

CINCINNATUS 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 The Cincinnatus Association Strategic Planning Committee

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)

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.

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

**CINCINNATUS 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)