

The 2021 Center for Local Government Leadership Academy



DURATION: March - August

YOU WILL LEARN: Local Government 101, effective communications, leadership strengths, finance and budgeting, HR best practices, and economic development.

WHO IS ELIGIBLE: Staff members from any Center for Local Government or Miami Valley Risk Management Association member community. (1 per community during the first round of applications).

COST: \$650/participant (Price may reduce if grant funding is secured)

Local governments are experiencing retirements and staff reductions. This decreases institutional knowledge and increases everyone's workload. This also heightens the need for governments to identify future leaders.

The CLG Leadership Academy was designed to address those needs. In addition to providing an educational opportunity to current and future organizational leaders, the Leadership Academy will provide a chance to build relationships between employees of neighboring governments who may not otherwise have a chance to interact. The CLG Leadership Academy was designed by local government practitioners for local government practitioners. As it enters its 7th year in 2021, this OCMA Award winning program has been continually recognized as an effective training tool for local government.

The Leadership Academy consists of 6 classes– one every month. All Leadership Academy classes are taught by a mix of local government practitioners and subject matter specialists. Classes are designed to focus on practical applicable skills, such as effective communications, leadership styles, human resources and finance. More information can be found in the following pages. *NOTE that for 2021, due to the Covid-19 pandemic, the Academy will be primarily virtual this year.*

The Leadership Academy by the numbers:

- **134:** Our number of graduates since the program's inception in 2014. **44 governments** have sent someone through the Leadership Academy.
- **2019:** The Leadership Academy won the Ohio City/County Management Association 2019 Intergovernmental Cooperation Award.
- **4:** At least 4 Leadership Academy alumni have moved into Chief Administrative Officer (e.g. City Manager) positions so far.

To learn more about the Leadership Academy, keep reading! We hope to see you virtually this spring.



WHY SIGN UP FOR THE CLG LEADERSHIP ACADEMY?

WHO SHOULD PARTICIPATE IN THE CLG LEADERSHIP ACADEMY?

The Leadership Academy is designed for any employee of a CLG or MVRMA member community who wants to improve their leadership or management skills. This could include lower or middle managers, or people without management positions who wish to enhance their skill set to move into a leadership position. The Academy is also open to people who currently hold senior management positions (including that of Chief Administrative Officer).

- Prior classes have included a City Engineer, A Fire Chief, an Information Systems Coordinator, an Administrative Assistant, a Special Events Coordinator, An Assistant City Manager, a Finance Director, and many other positions at all levels.

WHAT ARE THE BENEFITS OF PARTICIPATING IN THE LEADERSHIP ACADEMY?

- Leadership Academy participants will learn leadership and management techniques from a mix of practicing local government professionals, instructors from local universities, and other subject matter experts.
- Participants will have a choice of one of two courses taught by Xavier University, alongside other local government and business professionals.
- Participants will have an opportunity to meet and build relationships with people on a similar career track from neighboring jurisdictions. This may help spur future intergovernmental collaboration.
- Our 134 Leadership Academy graduates can often be found today sharing information or working together on projects on behalf of their communities. You will get to meet some of these alumni to discuss how to best leverage your Leadership Academy experience. In fact, Leadership Academy alumni teach both our Budgeting / Finance class and our Economic Development and Land Use class.

HOW DO I SIGN UP?

[Click here to fill out the application form](#). Then have your Chief Administrative Officer sign the [Leadership Academy authorization form](#) and e-mail it to TWhite@C4LG.org. We require the authorization form for three reasons:

- 1) The Leadership Academy will consist of six full-day classes plus one half-day. That is a significant time commitment;
- 2) It is important that you have a conversation with your Chief Administrative Officer about your leadership ambitions prior to starting the academy.
- 3) **For the first round of recruitment, we will only accept one person per government. If a government has multiple applicants, and we do not have space for everyone, we will ask the Chief Administrative Officer to designate someone for this year's academy, and someone for next year's academy.**



WHAT CLASSES WILL I TAKE?

LOCAL GOVERNMENT 101

Date: Wednesday March 17th (Part I); Wednesday March 24th (Part 2)

Location: Virtual Via Zoom (Link will be distributed to Academy participants a week before each class)

Time: 9am-12pm each day

An introduction to the CLG Leadership Academy, this class provides an overview on local governments, and their various structures and roles. This class will also cover the role of the Administrator, elected officials, and other government officials. The main question this class answers: What do you know about local government in the tri-state area? Ohio Plan Executive Director Mike Hinnenkamp and other local officials will guide this class. Additionally, you will have a chance to meet your fellow participants and hear from previous participants about how best take advantage of the Leadership Academy.

- **Part I** will cover an overview of local government in Ohio and the surrounding States, as well as group problem solving exercises. This will also provide an opportunity to meet your fellow classmates.
- **Part II** will cover topics such as ethics, open records, and other legal issues of importance.



Local Government 101



WHAT CLASSES WILL I TAKE ?

XAVIER UNIVERSITY LEADERSHIP EXPERIENCE

Leadership Academy participants have the option of **selecting one of two** Xavier University Public Sector Leadership Institute course offerings:

Driving Strategy at Any Level

Date: Tuesday April 20th

Location: Virtual (link will be distributed by Xavier University)

Time: 8am-4pm

- In this program, you will learn to design a plan your team can implement, create a vision to direct your time and resources, and decide your priorities. Moving to implementation you will also learn tools to transform you and your organization, work past procrastination to stay focused on what's important, and build assessments to gauge where there is still room for improvement.

OR

Strengths Based Leadership

Date: Wednesday April 21st

Location: Virtual (link will be distributed by Xavier University)

Time: 8am-4pm

- Strengths Based Leadership applies the Gallup strengthsfinder assessment to the leadership arena. This program challenges leaders to assess, understand and maximize their own strengths and invest in developing the strengths of others. Strengths Based Leadership includes an in-depth assessment of your leadership strengths, and helps you integrate the results of this assessment with your specific business goals. There are opportunities to focus and practice how to leverage your individual strengths, through role playing and hands on activities, allowing for learning in a low risk environment.

Participants will be asked to select which Xavier class they would like to attend on their registration form.

The class limit is 10 per class, filled on a first come first served basis.



WHAT CLASSES WILL I TAKE ?

COMMUNICATING IN THE WORKPLACE AND IN PUBLIC

Date: Wednesday May 12th

Location: Virtual Via Zoom

Time: 9am-3pm

Description: You will learn about conflict resolution in the workplace, listening for understanding, and public speaking skills. This will include a number of interactive activities in order to hone your skills on these topics. This class will be taught by Shelly Bamberger and by Sean Reynolds, two experts in communication who have worked with a number of our communities.

HUMAN RESOURCE MANAGEMENT

Date: Wednesday June 9th

Location: Virtual Via Zoom

Time: 9am-3pm

Description: Doug Duckett, former Human Resources Director for Butler County and the City of Loveland, as well as previous chair of the Ohio Public Employee Labor Relations Association, will guide the class through an interactive class covering interviewing, performance, evaluation, employee discipline, and other practical human resources issues that apply at the department head level in a local government. Participants will have the opportunity to practice interviewing and performance evaluation techniques during this class.

BUDGETING AND FINANCIAL PRINCIPLES

Date: Wednesday July 14th

Location: Virtual Via Zoom

Time: 9am-4pm

Description: This class covers the basics of fund accounting, revenue and debt. The class also addresses budget policy, including topics such as the budget process, capital and operating funds, restricted funds, enterprise funds, and the general fund. This is all done with an eye on helping employees know what to consider to make a good budget recommendation. Instructors for this class include Michelle Greis of Liberty Township, and Kelly Flanigan of Miami Township (Clermont County).



WHAT CLASSES WILL I TAKE ? (CONTINUED FROM PAGE 5)

LAND USE AND ECONOMIC DEVELOPMENT

Date: Wednesday August 11th

Location: Virtual Via Zoom

Time: 9pm-4pm

Description: See how economic development and land use affect all of the aspects of government operations. This class will also teach you about the different players and tools in the economic development and land use arena. You will also hear from representatives of the regional economic development organizations that help us compete with our peer cities. Caroline McKinney of Liberty Township and Jennifer Patterson from Monroe lead this class, along with additional guests from around the region.

CLG ANNUAL MEETING AND LEADERSHIP ACADEMY GRADUATION

Date: Wednesday September 15

Location: To be determined– Assume it will be virtual, but if there has been success controlling Covid-19, we may look for a properly socially distanced live location

Time: To be determined

Description: You will be honored at the 2021 CLG Annual Meeting. This will provide a chance to be recognized and to network with Chief Administrative Officers and other representatives from CLG's member communities. PLEASE MAKE SURE YOUR SUPERVISORS CAN ATTEND. They have invested time and money into the Academy, and we want to make sure you are recognized.





WHAT AM I COMMITTING TO?

We have designed the Center for Local Government Leadership Academy to be compatible with your work commitments. As such, we only have one class per month, and there is no overnight retreat or any group project. However, in order to make sure you get the most out of the Leadership Academy experience, we ask that you are able to commit to the following:

ATTENDANCE

- Leadership Academy classes run from March until August. We have attempted to always schedule these on Wednesdays from 9:00am until 4:00pm, but there are some exceptions.
- We expect attendance at all classes, but we understand if a work emergency or other extraordinary circumstance causes you to miss a class. If you miss a class, you are expected to find an alternative training to attend on a similar topic. This alternative training would be subject for approval by the CLG Leadership Academy Planning Committee. Please seek out T.J. White (TWhite@C4LG.org) if you have to miss a class.
- If you miss more than two classes, you may be asked to withdraw from the program.

REFLECTION AND EVALUATION

- Each Leadership Academy participant will be provided with a binder to hold any class materials or handouts. Each binder will also have a reflection form, **asking you to identify what your takeaway from each class was, how you would apply the lessons of that class to your job on a day-to-day basis, and how you would apply the lessons of that class to your career.** These are for you to keep. Do not turn them in.
- You are expected to come with one topic to share with your peers. **Every class has a period of networking time for people to ask advice of each other.** While we may not get to every topic, it is important that you use this opportunity to use the collective knowledge of the group.
- Finally, you are also expected to fill out all class evaluations. These will be distributed online after every class.



The Center for Local GOVERNMENT

HOW DO I APPLY TO THE CLG LEADERSHIP ACADEMY?

- Please see the attached application form to apply to the CLG Leadership Academy. Please note that the **deadline for the first round of applications is 5pm on Friday February 19, 2021**
 - If all 20 Leadership Academy seats are not filled after the first round, we will open a second round.
- **There is only space in the initial Leadership Academy for 20 people.** Also keep in mind that the Xavier University course offerings will be filled on a first come first served basis. ***In order to ensure that we are fair to all potential participants, we will only accept one person per government. If we have not filled all 20 seats in the Leadership Academy at that point, we will open it up to a second person per government.***
- **Finally, the cost for the Leadership Academy is \$650. CLG always applies for grants for the Academy on an annual basis. This may reduce the tuition cost. If you are accepted to the academy, do not P.O. for an invoice until we announce whether there will be a tuition reduction.**

WE HOPE YOU'LL CONSIDER BEING PART OF THE 2021 LEADERSHIP ACADEMY CLASS!

Click here to learn more about the Center for Local Government



Click here to learn more about the Miami Valley Risk Management Association



Click here for additional information about the Xavier University Public Sector Leadership Program (Please note that the Driving Strategy at Any Level and the Strengths Based Leadership Class costs are covered in your Leadership Academy tuition. You will need to pay the full class tuition listed in this brochure if you intend to attend any additional Xavier University classes).