



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

Highlights of this Issue:

- CLG Solar Power Bid
- Solid Waste and Recycling Bids Published
- CLG 2022 Leadership Academy Starts
- Spring CLG Trainings in the Works
- CLG Strategic Planning Process Starting
- March CAMA Meeting



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The Center for Local Government 1st Quarter Newsletter

2022

CLG Solar Power Bid Project Progressing

On-site solar power has become an increasingly viable option for residences and businesses throughout the region, and local government facilities are no exception. In late 2021, we began developing a potential multi-government on-site solar power bid project. During our previous Newsletter, we provided a preliminary overview of what this type of bid could look like. During the first quarter of 2022, we have been able to flesh this project out, and we are excited to report on our progress.

In a nutshell, this is a project to jointly bid the design and construction of on-site solar arrays for local government facilities. These arrays could be roof mounted or ground mounted, and would be designed to maximize the solar generating potential of the sites where they are located. While this means that each local government would need its own design, this bid would standardize the pricing of common elements, such as individual panels, inverters, and other equipment that is necessary to solarize a structure. Solar arrays would be paid for out of a participating government's capital budget, or through any grant funding they may procure. There are other financing methods such as "power purchase agreements" (PPAs), but we are not pursuing this on the current bid.

At the moment, seven governments have been working with CLG staff and legal counsel to fully flesh out this bid. The next step is for the participating governments to provide the specifications of their specific sites. These specifications have been developed with the help of solar consultants individually selected by the participating governments. Once these "site profiles" have been developed, the bid will almost be ready for publication. We are aiming for a summer 2022 publication date. As with any bid, there is not an obligation for a participating government to accept the final results. With that said, we are hoping for a successful and viable program.

If you are interested in learning more about this project, please reach out to T.J. White at TWhite@C4LG.org, or at 513-741-7999.



The Center for Local GOVERNMENT

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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 59 local government in 6 counties.

BOARD OF TRUSTEES

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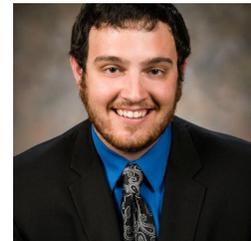
Effective Governance Through Collaboration



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Interesting Fact: The up-front costs to participating governments (legal, bid advertisement) of the Southwest Ohio Regional Refuse Program have dropped 95% since the first bid in 2010.

TWO SOUTHWEST OHIO REGIONAL REFUSE PROGRAM BIDS PUBLISHED

The Southwest Ohio Regional Refuse Program (SWORRE) is a multi-government solid waste and recycling bid managed by CLG. This program, which started in 2010, consists of three bidding groups. Between all three groups, there are 14 governments representing roughly 38,190 residential units. In the first quarter of 2022, we published our bids for our "Cincinnati Group 2" and our "Dayton Group 1."

Dayton Group 1 consists of Bellbrook, Brookville, and Miamisburg. Their bid was published on March 7th, with responses due on April 21st. Cincinnati Group 2 consists of Deer Park, Mariemont, Milford, Monroe, Silverton, and Woodlawn. Their bid was published on March 21st, with responses due on May 5th. Bids were distributed to all of the solid waste and recycling companies in the area, including Rumpke, Republic, Waste Management, and Bestway Disposal. We are looking forward to hearing back with pricing.

Every SWORRE bidding cycle involves new innovations, and the 2022 groups are no different. New for this year's bid are residential yard waste collection in the Cincinnati area bid, and a desire for information on alternatively fueled vehicles. Additionally, Mariemont is bidding with the group for the first time.

We will update the CLG membership as we receive pricing in the coming weeks.





THE 2022 CENTER FOR LOCAL GOVERNMENT LEADERSHIP ACADEMY KICKS OFF

The Center for Local Government Leadership Academy is an award winning 6 class program for aspiring local government managers and department heads who work for CLG or Miami Valley Risk Management Association governments. On March 16th, our 9th group of Leadership Academy students began their classes with Local Government 101. Local Government 101 is an overview of City, Village, Township and County government in Ohio. Ethics is also discussed, as are Ohio sunshine and open meetings laws. They will follow this class with a class taught by the Xavier University Executive Leadership Program, an effective communications class, a finance class, a human resources class, and an economic development class.

All of these classes are all-day classes that provide intensive crash courses in the above subjects. Our instructors are a combination of local government practitioners (many of whom are Leadership Academy graduates) and paid subject matter experts from around the region. Over 50 governments have a Leadership Academy graduate working for them. We are excited to introduce you to this year's group:

Lyle Anthony	Washington Twp	Jack Kuntz	Clayton
Brad Bird	Indian Hill	Rachel Murray	Blue Ash
Jordan Boyd	Mason	Geoff Payne	Colerain Twp
Chris Burdsall	Miami Twp (Cler)	Brad Roettle	Miami Twp (Cler)
Stephen Busam	Sharonville	Steve Sanders	Springdale
Alex Carlson	Miami Twp (Mont)	Corey Straight	Centerville
Jennifer David	Liberty Twp	Dan Sunderman	Sharonville
Karli Dyer	Mason	Chris Wilkins	Mason
Adrian Feree	Monroe	Mark Yandrick	Centerville
PJ Ginty	Anderson Twp	Samantha Zimmerman	Middletown
Julia Grace	Delhi Twp		



The 2022 Leadership Academy group discusses an exercise.

Discussing DISC Styles



Working on a group exercise

Interesting Fact: The CLG Leadership Academy started back in person after two years of being virtual.



EXCITING TRAININGS COMING SOON

The Center is busy planning a slate of upcoming trainings that we are excited to bring to our membership in the near future.

Finance for Non-Finance Personnel

The first event that we are working on putting together is a training on “finance topics for non-finance personnel”. This will be similar to events that we have held in the past, and will allow non-finance personnel and department heads to understand how their work plays a role in the finance professional’s job, and in the organization as a whole. We are aiming to make this a half-day session that tackles four different topics, with speakers that are experts in their given fields that facilitate a better understanding of the role finance plays in an organization and how all teams can work together toward a common goal.

Spring '22 Human Resources Luncheon

CLG’s Spring HR Luncheon is approaching very quickly. While we are still working on the details for the luncheon, we are very excited to be back in-person again for this spring’s event. Please keep an eye out for more details on this event, which will be coming soon!

CAO Roundtable Forum

Attention CAOs! The next roundtable event is coming up on our slate of spring events. These events do not carry a specific topic, but rather are an opportunity for managers and administrators to get together with their peers to discuss and ask questions on topics relevant to their jurisdictions and get to know the community of CAOs in the region. Please keep an eye out for more details coming on this soon!

Succession Planning Training

If you attended our Fall '21 HR Luncheon then you have already met Ray Justice and Terri Vetter from the Ohio Department of Administrative Services and were able to learn a little about successful succession and transition planning from them during that event. The presentation featured at the fall luncheon was a condensed version of a longer, half-day workshop that the Department of Administrative Services offers that gives a more in-depth look at strategies for successful implementation of these plans, why they are so important to have in our organizations, as well as an overview of the State of Ohio’s succession planning model. CLG is exploring an opportunity to bring the full workshop to our area and to be able to offer training on that important topic to our membership!

Spring 22' Administrative Professionals Luncheon

CLG’s annual Spring Luncheon will be held May 10th at Montgomery Inn in Montgomery. Dave Elmer will speak on the topic of “Professional Development/How to become a Valuable Employee” Details, including invitation coming soon!

CLG STRATEGIC PLANNING PROCESS ABOUT TO BEGIN

The Center for Local Government will soon be undertaking the Strategic Planning process for 2023-2028. These goals are the guiding principles that staff will use over the next 5 years to continue carrying out our mission and provide the best value and service delivery to our members. The current 2017-2022 Strategic Plan, as well as each yearly update, is available to view on the Center for Local Government website.

The Strategic Planning process relies heavily on input from our membership. When the Center undertook its 2017 Strategic Planning process, the first step was a customer satisfaction survey of our members. With this information, CLG staff were able to complete a SWOT analysis and develop a strategic plan that speaks to each portion of the SWOT analysis. Another exercise that we may ask our members to participate in are focus groups that seek to either improve current programs, or identify opportunities for new services that CLG can provide. The Strategic Plan serves as the guiding framework for CLG to serve its members, and as such, it is critically important to have member participation in the planning process. In the coming months, we will be asking for your participation in various forms during the planning process and we hope that you will take the opportunity to help guide CLG’s service delivery for the next 5 years.



NEW PLACES/NEW FACES: CLAYTON JOINS CLG; NEW MANAGERS IN MIDDLETOWN AND SYCAMORE TOWNSHIP

The first quarter of 2022 has seen a large number of new faces in new places. We will start with the City of Clayton, who recently joined CLG as our 59th member community. Clayton's City Manager is Amanda Zimmerlin, who has also worked as Assistant City Manager in Madeira and Assistant City Administrator in Springdale. Please welcome Clayton to the CLG membership. Amanda Zimmerlin can be reached at azimmerlin@clayton.oh.us.



Amanda Zimmerlin

Paul Lolli has taken over as the Acting City Manager in Middletown. Mr. Lolli also serves as Middletown's Fire Chief. He has served in the Middletown Fire Department for over 30 years. Please extend a welcome to Chief Lolli as he settles into the City Manager role. He can be reached at paullo@cityofmiddletown.org.

Tracy Kellums is the new Interim Township Administrator in Sycamore Township. Mr. Kellums has been with the Township since 1983, and has served as Assistant Administrator since 2017. Prior, he served as Sycamore's Maintenance Superintendent. Please also extend Mr. Kellums a welcome at tkellums@sycamoretownship.org.



Tracy Kellums



Paul Lolli

If there are any new faces in new places that we may have missed or that you would like to highlight, please contact us at TWhite@C4LG.org.

LOCKLAND WORKING WITH PEPPER CONSTRUCTION TO RENOVATE HISTORIC STEARNS AND FOSTER BUILDING

Pepper Construction will renovate the historic 22,000 SQFT former Stearns & Foster Office building as their South West Ohio headquarters and showcase space. This building is all that remains of the 15-acre industrial campus which served as the cradle of industry in north-central Hamilton County starting in the late 1800s. The long-vacant office building at 100 Williams St. was at risk of demolition.

The project makes use of the newly designed national register historic district and was awarded State and Federal Historic Tax Credits in late 2021. Hamilton County and the Village have both provided grants to support the project. Pepper will bring 60 to 90 new jobs and a capital investment of \$8,500,000 to the Village of Lockland. It is a transformational investment in the business district and is the Village's ideal developer/end user.



Rendering of the newly renovated Stearns and Foster site

Interesting Fact: CLG is on pace for a record number of spot surveys in 2022



CLAYTON, ENGLEWOOD AND UNION FIRE DEPARTMENTS COLLABORATING

In 2018 the Clayton, Englewood and Union Fire Departments started conducting joint trainings on a regular basis due to the amount of AMAR or mutual aid we provide to one another on a regular basis. The fire departments realized the benefits from these AMAR responses and joint trainings, so the discussion started, can we do better for the community? The answer was yes, from a fire department prospective. Our goal became to safeguard our communities through a professional, efficient, and effective system of services, which utilizes the closest, most appropriate apparatus.

All three fire departments conducted a comprehensive analysis to see what areas needed improvements to accomplish this goal collaboratively. The areas that needed improvement were adequate staffing at all four fire stations, availability of part-time personnel, large coverage area split by jurisdictional boundaries, duplication of services, duplication of capital, and expedients and response times. To improve in these areas the fire departments needed support from the City Managers and City Councils. In March of 2020 all three cities formally approved the MOU, which went into effect on June 2, 2020.

The Fire Department Collaborative had overwhelming support from all three cities, so we were able to start improving in the areas identified in our analysis collaboratively. To ensure adequate staffing at each fire station, a minimum staffing standard was created, staffing was redistributed among the fire stations and additional career firefighters were hired. The collaborative shares three Battalion Chiefs, which run the day-to-day operations for all four stations. This alleviated the need for each city to have their own Battalion Chiefs or shift commanders. The Part-time employees were given the opportunity to become employees with all three cities, which would increase their ability to work more hours. We now have 40% our employees working for multiple cities within the Collaborative. This has stabilized our part-time staffing in the short term, and we are continuing to explore long term solutions. The three cities combined are nearly 34 square miles with a population of over 33,000 residents. We utilize 4 fire stations for emergency responses and the closest most appropriate apparatus to respond to emergencies. The municipal boundaries have been removed regarding fire department responses, which has improved our response times. Duplication of service or effort has been reduced by joint purchases, CPR classes, public education, scheduling system, records management system, and training opportunities. Duplication of capital expenditures was an area where all three communities would see the most cost savings from the Collaborative. The collaborative reduced the amount of apparatus (fire engine, ladder truck and medic units) and firefighting gear. The saving over the next 15 years is estimated to be 5 million dollars. The response times were average across all three communities, and now due to the philosophy of the closest most appropriate apparatus responds as well as a new response time standard that employees must meet. The Fire Department Collaborative response time is 3:55, which is down as much as one minute and thirty seconds.

The three cities and fire departments view the improvements and progress as a success thus far. The success is due to the adherence to our goal to safeguard our communities through a professional, efficient, and effective system of services, which utilizes the closest, most appropriate apparatus as well as buy in from all three cities, fire department command staff, firefighters and most importantly the community. If you have any questions, please feel free to contact any of the three Fire Chiefs.





NEWS BITS

Center for Local Government Membership Dues Reminder

Thank you to all CLG member governments who have paid their 2022 membership dues. For those governments who have not paid dues yet, the deadline is Friday May 6th. If you need another copy of your dues invoice, please contact T.J. White at TWhite@C4LG.org.

Thank you to everyone for your continued participation with the Center for Local Government!

Work with NKU Students!

Dr. Kobena Osam from Northern Kentucky University is looking for governments who would be interested in having Organizational Leadership student take on small projects. The projects will be carried out by groups of students, and will be closely supervised by professors. Projects should have a connection to leadership/organizational development/human resources (e.g. creating job descriptions, developing best practice guides for training etc.). If interested, or you want to learn more, e-mail osame1@nku.edu no later than May 1.

Chief Administrative Officers Pay Survey

CLG conducts a twice-yearly Chief Administrative Officers Pay Survey. This survey is distributed to half of CLG's Chief Administrative Officers in the Spring, and the other half in the Fall. For those of you on the Spring list, please keep an eye out for the survey request. It will be distributed on Monday April 4th.

Thank you for your continued participation in this survey.

CLG CALENDAR

CLG Leadership Academy, March – September 2022:

- Xavier University April 26 or April 28, 2022, 8:00am-4:00pm (3800 Victory Parkway, Cincinnati, OH 45209)
- Communication in the Workplace and in Public, May 4, 2022, 9:00am-3:00pm at Delhi Fire Museum (695 Neeb Rd., Delhi Township, Oh 45233)
- Human Resources Management, June 8, 2022, 9:00am-3:00pm at Anderson Center (7850 Five Mile Rd., Anderson Township, Oh 45230)
- Budgeting and Financial Principles, July 13, 2022, 9:00am-3:00pm at City of Centerville Police Department (155 W. Spring Valley Parkway, Centerville, Oh 45458)
- Land Use and Economic Development, August 10, 2022; TBD

Governing Essentials for Local Elected Officials: April 24, 2022 (2 full-day in-person workshops) AND April 6, April 20, 2022 (4 on-line, 1/2 day workshops). Cost is \$750, please click here for more information and to access registration.

American Rescue Plan (ARP) Guidebook presentation by JobsOhio, March 31, 2022, 9:00am-10:00am, hosted via Zoom by REDI Cincinnati. Please RSVP to Cody Smith (CSmith@C4LG.org) by 3/30/2022.

Ohio Utilities Protection Service (OUPS) Call Before You Dig Webinar, April 6, 2022, 10:00am – 11:30am. Click here to register.

Employee Retention Roundtable, sponsored by the SW Ohio American Public Works Association, April 7, 2022, 11:30am- 1:00pm, at Butler County Engineer's Office (1921 Fairgrove Ave. Hamilton, OH 45011), Cost is \$15.00, click here to register.

Flagging Safety Awareness Session: April 13, 2022, at Butler Tech (Liberty Township, OH). Click here to register

CLG Administrative Professionals Luncheon: May 10, 2022 at Montgomery Inn (9440 Montgomery Rd, Montgomery, Oh 45242), details TBA

CLG Finance Training: May, 2022 TBD