



**The Center for Local
GOVERNMENT**

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

2021 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 in red

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 (in order of year uploaded):
 - [Uniform Policies](#) (updated 2009)
 - [Investment Policies](#) (updated 2014)
 - [Social Media Policies](#) (updated 2014)
 - [Employee Evaluations](#) (updated 2016)
 - [Leave Policies](#) (updated 2016)
 - [Mayor's Court Fee Schedules](#) (updated 2016)
 - [Compensatory Time Policies](#) (updated 2017)
 - [Personnel Manuals](#) (updated 2017)
 - [Planning & Zoning Fee Policies](#) (updated 2017)
 - [Indigent Burial](#) (updated 2018)
 - [Leave Request Forms](#) (updated 2018)
 - [Medical Marijuana](#) (updated 2018)
 - [Tuition Reimbursement Policies](#) (updated 2018)
 - [Credit Card Policies](#) (updated 2019)
 - [Organization Charts](#) (updated 2019)
 - [Police Department Budgets](#) (updated 2019)
 - [Council and Commission Rules](#) (updated 2020)
 - [Covid-19 Policies and Procedures](#) (updated continuously, 2020)
 - [Small Cell Tower Legislation](#) (updated 2020)
 - [Vacant Building Maintenance License Programs](#) (updated 2020)
 - [Property Maintenance Standards](#) (updated 2020)
 - [Engineering Firm RFPs](#) (updated 2020)
 - [Non-Discrimination Policies](#) (updated 2020)
 - [Cash Handling Policies](#) (updated 2020)
 - [Food "Pop up" site Regulations](#) (updated 2020)
 - [Residential Rental Permits and Inspections](#) (updated 2020)
 - [Retire / Rehire Policies](#) (updated 2020)
 - [ADA Policies](#) (updated 2021)
 - [Banking Services RFPs](#) (updated 2021)
 - [Council Retreat Agendas](#) (updated 2021)
 - [Injury Leave Policies](#) (updated 2021)
 - [Park Rules and Regulations](#) (updated 2021)
 - [Procurement Policies](#) (updated 2021)
 - [Sign Codes](#) (updated 2021)
- CLG redesigned its datacenter in 2019. This redesign included creating additional tabs in order to clarify what data CLG collects, plus providing primary source materials when appropriate (e.g. links to budgets, JEDZ documents, and leave policies).

- In 2021, we completed a project with a group of University of Dayton Management Information Systems (MIS) students to develop a keyword searchable google sheet for pay data. This functions as an alternative to the current Knack powered system (which is also still online). Users can type in their jurisdiction's job title for a position they are searching for, and this new system will populate the correct comparisons.
 - In later 2021, we began work with another group of University of Dayton MIS students, who are developing a searchable and mobile friendly Public Works Mutual Aid Pact equipment manifest. This project is expected to be completed in 2022.
- 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.
 - In 2019, a time estimate was added to each spot survey through an algorithm developed through SurveyMonkey. Most surveys take less than 7 minutes to complete.
 - Ensure that CLG's surveys focus on accurate information that is relevant to the CLG Membership
 - In 2018, CLG formed an Information Sharing taskforce to provide input on a complete overhaul of the CLG Datacenter program. This program is powered by an open source software package called Knack, and is housed in the member log-in section of the CLG website. CLG also received a \$5,000 grant from the Duke Energy Foundation to fund the development of a new CLG Datacenter.
 - In 2019 the redesigned CLG datacenter was launched. Features of the redesign include:
 - More specialized tabs in the Knack dashboard to make finding data easier: With Knack each tab exports into a single spreadsheet. Under the old system with fewer tabs, users had to guess where certain information was stored, and when they exported into excel, they would have large spreadsheets with more irrelevant information to their search. By increasing the tabs on the new Knack dashboard, users will have an easier time finding what they are looking for, and the spreadsheets they export will have a higher percentage of relevant information.
 - The old datacenter had service profile, PTO, part time employee, pay practices, comp/overtime, longevity pay, health insurance plan

designs health insurance general information, pay data and CAO pay data tabs.

- The new datacenter has profile, tax rates, budgets, employee census, part time employees, PTO, overtime/comp time, pay increase policies, holidays, health insurance general information, health insurance plan designs, dental, vision, life, pay data and CAO pay data.
- Primary source materials when appropriate: The old CLG datacenter has questions pertaining to leave policies and budgets. The new datacenter simply asks for leave policies and budget documents. Providing primary source material eliminates transcription errors or misinterpretation of survey questions pertaining to the budget or to leave. Upon the recommendation of CLG members, JED and JEDZ authorizing documents are also included.
- Data scrubbing: A best practice adopted by mature data operations (e.g. the City of Cincinnati) involve auditing and “scrubbing” data submitted by the governments to ensure accuracy. The CLG Program Development Director called and followed up with communities who submitted data that did not seem to sync properly. (e.g. stating that an insurance deductible was \$20,000 instead of \$200.00 because a period was not included).
- Data elimination: Any government who has not submitted pay data in the last two years will be eliminated from the pay data tab of the 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. This update started in 2018 and continued into 2019. **It has been paused recently as feedback from outreach visits indicates that we can sometimes inundate governments with e-mails.**
- 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.
- Covid-19 Coordination: In light of the 2020 Covid-19 epidemic, CLG took on a role as a facilitator of information. This included producing a Covid-19 resource page, which includes resources on reopening, online public meetings, stay at home staffing, internal employee memos, emergency declarations, a survey of revenue changes, supplemental leave policies, planning/zoning procedures, and benchmark public messaging. We also have conducted special projects and CAO forums related to Covid-19. An online public meetings guidebook was also developed by CLG, and was distributed statewide by the Ohio Municipal Clerks Association. **In 2021, this effort continued, as CLG devoted its Chief Administrative Officer Forum Series to how to manage stimulus and Recovery Act funding.**

- Establish a CLG Service Delivery Metrics program
 - Continue to refine existing metrics.
 - CLG Program Development Director 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.
 - *It is the staff recommendation that the CLG Board review this sub-goal to determine if it is still an appropriate fit for the CLG Strategic Plan. As of the writing of this report, there has not been interest in continuing this program from the governments that participate. Additionally, asking governments to continually update performance metrics raises program sustainability issues.*

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 forums are held twice 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 2020, CAO forums became a tool for coordinating Covid-19 response and CARES Act response. **This continued into 2021.**
 - Establish a community spotlight in the CLG Newsletter.
 - A call for articles goes out to every CLG member before all Newsletters.
- Enhance communication between the Dayton and Cincinnati areas.
 - Host a Dayton / Cincinnati CAO Idea Exchange
 - **This will be a 2022 goal- perhaps utilizing MVCC's Govtech group.**
 - 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.
 - In 2020, CLG served with Silverton, Hamilton County, the Local Initiative Support Corporation (LISC), the Port Authority, the Human Services Chamber, and the Public Library on the planning committee for the “Much in Common” forum. The purpose of this forum is to provide resources to inner ring suburbs to fight blight, poverty, and a number of other issues. **This forum was held virtually in 2021.**
- Study the establishment of a social media presence.
 - CLG’s twitter presence is slowly expanding, and is currently at 75. **It is the staff recommendation that CLG’s twitter presence be discontinued. If CLG is to have a social media presence, LinkedIn is a more appropriate venue considering CLG’s audience.**
- 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. In 2020, this included an off-site data backup taskforce. **In 2021, this has included a taskforce to study a potential on-site solar power bid, and a group to purchase new equipment for the Justified Use of Force Simulator Consortium (JUFS).**

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.
- Increase CLG membership within the 10-county service area in a general sense
 - **The Village of Addyston joined CLG in 2021, and the City of Clayton announced they would join in 2022.**
- 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.

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 also received a grant for the 2021 Leadership Academy program in the amount of \$2,500.
 - (Note that this section only contains progress that happened in 2021. Please refer to previous Strategic Plan Updates for progress from previous years).
- 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 in 2018.
 - In 2019, CLG worked with Colerain Township, Fairfax, Miami Township and others to create a traffic calming device lending bank. CLG also worked with Silverton, Madeira, Anderson Township and Cincinnati on a potential multi-government wind powered electricity aggregation program, although it did not come to fruition.
 - In 2021, CLG partnered with regional agencies on the aforementioned “Connecting the Dots” Summit. Our work around Covid-19 coordination also fits within this Strategic Plan goal.
- Establish CLG as an option for governments looking to conduct special research studies or similar projects.
 - CLG staff assisted West Chester Township in a compare / contrast analysis between the Township and Incorporated forms of government.
 - (Note that this section only contains progress that happened in 2021. Please refer to previous Strategic Plan Updates for progress from previous years).

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 were invited to the 2019 mental health training series.
 - CLG partnered with the Hamilton / Clermont Information Technology Center (ITC) to conduct cyber security training in January of 2019. ITCs are state agencies that function as the information technology arm for school districts in Ohio.
 - CLG continues to look for partnership opportunities with the Hamilton County Educational Service Center (ESC) and the Hamilton / Clermont ITC.
 - The offsite data backup RFP project is designed to recruit ITCs as service providers.

- 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 Northern Kentucky University (NKU) Masters in Public Administration (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 presented at the 2019 Hamilton County Shared Services Summit.
 - CLG was invited by the Greater Cincinnati World Affairs Council to present to a visiting delegation of Ukrainian officials.
 - CLG was on the planning committee for the 2020/ 2021 “Connecting the Dots” Summit- focused on first ring suburbs.
 - CLG published a guidebook on how to use Zoom for online public meetings. This was distributed across the state by the Ohio Municipal Clerk’s Association in April.
 - CLG presented to the Cincinnati Government Finance Officers Association on pay data tools. CLG also continues to partner with the Hamilton County Planning Partnership to offer Newly Elected Officials training.
 - CLG partnered in 2020 and 2021 with the University of Dayton MIS program
 - CLG has facilitated the connection of MPA students to governments looking for special projects across the region.
 - 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, leading to a series of mental health trainings in 2019.
- 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. CLG continues to serve as the Secretariat to the Cincinnati Area Management Association (CAMA).
- Actively seek recognition for CLG accomplishments, as well as the accomplishments of our member governments
 - CLG won an OCMA Award in 2019 for the CLG Leadership Academy.
 - 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.
 - The CLG Board voted to reduce the \$15,000 membership dues level to \$7,500 in 2019. With Butler County joining CLG in January of 2020, CLG has made up the \$7,500 shortfall from this dues reduction.
- Establish a branding and marketing plan.
 - CLG will modernize the appearance of its printed marketing materials and Annual Report.
 - CLG’s marketing materials were updated in 2018 and again in 2019. CLG has taken on a consistent branding and color scheme for all Annual Reports, Program Lists, training invitations, etc.
 - CLG reformatted its newsletter in 2018, and updated this format to the new color scheme in 2019.
 - CLG launched a redesigned website in 2020.
 - **CLG continues to tweak marketing material such as program lists and the CLG Newsletter.**
 - 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, an updated Program List, 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.
 - **In 2021, the CLG Board voted to reduce 2022 dues by 10% for one year.**
- Although it was not laid out as one of the initial sub-goals in 2017, in 2020, CLG created a comprehensive business continuity plan. This plan includes detailed day to day descriptions of all three staff positions (updated annually); Special duties and responsibilities of the Interim Executive Director; Procedures for handling a staff exit for either the Assistant Director or Director of Operations; “No Context Information:” This is for someone who has to come into the organization with no background, so it includes items like where to find the wifi password, how to log into the computer, etc.; CLG’s bylaws, CLG’s employee handbook, and CLG’s Board approved policies and procedures.

Thank you for reading CLG’s 2021 Strategic Plan Progress Report. Please refer to the 2017, 2018, 2019 and 2020 Strategic Plan Progress Reports for information from prior years (available upon request). We look forward to continuing to work toward the goals established in our 2017-2022 Strategic Plan over year.