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**CINCINNATUS ASSOCIATION**

# **Strategic Planning Survey 2009**

## **APPENDICES**

Survey Date: 7-13-09 to 7-24-09

Total Started Survey: 126

Total Completed Entire Survey: 91 (72.2%)

Total Completed Multiple Choice Questions: 110 (87%)

Revised 8-10-09

Prepared By Ron Miller

For Review and Discussion by the Cincinnati Strategic Planning Committee

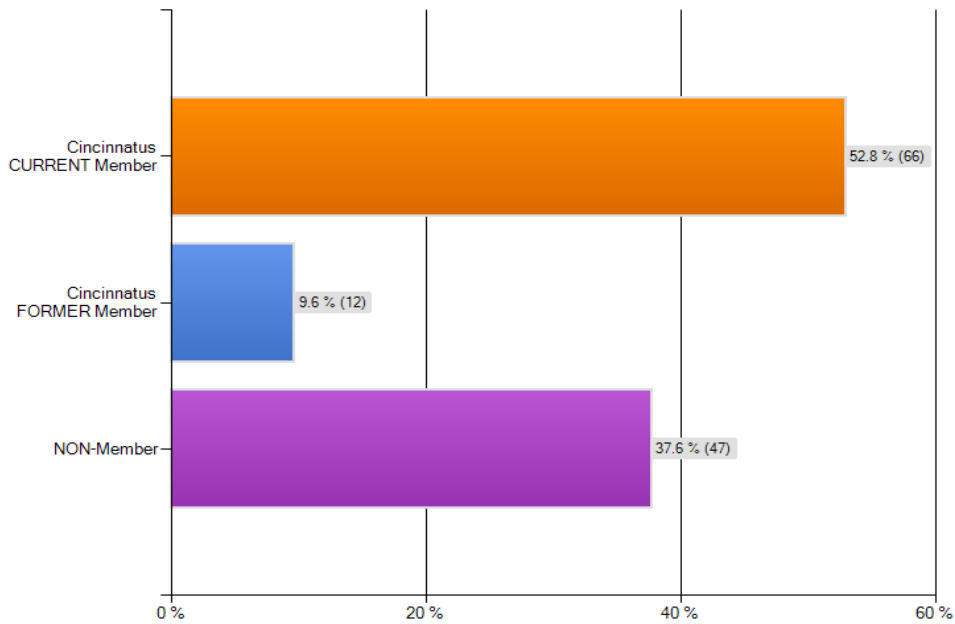
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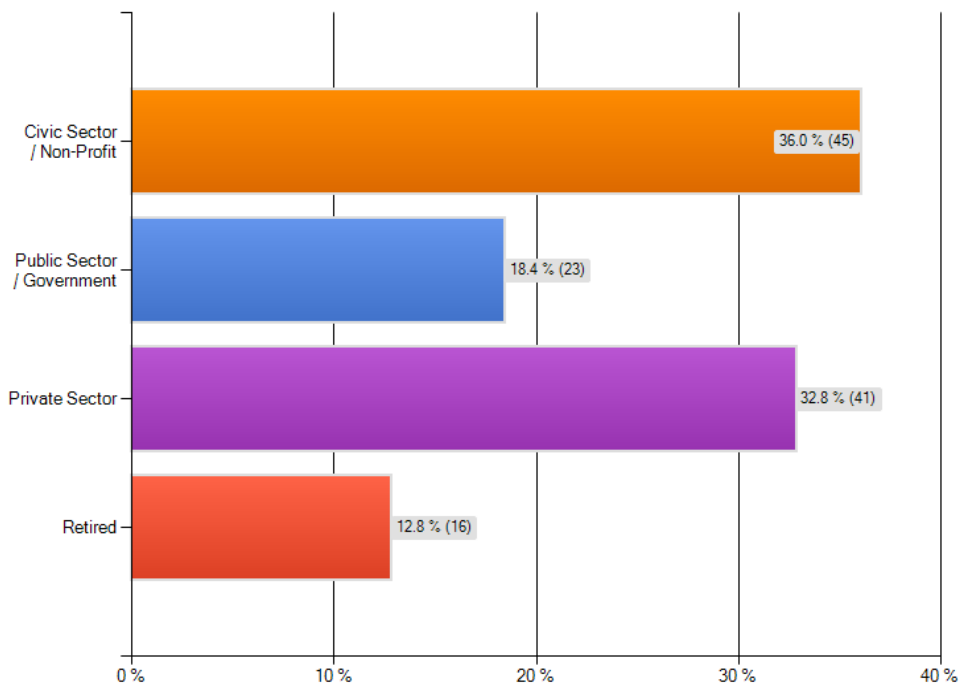
**CINCINNATUS ASSOCIATION  
STRATEGIC PLANNING SURVEY (7-24-09)**

# Demographics of Participants

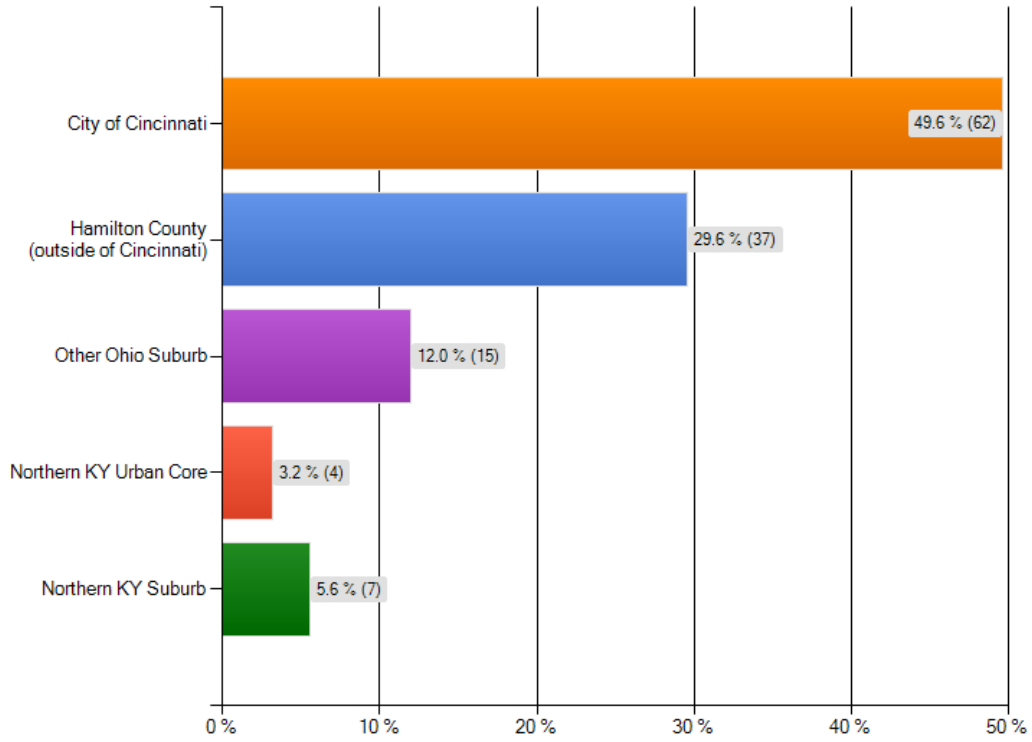
**Association Membership Status:**



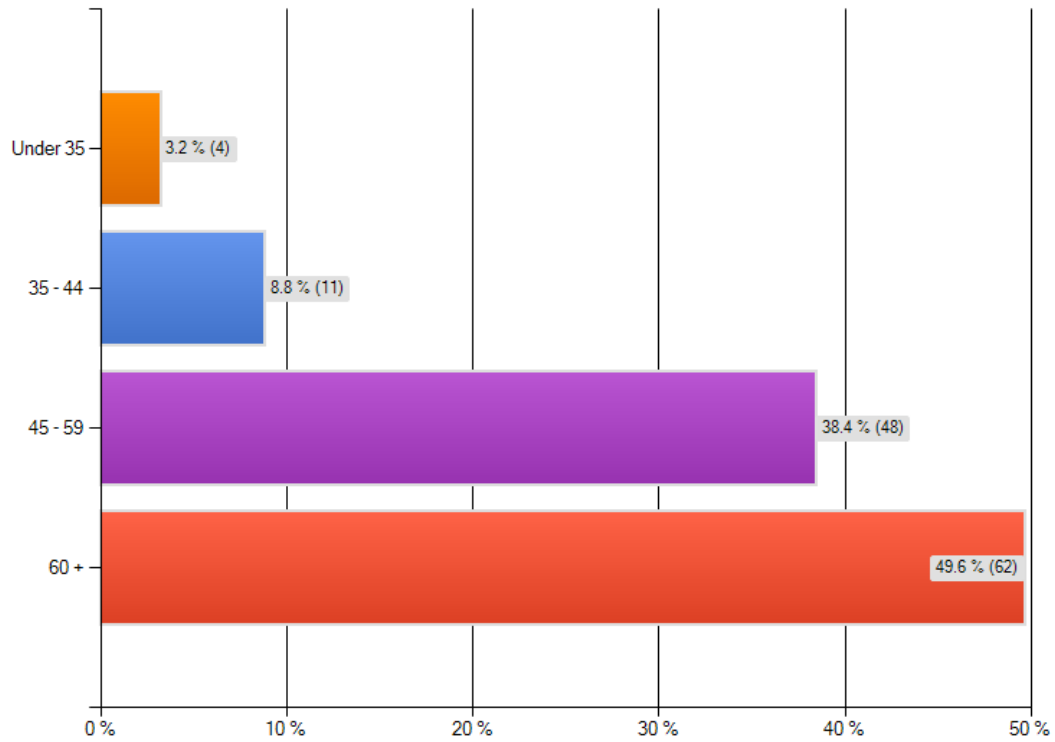
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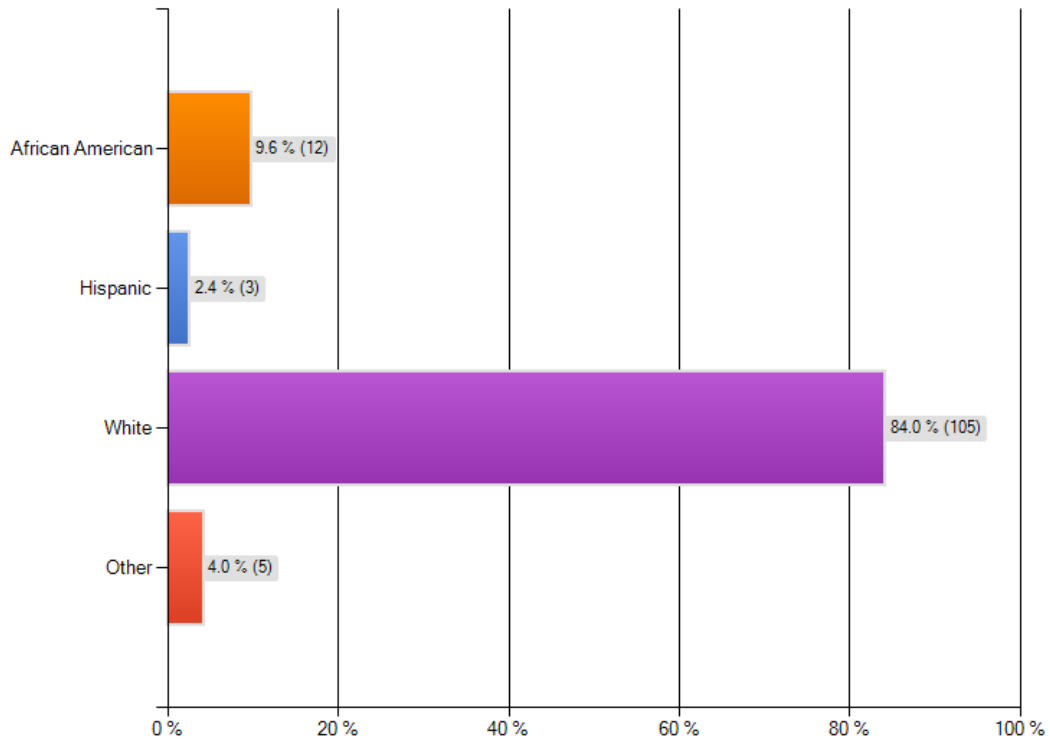
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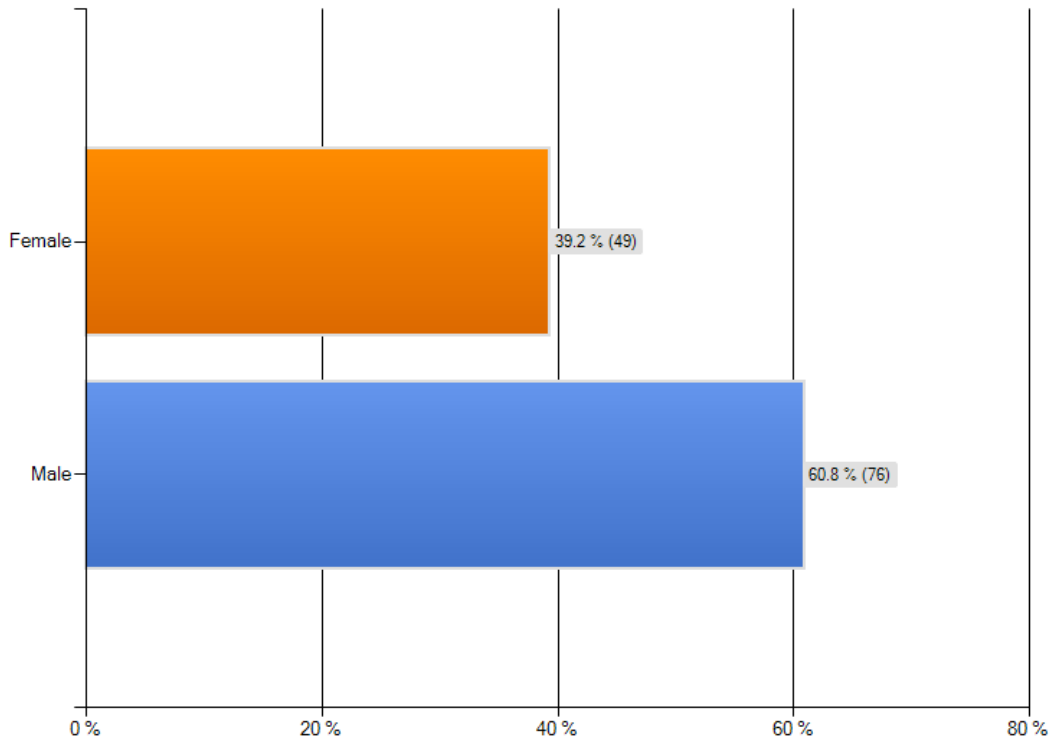
### Age:



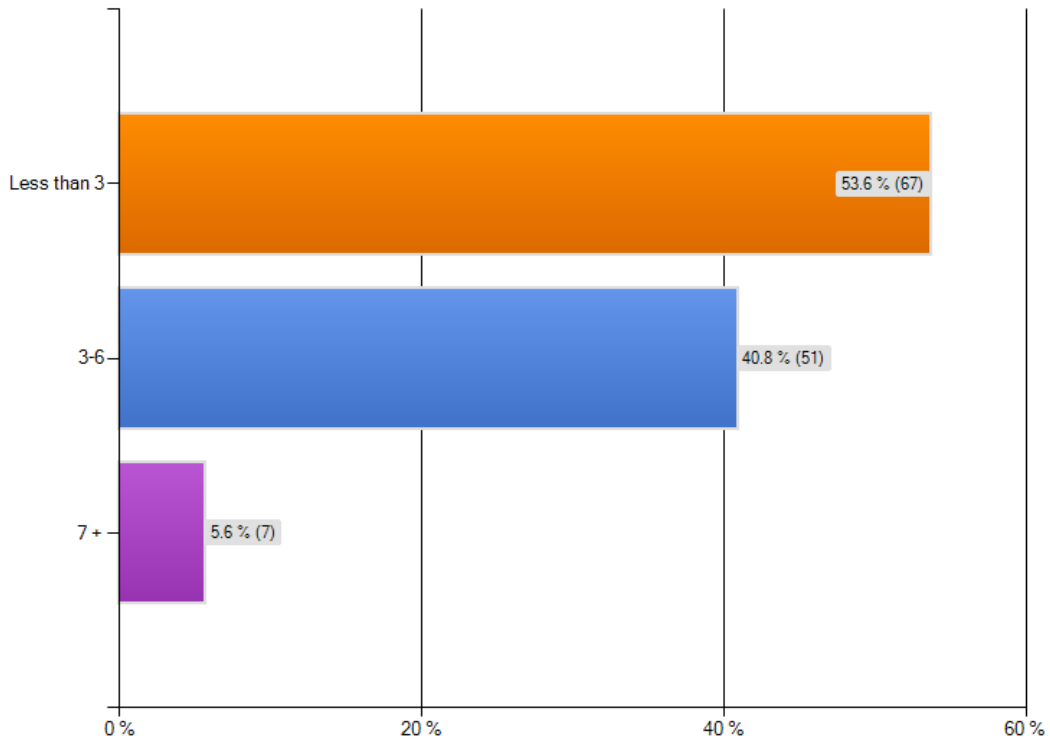
**Race:**



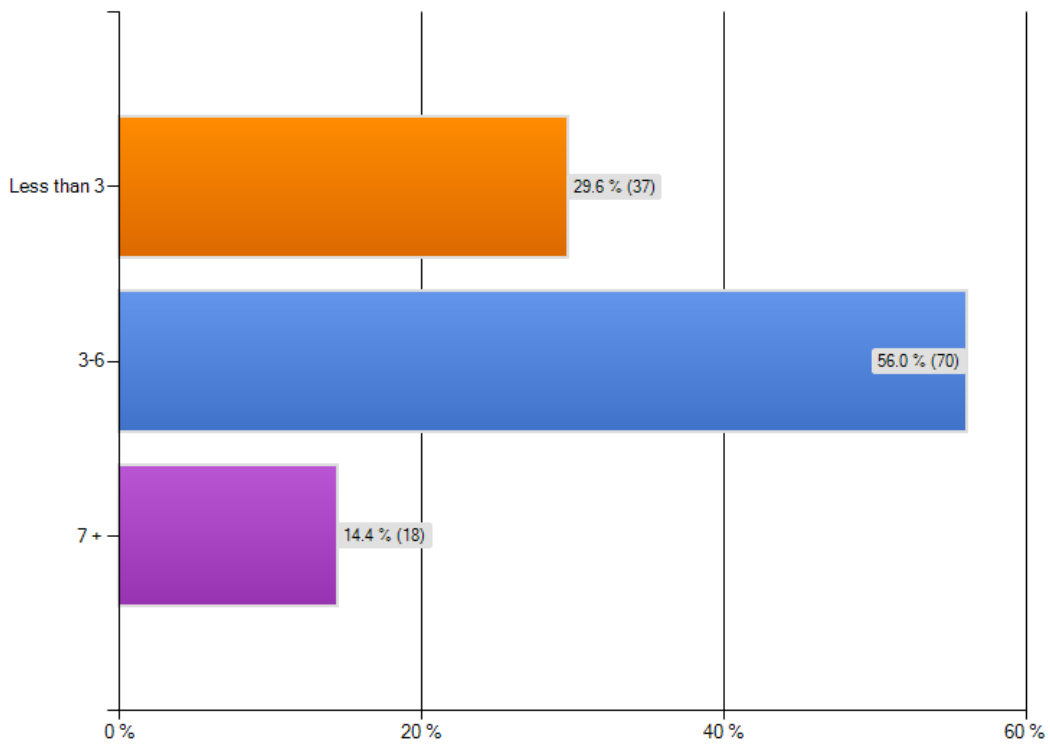
**Gender:**



**Number of civic & community boards you current serve on:**



**Number of civic & community organizations you currently are an active member of:**



## Comments Regarding Importance Ratings

### Comments Regarding Importance Ratings by CURRENT Members

1. I am a new member and am surprised at the number of people who are not aware of the Association, which makes me wonder how effective we can be at promoting issues.
2. All of these areas are most important to Cincinnatus in order to be highly regarded and recognized by our community.
3. g. I have no idea how to respond to this vague statement
4. Each these are defining "areas" for Cincinnatus, and they are interrelated enough to make it difficult to rank one above the other. However, I think Cincinnatus is more about educating its members than about assuring action of its members.
5. I wonder if our goal is to be reactive and/or proactive with regard to issues confronting the region. In other words, are we the group that studies and analyzes the issues for others to solve or do we study and make ideas actionable as a catalyst for change.
6. The phrasing of the question is difficult - do you mean importance of the past or the current Cincinnatus? Many of the above questions are really n/a for the current time.
7. I'm not a bit sure what "Respect for practical application orientation" means. It's hard to rank these since some deal with what we do and others deal with how we do it.
8. Practical results needed.
9. Don't understand what you mean by "Respect for practical application"!!!
10. sometimes Cincinnatus values its history more than being a force in the current environment
11. The key word is "region". Cincinnatus is focused on the City of Cincinnati. For those of us living and working in Northern Kentucky, the organization and meetings are not worth the time to be involved.
12. I think there needs to be a distinction made between the organization and the effectiveness of its members in shaping our community through participation in Cincinnatus. I think the days are over where Cincinnatus is a major force in shaping community policy 'as an organization', but to help make members more successful and effective INDIVIDUALLY can be a true contribution of Cincinnatus.
13. Not certain what is meant by: engaging community leaders...respect for the reputation of people involved with us...
14. As a new member, I certainly don't have the historical and practical perspective of the organization as others do. However, my initial perspective is that the organization AND its members needs to be more engaged with the region's problems. Perhaps that is happening

behind the scenes but I have not been aware that this is happening. The bottom line is that there is a perception that this is becoming more of a dinner club organization (which IS an unfair portrayal) but perceptions can very quickly become realities.

### **Comments Regarding Importance Ratings by FORMER Members**

1. While Cincinnatus has an amazing legacy, it truly needs to make changes regarding it's current mission or it will continue to lose it's relevance
2. Cin'tus has lost the practice of having member committees give reports at meetings.
3. Do fewer things, but bring them to conclusion. Less talking and more tangible results
4. g. What is "practical application orientation"?
5. Question E & F is more about the membership than the community. I like to think of Cincinnatus as an organization for the community.

### **Comments Regarding Importance Ratings by NON-Members**

1. We live in a new world. It is crucial to look at this world, see its possibilities and develop ideas and actions that move the world forward.
2. Studying critical issues and coming up with innovative solutions that are actionable should be the focus for the organization.
3. You need to define "practical application orientation." I gave it a "least important" because I'm not familiar with the term and could find no explanation of what it meant by googling.
4. I have no idea what item "g" means. As for "j" I don't think we necessarily need MORE ideas, but rather more groups willing to align behind the innovative ones.
5. If Cincinnati is going to change it will be because of people and organizations who shake it up. We've been too civil and waited too long for the business community to approve changes. Culturally, that needs to change if we want to progress. Minneapolis and Portland are good models, they don't wait for the business leaders to OK things, they just demand change.
6. I believe that there have been MORE than enough studies conducted in the region. The more difficult and important steps are to take action in response to the findings of the various studies. Poverty and the education system are high priority in my opinion as the "side effects" of incarceration, drug activity, homelessness, will be improved by addressing these activities.
7. more important to make a difference, not study things
8. It's difficult to say that any of the above is less important. "Good Government" is of primary importance. We have good people in government-both elected and appointed. However we have drifted toward full time political involvement with full time staff to the detriment of the

professional non political reforms that Cincinnatus stood for. Cincinnatus was right a hundred years ago and should get back to those original precepts.

**CINCINNATUS ASSOCIATION  
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## **Comments Regarding Effectiveness Ratings**

### **Comments Regarding Effectiveness Ratings by CURRENT Members**

1. All members of this organization should be involved. Cincinnatus needs to be better recognized.
2. I'm new to the organization, but what I see is some members who are very involved and looking to make ideas actionable; and others who come to listen and that's about it. Motivating the "full force" toward action seems like an important need.
3. There is small group that work very hard on behalf of this organization. There are to few people who are actively involved and there seems to be little interest in our work.
4. Brand new member. All answers are bogus just to make the survey go forward. No knowledge to adequately answer this question.
5. certain parts of Cincinnatus are very effective, getting better, but too many members stand by the wayside
6. much of what is done is not in alignment with the times, community leaders are narrowly defined, difficult to discern how a difference is being made particularly as seen from people outside of the organization
7. The problems our region is now facing are very different from the 20th century problems. Attracting people to our region, building on our successes, driving innovation (at all levels, whether in the arts, government, education, inclusion, community services, etc.), and other issues that we are just starting to wrestle with should be at the forefront of our thinking.

### **Comments Regarding Effectiveness Ratings by FORMER Members**

1. Too many subjects that have been "under study" for decades. To many projects/committees dilutes results.
2. My sense is that Cincinnatus has tried to cover too many topics and as a result is not identified with any single issue or priority. Try to pick one-three big issues and stick with them for a while: school reform , county government reform, something like that.

## **Comments Regarding Effectiveness Ratings by NON-Members**

1. I am not very familiar with Cincinnatus' workings. That in itself is significant since I consider myself as a very active, involved citizen.
2. I am not a member & don't know enough about what has been done to evaluate.
3. Most of these ratings are based on having heard very little about your work. I read the paper, listen to several local news radio stations and scan the internet for news of Cincinnati every day as a part of my job. I have heard little to nothing about the work of Cincinnatus.
4. Again, no idea what item "g" means.
5. I am not sure how important is it that the public is aware of the Cincinnatus Association. I believe that if your organization is highly effective, then the awareness will follow.
6. only aware of work on racism
7. I do not think you have been visible in the community. I am not sure how you effect change

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# Our Niche

**Q. 11** (85 answered question; 35 skipped question)

**What is the Cincinnati Association's NICHE in 2010 and beyond, given the existence of many other politically active organizations in our community?**

**Response Text**

- 1 Select areas where Cincinnati can have impact as is now being done with Inclusion and Education
- 2 Become a regional Association, involve more people from the region.
- 3 Unsure. It will take dynamic leadership and some aggressive members to find and mark off that niche.
- 4 Cincinnati was formed to tackle the hard issues relative to politics. I would like to see the organization continue that legacy. No one wants to talk about a community that places more value on crime statistics than pushing government and corporations to give individuals a second chances at the American dream. Has Cincinnati come out in support of light rail. Without a decent public transportation system, Cincinnati will NEVER become a major city. I think the membership wants to make a difference; maybe there are too many choices to serve. Perhaps Cincinnati should drive one cause at a time rather than multiple issues that cause such a slight move in the needle.
- 5 Ask the top leaders in our city what Cincinnati should focus on and why. Then pick one topic each year to act on.
- 6 Influencing public policy to attract the best and brightest to the City of Cincinnati.
- 7 I think this is the critical question that Cincinnati needs to deal with – i.e., what does it uniquely own and drive that other organizations cannot do? Is it a networking club or does it drive results? We should live up to our heritage and become actively involved in the difficult issues that face our area. We need to quit following the leader and be a leader. More proactive, non politically correct action.
- 8 Assault on the city charter by various groups like COAST and the NAACP.
- 9 To challenge efficiently operate for the betterment of the area's citizens. With the shortages of resources and the growing needs, gov't waste must be reduced. This is a regional wide need and as an "a"political group , maybe the only one that can do it.
- 10 The Association tends to be too cliquest thus unable to really be impactful so for me I think there needs to be a re-thinking of how the archieachy is selected and works. To pick a Niche is to develop a better understanding of the 360 Agenda and how it will truly influence what this region will look like.
- 11 I don't see that Cincinnati has a niche and unless mindsets change to encompass a regional outlook (beyond the city), I believe the organization will most likely cease to exist.
- 12 A non-partisan voice and honest broker
- 13 The accomplishment and leverage of its members
- 14 The credibility of its history
- 15 Not to think in terms of "Niches", and to collaborate with other organizations with the same goals, to get more done
- 16 Promote recognition of opportunities for community progress and action which will enable

- results.
- 16 It is clear that Cincinnatus is having most impact in public education and inclusion. It is starting to do more in the arts. Not very effective with government
- 17 our membership is as diverse as the area; our members are connected, articulate, and concerned about the region
- 18 Concentrate on Issues in the City of Cincinnati  
Work with community leaders to uncover 1 or 2 focus areas for our type of organization. Commit the whole organization to them for at least 2 years. Be sure each has a range of volunteer opportunities.
- 19 Effective Government - City County unification/consolidation; Public Transportation; Change/eliminate levy system for education funding; Community Inclusion and celebrating diversity.
- 20
- 21 Sharing important community issues with the group, making them informed, educated citizenry.
- 22 Get back to member activism
- 23 Not sure.  
Develop more of an issues orientation versus areas of interest (eg education, government etc) which dilutes the energy of the organization. Limit the issues for study each year to 2 or 3 and really do a great job on them. Focus more regionally versus the tendency to be mostly city oriented
- 24
- 25 Need to focus more on City of Cincinnati and inner suburbs if go outside, too diffused when spread about the metro area. We need to focus where we can make an impact, using our reputation inherited from years of hard work by prior members.
- 26 Not sure there is one other than to inform and educate.  
Intelligent, non-partisan analysis of select issues; providing a forum for members, policy makers and others to come together; activism on a handful of key issues.
- 27
- 28 Why stray from historical purpose?
- 29 support for education, mentors, advocates  
Our niche should be to promote the integration of local governments (especially City of Cincinnati - Hamilton County unified government), to promote the resurgence of the regions historic core cities (Cincinnati, Covington and Newport), and to combat sprawl and the dysfunctional governmental and fiscal consequences of it.
- 30 Raising public awareness of the importance of solving the "big issues": education and health. If as a community we improve these two issues, many of the other socio-economic problems go away. Better education and health of all citizens will help reduce poverty and thereby elevate the community.
- 31
- 32 what it always has been -- i.e., good government  
We cannot be all things to all people. Like many not for profit organizations, those engaged in civic activism (like us) seem to be multiplying like rabbits. This creates a splintering of effort and a lot of overlap. Ideally, I would see like to see Cincinnatus in a lead role among the CCR, Chamber, Rookwood 5, etc. groups, coordinating the efforts of all. Failing that, then Cincinnatus needs to be in a very narrowly focused niche, like monitoring City government for charter compliance or something like that.
- 33
- 34 Being a place where people want to share ideas and action plans  
Hard question to answer since I don't believe Cincinnatus is widely recognized as a political active organization. Instead of trying to do many different things, be the organization that is known for taking on ONE initiative every year that produces bang up results.
- 35
- 36 think tank, analyzing, evaluating, informing  
CA is a very important historical organization & should continue taking an active role in current issues affecting our community.
- 37 Behind the scenes influence of important issues as indicated in the previous questions of this survey.
- 38
- 39 ?????

40 unknown  
 Being an open-minded, knowledgeable, respected voice in the community and providing a forum  
 41 for the exchange of ideas.  
 Work on Regional Issues/opportunities. Regional government options, police etc. All these  
 42 things will eventually impact our quality of life  
 43 presenting a respected, balanced view of policy issues that effect quality of life  
 44 Being more involved with influencing local policy and systems that affect residences lives.  
 45 No comment  
 46 NA  
 It seems CA's history as a government reform group should be a focus. CA should lead the effort  
 to move to a Charter form of County government, and put more power at OKI through a  
 47 bi(tri?)state compact.  
 48 not sure  
 Is there an interest in Cincinnatus taking on a leadership role in developing passion around  
 Cincinnati as a successful region? While the history of the city is important, there needs to be a  
 unification of purpose with the counties contiguous to the City. Read the Brookings institution  
 49 report on the emergence of metro-nations.  
 50 connection, introducing threads and weaving them together  
 51 It is whatever it wants to be. It can be a strong voice but it may be satisfied with being nice.  
 to be a collection of serious-minded civic thinkers who offer excellent ideas/thoughts re the issues  
 52 facing our city  
 Don't know enough about Cincinnatus to say, but our city needs more new, bold ideas that are  
 53 actionable  
 54 I am really only familiar with this organization in name only and do not know how to assess this.  
 55 N/A  
 Work together with strong current initiatives such as the United Way, Agenda 360, University of  
 56 Cincinnati, Northern KY, Cincinnati State, Great Oaks to build upon and create a united voice.  
 57 Governmental collaboration & leadership  
 Be ahead of the curve in identifying trends and bringing awareness of potential problems in the  
 58 community  
 The concept of being a "foundation" that grants community service may be a unique niche for the  
 Cincinnatus Association. Inviting community stakeholders to submit proposals for use of  
 Cincinnatus resources could be an annual process giving us greater connectivity to the  
 59 community.  
 60 Listening to the underserved population to improve their quality of life in Cincinnati.  
 Well, I like the idea of creating a legion of folks who watch and correct the truth and logic of  
 media and political actors, and I think it makes sense to call more attention to this where  
 61 underlying systems and attitudes are concerned.  
 62 promotion of metro-government  
 63 Finding ways to promote and demonstrate inclusion.  
 64 I have no idea.  
 65 Generating new ideas on Government, art and education etc  
 I would hope that Cincinnatus would expand it's outreach to more leaders of the community - the  
 66 larger regional community - in support of a progressive policy agenda.  
 67 Addressing how the current economy is affecting the quality of life for all residents in the region.  
 68 Non partisan study and evaluation of key issues and educating public as to findings.  
 69 x  
 70 Speaking out on issues after investigation and study - good credibility  
 I'm not sure what the three things would be, but I think you should choose three  
 issues/problems/concepts and concentrate all your efforts there. Whether it is creating sustainable  
 models for nonprofits, breaking the logjam at city hall, or one of a dozen other pressing issues in  
 71 Cincinnati, I'd pick 3 and take them on ala the Apollo project. Nail those and then pick three new

ones.

- I think we need to migrate back to our roots. We should seek to improve governance. We have a budget crisis at both the City of Cincinnati and Hamilton County levels of County. Serious conversations of consolidation and, yes even merger, must take place.
- 72 promoting streamlined local governance and shared services among political jurisdictions
- 73 Being selective about actionable issues, with an emphasis on the "timeless" big matters rather than on the issue of the day. So, emphasis on education, for example, and a strong arts community, an inclusive community, an environmentally conscious community.
- 74 To be one of the voices proposing innovative solutions and bringing leaders together to make a difference
- 75 To recognize that the quality of life profile in the region is NOT above average for non-whites and Appalachian whites. In fact it is well below average for the nation as a whole. From this, I suggest Cincinnati's niche is to address the reality of huge differentials in quality of life and work to improve the quality of life if people in the region where it is MOST NEEDED.
- 76 Pick an issue and get it solved or at least convince a qualified organization to solve the issue.
- 77 Tell the truth about issues. No right or left; just factual presentations on important issues
- 78 I don't know
- 79 non-partisanship
- 80 public affairs
- 81 To be better recognized and more involved with other community organizations and become more active in our endeavors.
- 82 Studying critical issues and proposing innovative solutions to improve the quality of life in Cincinnati area
- 83 Politically neutral, progressive agent for community change and improvement
- 84 Keep Plugging, and engaging the cities leaders with either help or dialogue
- 85 Study of critical issues
- 86

## Enthusiasm Drivers

**Q. 12** (85 answered question; 35 skipped question)

**What makes you, or would make you, ENTHUSIASTIC ABOUT PARTICIPATING in the Cincinnati Association?**

### Response Text

- 1 I am enthusiastic because I have experience success in making an impact.
- 2 If the Association did the above!
- 3 A cause that I believed in plus the belief that Cincinnati could make a difference.  
More time. Seriously, even though I am no longer a member, I would appreciate hearing about what the organization is doing. I can still be a champion for the cause.
- 4 Pick one engaging topic/issue per year that would make a difference to Cincinnatians and approach the topic from all the group's perspectives. Develop a plan of action that each group tackles and accomplishes based on their focus. Engage the community leaders in the topic at hand in each group's category.
- 5
- 6 It is focused on the City of Cincinnati, founded on a strong historical legacy.
- 7 A clear mission and action plan - and a more inviting join up plan  
More proactive, non politically correct action. Also, the panels are too narrowly focused. We need to broaden our perspective, and actively solicit new ideas from new members on issues in the community that they would like to see our organization address.
- 8
- 9 Less discussion, more action  
If the organization took on a cause that wasn't so narrowly focused. The panels are doing good work but we aren't the education association, or the inclusion association, we are a much broader group. Thus the idea in 11 to work at any level and any gov't entity to reduce waste. We keep hearing how difficult it is for business and development to occur in Cincinnati or waste occurring in contracts, or in school districts. What if we found out and made public reports of what we find, good or bad. We would be
- 10 listened to.
- 11 If my voice was valued.  
I began enthusiastically, but after the first year realized that the focus is 100% on the city, not the
- 12 region. My enthusiasm is no longer apparent.
- 13 A major project with a near term timeline for completion and clear metrics for success
- 14 Really exciting (exhilarating?) presentations, and measureable results of our actions
- 15 Realizing success in advancing projects which enhance regional quality of life.
- 16 I am enthusiastic about the ability to make an impact on public education
  
- 17 we have the possibility of affecting change and leading the dialogue for the region on important issues
- 18 Learning and making a difference with action.  
Having an objective and timeline, other than just presenting to the Association. If we had 2 focus areas, we could alternate programs using members and guests to introduce ideas, comment on work in
- 19 progress, etc.
- 20 Key focus area; connected and competent people to work with for change.  
Cincinnati gives us access to community leaders discussing and shaping the key issues. A number of
- 21 those key leaders are part of Cincinnati.
- 22 See #11
- 23 Having a clear definition of what Cincinnati does and my role.

- 24 Efforts to really collaborate with other organizations and to be know for this as well as serving a an  
 25 organization that brings others together around an issue for greater impact  
 26 Interesting people and ideas.  
 27 Working with top leadership to actually change things  
 Forum to meet people, keep up with developments in the region and discuss ideas; impressive,  
 27 dedicated group of people, most of whom I happen to like.
- 28 clear focus on a few issuesnon-biased researchfollow through by the whole group rather than by a few  
 28 interested peoplenot scattered too thinly  
 29 meeting and working with the members  
 30 I'd be enthusiastic if we were working on the things I mentioned above.  
 31 Seeing results of our efforts.  
 32 an opportunity to improve local government  
 I like emerging energy of our group and I like the fact that Cincinnatus does allow all of us a wide  
 33 exposure to those engaged in important community endeavors.  
 34 More time and more discussion - fewer after dinner lectures - it puts me to sleep  
 35 Be involved in actionable items that make an impact - results oriented.  
 36 networking opportunities  
 As a service role member I have not taken an active role but feel that the committees should pursue  
 37 innovative ideas more aggressively.  
 38 Seeing the Association make a positive impact!  
 39 doing great work  
 40 Unknown  
 41 Being part of that voice.  
 42 Very nice people. You are not going to have an organization like that  
 43 dealing with relevant issues and feeling that the organization has an impact  
 44 The community projects they are involved with and the networking opportunities.  
 45 No comment  
 I would certainly need to know more about what you do and what your membership consists of. I am  
 46 not sure I know anyone who is involved.  
 Cincinnatus focusing its mission and leaving behind issue specific interests in diversity, education and  
 47 arts.  
 48 if it changed  
 I resigned from Cincinnatus because I felt that the organization was only focused on understanding  
 49 issues and not taking the ideas into action.  
 50 move beyond what was to what might be  
 51 A strong "good government voice"  
 52 to be part of an organization i described above  
 53 Don't know enough about Cincinnatus to say  
 To see the region's top business leadership willing to be bold and step out to advocate, financially  
 54 support and drive initiatives that lead to change.  
 55 N/A
- 56 Strong outcome based criteria for any projects or initiatives or even goals for the organization.  
 57 Support of Agenda 360  
 58 If we have a clear plan to do the above  
 I'd prefer more creative processes for developing and implementing ideas related to our mission. Also,  
 59 prefer greater diversity (age, race, gender, etc) within the organization.  
 60 Observing the association in action change the lives of our most troubled citizens.

- 61 Cincinnatus could be an effective watchdog for orgs like COAST, NAACP, county commissioners, etc, bringing unbiased analysis of how policies will impact social concerns and promoting regional solutions and bringing awareness to regional problems.
- 62 strong avocation for metro-government or creation of a City/County government structure
- 63 See more interest from our members and set direction for the organization.
- 64 Being invited to join.
- 65 Learning, networking and hopes for betterment of the environment we live in.  
Unless the organization were to embrace a more progressive and leading role in the community, I don't
- 66 know that I'd waste my time (or money) to participate.
- 67 The quality of the programs and the activity of the committee.
- 68 I would need to be more educated on Cincinnatus's past.
- 69 x
- 70 Gaining knowledge of issues and action on those issues
- 71 Seeing evidence of its effectiveness in the community. Seeing the results of its work.
- I would be enthusiastic about being active on panel work again if we had clear goals for the work we will do and not just invite speakers to talk to us about the work that they are doing. We are a body of experts in our own right and can make incredible progress by putting our heads together and being innovative in our thinking. Getting together for dinner every month isn't a constructive way to channel our talents and focus our energy. Maybe we should consider quarterly dinner meetings and spend the
- 72 rest of the time producing work product!
- 73 higher public profile of its activities
- 74 It's history and standing, and it's potential to identify Cincinnati as a progressive community.
- 75 Knowing we are making a difference. Just having dinners and listening to speakers is not why I joined.
- I believe Cincinnatus has people of GREAT civic service interest and motivation. I also believe Cincinnatus members really want to make a difference in their community and are usually willing to
- 76 apply their considerable skills and contacts within the community to achieving positive results.
- 77 Results not just education.
- 78 They could implement any project with a regional importance
- 79 That whatever it produces will have an impact & utilized versus being "shelved" & having no impact.
- 80 opportunity to share in analysis of critical issues and ability to influence positive outcomes
- 81 shaping public policy
- 82 More action.
- 83 Seeing that #11 was the focus of the organization
- 84 Knowing that my part of Cincinnatus' efforts were leading to improvement.
- 85 If I were younger
- 86 More discussion of issues by members

## Additional Comments

**Q. 13** (85 answered question; 35 skipped question)

**Do you have any ADDITIONAL COMMENTS about the future of the Cincinnatus Association that you would like to share?**

### Response Text

- 1 Get high quality members. Keep in close touch with them. Let them become active as their circumstances dictate and as certain initiatives turn them on.
- 2 None
- 3 It should not just be an excuse to get together for dinner once a month. Hard to believe that was the model that Murray Seanson and other creators used when they made the organization's name back in the 1920's.
- 4 See item 12 above.
- 5 Good luck in your efforts. I know you'll develop something great!
- 6 Choose fewer action items and devote more energy to those few.
- 7 None
- 8 In order to become more visible, we need to engage more in public debate, and not just follow the status quo trends. Being politically correct was not how we got to where we are as an organization.
- 9 Too many members get by with doing nothing.
- 10 This is a great idea. Thanks
- 11 Cincinnatus has lost its luster and needs to regroup. There are too many cliques in the organization and everyone is not valued.
- 12 I do not intend to renew my membership and because of that will probably not attend any further meetings.
- 13 Needs more younger members to bring new perspective and a broader support base.
- 14 Re #12 above, we have some great presentations! We need to recruit more young, top-of-the-crop members/leaders
- 15 We can be a significant force for improved quality of life if we select members of influence, quickly remove members not actively participating and regularly identify projects worthy of the membership and likely to create exciting and constructive change
- 16 It should use methods in addition to panels to involve its members. A project orientation is one of the ways, engaging members in short term projects that can further the impact on the community It also needs to actively engage activities in Northern Kentucky
- 17 the future is greater than the present status of CA.
- 18 we need to figure this out!
- 19 Membership has been diluted out of the City of Cincinnati. Only residents of the City should vote on School bond issues, not non residents.
- 20 I also like the "reverse grant making" concept, e.g., offering ourselves to organizations that have a big need, specific work for us, and a desire to measure progress. We could do what is in #11, using this technique. Why? First, we are assured that someone besides us wants that work done. Second, we have a partner who is willing to work with us a really wants us to succeed.

- 20 The Diversity and Inclusion and the Cincinnati Commitment has been the best thing I have been a part of with Cincinnati. In general Cincinnati seems rich with intelligence and information but unclear on what we are advocating or acting to support in a collective manner.
- 21 I enjoy the group. It's tough to attend every meeting though, with the current schedule of dinner meetings.
- 22 No
- 23 I think Cincinnati should focus on educating members on issues in the city and not focus on actions. Cincinnati needs to decide if it wants to educate or actually make an impact by doing. The energy of the members is diluted by the number of initiatives and there are unmet expectations related to members who work versus those who are retired. Too many members are not actively involved and say they are on panels they have never attended. Awards (education) are nice but the process takes up time and does not seem to further our mission. I think Cincinnati should give strong consideration to merging with another organization for greater impact. Other public policy type groups are suffering in terms of membership and participation (e.g., Women's City Club, League of Women Voters, Woman's Political Caucus etc) While others have their own methods of operation, pooling resources into a larger whole while allowing for individual differences may be a better way to go. We should not be doing initiatives that other organizations are in a better position with time, resources and funds to implement more effectively and efficiently (e.g., the Commitment).
- 24 We need more business/professional leaders or recent retirees, we have become mostly non-profit/civic/consultant types
- 25 No
- 26 No.
- 27 the group seems disjointed
- 28
- 29 Like many "older" organizations Cincinnati needs to go through a transition to get to its next era
- 30 We \*should not\* be an organization that pushes our members to be involved in general purpose volunteering, in the public schools or anywhere else. We should be a public policy impact organization, especially around "good government" and urban revitalization issues. We should use our dues more for effective lobbying campaigns and less for dinners. We should consider merging with Citizens for Civic Renewal, which might make it possible for us to have full-time staff. Ensure that Cincinnati's mission is aligned with the other major community blue prints for change, including United Way Agenda for Community Impact, Northern Kentucky's Vision 2015, and Cincy USA's Agenda 360. We should not attempt to reinvent the wheel, but contribute to those critical initiatives that this community has already deemed important for our success and quality of life.
- 31 we need to focus our members' talents on improving the quality of local government and the important decisions it should be making
- 32 No.
- 33 No
- 34 grow its membership to reflect the community it serves. Change the format/time for meetings to increase interaction and participation.
- 35

- 36 we need more connection between ideas presented to us and galvanizing members into acting on them.
- 37 no
- 38 Not now.
- 39 no
- 40 No
- 41 There is a need for that voice.
- 42 You need to add more minorities
- 43 no
- 44 Continue to support non for profits.
- 45 No comment
- 46 Given your mission statement, you need to be more visible.  
If Cincinnatus is going to restructure itself, it should seriously consider how it might merge with
- 47 CCR, Leadership Cincinnati and other similar groups
- 48 do we already have too many organizations trying to figure out the future of Cincinnati????
- 49 It has an amazing history but has lost it's energy to be a catalyst for progress and change.
- 50 devoted membership mired in the traditional P&G approach, too slow, too boring, too deadly
- Too many times studies are done with conclusions already made. One example is the belief that consolodations of many governments will lead to some definition of better government. I don't automatically jump to the conclusion that bigger government is better government or that government by full time political folk is better than part time citizen legislators. Even Cincinnatus folk are, at times, guilty of not thinking things through.
- 51
- 52 no
- 53 No
- 54 No
- 55 N/A
- 56 Good luck!
- 57 No
- 58 no
- 59 The large (20+ members) panels are not a good use of the Cincinnatus membership. Small groups (3 to 7) would likely result in greater accountability and progress. In large panels, we generally find only 3 to 7 people actually doing the work.
- 60 The school system needs to reduce the size of education into smaller working parts. The Cincinnatus Association should focus on building an education system locally that impacts our most challenged citizens.
- 61 If you use skip logic in your survey it will allow folks to skip the questions that don't apply  
Outside of the upper echelons of business and civic circles, I don't think there is common
- 62 knowledge that the Cincinnatus Association exists.
- 63 We have a difficult challenge in front of us but there is a need for this association.
- 64 It's seems to be a very closed and exclusive club, an anomaly in the more-open 21st C.
- 65 We need to increase participation of our membership.

- Having a role that conducts additional research for the community is fine, but at some point we need to decide to pursue alignment behind existing proposals that call for innovative and progressive policies and plans to advance the quality of life and competitiveness of the region. Not every organization - nor every person - need be an opinion leader or come up with more original ideas. As is probably known, there is a perception that Cincinnatus just talks with those with whom it agrees (preaches to its own choir), only takes positions only on issues that aren't terribly controversial or innovative (more evolutionary than revolutionary), and has a tired (albeit well-positioned) membership made up of wealthy older folks who meet in one of those private clubs for dinner once in a while. It's probably time for a culture change.
- 66
- 67 No
- 68 No
- 69 x
- 70 Important that new members become engaged in panel activities because that is where the action and commitment to the organization occur
- 71 I'd love to know more about the work you do. Publicize yourselves more.
- Interviewing candidates for membership is absolutely necessary. I think exit interviews should be conducted for those that choose to leave the organization and are willing to share the reasons why. I would also consider periodic interviews with long-time members who have witnessed the highs and lows of Cincinnatus over a period of years. Survey instruments are valuable, but qualitative, open and honest feedback between trusted friends can be invaluable.
- 72
- Cincinnatus is a long standing well regarded institution that at times seems somewhat insular, or "club like" for lack of a better term, in its activities; promoting more open participation and discussion in making Cincinnatus a key player in public policy going forward would be beneficial. Maybe each meeting should have a sheet on the table: If you want to know more about this, here's how; if you want to be involved, here's how...
- 73
- 74 how; if you want to be involved, here's how...
- 75 n/a
- 76 Be willing to embrace the continuing process of change to an organization whose membership, PRIORITIES and organizational culture reflect the larger community
- 77 No
- 78 no
- 79 I don't know about the organization. I would hope members or individuals imputing into the decision making processes come from a broad range of political , neighborhood, racial, & institutional backgrounds.
- 80 no
- 81 New members should be heavily briefed in our methods
- 82 We must see that Cincinnatus survives.
- 83 None
- 84 We nee to actively pursue engagement of the members in the Assn's work or their disengagement in membership!
- 85 Good Luck
- 86 No

# Responses to Questions 9 – 13 (edited)

## 9. Recommendations for Increasing the Importance of Activities of the Cincinnatus Association (edited):

(based on individual responses to survey question 9)

- a. Focus on assuring action of Cincinnatus members rather than just educating members
- b. Be proactive with regard to issues confronting the region rather than reactive. Study and make ideas actionable as a catalyst for change rather than study and analyze issues for others to solve
- c. Become a force in the current environment rather than just focusing on the value of our history
- d. Expand legacy focus on Cincinnati to enable regional scope
- e. Recognize that historical role of being a major force in shaping community policy is no longer possible and help members (individually) be more successful in shaping our community
- f. Change the “dinner meeting” structure to enable greater support of our mission
- g. Reinstate historical practice of having member committees give reports at meetings
- h. Change Cincinnatus culture to work more aggressively on implementation and “shake up” the community rather than using the traditional “study and recommend” process that does not make a difference in the world we live in today
- i. focus efforts again on “good government”, since current trends toward full time political involvement negate the political reforms that Cincinnatus initiated many years ago

## 10. Recommendations for Improving Effectiveness of the Cincinnatus Association (edited)

(based on individual responses to survey question 10)

- a. Engage all members of the organization--motivate the "full force" toward action—rather than just having most members come and listen while a small group works very hard
- b. Measure our effectiveness? Clarify how the community measures our effectiveness
- c. Identify the 21<sup>st</sup> century current and emerging issues that require our attention
- d. Focus on a single issue or priority to strengthen results
- e. Focus on improving effectiveness, and thereby increase public awareness of the organization

## 11. Recommendations for Clarifying the Niche of the Cincinnatus Association (edited)

(based on individual responses to survey question 11)

*Survey Question 11:  
(85 answered question; 35 skipped question)*

*What is the Cincinnatus Association's NICHE in 2010 and beyond, given the existence of many other politically active organizations in our community?*

- a. Focus where we can have impact; show results (not just education)

- b. Focus on the hard political issues—one cause at a time and move the needle
- c. Focus on alignment with top leaders in the city—one issue per year with lots of volunteer opportunities
- d. Focus on nailing three community issues at a time
- e. Focus on becoming a regional association (scope and membership)
- f. Focus on the City of Cincinnati and inner suburbs
- g. Focus on what we can uniquely do that other organizations cannot do
- h. Focus on being the leader; not following the leader on each selected issue
- i. Focus on collaborating with other organizations rather than being limited to a niche
- j. Focus on coordinating related organization initiatives
- k. Focus on the assaults on the city charter
- l. Focus on reducing government waste
- m. Focus on implementing Agenda 360 and other strong current initiatives
- n. Focus on influencing public policy to attract the best and brightest
- o. Focus on being a non-partisan voice and honest broker
- p. Focus on making our members informed, educated citizenry
- q. Focus on member activism
- r. Focus on providing a forum for members, policy makers and others to come together
- s. Focus on historical purpose—good government
- t. Focus on support of education and health as a means to reduce poverty and other socio-economic problems
- u. Focus on integration of local governments
- v. Focus on regional government or metro government
- w. Focus on control of sprawl and its fiscal and dysfunctional governmental consequences
- x. Focus on being a non-partisan think tank--analyzing, evaluating, informing, connecting, introducing threads and weaving them together for public education
- y. Focus on implementing the charter form of County government
- z. Focus on putting more power at OKI through a bi(tri?)state compact
- aa. Focus on developing Cincinnati as a successful region
- bb. Focus on being a strong voice instead of a nice voice
- cc. Focus on bold new ideas for the city
- dd. Focus on being ahead of the curve in identifying trends and potential problems
- ee. Focus on greater connectivity to the community by being a "foundation" that grants community service--inviting community stakeholders to submit proposals for use of Cincinnati resources as an annual process
- ff. Focus on the underserved population to improve their quality of life in Cincinnati
- gg. Focus on watching and correcting the truth and logic of media and political actors
- hh. Focus on government, art, education and inclusion
- ii. Focus on the current economy and its affect on quality of life in our region
- jj. Focus on governance (our roots)—current budget crisis and opportunities for government and service consolidation and merger
- kk. Focus on the "timeless" big matters rather than on the issue of the day (e.g. education, strong arts community, inclusive community, environmentally conscious community)
- ll. Focus on proposing innovative solutions and bringing leaders together to make a difference
- mm. Focus on equity in quality of life for non-whites and Appalachian whites in our community
- nn. Focus on being an effective watchdog for orgs like COAST, NAACP, county commissioners, etc

## 12. Recommendations for Achieving Enthusiastic Participation from individual Cincinnatus Members:

(based on individual responses to survey question 12)

*Survey Question 12:  
(85 answered question; 35 skipped question)*

*What makes you, or would make you, enthusiastic about participating in the Cincinnatus Association?*

- a. Want us to have success in making an impact; making a difference; more action
- b. Want us to work on a cause that i believe in
- c. Want us to work collectively on one topic per year and making a difference
- d. Want us to have a clear mission and action plan
- e. Want a more inviting orientation to be an active member
- f. Want proactive and nonpolitical action while minimizing discussion
- g. Want to act more broadly on issues like government waste rather than trying to be the education association or the inclusion association
- h. Want my voice heard
- i. Want a scope that truly addresses regional quality of life issues
- j. Want to be part of a major project with clear metrics for success; strong outcome based criteria
- k. Want exhilarating presentations and measureable results of our actions
- l. Want to having an impact on public education
- m. Want us to be leading the dialogue for the region on important issues
- n. Want to learn and make a difference with action
- o. Want to have just two focus areas and alternating programs each month to introduce new ideas and make progress on the two areas; clear focus on a few issues, with non-biased research and follow-through by the whole group rather than by a few interested people
- p. Want to work with connected and competent people
- q. Want to access community leaders for discussing and shaping key issues; want
- r. Wide exposure to those engaged in important community endeavors
- s. Want a clear definition of what we are doing and my specific role
- t. Want us to bring other organizations together around an issue for greater impact
- u. Want interesting people and ideas and a forum to meet people
- v. Want to keep up with developments in the region and discuss ideas
- w. Want us to work with top leadership to actually change things
- x. Want to see results of our efforts
- y. Want discussion among members rather than presentations at meetings
- z. Want networking opportunities
- aa. Want us to pursuing innovative ideas more aggressively
- bb. Want us to refocus our mission without specific interests in diversity, education and arts
- cc. Want greater change in Cincinnatus
- dd. Want us to take ideas into action rather than just understanding issues
- ee. Want us to moving beyond what was to what might be
- ff. Want us to be a strong "good government voice"; shaping public policy
- gg. Want us to help the region's top business leadership drive bold initiatives

- hh. Want us to support agenda 360
- ii. Want us to work with more creative processes for developing and implementing ideas related to our mission
- jj. Want us to have greater diversity (age, race, gender, etc) within the organization
- kk. Want us to focus on improving the lives of our most troubled citizens
- ll. Want us to bring unbiased analysis of how policies will impact social concerns and promoting regional solutions and bringing awareness to regional problems
- mm. Want us to work on city/county or metro-government
- nn. Want us to embrace a more progressive and leading role in the community
- oo. Want us to have clear goals for the work we will do and not just invite speakers to talk to us about the work that they are doing
- pp. Want us to have innovative and productive monthly collaboration, fully utilizing expertise of members; but, only quarterly dinner meetings

### **13. Additional Recommendations about the Future of the Cincinnatus**

#### **Association:**

(based on individual responses to survey question 13)

#### *Survey Question 13:*

*(85 answered question; 35 skipped question)*

*Do you have and additional comments about the future of the Cincinnatus Association that you would like to share??*

- a. Get high quality members. Keep in close touch with them. Let them become active as their circumstances dictate and as certain initiatives turn them on.
- b. It should not just be an excuse to get together for dinner once a month. Hard to believe that was the model that Murray Seasongood and other creators used when they made the organization's name back in the 1920's. Too many dinner meetings.
- c. In order to become more visible, we need to engage more in public debate, and not just follow the status quo trends. Being politically correct was not how we got to where we are as an organization.
- d. Cincinnatus has lost its luster and needs to regroup. There are too many cliques in the organization and everyone is not valued.
- e. Needs more young top-of-the-crop members/leaders to bring new perspective and a broader support base.
- f. We can be a significant force for improved quality of life if we select members of influence, quickly remove members not actively participating and regularly identify projects worthy of the membership and likely to create exciting and constructive change
- g. It should use methods in addition to panels to involve its members. A project orientation is one of the ways, engaging members in short term projects that can further the impact on the community It also needs to actively engage activities in Northern Kentucky
- h. Membership has been diluted out of the City of Cincinnati. Only residents of the City should vote on School bond issues, not non residents
- i. We should pursue the "reverse grant making" concept, e.g., offering ourselves to organizations that have a big need, have specific work for us, and a desire to measure progress. We could do what is in #11, using this technique. Why? First, we are assured that someone besides us wants that work done. Second, we have a partner who is willing to work with us and really wants us to succeed.

- j. The Diversity and Inclusion and the Cincinnati Commitment has been the best thing I have been a part of with Cincinnati. In general Cincinnati seems rich with intelligence and information but unclear on what we are advocating or acting to support in a collective manner.
- k. Cincinnati should focus on educating members on issues in the city and not focus on actions.
- l. Cincinnati needs to decide if it wants to educate or actually make an impact by doing. The energy of the members is diluted by the number of initiatives.
- m. Too many members are not actively involved and say they are on panels they have never attended. It has an amazing history but has lost its energy to be a catalyst for progress and change.
- n. Our devoted membership is mired in the traditional P&G approach--too slow, too boring, too deadly
- o. Awards (education) are nice but the process takes up time and does not seem to further our mission.
- p. Cincinnati should give strong consideration to merging with another organization for greater impact. Other public policy type groups are suffering in terms of membership and participation (eg. Women's City Club, League of Women Voters, Woman's Political Caucus etc) While others have their own methods of operation, pooling resources into a larger whole while allowing for individual differences may be a better way to go.
- q. We should consider merging with Citizens for Civic Renewal, which might make it possible for us to have full-time staff.
- r. If Cincinnati is going to restructure itself, it should seriously consider how it might merge with CCR, Leadership Cincinnati and other similar groups
- s. Do we already have too many organizations trying to figure out the future of Cincinnati?
- t. We should not be doing initiatives that other organizations are in a better position with time, resources and funds to implement more effectively and efficiently (eg the Commitment).
- u. We need more business/professional leaders or recent retirees, we have become mostly non-profit/civic/consultant types
- v. the group seems disjointed
- w. Like many "older" organizations Cincinnati needs to go through a transition to get to its next era
- x. We should not be an organization that pushes our members to be involved in general purpose volunteering, in the public schools or anywhere else. We should be a public policy impact organization, especially around "good government" and urban revitalization issues. We should use our dues more for effective lobbying campaigns and less for dinners.
- y. Ensure that Cincinnati's mission is aligned with the other major community blue prints for change, including United Way Agenda for Community Impact, Northern Kentucky's Vision 2015, and Cincy USA's Agenda 360. We should not attempt to reinvent the wheel, but contribute to those critical initiatives that this community has already deemed important for our success and quality of life.
- z. We should grow our membership to reflect the community we serve; add more minorities; add a broad range of political, neighborhood, racial, & institutional backgrounds.
- aa. Change the format/time for meetings to increase interaction and participation.
- bb. we need more connection between ideas presented to us and galvanizing members into acting on them.

- cc. Too many times studies are done with conclusions already made. One example is the belief that consolidations of many governments will lead to some definition of better government. I don't automatically jump to the conclusion that bigger government is better government or that government by full time political folk is better than part time citizen legislators. Even Cincinnatus folk are, at times, guilty of not thinking things through.
- dd. The large (20+ members) panels are not a good use of the Cincinnatus membership. Small groups (3 to 7) would likely result in greater accountability and progress. In large panels, we generally find only 3 to 7 people actually doing the work.
- ee. The school system needs to reduce the size of education into smaller working parts. The Cincinnatus Association should focus on building an education system locally that impacts our most challenged citizens.
- ff. Outside of the upper echelons of business and civic circles, I don't think there is common knowledge that the Cincinnatus Association exists
- gg. We have a difficult challenge in front of us but there is a need for this association.
- hh. It's seems to be a very closed and exclusive club, an anomaly in the more-open 21st C.
- ii. We need to increase participation of our membership.
- jj. Having a role that conducts additional research for the community is fine, but at some point we need to decide to pursue alignment behind existing proposals that call for innovative and progressive policies and plans to advance the quality of life and competitiveness of the region. Not every organization - nor every person - need be an opinion leader or come up with more original ideas. As is probably known, there is a perception that Cincinnatus just talks with those with whom it agrees (preaches to its own choir), only takes positions only on issues that aren't terribly controversial or innovative (more evolutionary than revolutionary), and has a tired (albeit well-positioned) membership made up of wealthy older folks who meet in one of those private clubs for dinner once in a while. It's probably time for a culture change.
- kk. Cincinnatus is a long standing well regarded institution that at times seems somewhat insular, or "club like" for lack of a better term, in its activities; promoting more open participation and discussion in making Cincinnatus a key player in public policy going forward would be beneficial.
- ll. Important that new members become engaged in panel activities because that is where the action and commitment to the organization occur
- mm. Interviewing candidates for membership is absolutely necessary. I think exit interviews should be conducted for those that choose to leave the organization and are willing to share the reasons why. I would also consider periodic interviews with long-time members who have witnessed the highs and lows of Cincinnatus over a period of years. Survey instruments are valuable, but qualitative, open and honest feedback between trusted friends can be invaluable.
- nn. Need to enable more participation by members. Each meeting should have a sheet on the table: If you want to know more about this, here's how; if you want to be involved, here's how...
- oo. Be willing to embrace the continuing process of change to an organization whose membership, priorities, and organizational culture reflect the larger community
- pp. New members should be heavily briefed in our methods
- qq. We must see that Cincinnatus survives.