



**The Center for Local
GOVERNMENT**

**Center for Local Government
2017-2022 Strategic Plan**

2018 Progress Report

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Section 1: 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 2: CLG Goals and Strategies: Implementation Step Updates

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.
 - The code bank is on the CLG website homepage. Current codes in the bank include:
 - [Compensatory Time Policies](#) (updated 2017)
 - [Employee Evaluations](#) (updated 2016)
 - [Investment Policies](#) (updated 2014)
 - [Leave Policies](#) (updated 2016)
 - [Mayor's Court Fee Schedules](#) (updated 2016)
 - [Personnel Manuals](#) (updated 2017)
 - [Planning & Zoning Fee Policies](#) (updated 2017)
 - [Social Media Policies](#) (updated 2014)
 - [Uniform Policies](#) (updated 2009)
 - [Indigent Burial](#) (updated 7/2018)
 - [Leave Request Forms](#) (updated 1/2018)
 - [Medical Marijuana](#) (updated 7/2018)
 - [Tuition Reimbursement Policies](#) (updated 2018)
 - Note that CLG Budgets have also been added to the Share Drive.
- 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.
 - Survey monkey remains the most cost effective and user-friendly of the options currently available.
 - Ask if a spot survey applies to the community filling it out.
 - After review, this option seems to take care of itself. Since each community isn't required to respond to every survey, it can be deduced that only relevant surveys to the surveyed are being responded to.
 - Provide additional staff consultation to governments requesting spot surveys, to ensure that they are clear and efficiently designed.
 - CLG follows up with all who request a spot survey to ensure that the questions to be asked are directly of interest to the requestor and are clearly worded. CLG has instituted format changes to the spot surveys. This includes inserting more multiple choice and "yes/no" questions.
- 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.

- A Taskforce has been formed to provide input on a complete overhaul to the CLG Data Center. To support this goal, CLG sent out two surveys to members to identify how the datacenter is used, its strengths, and its weaknesses. The Taskforce is also charged with weeding out irrelevant or un-useful information from the Datacenter through a review of the Annual Survey. The group held its first meeting in November of 2018, and will hold its second meeting in January of 2019.
- CLG received a \$5,000 grant from the Duke Energy Foundation to purchase software and to develop a new CLG Datacenter.
- Highlight communities that have provided pay data in the previous quarter in the CLG Newsletter.
 - In lieu of utilizing the CLG Newsletter for this task, a “CLG Monthly Update” e-mail is now sent to the membership. This covers updates to pay data, spot surveys, and other relevant information such as upcoming trainings.
- Establish a protocol for removing outdated information.
 - CLG removes any Annual Survey Data or Pay Data that is over 2 years old. Please note that for the purposes of pay data, “over 2 years old” is defined as “the governments have not sent us an update in that amount of time.” If a government is still operating on pay scales passed more than 2 years ago, that information stays in the Datacenter since it still reflects current policy.
- Establish a CLG Service Delivery Metrics program
 - Continue to refine existing metrics.
 - Andrew Lanser refined service the service delivery metrics interface with the help of participating governments in 2017 / early 2018.
 - Identify and create new metrics applicable to each participating jurisdiction.
 - CLG added a planning and zoning metric and a parks and recreation metric in 2017.
 - Identify and recruit new members so that each current participating jurisdiction has at least one similar jurisdiction to compare metric information to.
 - CLG has discussed the metrics program at outreach visits. Monroe is the newest member of the consortium, joining at the end of 2016.
 - Research new database platforms to determine if a transition to a new platform would be prudent.
 - CLG set up a meeting with the City of Cincinnati, but they were not prepared to partner in 2018. With the transition at the City Manager position in Cincinnati this year, CLG has decided to wait and approach them at a later time.

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.
 - CAOs are asked to come with one discussion topic to share with their peers. CAO forums led to CLG facilitating a connection between communities and the Greater Cincinnati Waterworks (GCWW) to find a way to fund GCWW's lead service line replacement program. **In 2019, CLG will work with Duke Energy to form a coordinating group for utility replacement. This was also borne out of the forums.**
 - Establish a community spotlight in the CLG Newsletter.
 - **In 2018, Anderson Township, Liberty Township, Amberley Village, Blue Ash and Washing Township were featured in articles. These articles were provided by those communities.**
 - **CLG also has a "new faces in new places" column, where we highlight CAOs or Assistant CAOs who have moved into new roles. In 2018, Chris Gilbert (Springfield Twp.), Larry Burks (West Chester Twp.), Brian Riblet (Montgomery), Melissa Dodd (Bellbrook) and John Jones (Springdale) were highlighted. Sheryl Long (North College Hill) and Letitia Block (Hamilton) were also highlighted for their 40 under 40 recognition from the Cincinnati Business Courier.**
 - 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
 - Identify CLG services that could benefit Dayton area governments, especially ones that cannot participate in MVCC.
 - The CLG Leadership Academy was expanded to MVRMA governments, as the MVCC Academy has been focused only on MVCC members. CLG marketed the SWORRE program to the Dayton area, leading to Brookville joining CLG. Horan continues marketing CLGBP in the Dayton area.
- Study the establishment of a social media presence.
 - **CLG now has a twitter presence (@C4LG2018). CLG currently has 30 followers- the majority of which are governments or employees of our member communities. Although the audience is small so far, the resources necessary to maintain the social presence is minimal and this should be continued.**
- Increase engagement of member communities in identifying and developing potential programs.
 - Establish taskforces built around programmatic goals
 - This is standard procedure for CLG. Examples include the new Information Sharing Taskforce, Leadership Academy Taskforce, the Service Delivery Metrics Taskforce, etc.

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)
 - Study areas where CLG's strengths can address need areas for Dayton area governments, especially townships.
 - As mentioned in the previous goal, CLG identified SWORRE as a potential area for expansion into the Dayton region. In 2017, CLG reached out to West Carrollton, Brookville and Moraine. West Carrollton participated in the bid process but not the contract. Brookville fully participated and joined CLG.
 - **West Carrollton is being recruited for the CLG Benefits Pool (CLGBP).**
- Increase CLG membership within the 10-county service area in a general sense
 - Brookville and Colerain Township joined CLG in 2017. Membership growth was even in 2018. **CLG is looking to recruit West Carrollton for the CLGBP in 2019, and potential Symmes Township. CLG is assisting Symmes and Amberley Village in the purchase of a road salt conveyor belt, and hopefully this will demonstrate value to Symmes.**
- 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)
 - Although no formal strategy has been developed, board members have helped identify potential CLG member communities.
- Identify non CLG member communities who may benefit from existing programs.
 - This is a continuing process (e.g. West Carrollton and CLGBP).

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)
 - CLG received two grants in 2018: CLG Leadership Academy- \$2,000 from the Seasongood Foundation; CLG Information Sharing Taskforce- \$5,000 from the Duke Energy Foundation.
 - CLG also met with People Working Cooperatively about the potential for a large grant to fund lead service line replacements. As of this time, no government has expressed interest.
- 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.
 - CLG facilitated a connection between communities and the Greater Cincinnati Waterworks (GCWW) on the lead service line replacement issue.
 - CLG is also the information sharing hub for the Mill Creek Valley governments to further understand and coordinate their responses to the potential property tax assessment for floodplain maintenance being considered by the Mill Creek Valley Conservancy District.
- Establish CLG as an option for governments looking to conduct special research studies or similar projects.
 - CLG is assisting Amberley Village, Anderson Township, Symmes Township, Union Township, Sycamore Township, Montgomery, Indian Hill, and potentially Sharonville in the purchase of a conveyor belt for road salt domes.
 - Program Development Director Jeremy Worley performed a GIS project for Colerain Township, and a fire staffing project for the Little Miami Joint Fire and Rescue District.

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
 - School Districts have been invited to the 2019 mental health training series.
 - CLG is in the early stages of forming a partnership with the Hamilton / Clermont Cooperative Information Technology Center (the ITC). Through this partnership, the ITC will conduct cyber security training for our members. The next step is to identify any local governments who may want to work with the ITC to provide data backup.

- Continue to partner on regional initiatives that align with CLG's mission
 - Identify CLG's strengths and how they can be utilized in relation to regional initiatives (e.g. CLG's facilitation strengths, dissemination strengths, etc.)
 - CLG is sponsoring the NKU MPA Mentorship Program. The first nine participants were connected with local government managers in 2018.
 - CLG is working with governments and GCWW on lead service line removal
 - CLG partnered with the Lindner Center of HOPE on mental health training.
 - CLG partnered with the Hamilton / Clermont Cooperative ITC (see above).
 - CLG is coordinating information sharing related to Mill Creek flood control.

 - Continue to work with the Much in Common Initiative and other similar initiatives.
 - The Much in Common program evolved into a series of local government forums for elected officials. Through this program, CLG developed the partnership with the Lindner Center of HOPE referenced above.

- Establish strategic partnerships with other appropriate service organizations (e.g. regional chambers of commerce, Ohio Kentucky Indiana Regional Council of Government (OKI), etc.)
 - CLG formed partnerships with the Hamilton / Clermont Cooperative ITC, the Lindner Center of HOPE and the NKU MPA Program in 2018. CLG connected governments and GCWW on the lead service line replacement issue.

- Actively seek recognition for CLG accomplishments, as well as the accomplishments of our member governments
 - The CLG Executive Director was the featured speaker at the Deer Park Business Association and the local government portion of NKU's 2018 MPA Open House.
 - CLG will present on intergovernmental collaboration at the Ohio State Clerks Association Conference in 2019.

 - Submit CLG initiatives for consideration for awards and national publications
 - The CLG Leadership Academy was submitted for the Intergovernmental Cooperation award for the 2019 OCMA Conference.

 - More press releases- either pertaining to CLG or to local government accomplishments.

 - Also use our influence to defend local governments in the press.
 - CLG has historically written letters to the editor or submitted guest editorials relating to local government. CLG continue to look for opportunities to do this moving forward.

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.
 - CLG will modernize the appearance of its printed marketing materials and Annual Report.
 - Andrew Lanser redesigned CLG’s marketing materials and updated our copy. CLG is now utilizing these materials. CLG has also modernized the Annual Report and will continue to do so.
 - **CLG launched a newly reformatted Newsletter in 2018.**
 - The CLG Annual Report will become a cornerstone tool in the CLG marketing strategy to potential members.
 - New or potential members receive a CLG Annual Report, CLG’s new marketing brochure, a CLGBP one-pager developed by Horan, and a copy of the CLG Strategic Plan
- CLG will also review membership dues levels. Membership dues were last updated in 2006.
 - CLG should annually assess membership dues levels, and determine whether they reflect the current economic conditions to help close any potential revenue shortfall or growth opportunity.
 - **CLG reviewed membership dues levels as part of the 2019 budget process, and decided to keep them the same in 2019.**