

CININNATUS ASSOCIATION
STRATEGIC PLAN 2010

Executive Summary

RESULTS FROM SURVEY AND WORKSHOP

Survey Date: 7-13-09 to 7-24-09
Workshop Date: 8-12-09

Discussion Draft 8-19-09
Prepared by Ron Miller for review and discussion by
The Cincinnatus Association Strategic Planning Committee and Executive Committee

Our Mission:

We believe that the quality of life in the City of Cincinnati and in the Greater Cincinnati metropolitan area is among the highest in the United States and can be further improved.

It is our mission **to initiate, recognize, participate in and promote projects that improve the quality of life** for all citizens in this region through the study of critical issues confronting the region, by engaging community leaders and by shaping public policy.

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Survey Statistics:

Survey Participation as of 7-24-09

Total Started Survey: 126
Total Completed Entire Survey: 91 (72%)
Total Completed Multiple Choice Questions: 110 (87%)

Survey Participation as of 8-12-09

Total Started Survey: 134
Total Completed Entire Survey: 99 (74%)
Total Completed Multiple Choice Questions: 120 (90%)

Survey Invitations

Current members: 149
Terminated members (since 8-1-07): 36
External community leaders: 185
TOTAL: 370 (32% response)

Recommended Strategies

The following strategies were selected after identification and discussion of ten crossroads or tensions derived from survey results. Strategies with weak support are not listed. Strategies with the highest level of consensus are underlined.

1. Member Expectations (member education versus community service)

- a. Cincinnatus should provide opportunity for members to be informed on issues (education function)
- b. Cincinnatus should be a major force in shaping community policy (thought leader function)

ADDITIONAL RECOMMENDATIONS FROM WORKSHOP:

- c. Cincinnatus should combine strategies "a" and "c", which are integrally related, in implementation
- d. Cincinnatus should create innovative options for community discussion

2. Process Culture (study versus implement)

- a. Cincinnatus should study and make recommendations for aggressive promotion of change by others

3. Niche (our unique role in the community)

- a. bringing leaders together on innovative solutions (innovation is essential)
- b. developing Cincinnati as a successful region
- c. good government (*historical program*)
- d. governance (our roots)—current budget crisis and opportunities for government and service consolidation and merger
- e. influencing public policy
- f. making our members informed, educated citizenry
- g. member activism
- h. non-partisan think tank—early identification of trends and problems
- i. non-partisan voice and honest broker

ADDITIONAL RECOMMENDATIONS FROM WORKSHOP:

- j. Changes in Cincinnatus' role will require explanation, discussion, and acceptance by members due to great diversity of opinions on desired niche, any organizational
- k. Cincinnatus should be an issue framer for Cincinnati and the region

4. Geographic scope (urban core versus regional)

- a. Cincinnatus should focus on the region (i.e. the relationship between the region and the cities that compose its center.)

5. Work Program Structure (silo committees versus collaborating committees)

- a. Cincinnatus should retain its five panels—Arts & Culture, Community Inclusion, Education, Government, and Cincinnatus Foundation—each working independently on emerging issues and projects of interest to its members
- b. Cincinnatus should focus on one high-impact, overarching annual initiative (aligned with top community leaders) to strengthen results and motivate the "full force" toward action; all committees advocate on behalf of overarching annual initiative)

ADDITIONAL RECOMMENDATIONS FROM WORKSHOP:

- c. The five Cincinnatus panels should intersect and cross-pollinate. This should be a function of the Executive Committee.
- d. Cincinnatus Programs should occur in three layers or levels:
 - Overarching annual theme (must increased awareness of this option for members and community)
 - Panel initiatives
 - Presentations from panels and experts
- e. Cincinnatus program structure should align with and link to Agenda 360 goals, initiatives and metrics (e.g., inclusion, governance, education, etc); and Cincinnatus should take the lead in initiating this alignment, defining Cincinnatus' role, and assuring member awareness of relationship with Agenda 360.
- f. Cincinnatus should review capacity before expanding initiatives

6. Convening Purpose (committee interaction versus external presentations)

- a. Cincinnatus dinner meetings should focus on progress updates -- committee reports and related discussion

7. Implementation Structure (independent leader versus collaborator)

- a. Cincinnatus should be an independent leader --non-partisan voice and honest broker
- b. Cincinnatus should be a collaborator with like-minded civic organizations

ADDITIONAL RECOMMENDATIONS FROM WORKSHOP:

- Cincinnatus should bring groups together to form a unified voice

8. Accountability / Awareness of Impact

- a. Clarify how we measure our effectiveness (clear metrics for success; strong outcome based criteria)

9. Communication

- a. Improve organizational communications with broader publicity about what's been done in order to get more people and organizations involved and collaborating with Cincinnatus. Use Facebook, Constant Contact or other communication tools to alert members regularly about panel and meeting activity, perhaps driving them to the website for more information.

ADDITIONAL RECOMMENDATIONS FROM WORKSHOP:

- b. Organizational changes require explanation, discussion, and acceptance by members

10. Membership

- a. Improve geographic distribution (*include the region*)
- b. Improve diversity
- c. Improve utilization of new and younger members
- d. Improve retention - fully document the interests and talents of members so we can fully utilize specific people and skills on projects and issues (*institutionalize mentoring and engage fully in first month*)
- e. Survey members to document their interests and talents so we can recruit specific people in small groups based on needed skills for projects and issues as they surface.
- f. Design first meeting in September as strategic commitment meeting

**CININNATUS ASSOCIATION
STRATEGIC PLAN 2010 / STRATEGIC PLANNING SURVEY (7-24-09)**

Summary – Importance and Effectiveness

(Importance of Activity Areas and Effectiveness of The Cincinnatus Association)

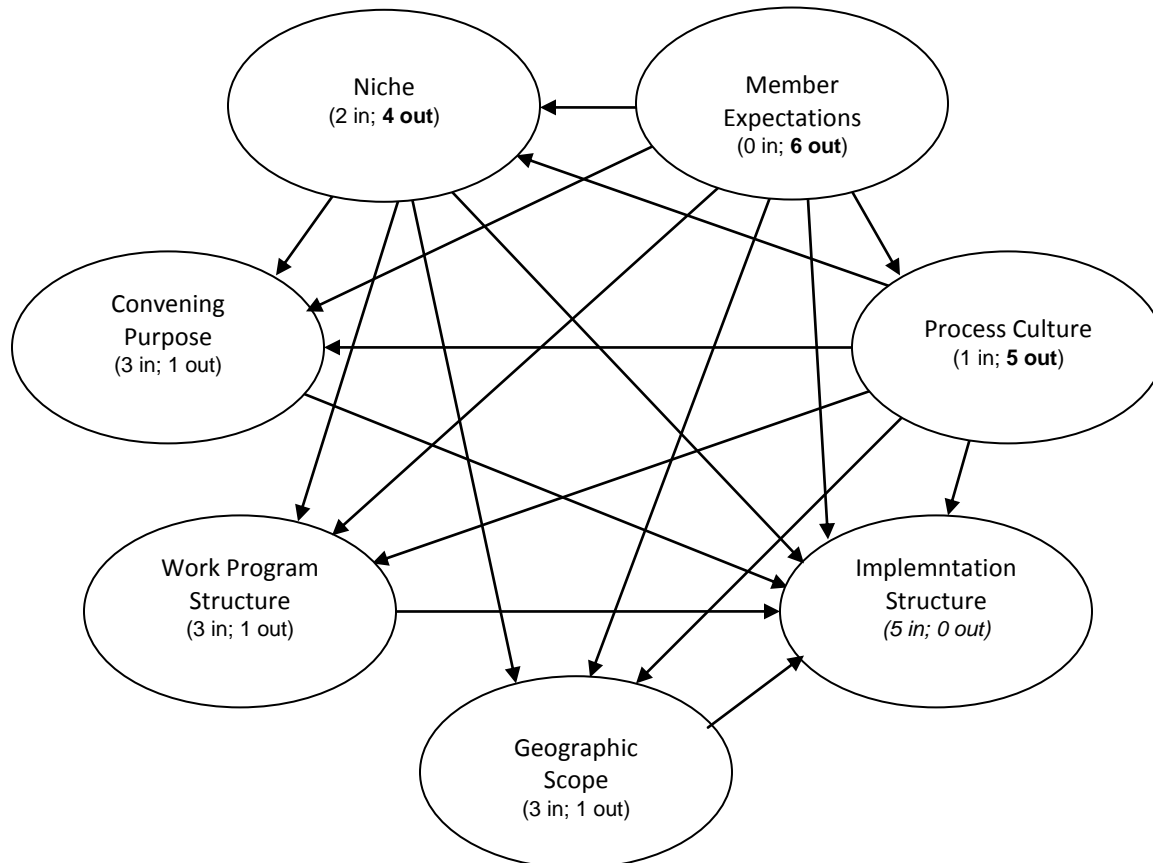
EFFECTIVENESS RATING	IMPORTANCE RATING (predominant rating of importance from 110 respondents)				
	Rated “Most Important”			Rated “More Important”	Rated “Important”
	A (by approx 62%)	B (by approx 47%)	C (by approx 40%)	D (by approx 33%)	E (by approx 36-43%)
Excellent					
Good	1. Study of critical issues confronting the region	2. Engaging community leaders			10. Respect for the reputation of people involved with us 11. Respect for the Assoc’s historical reputation
Adequate				8. Activism of members 9. Respect for practical application orientation	
Fair		3. Promoting innovative ideas 4. Making innovative ideas actionable	5. Shaping public policy 6. Success as a catalyst for change 7. Developing innovative ideas		12. Public awareness of the Cincinnatus Association
Poor					

(120 survey participants: 65 current members, 11 former members, 44 non-members; 47 female; 73 male; 10 African American, 3 Hispanic, 102 white; 58 Cincinnati residents, 62 non-Cincinnati residents; 44 civic sector, 21 public sector, 40 private sector; 3 under age 35, 11 at age 35-44, 47 at age 45-59, 59 at age 60+)

**CINCINNATUS ASSOCIATION
STRATEGIC PLAN 2010 / STRATEGIC PLANNING WORKSHOP (8-12-09)**

Decision Sequence

(Issue Precedence by Level of Influence)



Sequence for Issue (Crossroad/Tension) Discussion and Decisions:

1. Member Expectations (member education versus community service)
 2. Process Culture (study versus implement)
 3. Niche (historical [k] versus current [m] versus alternatives)
 4. Geographic Scope (urban core versus regional)
 5. Work Program Structure (silo committees versus collaborating committees)
 6. Convening Purpose (committee interaction versus external presentations)
 7. Implementation Structure (independent leader versus collaborator)
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8. Accountability
 9. Communication
 10. Membership
-

CINCINNATUS ASSOCIATION STRATEGIC PLAN 2010 / STRATEGIC PLANNING WORKSHOP 8-12-09 Crossroads / Tensions (Strategic Alternatives)		Consensus Status (straw votes)		
		Green (agree)	Yellow (resrvtn)	Red (oppose)
1.	Member Expectations (member education versus community service)			
↓ ↑	a. Cincinnatus should provide opportunity for members to be informed on issues (education function)	7	2	
	b. Cincinnatus should help members be individual catalysts in shaping our community (networking / catalyst function)	2	1	6
	c. <u>Cincinnatus should be a major force in shaping community policy (thought leader function)</u>	8		1
	d. Cincinnatus should be a community service provider—sharing its expertise and talents and resources (civic service function)	3	4	2
2.	Process Culture (study versus implement)			
	a. <u>Cincinnatus should study and recommend to aggressively promote change by others</u>	7	2	
	b. Cincinnatus should shake-up the community and aggressively implement change	3	6	
3.	Niche			
	a. bi(tri?)state compact	4	2	3
	b. bringing leaders together on innovative solutions	7	2	
	c. charter form of County government		5	4
	d. city charter	1	4	4
	e. collaborating on and coordinating related organization initiatives	5	4	
	f. control of sprawl and consequences	1	5	3
	g. current economy and its affect on quality of life	4	4	1
	h. developing Cincinnati as a successful region	8	1	
	i. equity in quality of life for non-whites and Appalachian whites	4	5	
	j. "foundation" that grants community service	1	6	2
	k. good government (historical program)	8	1	
	l. governance (our roots)—current budget crisis and opportunities for government and service consolidation and merger	7	2	
	m. government, art, education, and inclusion (current program)	6	4	
	n. implementing Agenda 360 (and identifying role s for Cincinnati)	3	5	1
	o. Improving "timeless" big matters (e.g. education, strong arts community, inclusive community, environmentally conscious community)	4	5	
	p. improving quality of life for the underserved population	2	6	1
	q. improving the lives of our most troubled citizens	1	6	2
	r. influencing public policy	9		
	s. making our members informed, educated citizenry	8	1	
	t. member activism	7	2	
	u. non-partisan think tank—early identification of trends and problems	7	2	
	v. non-partisan voice and honest broker	8	1	
	w. reducing government waste (work with Agenda 360)	2	6	1

CINCINNATUS ASSOCIATION STRATEGIC PLAN 2010 / STRATEGIC PLANNING WORKSHOP 8-12-09 Crossroads / Tensions (Strategic Alternatives)	Consensus Status (straw votes)		
	Green (agree)	Yellow (resrvtn)	Red (oppose)
x. regional government or metro government	2	7	
y. watchdog -- watching and correcting the truth	4	3	2
z. ?			
4. Geographic scope (urban core versus regional)			
a. Cincinnatus should focus on Cincinnati		1	8
b. Cincinnatus should focus on Cincinnati and First Suburbs	2	5	5
c. <u>Cincinnatus should focus on the region (i.e. the relationship between the region and the cities that compose its center.)</u>	7	2	
5. Work Program Structure (silo committees versus collaborating committees)			
a. Cincinnatus should retain its five panels—Arts & Culture, Community Inclusion, Education, Government, and Cincinnatus Foundation—each working independently on emerging issues and projects of interest to its members	<u>4</u>	<u>3</u>	2
b. Cincinnatus should reorganize as a foundation that grants community service (Invite community stakeholders to submit proposals seeking the resources of Cincinnatus members' talents and relationships--100 engaged members with 100 networks)	1	2	6
c. Cincinnatus should focus on one high-impact, overarching annual initiative (aligned with top community leaders) to strengthen results and motivate the "full force" toward action; all committees advocate on behalf of overarching annual initiative)	<u>3</u>	<u>5</u>	1
6. Convening Purpose (committee interaction versus external presentations)			
a. <u>Cincinnatus dinner meetings should focus on progress updates -- committee reports and related discussion</u>	7	1	1
b. Cincinnatus dinner meetings should focus on member education -- entertaining presentations by external experts	3	4	2
7. Implementation Structure (independent leader versus collaborator)			
a. Cincinnatus should be established as a PAC to increase influence	2	3	4
b. <u>Cincinnatus should be an independent leader --non-partisan voice and honest broker</u>	9		
c. <u>Cincinnatus should be a collaborator with like-minded civic organizations</u>	8	1	
d. Cincinnatus should merge with similar organizations		1	8
e. Cincinnatus should create a new but aligned part of the organization with a nimble ad hoc small group structure (small group partnerships) for members who prefer to dive in to short term tasks (special, one-time topics) and see results quickly rather than long term panel projects.	3	5	1

**CINCINNATUS ASSOCIATION
STRATEGIC PLAN 2010 / STRATEGIC PLANNING WORKSHOP**

Crossroads / Tensions (Strategic Alternatives)

Consensus Status
(straw votes)

Green (agree)	Yellow (resrvtn)	Red (oppose)
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8.	Accountability / Awareness of Impact			
a.	<u>Clarify how we measure our effectiveness (clear metrics for success; strong outcome based criteria)</u>	7	2	0
b.	Clarify how the community measures our effectiveness	2	7	0
9.	Communication			
a.	<u>Improve organizational communications with broader publicity about what's been done in order to get more people and organizations involved and collaborating with Cincinnati. Use Facebook, Constant Contact or other communication tools to alert members regularly about panel and meeting activity, perhaps driving them to the website for more information.</u>	8	1	
b.	Improve website to provide an effective resource for members, for prospective members and for people from the community who might want to know more about the Association, its panels and committees, and the issues it is seeking to affect.	5	4	
10.	Membership			
a.	<u>Improve geographic distribution (include the region)</u>	7	2	
b.	<u>Improve diversity</u>	8	1	
c.	Improve orientation and welcome	6	1	2
d.	Improve utilization of elder membership	4	5	
e.	<u>Improve utilization of new and younger members</u>	7	2	
f.	<u>Improve retention - fully document the interests and talents of members so we can fully utilize specific people and skills on projects and issues (institutionalize mentoring and engage fully in first month)</u>	8	1	
g.	Improve utilization of exit interviews	6	3	
h.	<u>Survey members to document their interests and talents so we can recruit specific people in small groups based on needed skills for projects and issues as they surface.</u>	7	1	1
i.	Convene fewer (e.g. quarterly) dinner meetings and more working/action meetings	5	2	2
j.	<u>Consider first meeting in September as strategic commitment meeting</u>	8	1	
k.	Consider casual opportunities for networking	6	3	
l.	Consider different meeting locations and days of the week/month.	5	4	
m.	Consider different meeting/working formats (talking circles, world café, open space, change labs, etc)	6	3	

* Voting options with colored cards:

Green = agreement; Yellow = reservations but may be willing to support; Red = opposition and unwilling to support

**CINCINNATUS ASSOCIATION
STRATEGIC PLAN 2010 / STRATEGIC PLANNING WORKSHOP 8-12-09**

Desired Headlines

The following desired headlines (aka desired results, goals, directions) were identified in response to the following question:

- *You've moved away from Cincinnati (and Cincinnati) for five years. Good things have happened while you were away and there is a front page story about Cincinnati when you return in the year 2015. What positive headline would you like to see?*

- **Cincinnati Action Leads To Most Livable Region In North America Award**

- **Cincinnati Catalyst for Improved Regional Cooperation**

- **Cincinnati: Critical Link in Achieving Common Purpose**

- **Cincinnati Brokers OH/KY Streetcar Agreement**

- **Cincinnati Takes on Problems that Affect the Common Good and Devises Effective Solutions**

- **Voters Approve Cincinnati Proposal to Merge City/County Services**

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It is our mission **to initiate, recognize, participate in and promote projects that improve the quality of life** for all citizens in this region through the study of critical issues confronting the region, by engaging community leaders and by shaping public policy.

**CINCINNATUS ASSOCIATION
STRATEGIC PLAN 2010**

Process and Schedule

	STRATEGIC PLANNING COMMITTEE TASKS	DATE
1.	Launch Cincinnatus strategic planning committee	June
2.	Review existing recommendations from previous initiatives: <ul style="list-style-type: none"> ▪ 5-10-05 Proposal for a Revitalized Cincinnatus Assoc (“blue ribbon panel”) ▪ 3-26-09 “new member focus group” 	June
3.	Complete on-line survey (re: importance and effectiveness of activities, future niche of the organization and participation interests)	July 13 -24
4.	Identify strategy alternatives (tensions/crossroads)	July
5.	Convene strategic planning workshop	August 12
6.	Recommend preferred strategies	August
7.	Facilitate Cincinnatus members’ discussion (Cincinnatus World Café)	September 8
8.	Present strategic plan to executive committee and panel chairs for discussion and refinement	September 15
9.	Present strategic plan to Cincinnatus members for approval	October 12
10.	Draft implementation concepts	November
11.	Present implementation concepts to executive committee and panel chairs for discussion and refinement	November 17
12.	Identify implementation panels, groups, partnerships, committees, etc (align membership assets with opportunities and tasks)	November+
13.	Convene groups for implementation	December +
14.	Begin preparation of implementation plans (by the implementers—panels, committees, partnerships, alliances, etc)	December +

**CINCINNATUS ASSOCIATION
STRATEGIC PLAN 2010**

Strategic Plan Committee

Committee Members

1. Bill Scheyer
2. Chuck Curran
3. Dick Adams
4. Dorothy Battle
5. George Molinshky
6. Jane Anderson
7. Joellen Grady
8. Kara Clark
9. Kent Friel
10. Melinda Kruyer
11. Mike Hammons
12. Owen Wrassmun
13. Roger Smith
14. Ron Miller, committee co-chair
15. Sean Rugless, committee co-chair
16. Steph Stoller

Workshop Participants

1. Al Dejarnet
2. Bill Scheyer
3. Chuck Curran
4. Dick Adams
5. Jane Anderson
6. Melinda Kruyer
7. Mike Hammons
8. Sean Rugless
9. Steph Stoller

Ron Miller, workshop facilitator