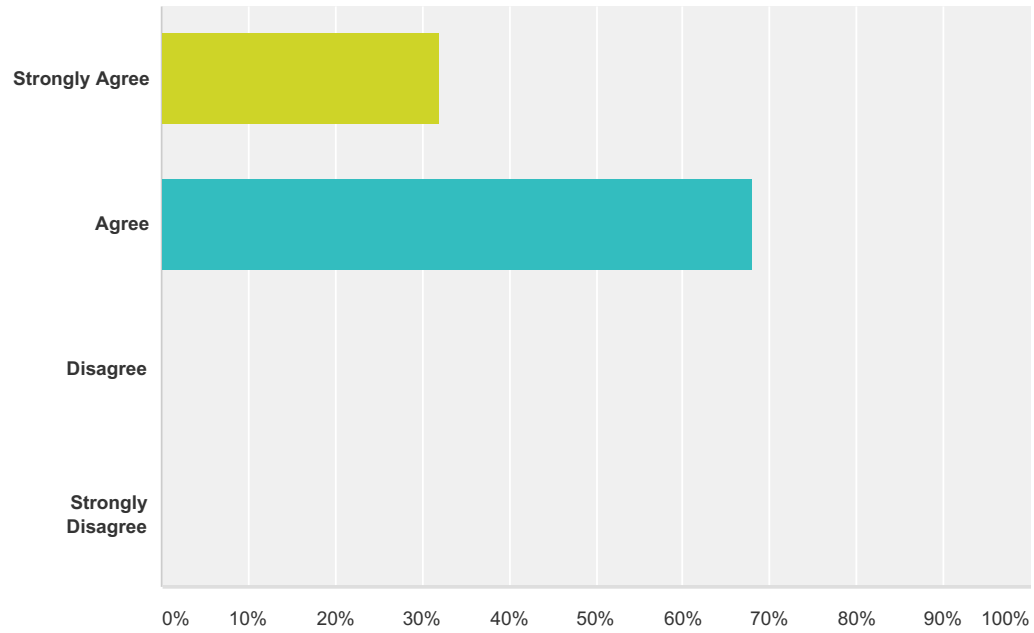
Answer Choices	Responses	
Strongly Agree	**32.00%**	8
Agree	**68.00%**	17
Disagree	**0.00%**	0
Strongly Disagree	**0.00%**	0
Total		**25**

Q9 CLG offers quality training opportunities on a range of topics

Answered: 25   Skipped: 1
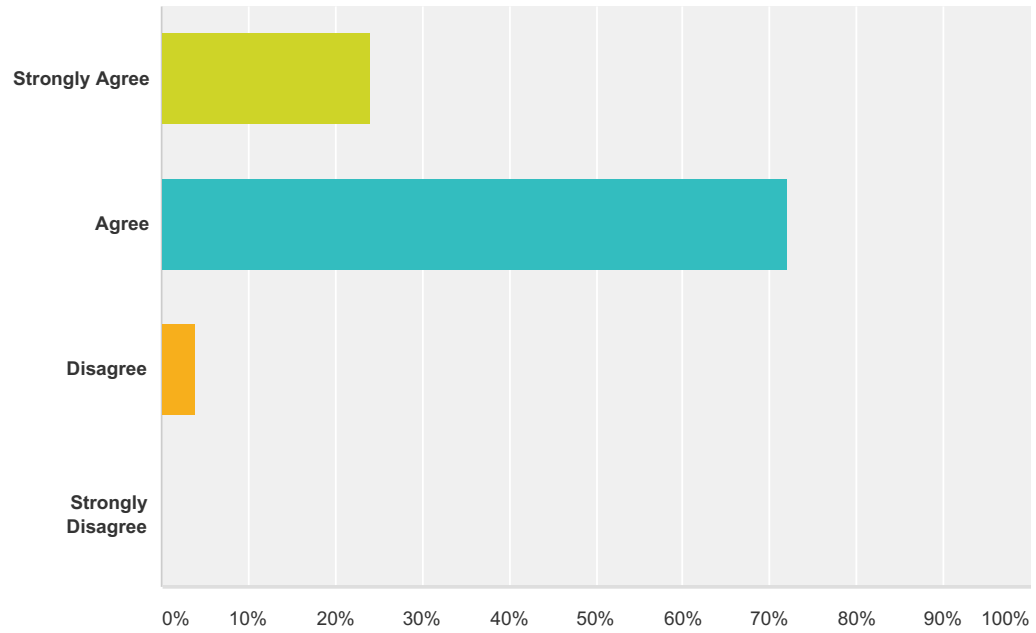
Answer Choices	Responses	
Strongly Agree	**24.00%**	6
Agree	**72.00%**	18
Disagree	**4.00%**	1
Strongly Disagree	**0.00%**	0
Total		**25**

Q10 CLG networks are helpful to local government managers

Answered: 26   Skipped: 0
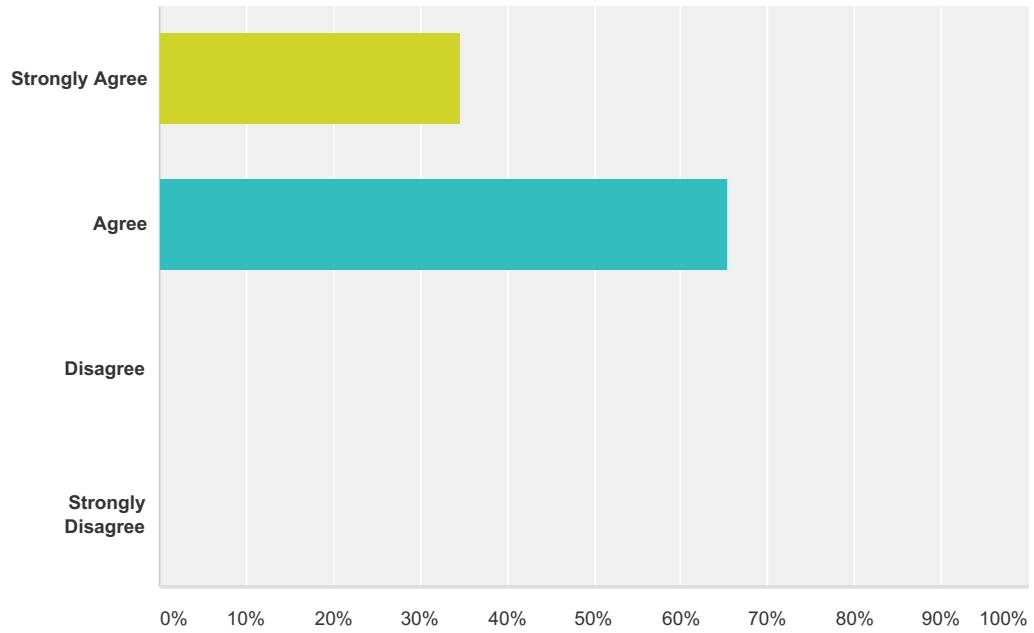
Answer Choices	Responses	
Strongly Agree	**34.62%**	9
Agree	**65.38%**	17
Disagree	**0.00%**	0
Strongly Disagree	**0.00%**	0
Total		**26**

Q11 CLG engages and provides value to many/all departments and levels of a jurisdiction. (fire, public works, police, finance, administration, etc)

Answered: 24   Skipped: 2
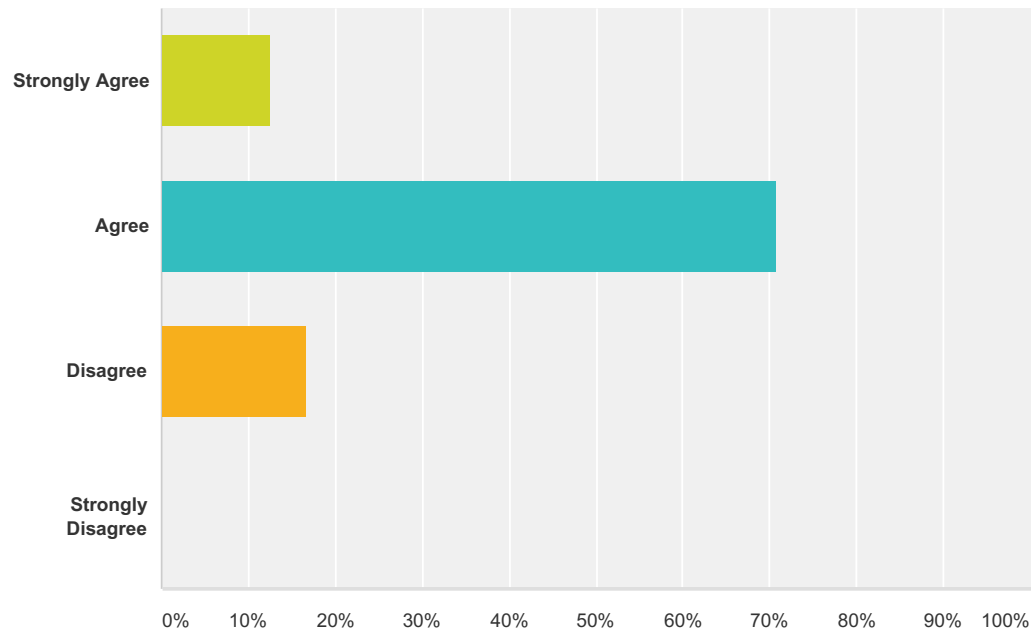
Answer Choices	Responses	
Strongly Agree	**12.50%**	3
Agree	**70.83%**	17
Disagree	**16.67%**	4
Strongly Disagree	**0.00%**	0
Total		**24**

Q12 The Executive Director effectively leads the growth and needs of the organization

Answered: 25   Skipped: 1
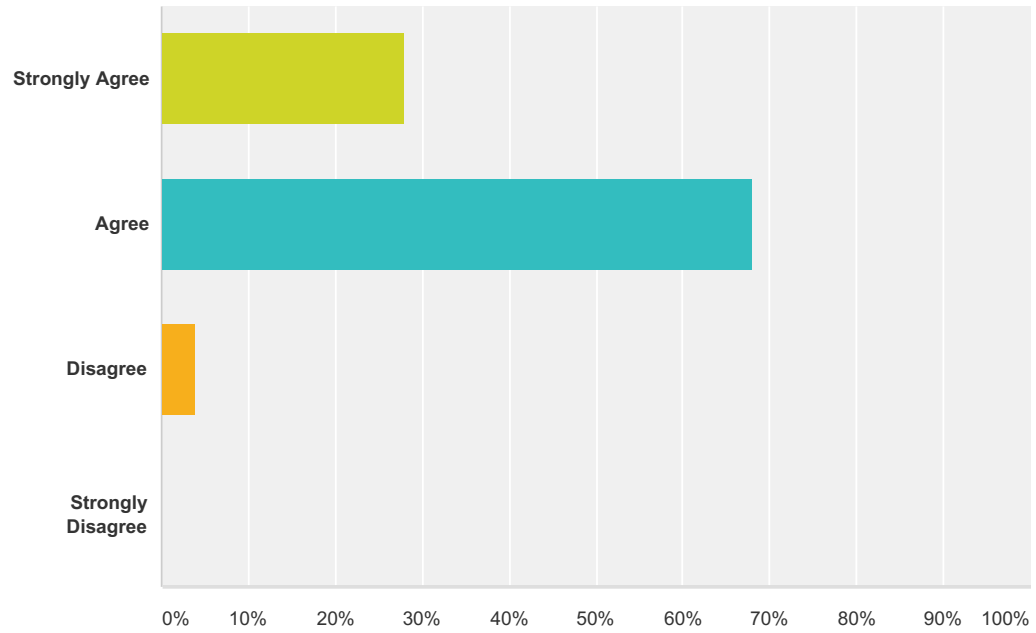
Answer Choices	Responses	
Strongly Agree	**28.00%**	7
Agree	**68.00%**	17
Disagree	**4.00%**	1
Strongly Disagree	**0.00%**	0
Total		**25**

Q13 The current CLG Board is engaged and innovative

Answered: 23   Skipped: 3

Answer Choices	Responses	
Strongly Agree	**13.04%**	3
Agree	**69.57%**	16
Disagree	**17.39%**	4
Strongly Disagree	**0.00%**	0
Total		**23**

Q14 The membership is growing at a sustainable rate

Answered: 24   Skipped: 2
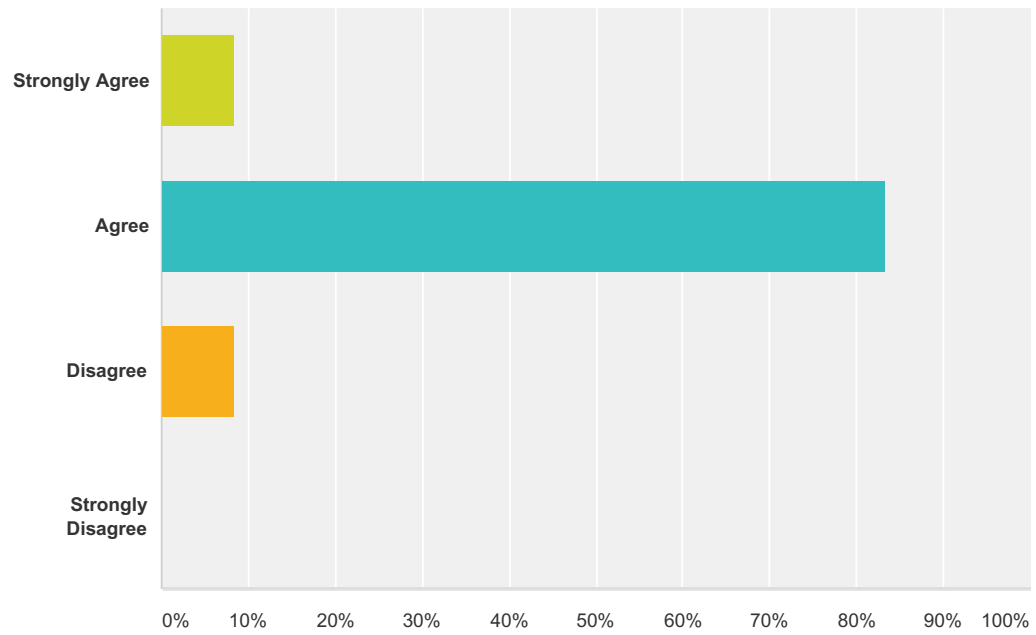
Answer Choices	Responses	
Strongly Agree	**8.33%**	2
Agree	**83.33%**	20
Disagree	**8.33%**	2
Strongly Disagree	**0.00%**	0
Total		**24**

Q15 It is a strength that the Center stays out of the legislative / political process

Answered: 26   Skipped: 0
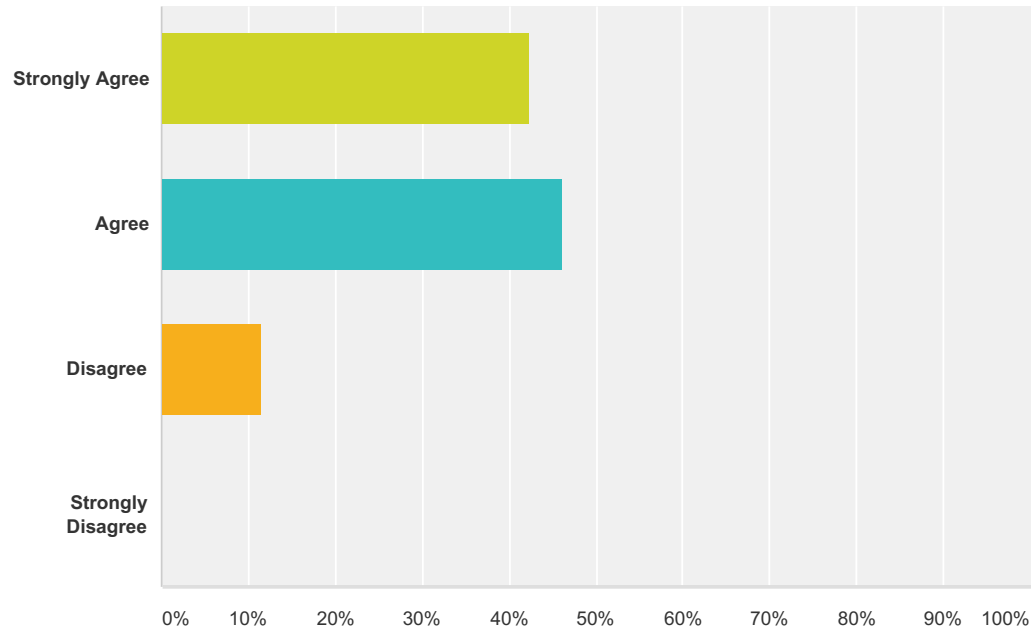
Answer Choices	Responses	
Strongly Agree	**42.31%**	11
Agree	**46.15%**	12
Disagree	**11.54%**	3
Strongly Disagree	**0.00%**	0
Total		**26**

Q16 The Center has a good track record

Answered: 25   Skipped: 1
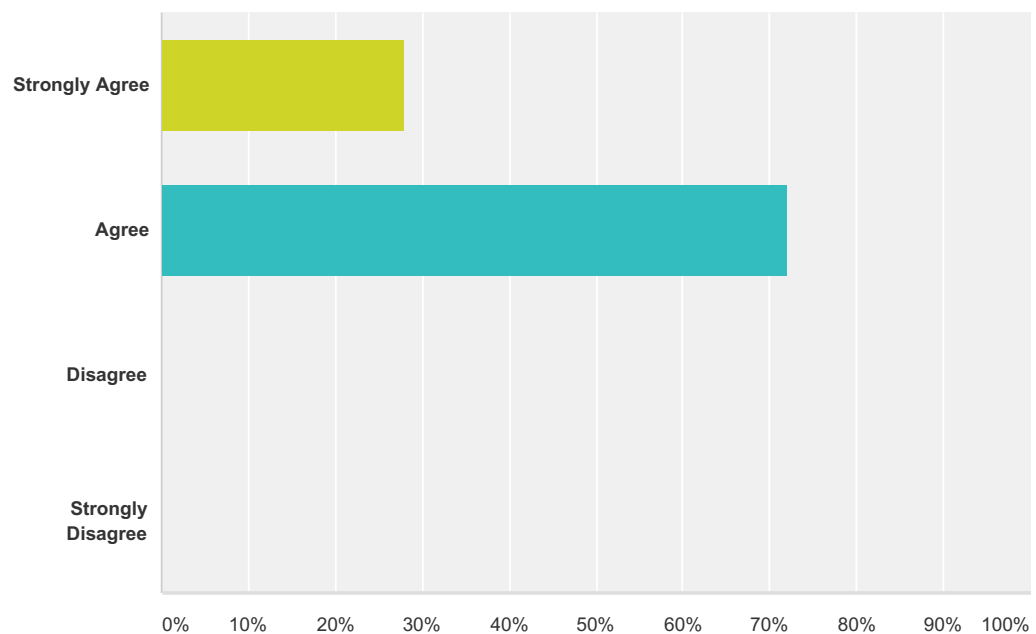
Answer Choices	Responses	
Strongly Agree	**28.00%**	7
Agree	**72.00%**	18
Disagree	**0.00%**	0
Strongly Disagree	**0.00%**	0
Total		25

Q17 For those who have been members of CLG for longer than 5 years, (roughly the last time CLG conducted a strategic planning process) how would you rate the quality of services provided now versus 5 years ago?

Answered: 21   Skipped: 5
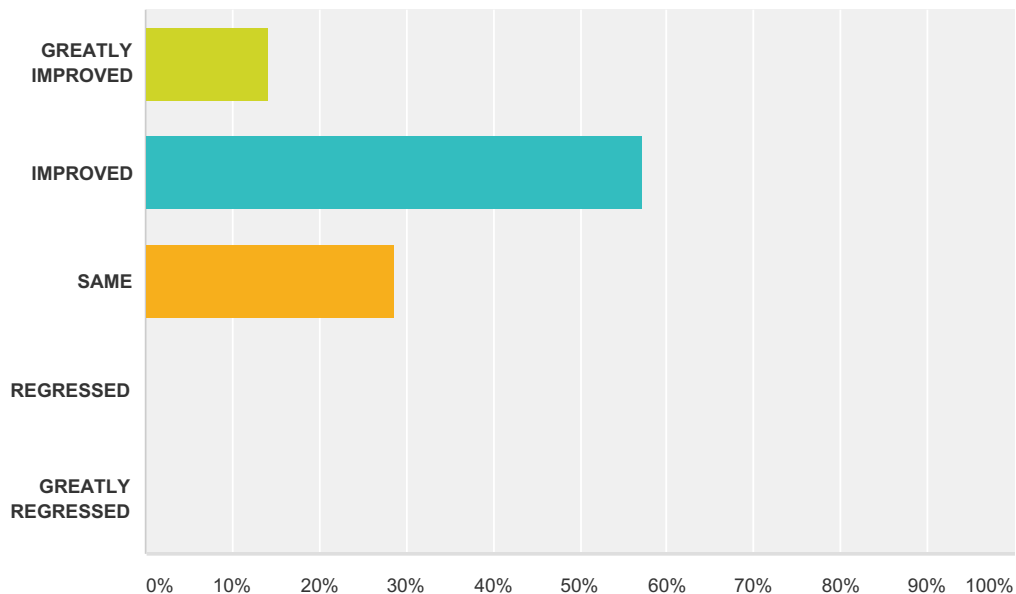
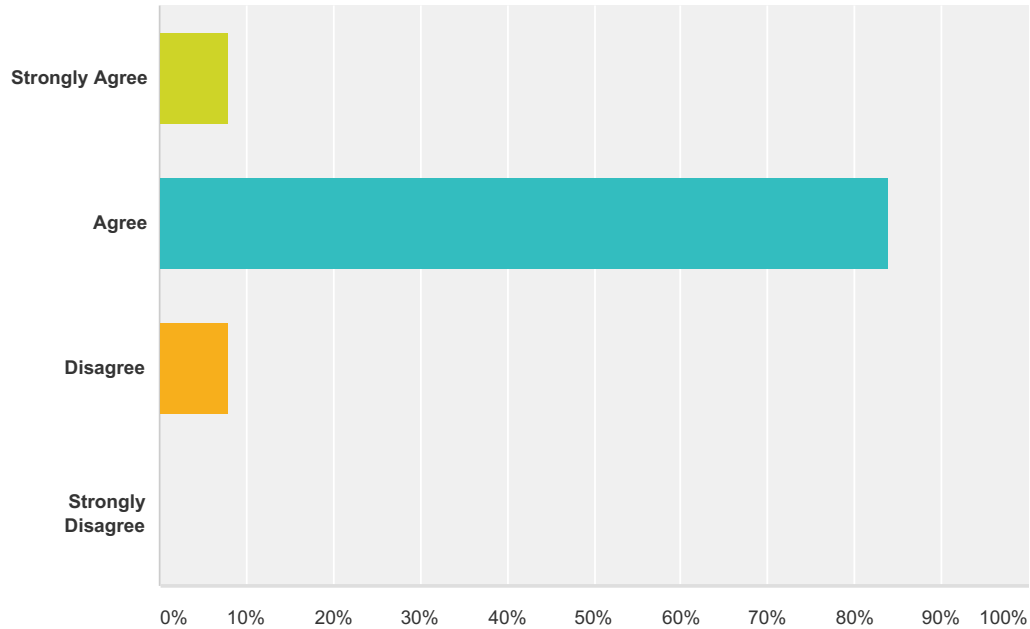| Answer Choices	Responses	
GREATLY IMPROVED	**14.29%**	3
IMPROVED	**57.14%**	12
SAME	**28.57%**	6
REGRESSED	**0.00%**	0
GREATLY REGRESSED	**0.00%**	0
Total		21

Q18 Provide any comments pertaining to the questions above, or to any other areas

that indicate a strength of CLG that were not discussed.

Answered: 4   Skipped: 22

Q19 CLG achievements and collaborative efforts are NOT well publicized to the general public
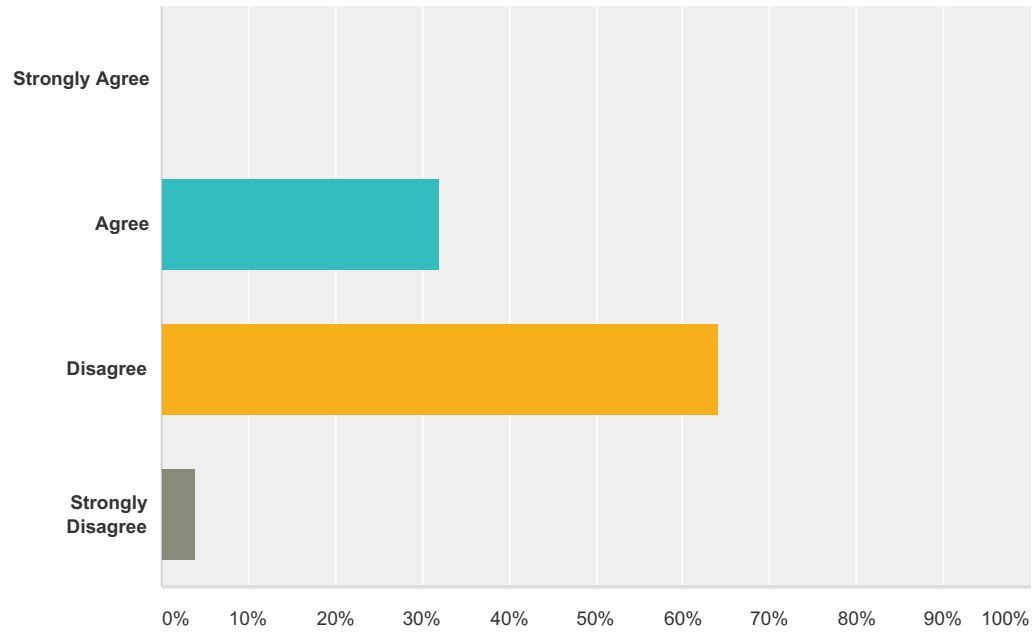
Answered: 25   Skipped: 1

Answer Choices	Responses	
Strongly Agree	**8.00%**	2
Agree	**84.00%**	21
Disagree	**8.00%**	2
Strongly Disagree	**0.00%**	0
Total		**25**

Q20 CLG's achievements and collaborative efforts are NOT well publicized to the CLG membership

Answered: 25   Skipped: 1

Answer Choices	Responses	
Strongly Agree	**0.00%**	0
Agree	**32.00%**	8
Disagree	**64.00%**	16
Strongly Disagree	**4.00%**	1
Total		**25**

Q21 CLG staffing (2 FT, 1PT) limits its ability to take on major projects and implement new programs

Answered: 23   Skipped: 3

Answer Choices	Responses	
Strongly Agree	**17.39%**	4
Agree	**34.78%**	8
Disagree	**43.48%**	10
Strongly Disagree	**4.35%**	1
Total		**23**

Q22 CLG has not tackled high profile collaboration and service sharing projects

Answered: 25   Skipped: 1

Answer Choices	Responses	
Strongly Agree	0.00%	0
Agree	24.00%	6
Disagree	76.00%	19
Strongly Disagree	0.00%	0
Total		25

Q23 The frequency and detail of communication between the CLG staff and the membership needs to be bolstered

Answered: 24   Skipped: 2

Center for Local Government Strategic Planning Survey
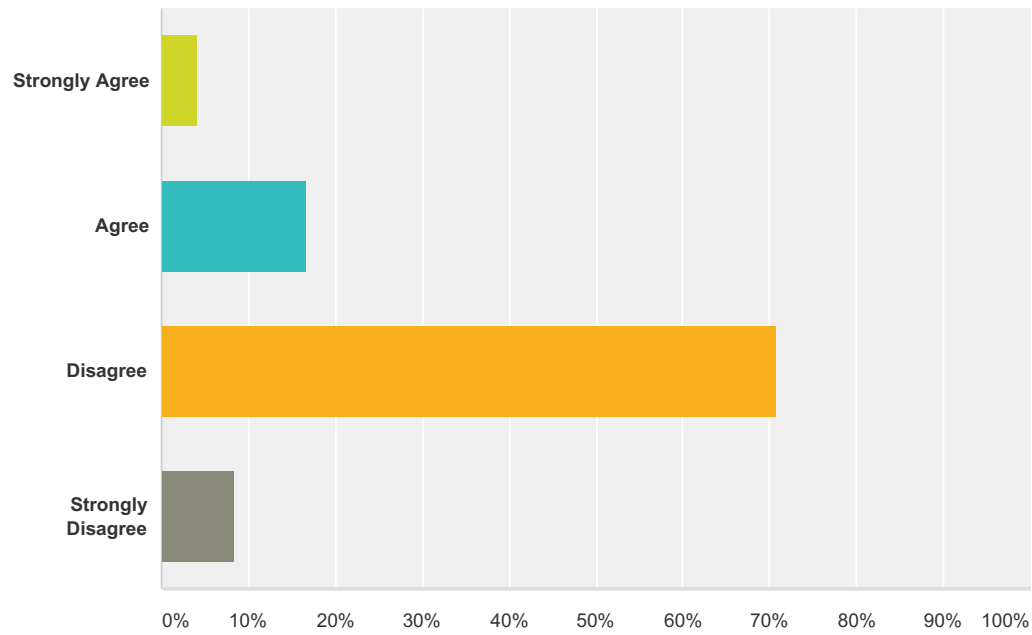
Answer Choices	Responses	
Strongly Agree	**4.17%**	1
Agree	**16.67%**	4
Disagree	**70.83%**	17
Strongly Disagree	**8.33%**	2
Total		**24**

Q24 CLG has limited utility for a member community.

Answered: 25   Skipped: 1
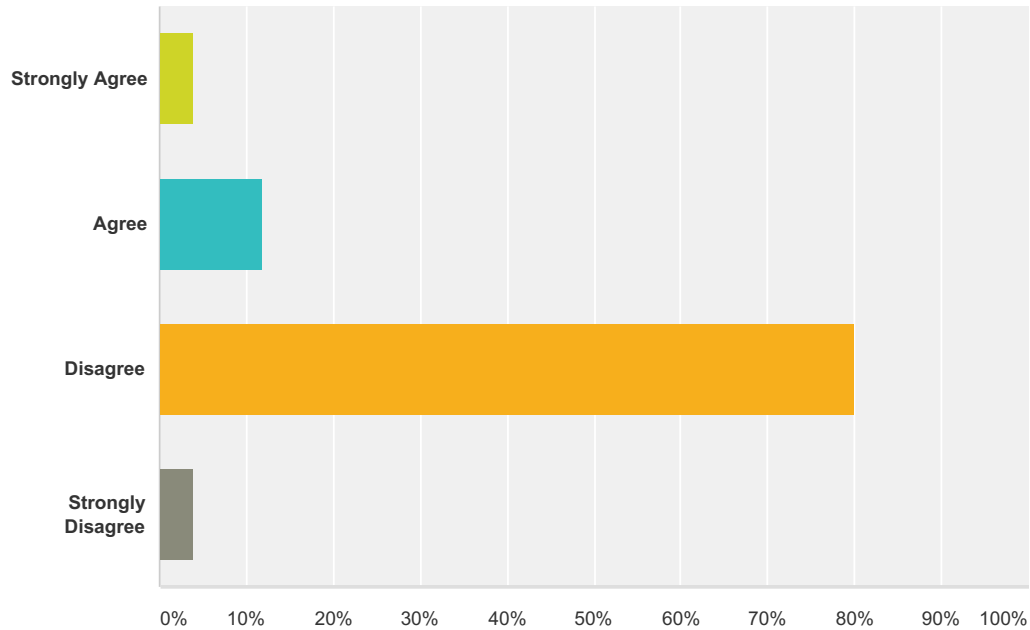
Answer Choices	Responses	
Strongly Agree	**4.00%**	1
Agree	**12.00%**	3
Disagree	**80.00%**	20
Strongly Disagree	**4.00%**	1
Total		**25**

Q25 Provide any comments pertaining to the questions above, or to any other areas that indicate a weakness of CLG that were not discussed.

Answered: 6   Skipped: 20

Q26 Please provide any comments on issues that you see as threats to CLG from your perspective

Answered: 5   Skipped: 21

Q27 Please provide any comments on any issues you see as opportunities for CLG from your perspective

Answered: 3   Skipped: 23

Q28 OPTIONAL: If you would like to, please provide your name and jurisdiction.

Answered: 5   Skipped: 21

Q18 Provide any comments pertaining to the questions above, or to any other areas that indicate a strength of CLG that were not discussed.

Answered: 4   Skipped: 22

#	Responses	Date
1	The mission and vision of CLG has a lot of potential; however, small staff and limited resources may it difficult to keep up on daily items as well as pursue bigger picture.	6/24/2016 12:58 PM
2	Need to provide a "I don't know/not applicable" choice on the questions.	6/16/2016 9:51 AM
3	The Staff is always helpful when asked for assistance of any kind. The people working in the organization is the strongest asset. You all do great work and have the accomplishments to show for it. You deserve a lot of credit for running a great organization.	6/8/2016 3:03 PM
4	I don't think the CLG Board does a great job of communicating their strategic direction. Staff communicates well, but don't see broader buy-in.	6/7/2016 10:09 AM

Q25 Provide any comments pertaining to the questions above, or to any other areas that indicate a weakness of CLG that were not discussed.

Answered: 6   Skipped: 20

#	Responses	Date
1	CLG should employ their limited resources where the membership is best served. You can't be everything to everyone, so identify what CLG does well and build upon those strengths. You do a great job already!	6/24/2016 1:29 PM
2	Salary/benefits surveys need to be refreshed. Members aren't engaged as much. Some data is from prior to 2010. Need to work on refreshing member's interest in providing this data to make it more useful and accurate.	6/24/2016 12:58 PM
3	Bridging the southern communities with the northern communities needs to be a focus.	6/20/2016 12:07 PM
4	No others that I can think of.	6/8/2016 3:03 PM
5	I believe that CLG's small staff enables it to be nimble and avoids bureaucracy. CLG can serves as a facilitator for large projects involving several local governments.	6/7/2016 3:34 PM
6	Need broader involvement from member communities. Engagement efforts are limited to reporting out and not gaining buy-in participation.	6/7/2016 10:09 AM

Q27 Please provide any comments on any issues you see as opportunities for CLG from your perspective

Answered: 3   Skipped: 23

#	Responses	Date
1	Promote savings to members via email blasts.	6/24/2016 1:29 PM
2	Constant communication with the members to keep them engaged. I don't think members are engaged as much (salary charts are an example -- there is some data from prior to 2010). I see more and more "mini" collaborations and discussions amongst members with CLG involvement because its decided to just do it on their own knowing it might take quite awhile to work with CLG due to low staff. We need to get the members to care again about being a part of CLG and helpings it overall mission. There are a lot of topics in local government to tackle and 2 Full Time and 1 Part Time cannot take them all on. Too much to ask of them.	6/24/2016 12:58 PM
3	With continued successes, we will see more interest in joining the CLG. If managed properly, this can lead to more value to the membership.	6/8/2016 3:03 PM

Q26 Please provide any comments on issues that you see as threats to CLG from your perspective

Answered: 5   Skipped: 21

#	Responses	Date
1	Increased membership costs without realized savings by members.	6/24/2016 1:29 PM
2	Some elected officials don't always have full understanding of the benefits of CLG membership	6/24/2016 1:21 PM
3	Staffing too small for the bigger-picture objectives and goals that should be met.	6/24/2016 12:58 PM
4	Growing so large with new members that we cannot maintain the current level of service to the membership.	6/8/2016 3:03 PM
5	Current growth is sustainable. Maintenance of this rate will enable the Center to continue thoughtful growth.	6/7/2016 3:34 PM