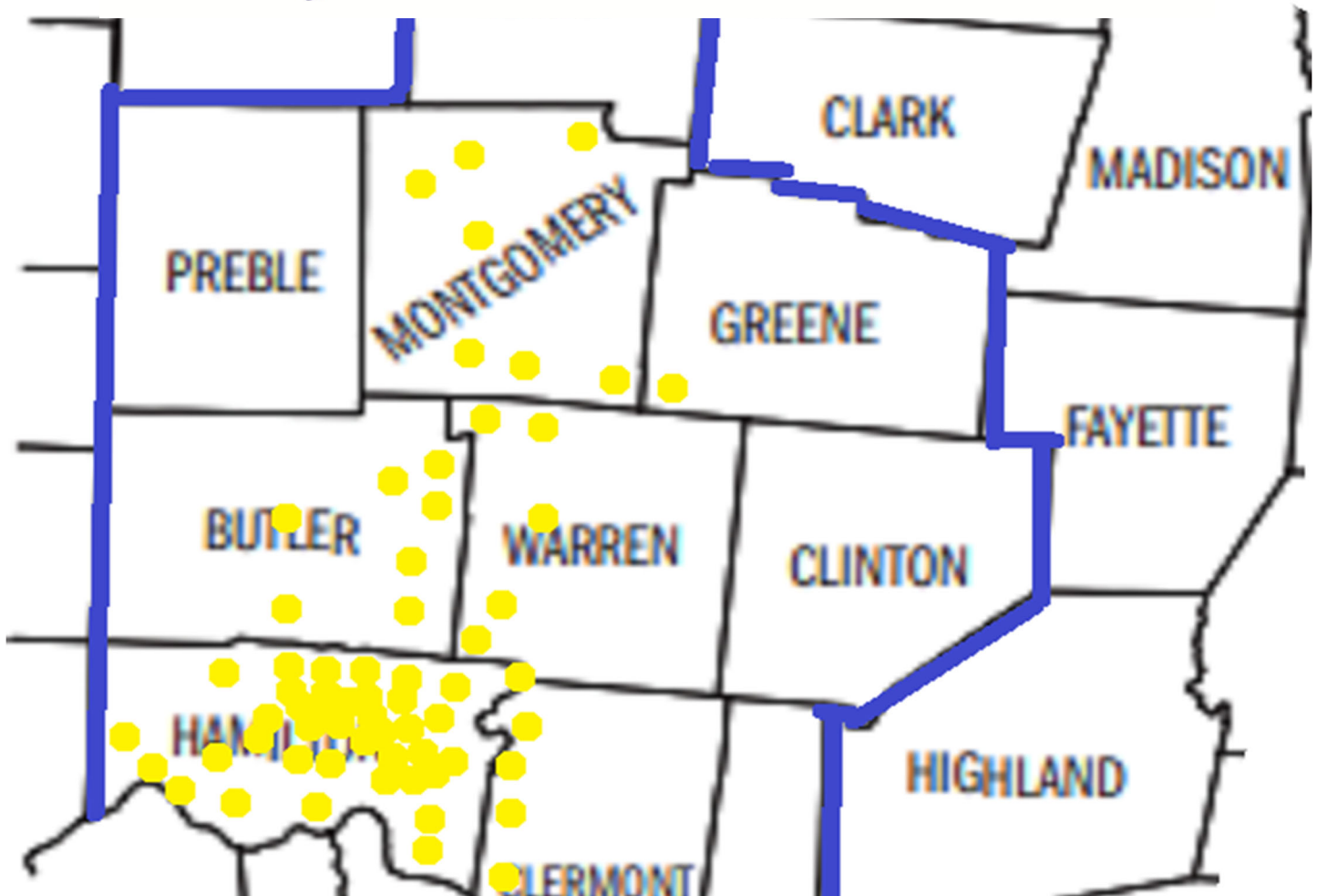




The Center for Local
GOVERNMENT



2022 - 2023

Annual Report

Covering June, 2022 through June, 2023



Message from the Executive Director

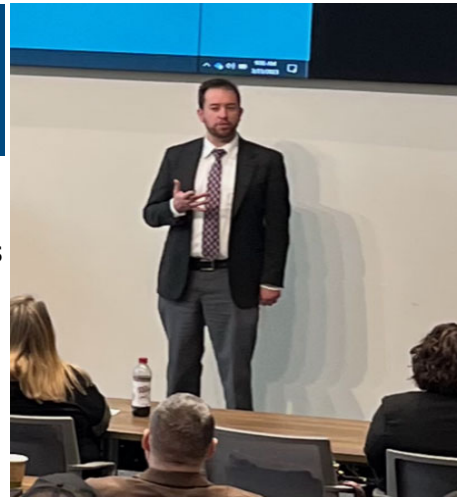
Thank you for reading the Center for Local Government Annual Report. Major themes for the Center in the last year have included planning for our future, helping governments work together, developing professionals and leaders, sharing knowledge, and continuing to grow.

We are planning for our future by conducting a strategic planning process. Our previous strategic plan went into effect in 2017, and it is again time to assess where we are, and where we want to go.

A major component of our core mission is to help governments work together. In the last year, our health insurance pool expanded, we bid two multi-government waste and recycling contracts, and we bid our electricity consortium.

Another major part of our core mission is to help governments develop professionals and leaders. The year 2023 marks our 10th CLG Leadership Academy class. We have now had graduates from 53 governments across the region. Further, over 200 people attended a general session training session in the last year.

Finally, we have continued to grow. Three new members joined in the last year, bringing our total to 63! We hope you enjoy reading this year's Annual Report, and we look forward to another successful 12 months.



Planning for our Future

The Center for Local Government is engaging in its next strategic planning process. The goal of this next strategic plan is to assist in guiding the growth and mission of the Center over the next five-year period and help us to identify strategies that we can undertake to best serve our members.

The Center's 2017-2023 strategic plan has steered us through the development of new program and service offerings and the continuous improvement of our longstanding offerings. The 2017-2023 plan has also overseen our growth from 53 to 63 members. We are working hard on the next strategic plan to continue to build and improve on those efforts.

The new strategic plan's development process started with a survey of our governments. This allowed staff to get a feel for our member's perspectives on many different topics. A similar survey was sent out in 2009 and 2016 to kick off those strategic planning processes. By comparing the data we collected from our current and historic surveys, we are able to gauge not only current attitudes, but also historical trends.

With the results of these studies in hand, CLG staff sat down and discussed goals and visions for the next 5 years. Staff also began to draft goals and implementation strategies for the plan. Continuing with that work, CLG Assistant Director Cody Smith spoke with managers from across CLG's membership to hear from them about the future of CLG and to gather trends in the operation of the Center. The strategic planning process will continue as 2023 rolls on.

If you have any questions about the planning process, or have a suggestion or comment for CLG, please reach out to Assistant Director Cody Smith at CSmith@C4LG.org or (513) 741-7999



Governments Working Together

CLG Benefits Pool Expands Membership Again

The Center for Local Government Benefits Pool (CLGBP) is our self-insured pool for health insurance. There are 20 governments participating, covering over 600 employees and over 1,000 total lives. CLGBP exists within a larger pool called the Jefferson Health Plan. This larger entity provides more stability for the pool, provides opportunities for ancillary services (e.g. wellness, EAP, etc.), as well as stop-loss coverage. Since 2012, our broker has been Horan.

The pool is governed by a Board made up of a representative from each of the participating governments. The 2022-23 CLGBP Executive Board includes Scott Lahrmer (President, Village Manager of Amberley Village), Brian Uhl (Vice President, Assistant City Administrator of Springdale), and Jack Cameron (Secretary / Treasurer, Village Manager of Silverton).

Despite the challenges of the Covid pandemic, CLGBP has continued to grow. When our 2022 Annual Report came out, we had just welcomed Whitewater Township and the Village of Golf Manor into the pool. In the fall of 2022, we welcomed the Little Miami Joint Fire and Rescue District. This brings the pool up to 20 governments, which is our highest number ever.

We would like to thank the CLGBP Board, the CLGBP Executive Board and Horan for their continued work to keep CLGBP strong and viable.

Cincinnati and Dayton Southwest Ohio Regional Refuse (SWORRE) groups bid in 2022

Due to inflation, fuel, and staffing pressures, the cost of solid waste and recycling collection has increased nationally. This has been evident locally as well. Regional benchmarking, in preparation for our 2022 bid, showed the cost of curbside waste and recycling collection had jumped to an average 5 year average price of \$18.68 per household per month. (Data limited to contracts that had been signed within 6 months of benchmarking).

In the spring of 2022, SWORRE Dayton Group 1 and Cincinnati Group 2 published bids for solid waste collection and recycling services. The Dayton group was offered an alternate bid from Rumpke averaging \$18.66 over 5 years, as well as a standard bid averaging \$19.01 over 3 years with 2 option years. The Cincinnati group received a bid from Rumpke averaging an average price over 5 years ranging from \$17.91 to \$20.33- depending on the level of service each government selected.

We thank Bellbrook, Brookville, Miamisburg, Deer Park, Mariemont, Milford, Silverton, and Woodlawn for participating in the 2022 bidding process. CLG will continue to look for opportunities to find economies of scale for the SWORRE program and other shared services.





SPOTLIGHT: Working with Hamilton County and local MPA programs

Earlier this year, employees from Hamilton County approached the Center to develop methods to help small and underserved communities more effectively obtain and leverage grant funding. Often these communities are most in need of funding, but are unable to obtain it due to lack of resources - monetary, staff, and time.

One of our strengths is connecting like-minded entities. We were able to facilitate a new partnership opportunity between Hamilton County, Northern Kentucky University's MPA program, and the University of Cincinnati's MPA program. Under this partnership, governments with limited staff capacity can be paired with MPA students to assist with writing or research for Hamilton County grant programs (e.g. Community Revitalization Grants, etc.).



First Step: Training

This partnership was introduced at CLG's Effective Grant Writing training in March of 2023. In addition to a discussion of MPA program resources available to small governments, a panel discussion took place on grant writing best practices. This panel, which provided practical insights to governments of all sizes, featured Marc Von Allmen, Maria Collins, and Fred Schlimm from Hamilton County. The main takeaways were that an effective grant application will feature a project that is well thought out, a grant application form that is complete, and one where the story "why" can be demonstrated quantitatively and qualitatively in an efficient way.

Second Step: Execution

The Center's role in the MPA Program Partnership is two-fold: First, we made the connection between the Hamilton County Planning and Development and the MPA programs. Second, we helped develop the application form that eligible governments will use to obtain MPA program assistance. We were happy to utilize our connections and expertise to help facilitate this program.

Governments were able to apply for assistance starting in June, 2023. For the first semester, there is a cap of 4 projects total, in order to ensure that the workload for the MPA students is appropriate. This may be adjusted as the partnership between Hamilton County Planning and Development and the universities matures. At the end of 2023, we will meet again with the MPA programs and Hamilton County to see how the program can be tweaked. We are excited to have made this connection, and are looking forward to similar opportunities.

Interesting Fact: The grant training took place at the new state-of-the-art Hamilton County Coroner's Office



Governments Working Together

CLG Electricity Consortium Renews for 3 Years

The CLG Electricity Consortium is going into its 13th year and 5th contract. Eleven governments participated in the most recent bid, including new participants Blue Ash and Mariemont. The bid was conducted by our broker, AGE Energy. IGS Energy won the supplier bid, with a final contract price of \$0.06245/kWh for 36 months.

Unlike previous bids, this bid came during a time of global high energy prices. This is due to external factors like the war in Ukraine, as well as market factors such as the rise of natural gas as the country's main electricity producer. At the same time, the United States is exporting liquefied natural gas to Europe to make up for the lack of Russian exports. Although the price is higher than the \$0.0416 from our previous contract, a 36 month term provides participating governments with stability and predictability while the energy market remains volatile.

Although this bidding cycle is complete, there are still opportunities for governments to participate. If you are interested, AGE Energy can conduct a bid on your behalf that will expire at the same time as the current consortium contract. Your community would then be able to participate in the full group bid at the expiration of this current contract in 2026. If you want to learn more, contact T.J. White (TWhite@C4LG.org), or Jordan Haarman (jordan.h@agellc.com).



Treasury Asset Management Consortium Providing Services to Member Communities

The Treasury Asset Management Consortium has offered a collaborative approach to professional portfolio management for local governments for 12 years. Two investment firms work on this initiative: SJS Investment Consulting and Redtree Investments. These firms were chosen by an RFP conducted by CLG Finance Directors. Currently, 18 CLG member governments participate in this program. To learn more about the program and participating firms, visit <https://www.c4lg.org/treasury-asset-management-collaboration/>.



Public Works Mutual Aid Pact Enters Third Decade

The Public Works Mutual Aid Pact entered its third decade in 2023, with 37 participants. It provides governments with a formal agreement to share equipment and personnel in the event of an emergency such as a natural disaster. Each participant has a full manifest of the equipment available from neighboring communities, plus contact information for deployment. The pact also covers liability for damages, losses or injuries during the sharing of equipment. Participants are NOT obligated to share equipment if called upon – equipment sharing is voluntary on a case by case basis. To learn more, contact T.J. White at TWhite@C4LG.org.



The Center for Local
GOVERNMENT

Developing Professionals and Leaders

Trainings Back in Full Swing after Covid-19 Pandemic

211 people from 42 CLG member governments attended a CLG sponsored training from July 2022 through June 2023. This does not even include the number that attended the CLG Leadership Academy or trainings sponsored by our partners at Miami Valley Risk Management Association and Miami Valley Communications Council. We are excited to continue to offer a full breadth of training topics as we move into later 2023 and beyond.

In 2022 and 2023, we conducted Newly Elected Officials Training, Civil Service Commission Basics, Finance for Non-Finance Professionals, Planning and Zoning for Non-Planning and Zoning Professionals, Effective Grant Writing, and in partnership with Sharonville, Ethics training. In addition we conducted our annual seasonal Human Resources Luncheons, Chief Administrative Officer Forums, and Administrative Professionals Luncheons.

As we continue to build out this year's training curriculum, we are very interested in what our member governments see as pressing needs. If we identify trends, we develop training around them. As an example, the Finance for Non-Finance Professionals training will potentially become an annual occurrence as new people enter the field. Please feel free to reach out to us with any training ideas you have. We want to make sure our curriculum stays responsive to what our members find important.

Thank you to all who participated with us in the last year.



CLG Leadership Academy Graduates 9th and 10th Classes

We congratulated our 9th and 10th Leadership Academy classes in 2022 and 2023. The 2023 class features our 200th Leadership Academy graduate, representing 53 governments across Southwest Ohio. Furthermore, since the inception of the program, CLG member governments Glendale, Madeira, Miami Twp (Montgomery Co.), Trenton, and Union Twp all have CAOs who moved into that position after they graduated from the Leadership Academy.

Leadership Academy classes include "Local Government 101," a Xavier University leadership class, Human Resources, Finance / Budgeting, and finally Land Use / Economic Development. The program runs from March until August, with classes once a month.

We would like to thank our Leadership Academy partner MVRMA, as well as the Xavier University Leadership Center for helping make the Academy possible. In fact, due to our Leadership Academy partnership, employees from CLG member governments are eligible for discounted classes through the Xavier University Leadership Center. Finally, we would also like to thank all of our instructors, who have a combined 130 years of experience in local government.





SPOTLIGHT: Recruiting the next generation of local government employees

Local government, like many job sectors, is experiencing a hiring crisis. One thing that exacerbates this problem for the public sector is that often people in engineering, finance, human resources, and other careers do not consider positions in local government. The same is true for the trades and any other industry where there are public sector job opportunities. One major reason for this is that service-oriented individuals in these professions may not realize that these opportunities exist. They may also not know about the many benefits to a local government career.

In the summer of 2022, we assembled a taskforce of Managers and other public sector employees to develop a plan to make students aware of the advantages of a local government career. Essentially, the concept would be to have “ambassadors” from local government available for job fairs, one-on-one interactions with students, and to speak in front of classes about local government career opportunities and why they should choose the profession.

Messaging

Of course, this approach is only as effective as the messaging that the ambassadors are presenting. We have a three-part plan to develop a messaging strategy: First, a survey was conducted of CLG Leadership Academy graduates to determine why they work in local government, how they got into the field, and what motivates them about the profession. Secondly, a team of “communicators” from local governments in the region was assembled. These include public information officers, marketing people, and others who have expertise in messaging. This team conducted a focus group of interns and early careerists in order to identify what they are looking for in a career. Third, using the information from the focus group and the Leadership Academy survey, the team of communicators is developing talking points and other materials for our ambassadors.

Ambassadors

As we move into the latter part of 2023 and beyond, the next big step is to recruit ambassadors. Luckily, we have had a number of volunteers at this point, but for the program to truly be effective, we need as many ambassadors as possible. There will be many schools, job fairs, students, and classes that will present communication opportunities. If you are interested in being an ambassador or learning more, please contact T.J. White at TWhite@C4LG.org. We are looking for people from all departments across all levels of experience. Likewise, we are looking for speaking opportunities. If your community has a relationship with its school district, hosts a job fair, has a vocational school, or has a 2 or 4 year college, we need to make those connections.

We look forward to seeing this program evolve as the year goes on, and hopefully a new pipeline to local government careers will soon be in place.

INTERESTING FACT: The jobs page of the CLG website now features a resume bank for people getting into local government careers.



The Center for Local GOVERNMENT

Continuing to Grow

The City of Norwood, Miami Township (Montgomery County) and The City of Vandalia joined CLG in the last year. This brings the total membership to 63 governments across 6 counties, which is the highest number since the organization was founded in 1990.

We thank our new members for wanting to partner with us, and we thank our existing members for their continued support. We will continue to work to grow in a sustainable manner as time goes on.



Interesting Fact: There are now 10 CLG member communities in the Dayton area (Northern Warren County / Montgomery County / Greene County)

Sharing Knowledge

Pay Data and Annual Survey

The CLG Annual Survey was conducted in September of 2022. The Annual Survey tracks benefits (holidays, PTO, insurance rates, pay increases, etc.), as well as data concerning budgets, general services, and taxation. Additionally, through year-round surveying, CLG tracks pay ranges for over 100 positions common to local government. This database for both of these surveys is available in the member log-in section of the CLG website. In 2022, we had **25** members fill out the annual survey. In addition, we had **45** members submit pay data to our archive. The next Annual Survey will be conducted in September, 2023. We encourage everyone to fill out the Annual Survey this fall.

Pay Data Sheet-7/12/2022

Department	CLG TITLE	Department	CLG TITLE	Department	CLG TITLE
Administration	Admin Asst. to Manager/Administrator	Building/Planning/Engineering	Asst. City Engineer	Elected Office	Elected Office
Administration	Administrative Assistant	Building/Planning/Engineering	Building Inspector	Elected Office	Elected Office
Administration	Administrative Clerk	Building/Planning/Engineering	Chief Building Official	Elected Office	Elected Office
Administration	Asst. City Manager-Trip Admin.	Building/Planning/Engineering	City Engineer	Elected Office	Elected Office
Administration	Clerk of Council or Board	Building/Planning/Engineering	Engineering Technician	Elected Office	Elected Office
Administration	Clerk of Mayor's Court	Building/Planning/Engineering	Housing Inspector	Elected Office	Elected Office
Administration	Computer Op./Programmer	Building/Planning/Engineering	Planner I	Elected Office	Elected Office
Administration	Customs	Building/Planning/Engineering	Planner II/City Planner	Department	Department
Administration	Customer Service	Building/Planning/Engineering	Zoning Enforcement Officer	Health	Health
Administration	Director Development/Planning	Building/Planning/Engineering	Zoning Inspector	Health	Health
Administration	Executive Assistant/Secretary III	Building/Planning/Engineering	Asst. City Engineer	Health	Health
Administration	Human Resources Director	Building/Planning/Engineering	Building Inspector	Health	Health
Administration	IT Analyst/Technical	Building/Planning/Engineering	Chief Building Official	Department	Department
Administration	IT Network Administrator	Building/Planning/Engineering	City Engineer	Public Works	Public Works
Administration	Law Director	Building/Planning/Engineering	Engineering Technician	Public Works	Public Works
Administration	Office Manager	Building/Planning/Engineering	Housing Inspector	Public Works	Public Works
Administration	Permanent PT Worker	Building/Planning/Engineering	Planner I	Public Works	Public Works
Administration	Public Information Officer	Building/Planning/Engineering	Planner II/City Planner	Public Works	Public Works
Administration	Receptionist	Building/Planning/Engineering	Zoning Enforcement Officer	Public Works	Public Works
Administration	Secretary I	Building/Planning/Engineering	Zoning Inspector	Public Works	Public Works
Administration	Secretary II	Building/Planning/Engineering		Public Works	Public Works
Department	CLG TITLE	Department	CLG TITLE	Public Works	Public Works
Fire	Asst. Fire Chief	Parks	Assistant Recreation Director	Public Works	Public Works
Fire	EMT	Parks	Asst. Pool Manager	Public Works	Public Works
Fire	Fire Captain	Parks	Athletic Program Asst.	Public Works	Public Works
Fire	Fire Chief	Parks	Community-Senior Center Director	Public Works	Public Works

CLG Conducts 53 Spot Surveys in 2022

In 2022, **53 spot surveys** were completed on behalf of our members. Spot Surveys allow members to request short, online surveys on any number of topics related to local government. A 4 year archive of spot surveys is available on our website.

CLG Code Bank Continues to Grow in 2022 and 2023

The CLG Code Bank is a resource where governments can download and view policies from other governments. In the last year the following items have been added:

Building Permit Fees

Council Rules

Cyber Security Policies

Employee Satisfaction Surveys

Kelly Days Policies

Parental Leave Policies

Tuition Reimbursement Policies

Zoning Commission Rules



The Center for Local GOVERNMENT

CLG Strategic Plan– 2017-2023

We have been working toward accomplishing the major strategic plan goals over the last year. Our detailed review of progress is available upon request:

- **Goal 1:** The Center for Local Government is the premier information hub for local governments in the Cincinnati and Dayton region. It is the first place that local governments look to when they need information.
- **Goal 2:** The Center for Local Government is the focal point for engagement between local governments in the Cincinnati and Dayton region, especially amongst our diverse member communities.
- **Goal 3:** The Center for Local Government has a diverse membership base, and will grow that base in sustainable fashion in order to enhance efficiencies between local governments.
- **Goal 4:** The Center for Local Government identifies new opportunities for governments to work together, and works to enhance its current programs.
- **Goal 5:** The Center for Local Government is a respected advocate for local government interests, and will work to maintain and build upon our reputation and public image.

Board, Staff and Contact Information

STAFF

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

Cody Smith, Assistant Director,
CSmith@C4LG.org

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

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BOARD OF TRUSTEES 2022 / 2023

Jack Cameron, Silverton (President)

Vicky Earhart, Anderson Township (Vice President)

Jim Lukas, Sharonville (Secretary / Treasurer)

Amanda Zimmerlin, Clayton

Mike Rahall, Cleves

Center for Local Government by the numbers

3 new member governments have joined CLG since mid 2022

\$2,500 granted by the Seasongood Foundation to help fund the 2023 CLG Leadership Academy

211 training attendees from **42** CLG member governments

Over 15,000 hits per year to the CLG job openings page: <https://www.c4lg.org/job-postings/>

Over 100 positions common to local government in the CLG Pay Database

Over 200 CLG Leadership Academy graduates

30 years of the CLG Public Works Mutual Aid Pact



The Center for Local GOVERNMENT

2022 Financials

THE CENTER FOR LOCAL GOVERNMENT

(A Non-Profit Organization)

SUPPLEMENTAL DETAIL OF REVENUE and EXPENSES WITHOUT DONOR RESTRICTIONS

For The Year Ended December 31, 2022

REVENUE	UNDESIGNATED	JUFS	QUASI- ENDOWMENT	TOTAL
Membership Dues	\$ 176,620	\$ 4,140	\$ -	\$ 180,760
Program Income	\$ 24,852	\$ -	\$ -	\$ 24,852
Grants	\$ 3,000	\$ -	\$ -	\$ 3,000
Investment Return - Net	\$ 122	\$ 15	\$ (32,856)	\$ (32,719)
Net Assets Released from Restriction	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 204,594	\$ 4,155	\$ (32,856)	\$ 175,893
EXPENSES				
Personnel Expenses				
Compensation / Salaries	\$ 142,935	\$ -	\$ -	\$ 142,935
Employee Benefits	\$ 12,421	\$ -	\$ -	\$ 12,421
Payroll Taxes	\$ 11,348	\$ -	\$ -	\$ 11,348
Training	\$ 1,000	\$ -	\$ -	\$ 1,000
Total Personnel Expenses	\$ 167,704			\$ 167,704
Operating Expenses				
Annual Meeting Expense	\$ 3,198	\$ -	\$ -	\$ 3,198
Bad Debt Expense	\$ -	\$ -	\$ -	\$ -
Bank Service Charges	\$ 50	\$ -	\$ -	\$ 50
Center Marketing	\$ 625	\$ -	\$ -	\$ 625
Dues & Subscriptions	\$ 2,681	\$ -	\$ -	\$ 2,681
Filing Fees	\$ 200	\$ -	\$ -	\$ 200
Insurance	\$ 4,193	\$ -	\$ -	\$ 4,193
IT and Website Expenses	\$ 1,559	\$ -	\$ -	\$ 1,559
Mileage and Parking	\$ 662	\$ -	\$ -	\$ 662
Miscellaneous Expenses	\$ 55	\$ -	\$ -	\$ 55
Office Supplies	\$ 1,495	\$ -	\$ -	\$ 1,495
Payroll Service Fees	\$ 2,668	\$ -	\$ -	\$ 2,668
Postage & Delivery	\$ 58	\$ -	\$ -	\$ 58
Professional Fees- Accounting	\$ 2,300	\$ -	\$ -	\$ 2,300
Professional Fees- Legal	\$ 2,942	\$ -	\$ -	\$ 2,942
Rent	\$ 12,852	\$ -	\$ -	\$ 12,852
Software Services	\$ 1,522	\$ -	\$ -	\$ 1,522
Telephone & Internet	\$ 3,089	\$ -	\$ -	\$ 3,089
Total Operating Expenses	\$ 40,149			\$ 40,149



The Center for Local GOVERNMENT

2022 Financials

THE CENTER FOR LOCAL GOVERNMENT

(A Non-Profit Organization)

SUPPLEMENTAL DETAIL OF REVENUE and EXPENSES WITHOUT DONOR RESTRICTIONS

For The Year Ended December 31, 2020

	QUASI-			
	<u>UNDESIGNATED</u>	<u>JUFS</u>	<u>ENDOWMENT</u>	<u>TOTAL</u>
Program Expenses				
JUFS	\$ -	\$ -	\$ -	\$ -
Leadership Academy Expenses	\$ 16,158	\$ -	\$ -	\$ 16,158
Other Program Expenses	\$ 5,618	\$ -	\$ -	\$ 5,618
Total Program Expenses	\$ 21,776	\$ -	\$ -	\$ 21,776
Depreciation Expense	\$ -	\$ 7,780	\$ -	\$ -
TOTAL EXPENSES	\$ 229,629	\$ 7,780		\$ 237,409
CHANGE IN NET ASSETS	\$ (25,035)	\$ (3,625)	\$ (32,856)	\$ (61,516)