# CENTER FOR LOCAL GOVERNMENT TECHNOLOGY

## Mission

The Center for Local Government Technology provides quality outreach programs and services, including certification and accreditation that promote professionalism and efficiency for state, local, and tribal entities plus other public and private clients.

## Vision

The Center for Local Government Technology will be a recognized leader and resource for:

- Building stronger county, municipal, and tribal governments to enable them to provide a better quality of life for those that they serve

- Strengthening business and industry to help them be competitive in a global economy

- Promoting economic development

- Serving as a catalyst for creating partnerships among county, municipal, tribal, and private entities

## Core Values

- **Excellence** – We seek excellence in all of our endeavors, and we are committed to continuous improvement.

- **Intellectual Freedom** – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

- **Integrity** – We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

- **Service** – We believe that serving others is an honorable and worthy endeavor.

- **Diversity** – We respect others and value diversity of opinions, freedom of expression, and other ethnic and cultural backgrounds.

- **Stewardship of Resources** – We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

- **Loyalty** – We will be loyal to ourselves, our coworkers, our organization, and our clients.

# Goals, Critical Success Factors, Objectives, and Strategies

**Goal One.  Quality of life, economic development, healthy living, and diversity:  Improve the quality of life and contribute to the economic growth of a diverse society**

**Critical Success Factors:**

- $9,000,000 in program funding

- $700,000 in Education and General outreach funds from Oklahoma State University

- 50 proposals to secure new grants

- 90% customer satisfaction

- 13 total programs and services

- Increased diversity

*Objectives:*

*Objective 1.1:*  Increase funding from existing sources to continue and expand current programs and services.

  Strategies:

- Inform and educate legislature on programs and needs for increased funding.

- Provide data to demonstrate need for continued Education and General outreach funding.

- Educate stakeholders regarding needs and benefits of increasing funding.

*Objective 1.2:*  Obtain funding for new programs and services, both public and private, including ones relating to diverse cultures.

  Strategies:

- Make marketing presentations to potential customers in the public and private sectors.

- Partner with other entities within the Oklahoma State University system to develop seminars, conferences, and classes for diverse customer base.

- Develop new and adapt existing curriculums to offer fee-based classes.

*Objective 1.3:*  Obtain $1,000,000 in grant funding from new sources.

  Strategies:

- Apply for and secure grants.

- Engage professional grant writer.

- Utilize internal Oklahoma State University system grant and research services to find and obtain grants.

***Objective 1.4:*** Consistently evaluate and improve existing programs and services.

Strategies:

- Gather feedback from customer groups including evaluations, surveys, and advisory board input.

- Utilize internal Oklahoma State University system survey services.

- Implement improvements identified in the evaluation process.

- Research and implement innovative improvements.

**Goal Two.  Academic Excellence-Teaching, Research, and Outreach:  Pursue excellence in teaching, research, and outreach.**

**Critical Success Factors:**

- $3,600,000 in program funding
- $450,000 in Education and General outreach funds from Oklahoma State University
- 3 research projects
- 20-station computer laboratory for the Center for Local Government Technology
- 3 synchronous distance learning courses
- 2 asynchronous training programs
- Increased opportunities for continuing education credits for customers
- Increased opportunities for Center for Local Government Technology employee training and personal development
- 6 new employees
- Permanent office space
- Internal and external measurement programs

*Objectives:*

*Objective 2.1:*  Obtain adequate funding for teaching, research, and outreach projects.

Strategies:

- Inform and educate legislature on programs and needs for increased funding.
- Provide data to demonstrate need for continued Education and General outreach funding.
- Approach potential grantors and funding agencies related to projects.
- Implement fee-based classes, programs, conferences, and services.
- Solicit sponsorships and gifts from private sources.

*Objective 2.2:*  Identify and perform relevant research.

Strategies:

- Use research opportunities within grants.
- Apply for Controlled Technology Implementation Program grants from the Bureau of Indian Affairs.
- Partner with private and public entities to perform funded research.
- Partner with Oklahoma Cooperative Extension Service and other internal Oklahoma State University system entities to perform funded research.

*Objective 2.3:* Secure computer laboratory for the Center for Local Government Technology.

> Strategies:

- Approach computer companies for product donations.
- Research potential grants for equipment funding.
- Share resources with internal Oklahoma State University system entities to develop computer laboratory.

*Objective 2.4:* Develop web-based training programs and distance-learning courses.

> Strategies:

- Convert existing classes to web-based programs or distance-learning courses for existing and new customers.
- Partner with Oklahoma State University system entities to implement programs and courses.
- Obtain permanent funding for distance learning and web-based training programs and courses.
- Develop and implement fee-based distance-learning and web-based programs and courses.

*Objective 2.5:* Develop and implement courses to provide continuing education credits:

> Strategies:

- Consult with professional licensing agencies and private entities to determine requirements.
- Discuss continuing education needs and opportunities with advisory boards.
- Consult with state and federal agencies regarding continuing education.
- Develop and market fee-based continuing education credit courses to existing and new customers.

*Objective 2.6:* Hire and retain sufficient diverse personnel to adequately serve existing and new clients' needs:

> Strategies:

- Develop job descriptions based on broad-band guidelines.
- Advertise to a diverse group of applicants.
- Hire the following personnel:
  - One full-time receptionist
  - Two full-time unit assistants
  - Three full-time instructors
- Provide competitive salaries.

- Reward outstanding performance.
- Create and maintain a pleasant work environment.

*Objective 2.7:* Develop and implement a personal action plan for each employee that includes training and personal development.

Strategies:

- Assess and evaluate personal development and training needs for each employee.
- Encourage employees to attend educational and training opportunities within the Oklahoma State University system.
- Evaluate external educational and training opportunities.

*Objective 2.8:* Obtain $2.5 million for permanent office space.

Strategies:

- Seek funding through Legislative Capitol Bonds.
- Pursue capital investment grants.
- Solicit private contributions.

*Objective 2.9:* Evaluate the strategic plan and make appropriate adjustments annually.

Strategies:

- Develop and implement a strategic plan for each program within the center.
- Develop and implement individual work plans that compliment the strategic plans for the Center for Local Government and its programs.
- Keep the Center for Local Government's Strategic Planning Committee in place.
- Hold minimum quarterly review meetings

*Objective 2.10:* Develop and implement a performance evaluation process for client programs.

Strategies:

- Implement Kirkpatrick Model in programs.
- Gather feedback from customer groups including evaluations, surveys, and advisory board input.
- Utilize internal Oklahoma State University system survey services.

*Objective 2.11:* Ensure Accountability.

Strategies:

- Provide meaningful and timely data for required reports to funding and oversight agencies.
- Provide performance information to entities within the Oklahoma State University system.

- Develop a performance evaluation system that focuses on individual accomplishments to support the strategic plans of the Center for Local Government Technology and its programs.

**Goal Three.  Partnerships, Collaboration, and Synergy of Resources:  Sustain and increase partnerships and collaborations to strengthen our relationships within OSU and with our clients, and increase public and private participation.**

**Critical Success Factors:**

- $150,000 in program, sponsorship, and gift funding
- $100,000 in Education and General outreach funds from Oklahoma State University
- 25 existing partnerships
- 10 new partnerships

*Objectives:*

- *Objective 3.1:*  Obtain money, resources, technology, and technical assistance for economic development in rural Oklahoma.

  Strategies:

  - Inform and educate legislature on programs and needs for increased funding.
  - Provide data to demonstrate need for continued existing Engineering and General outreach funding.
  - Educate stakeholders regarding needs and benefits of increasing funding.
  - Solicit sponsorships and gifts from private sources.

*Objective 3.2:*  Partner with colleges or universities in Oklahoma to identify and address the needs of Native American communities.

  Strategies:

  - Collaborate with OSU Okmulgee/Creek Tribal College to serve Native American communities.
  - Partner with the University of Oklahoma Native American Studies program for training and other services.

*Objective 3.3:*  Partner with other entities to assist rural communities.

  Strategies:

  - Develop programs with Langston University for training in small rural communities.
  - Develop programs with entities such as Oklahoma Rural Development Council, Oklahoma Cooperative Extension Service, Oklahoma Municipal League, and other entities within the Oklahoma State University system.
  - Partner with other colleges and universities in Oklahoma to develop programs to benefit the state of Oklahoma.
  - Investigate partnering with entities to hold national conferences in Oklahoma, for example, coordinate with Oklahoma Rural Development Council to hold a national conference in Oklahoma.

*Objective 3.4:* Partner to obtain grants and gifts to implement the software sharing program plus archival and disaster recovery programs.

Strategies:

- Partner with Oklahoma County.

- Partner with other interested county offices.

- Partner with state agencies.

- Partner with the private sector to obtain resources.

- Consult with professional grant writer to find and obtain funding.

*Objective 3.5:* Renew and formalize existing partnerships and develop new partnerships.

Strategies:

- Renew existing contracts with state and federal agencies

- Renew and formalize existing partnerships with governmental, tribal, educational, professional, and corporate entities

- Use existing services to partner with new customer groups, locally, regionally, and nationally.

- Communicate on a regular basis with existing partners regarding potential new project and to assess programs and services.

- Acquire new partnerships with public and private entities.

**Goal Four.  Image.  Expand the awareness, strengthen the presence, and enhance the professional image of the Center for Local Government Technology.**

**Critical Success Factors:**

- $180,000 in marketing funding

- $100,000 in Education and General outreach funds from Oklahoma State University

- Marketing Plan

- 500 hours of departmental employee volunteer time

- $5,000 employee philanthropic contributions

**Objectives:**

*Objective 4.1:*  Obtain adequate funding.

   Strategies:

- Fund marketing projects through appropriate programs.

- Provide data to demonstrate need for continued Education and General outreach funding.

- Solicit sponsorships and gifts from private sources.

- Generate new revenue for marketing programs.

*Objective 4.2:*  Develop and implement a marketing plan for the Center for Local Government Technology.

   Strategies:

- Research and evaluate marketing plans of similar entities.

- Acquire external professional services and/or utilize Oklahoma State University system resources to write a marketing plan.

- Train Center for Local Government Technology personnel to implement and sustain the marketing plan.

*Objective 4.3:*  Increase philanthropic contributions by the Center for Local Government Technology to Oklahoma communities, both monetary and in-kind contributions

   Strategies:

- Develop a recognition plan to encourage staff volunteerism.

- Explore opportunities for monetary and in-kind contributions by Center for Local Government Technology employees.