



Every quarter we feature a photo from one of our member governments. This quarter:

Hamilton County

Highlights of this Issue:

- **CLG Launches New Website**
- **Utility Coordination Guide Under Development**
- **SWORRE Bid Completed**
- **Off-Site Data Storage proposed**
- **CLG 2021 Leadership Academy Coming soon**



Regular Features:

- Page 2: **About Us**
- Page 3: **New Faces/ New Places**
- Page 5: **Investment Insights**
- Page 6: **News Bits**
- Page 6: **Calendar**

The Center for Local Government 4th Quarter Newsletter

CLG Completes Solid Waste and Recycling Bid

Southwest Ohio Regional Refuse Consortium (SWORRE) Group 1 recently completed a bid for solid waste and recycling services. The communities of Fairfax, Greenhills, Loveland, Mt. Healthy and Springdale accepted a bid from Rumpke that offered a menu of different pricing options. Governments were able to choose from a menu that included weekly solid waste pickup (resident provided cart), and weekly recycling pickup with a rolling cart; weekly solid waste pickup (resident provided cart) and every-other-week recycling with a rolling cart; weekly solid waste pickup (resident provided cart) and weekly recycling with an 18 gallon bin; or weekly solid waste pickup with a cart provided by the hauler, with either weekly or every-other-week recycling with a rolling cart. Bidding a menu of options enabled the communities to customize services to fit their resident needs while at the same time enjoying the benefit of a shared service.

Pricing depended on the option and contract length. Governments were offered the option of a 3 year contract with 2 option years, or a 5 year contract. Of the commonly chosen services, the price for weekly solid waste and weekly recycling (cart) was \$14.60/residential unit/month (ru/m) for the first 3 years, and an average of \$14.86/ru/m for 5 years. The price for weekly solid waste and every-other-week recycling was \$13.85/ru/m for the first 3 years, and an average of \$14.10/ru/m. Both of these prices are roughly in line with the benchmark of \$14.46/ru/m that CLG identified when studying contracts that had been signed since July of 2019. (Please note that these contracts include both weekly and every-other-week recycling, and those prices are averaged together in the benchmark).

The next step in this process will be signing contracts with Rumpke, and putting together implementation plans. This includes briefing route supervisors on any unique elements in each community, such as local laws pertaining to the timing of pickups, how to get daily data to the communities, etc. These steps will be completed in mid January, and the new contracts will begin on March 1st.

The next SWORRE bid will take place in 2022. It will involve SWORRE Groups 2 and 3. If you would like more information, please contact T.J. White at the Center for Local Government.



The Center for Local GOVERNMENT

4015 Executive Park Dr. Suite 216
Sharonville, OH 45241

ABOUT OUR ORGANIZATION:

The Center for Local Government (CLG) located in Cincinnati, OHIO is a unique non-profit 501 (c)(3) corporation, created in 1990 as a clearinghouse for inter-governmental collaboration, training and information sharing. CLG membership consists of 58 local government in 6 counties.

BOARD OF TRUSTEES

Kristen Bitonte, Liberty Township (President)

Michael Rahall, Village of Cleves (Vice President)

Jack Cameron, Delhi Township (Secretary / Treasurer)

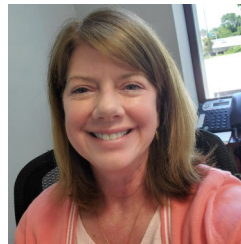
Vicky Earhart, Anderson Township

Jim Lukas, City of Sharonville

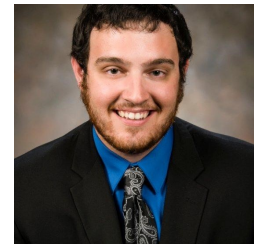
Effective Governance Through Collaboration



T.J. White,
Executive Director,
twhite@C4LG.org



Lori Stuckey,
Director of Operations,
lstuckey@C4LG.org



Cody Smith,
Assistant Director,
csmith@C4LG.org

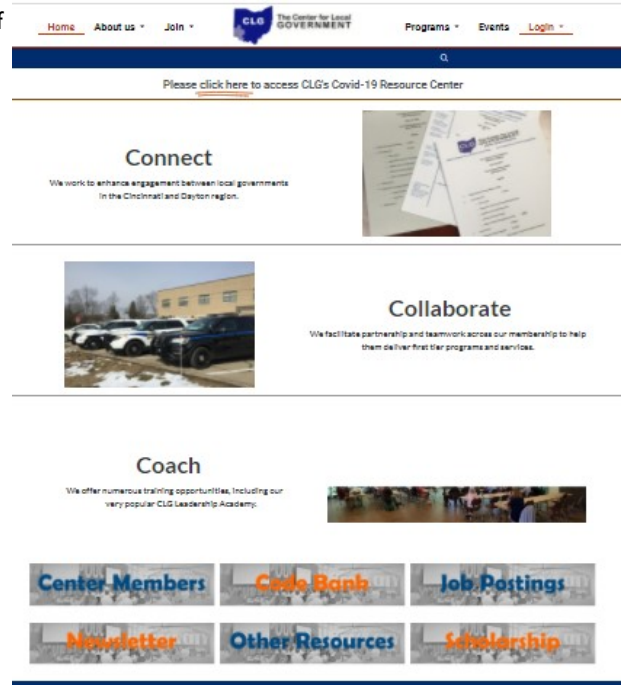
Interesting Fact: Over 36,750 Residential Units in the Cincinnati and Dayton areas get their waste picked up through a SWORRE contract.

CLG LAUNCHES NEW WEBSITE

The new Center for Local Government website is now live! CLG Director of Operations Lori Stuckey, Assistant Director Cody Smith and IT Consultant Tom Schuetz have been working on redesigning the website since early last spring. If you have not, we invite you to navigate to C4LG.org and take a look! Our goal with the redesigned website was to make it more user friendly while providing a more modern and professional aesthetic.

Some of the new features of the site include:

- Easier to navigate COVID-19 and spot survey pages
- Redesigned Member Login
- Quick reference tabs on the homepage for Center Members, Code Bank (containing 30 benchmark policies), Job Postings, Newsletter, the W.D. Heisel Scholarship and Other Resources.
- More detailed descriptions of CLG programs and services in the "Programs" tab.



We encourage you to check out the redesigned website if you have not yet, and if you have any questions or comments, please give Lori or Cody a call at (513) 741-7999



The Center for Local GOVERNMENT

2021 LEADERSHIP ACADEMY TO START IN MARCH

We encourage all CLG members to keep an eye out for our 2021 CLG Leadership Academy registration. We are anticipating that this year's Academy will be virtual, but we will still be holding all six of our comprehensive classes. The 2020 Leadership Academy was also held virtually via zoom. Please keep an eye out for the 2021 "brochure" and application material, which will be released in late January.

Since its inception, 134 people from 44 CLG and Miami Valley Risk Management Association (MVRMA) governments have graduated from the Leadership Academy, with at least 4 having moved into Chief Administrative Officer positions. The Academy was also the winner of the 2019 Ohio City/County Management Association (OCMA) Intergovernmental Cooperation Award and has received multiple grants from local foundations.

2021's classes will include Local Government 101, Effective Communication Styles, Economic Development and Land Use, Human Resources, Finance, and two classes offered through Xavier University's Executive Leadership Program. We have partnered with Xavier University since the beginning of the Leadership Academy in 2014, offering a Managing Different Leadership Styles class or a Strengths Based Leadership class for our students. However in 2021, although we will offer the Strengths Based Leadership class, instead of Managing Different Leadership Styles we will be offering a class called Driving Strategy at Every Level.

The Leadership Academy is open to up to 20 staff members from CLG and MVRMA member communities. Due to high demand, this has to be limited to one space in the Leadership Academy per community. (Second spaces for communities are available if we do not reach the 20 person threshold during the initial application period). If multiple people from one community apply, it will be up to the Chief Administrative Officer of that community to prioritize which person gets in.



NEW FACES / NEW PLACES: WELCOME TO NEW LINCOLN HEIGHTS VILLAGE MANAGER

Please welcome Joyce Powdrill as the new Village Manager of Lincoln Heights, Ohio. Joyce has over 25 years of expertise in the following areas: commercial banking, credit analysis, business development, community and economic development, strategic planning, portfolio management, and stakeholder relationship experience. She is considered a trusted advisor, and a highly talented professional with a distinguished record of performance and professional achievements.

Joyce has been heavily involved in the Greater Cincinnati community. She has served on the Board of the Findlay Market Corporation, St. Aloysius, the Bond Hill Community Council, and the Bond Hill / Roselawn Collaborative. She has also served as CEO of Joyce Powdrill and Associates where she provided a number of services including strategy development, portfolio management, community and economic development, and strategy development.

Please feel free to reach out to Joyce at jpowdrill@vlho.org or (513) 733-5900 x102.



Joyce Powdrill



OFF-SITE DATA STORAGE RFP BEING DEVELOPED

The CLG Data Backup Task Force has met several times recently to discuss the progress made in drafting an RFP for combined data backup/ disaster recovery capabilities. The task force is continuing work on an RFP that will solicit proposals from regional Information Technology Centers. During the last meeting, the task force discussed including language that will address standard service-level agreements and data security protocols, and is implementing those into the RFP.

In addition, a rough timeline has been established that would allow for implementation of a selected vendors' proposal. The timeline is currently as follows:

- Publication of RFP-April
- Selection of a vendor-July
- Contracts approved and signed-August
- Services begin-January 2022

This timeline accounts for potentially delayed responses from our targeted vendors, given that we are going out for this RFP during their "busy" season. The task force members are also allowing ample time for the vendors to develop the best possible comprehensive proposal. Lastly, this timeline provides time for members to have the necessary budgetary discussions within their own jurisdictions and allow time for implementation.

The next task force meeting will be January 8th at 1:30 PM via Zoom. We invite any government that is interested in learning more about the RFP, or attending the next meeting, to contact CLG Assistant Director Cody Smith at (513) 741-7999 or csmith@C4LG.org.

UTILITY COORDINATION GUIDEBOOK BEING DEVELOPED

The Center for Local Government is currently exploring the concept of developing a Utility Coordination Guidebook that will allow government officials and utility providers to more efficiently coordinate on projects within their jurisdictions.

This project builds off of an earlier effort undertaken by CLG that has recently found a renewed focus. The initial impetus for this project was the difficulty that can, at times, take place for government employees to be able to get in contact with the correct personnel at the utility providers when discussing an ongoing or future project.

While this project is still in the early phases, CLG is working to identify the most appropriate form for the guidebook to take so that it is easily accessible by the CLG membership and utility providers, and so that is sustainable and easily updated as projects and positions change. CLG is also identifying the appropriate contacts with Duke Energy, Spectrum, Greater Cincinnati Waterworks, Metropolitan Sewer District and Cincinnati Bell. The guidebook will be updated on a consistent basis to ensure that all contact information is up to date and ongoing projects are accounted for.

If there are any questions, please contact CLG Assistant Director Cody Smith at (513) 741-7999 or CSmith@C4LG.org

UNIVERSITY OF DAYTON STUDENTS CONTINUE WITH CLG PROJECT

The Center for Local Government has partnered with the University of Dayton (UD) Management Information Systems (MIS) program to provide a capstone opportunity to five students. These students, all seniors, are working with Center staff to identify improvements to the CLG Datacenter.

At this point, the two main areas of focus are improving the user experience in Knack (the software we use for the Datacenter), and providing additional options for pay data searches. Currently, governments use a filtered search system in Knack. If we are successful, governments will also have the option of a keyword search through Googlesheets.

This project will continue through the Spring semester at UD. We will hopefully have results to report by May.



INVESTMENT INSIGHTS: CLG TREASURY ASSET MANAGEMENT PROGRAM

In 2010, the Center for Local Government (CLG) created the **Treasury Asset Management Collaboration (TAMC)**. This initiative was developed to identify registered investment advisory firms who understand the needs and nuances of managing public fund assets and are willing to work with the members of the CLG independently on a pre-negotiated fee schedule. SJS Consulting and Redtree Investments were chosen by RFP to be our investment advisory firms. Investment Insights is a regular CLG Newsletter feature where SJS and Redtree share their thoughts on the investment landscape. This quarter's article comes from Redtree Investments:

Investment Returns on Courage

As a leader, you will be faced with many obstacles throughout your career. This past year is likely a time none of us will forget. Whether these times affect us personally, professionally, or both, a year like last is a time where we become stronger than before. The experiences we gain from this will make us better people and better leaders.

A topic of discussion we often see in the public finance world but is not often discussed in a public format is the idea of being a leader when it comes to making investment decisions. These decisions are no different than any others you make in your role. As City Managers, Treasurers, Finance Directors, etc. you know that your entities share a lot of similarities, but you all still have individual needs. It is gathering that information and then making an informed decision on that information with confidence that can be a bit tricky to navigate at times.

Information gathering is where it all begins and comes well before any investment decision making. Considerations surrounding many variables must be examined to make prudent choices. Items like your entity's investment policy are a good starting place. Please take a moment and read the investment policy.

Next are cash flows and investment horizons. Examine cash flows thoroughly. Your budgeting process should prove to be very helpful in this step.

While many variables certainly exist when making investment decisions, one other important variable comes to mind and takes courage to ask a sometimes-difficult question. That variable is time resources, and the question is, "Should I utilize outside resources?". You have many responsibilities, one of which is making informed investment decisions. Do you have the time to do the research and manage a portfolio of investments in a prudent manner? It is ok to ask for help. Be that an investment advisor or a broker there are resources that can fit the investment process for your entity.

Ultimately, decisions must be made and sometimes these decisions can be difficult. The question then is, which avenue is right for you and your entity as it relates to investment decisions? Do you manage in house or engage with other investment professionals?

This is the basis of having courage and using it in the investment decision-making process. This is where you and your entity can earn returns on that courage.

RedTree Investment Group (RedTree) is a federally registered investment adviser under the Investment Advisers Act of 1940. Registration as an investment adviser does not imply a certain level of skill or training. Neither the information nor any opinion expressed constitutes an offer, or an invitation to make an offer, to buy or sell any securities.



NEWS BITS

Combined HR & AP Virtual Training

CLG is hosting a presentation on managing work stress during the Covid-19 pandemic. This will take place via Zoom on Thursday January 7th at 11:30am. Our presenter will discuss managing and maintaining mental health and handling stress, dealing with differing views on the pandemic and how to advocate for yourself, and transitioning back to the office for people who work from home (if you are required to be in the office). If you are interested in attending this session, please contact Lori Stuckey at LStuckey@C4LG.org before 11am on Thursday January 7th. The cost of the training is \$10, and will be invoiced after the training for late sign-ups.

CLG Dues

Annual CLG Membership Dues invoices will be distributed around the January 19th / 20th timeframe. If you are the Chief Administrative Officer of a CLG member community, please be on the lookout for your annual invoice. We are happy to report that membership dues will remain at the same level in 2021: Membership dues cost either \$7,500, \$3,825, \$2,000 or \$1,225 per year depending on the size of your community's operating budget. We have not raised dues since 2007, and will continue to keep these numbers stable as long as possible.

SOCIAL MEDIA

The Center for Local Government has entered the world of social media with a Twitter presence. We can now be found at [@C4LG2018](https://twitter.com/C4LG2018). We joined Twitter because we thought that was the best platform to provide information to our audience of local governments and local government staff members / officials. This will supplement our normal communications tools, and will be a good way to get insights from our trainings, meetings, and other initiatives as they happen. We will also use this platform to help inform you about interesting news from our member governments.

CLG CALENDAR

Combined Human Resources and Administrative Professionals Training (virtual), new date is January 7, 2021, (was originally scheduled for 12/10/2020) Managing Work and Stress During the Covid-19 Pandemic. Cost is \$10.00, [click here to view the flyer](#). Please RSVP to Lori Stuckey by 10:00am on January 7th.

Managing Snow and Ice – When Winter Maintenance is “In the House” series of 3 recorded webinars, presented by MVRMA, **Session 1** – The Ground Floor – Overview, Responsibilities & Liability, **Session 2** – A Step Up – Decision Making Factors, Strategy & Applications, and **Session 3** – The Roof Tip – Preparations, Equipment Maintenance & Calibration, Evaluation & Documentation, & Technology & Industry Trends. Cost is \$60 per participant for all 3 sessions. Webinar link will be emailed once registration is received. [Please click here](#) for more information and to register.