



Every quarter we will feature a photo from one of our member governments. This quarter: **West Chester Township**

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The Center for Local Government Newsletter

1st Quarter 2019

There is Still Time to Sign Up for the 2019 CLG Annual Meeting

The 2019 Center for Local Government Annual Meeting will take place this year at a Southwest Ohio landmark: **The American Sign Museum**. Our guest speaker this year is **David Tillotson, the new Executive Director of the Museum of the United States Air Force** in Dayton. We encourage you to come and learn about one of our region's major cultural institutions while exploring another. Between the Air Force Museum, Sign Museum, Cincinnati Museum Center, Underground Railroad Freedom Center, Contemporary Arts Center, Cincinnati Art Museum, Boonshoft Museum, Dayton Museum of Art, and a bevy of others, our cultural institutions are unmatched for a region our size.

In addition to our speaker, this meeting will also feature comments on the state of CLG, an update on the CLG Health Insurance Pool, a short discussion of the new CLG Datacenter under development, and CLG Board elections. This year, we have no new Board members, but there will be an election for President, Vice President, and Treasurer. The slate includes:

- **President:** Jim Lukas (Sharonville)
- **Vice President:** Kristen Bitonte (Liberty Township)
- **Secretary Treasurer:** Mike Rahall (Cleves).

The details of the meeting: ([Click here to see the invitation](#))

- **When:** Tuesday April 9, 2019
- **Where:** 1330 Monmouth Ave. Cincinnati, OH 45225 (just off I-75)
- **Time:** 11:00am registration; lunch and program: 11:30-1pm
- **Speaker:** David Tillotson, Museum of the US Air Force
- **Meal:** A buffet from Eat Well Celebrations and Feasts.
- **To RSVP:** E-mail Lori Stuckey (LStuckey@C4LG.org) by Thursday April 4th.



The American Sign Museum is a glowing tribute to Americana (thank you to Ohio Magazine for the photos)



The Center for Local GOVERNMENT

Effective Governance Through Collaboration

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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 clearing-house for inter-governmental collaboration, training and information sharing. CLG membership consists of 54 local government in 6 counties.

BOARD OF TRUSTEES

Vicky Earhart, Anderson Township
Jim Lukas, City of Sharonville
Kristen Bitonte, Liberty Township
Michael Rahall, Village of Cleves
Jack Cameron, Delhi Township

CLG INFORMATION SHARING TASKFORCE MAKING PROGRESS

The Information Sharing Taskforce has been meeting regularly. Its stated goals are to improve participation in the CLG Annual Survey, make the survey easier for communities to fill it out, and improve government's user experience when using the CLG Datacenter. Many thanks to our members: Melanie Hermes, Delhi Twp; Jessica Chaney, Indian Hill; Kellie Byrd, West Chester; Larry Mullins, Springfield Twp and Suzanne Parker, Anderson Twp. Their time, insights and ideas have been a vital part of the redesign process and we simply cannot do it without them.

The taskforce has made tremendous strides in simplifying the Annual Survey, which will hopefully encourage more participation for better information sharing. The largest change is the elimination of questions relating to CBA employees. It was determined that since most of the information for contract employees are already available through the State Employment Relations Board (SERB), we can simply obtain that information without having to survey. The taskforce also recommended adding survey logic to eliminate some follow-up questions from being asked after a negative response to a previous question was recorded. Some of the more confusing questions were removed and replaced with questions that the taskforce felt get at the heart of the matter quicker. For example, rather than obtain details on disability plans, the survey will ask how much the community pays for these plans and what plans are offered by each community. Finally, the addition of organizational charts and health insurance "one-pagers" will allow anyone using the data to quickly refer to source material provided by the community to provide context.

Finally, the taskforce has created a wishlist for a new software package to display the data. Currently the data is displayed and powered by a program called Knack. This software requires a fair amount of work before it can be uploaded leading to a delay in survey completion to data display. The software can also be difficult to use for the end user. While Knack is still being considered, CLG's IT consultant is identifying other software packages that may provide better solutions. A few items of the wishlist include an ability to hide or sort columns and rows, a better user experience while viewing on the web, being able to hyperlink to documents (org charts, budgets), a single sign on for the Center website and datacenter, and finally the ability to send a survey from within the software package (instead of SurveyMonkey). Surveying from within the datacenter would also allow communities the ability to "save" their responses from the previous year allowing them to quickly update the information from year to year without having to retake the entire survey.

We are hopeful that we will be able to find a software package that provides many, if not all, of these features to improve the user experience when using the datacenter to research comps. This is the immediate task of the group, and we will provide an update in the next CLG newsletter.



CLG RECEIVES OCMA AWARD FOR LEADERSHIP ACADEMY

CLG is proud to have been recognized, along with the Miami Valley Risk Management Association (MVRMA) as the winners of the 2019 Intergovernmental Collaboration Award from the Ohio City/County Management Association (OCMA).

The CLG Leadership Academy encourages intergovernmental collaboration in a number of ways. Since its inception in 2014, the Leadership Academy has graduated 95 individuals from 38 governments. Leadership Academy graduates have a professional network of fellow alumni that they can call on if they choose—leading to greater communication between communities at the staff level. Mark Metzger, Parks and Recreation Director for Washington Township (2016 Leadership Academy graduate) discussed how the program helped him. “My training through the CLG’s Leadership Academy paid dividends from day one; not only did the curriculum and speakers strengthen and expand my existing understanding of local government and my place within it, but through the classes, I was introduced to several parks and recreation colleague at similar points in their careers. These friendships have served as significant resources in my transition to director on two levels: firstly, in the sharing of best practices and experiences, and secondly, and equally as important, they have provided a welcome place to vent, try out new ideas and commiserate about the challenges of public service – the good, the bad and they ugly.”

Another way that the Leadership Academy has encouraged intergovernmental collaboration is through the many local government and educational sector stakeholders that come together to manage and advise the program each year. The program has an advisory board consisting of Chief Administrative Officers and Leadership Academy alumni from a multitude of CLG and MVRMA member communities. Some of these member communities, along with private sector and educational sector partners, then teach the classes.

For example in 2018, Mike Hinnenkamp (former Springfield Township Administrator), Chris Gilbert (current Springfield Township Administrator), and Laura Abrams (Springfield Township legal counsel) taught the Local Government 101 class. Xavier University taught our Managing Different Leadership Styles and Leadership Strengths courses. Shelley Bamberger from iCue Consulting and Sean Reynolds from Spirit Seminars taught our communications course. Leadership Academy alumni Michelle Greis (Liberty Township) and Kelly Flanigan (Miami Township) taught our Finance and Budgeting course. Alumni Caroline McKinney (Liberty Township) and Jenn Patterson (Monroe) taught our Economic Development and Land Use course along with Neil Hensley (Blue Ash) and representatives from the Greater Cincinnati Port Authority and REDI. Finally, Doug Duckett taught the Human Resources course.

CLG and MVRMA would like to sincerely thank OCMA for presenting us with this award. We are very honored to receive it and to be recognized. It is always a great compliment to be recognized by your peers, and we hope to continue to live up to this award.



The 2019 Ohio City/County Management Association Intergovernmental Collaboration Award



CLG Executive Director T.J. White and MVRMA Executive Director Tom Judy accept the Intergovernmental Collaboration Award



CLG WORKING ON PUBLIC WORKS / UTILITY COORDINATION PROJECT

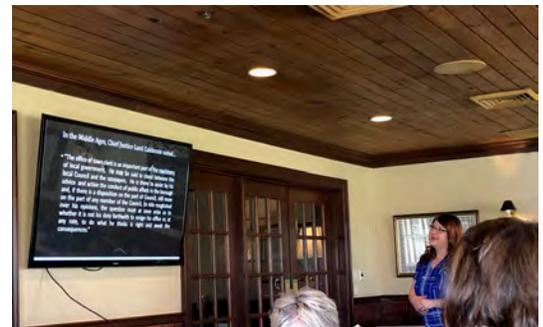
Earlier this year, CLG staff members and Jim Lukas of Sharonville met with Warren Walker from Duke Energy about improving coordination and communication between utility companies and communities. The primary reason for this is to ensure that citizen concerns and questions could be answered by the community when they arise. This is especially true for projects that encounter delays. While this project is in the early stages, the immediate goals are to strengthen the relationship at all levels between utilities and communities. The current thought is that a contact list could be hosted on the Center website and updated frequently for both stakeholders. A secondary goal is to provide the utilities with information about right of way permits, project planning and construction projects from the communities.

CLG Program Development Director Jeremy Worley is meeting with Public Works Directors, City Engineers and CAO's to review the permit process to look for best practices, identify any opportunities to improve and be able to document the process. If you're interested in the progress of this program or to assist in setting goals, please reach out to Jeremy at jworley@C4LG.org.

CLG CONDUCTS SPRING ADMINISTRATIVE PROFESSIONALS LUNCHEON

The Spring 2019 Administrative Professionals Luncheon was held on 3/28/2019 at deSha's Restaurant. The guest speaker was Janice Bates, Executive Secretary to the City Manager/Clerk of Council for Tipp City and the current President of the Ohio Municipal Clerks Association. Janice's presentation was an overview of the Ohio Municipal Clerks Association (OMCA), and included history of Municipal Clerks and functions/job duties of Municipal Clerks.

She also talked about the types of events and trainings hosted by the OMCA. The OMCA Annual Institute is scheduled for July 15-18, 2019 in Cincinnati. This year's theme for OMCA is "It's All About the Journey." This includes an Athenian Dialogue (a book discussion group) about "The Underground Railroad" by Colson Whitehead on July 14. These sessions enable OCMA members to discuss the book and how they will apply its leadership lessons to their careers. Please visit www.omca.us for more information about OMCA, to register for the Annual Institute, and to see the other trainings/events scheduled for 2019. CLG thanks Janice for speaking to our group!



PEOPLE ON THE MOVE

Please welcome Donnie Jones, City Manager of Forest Park. Mr. Jones from Huber Heights, Ohio, where he has served as the Assistant City Manager and Finance Director since 2008. The appointment was effective April 1, 2019 upon the retirement of Ray Hodges, who has served as City Manager since October 1985. Mr. Jones is a graduate of the University of Cincinnati, a licensed CPA, and has a distinguished 30 year career in local government and the private sector. Please [click here](#) for more information on Mr. Jones. Also, CLG encourages everyone to reach out to him and welcome him into the fold. He can be reached at drjones@forestpark.org.

**New Forest Park
City Manager Donnie
Jones**



CLG would also like to extend a sincere congratulations to Sheryl Long, who is leaving her role as the City Administrator of North College Hill for a job as Assistant City Manager for the City of Cincinnati, starting on April 8th. Sheryl is taking over for Sheila Hill-Christian at the City of Cincinnati. In addition to her new role at the City of Cincinnati, Sheryl serves on the Ohio City/County Management Association (OCMA) Board of Directors, and was recognized in 2017 as Outstanding Early Careerist at the 2017 GCC-ASPA Awards. We wish Sheryl luck in her new position!

**New Cincinnati As-
sistant City Manager
Sheryl Long**





CLG CONDUCTS MENTAL HEALTH TRAINING SERIES IN CONCERT WITH THE LINDNER CENTER OF HOPE

Mental illness is an invisible epidemic that deeply affects our communities, schools, and workplaces. It has over a **\$1.3 billion dollar impact** on the workplace every year in this region alone. **Diagnosable mental illnesses are present in over 85% of individuals with substance abuse issues.** The **suicide rate in youth jumped 70% between 2006 and 2016** according to the CDC.

The Center for Local Government recently hosted a series of trainings on how to best deal with this important issue. These sessions were taught by expert staff from the Lindner Center of HOPE to an audience of local government managers, school employees, first responders, and people who engage with youth.

The three sessions focused on addiction and the brain, understanding mental illness in young people, and finally on the HR and financial impact on mental illness in the workplace. All three of these sessions consisted of a short lecture followed by a long Q&A. The purpose of this was to provide a place for governments to share their experiences and to better learn from experts and from each other on how to deal with this ever increasing problem.

CLG has material from these training sessions available to members. Lindner Center is also invested in continuing to get the word out about mental health and how to provide the best options for your community. Please contact Mike Glen at mike.glen@lindnercenter.org to learn more about their services.

Dr. Christopher Tuell discusses how addiction and the brain.



Dr. Paul Keck, President and CEO of the Lindner Center of HOPE, discusses the human resources and financial impacts of mental health issues.

Dr. Paul Crosby discusses mental health issues in young people



CLG PARTNERS WITH HAMILTON / CLERMONT COOPERATIVE ON CYBER SECURITY TRAINING

In 2017, over 2.5 billion records across the world were exposed during data breaches—breaches which took an average of 206 days to detect, and those numbers are only increasing with time. In light of this, CLG recently partnered with the Hamilton / Clermont Cooperative Information Technology Center to provide cyber security training. CLG thanks the University of Cincinnati for providing the subject matter experts for this topic. The main focus of the training was on understanding how cyber threats work, and coming up with a plan of action to oppose them. Much of the action required comes from organizational values built around cybersecurity:

- Rule #1: Grant the least amount of privilege needed to perform job duties/function; least amount of services/routing/software needed to support a particular function.
- Rule #2: Segregate duties / check and balances. Compartmentalize as much as possible.
- Rule #3: Trust and Verify

The training session went on to discuss the tactics to resist a cyber attack, starting with having a cyber incident response plan, with flexible standard operating procedures for handling specific threats such as ransomware or phishing attacks. Also, have a cyber response team who can specialize in dealing with these attacks when (not if) they occur. For more information or for the full presentation on this topic, please contact CLG at TWhite@C4LG.org.



2019 LEADERSHIP ACADEMY KICKS OFF IN SPRINGFIELD TOWNSHIP

The CLG Leadership Academy for 2019 is underway! The first session, “Local Government 101,” was conducted in March by Ohio Plan Executive Director Mike Hinnenkamp and Springfield Township Administrator Chris Gilbert. This class covers the differences between cities, townships and villages, the various forms of government, home rule, and a variety of other topics designed to provide a big picture look at local government in Ohio. Leadership Academy participants were also tasked with a variety of policy and ethical scenarios to demonstrate the priorities that a local government manager has to look at when making a decision. Next, Leadership Academy participants will take a leadership class from Xavier University. This will be followed by communications, human resources, finance, and economic development courses over the next six months.

This year marks the 6th group to go through the Leadership Academy. Groups are made up of 20 staff members from CLG and Miami Valley Risk Management Association (MVRMA) governments. This is our third year working with MVRMA on the Leadership Academy, which has expanded the scope of participants and trainers available to the Academy. This year’s class includes:

Uriah Anderson	Washington Township	Nicole Browder	Miami Township
Kris Black	Piqua	Rob Buckmeier	Springfield Township
Susan Cohen	Middletown	Kellie Byrd	West Chester Township
Matt Hayes	Mason	Curt Ditmars	Kettering
Tony Hunt	Tipp City	Anna Ehlerding	Sharonville
Shawn Krebs	Indian Hill	Eric Luginbuhl	Anderson Township
Dustin Lacey	Piqua	Laurie Rusnak	Wyoming
Andy Lanser	Golf Manor	Tom Smith	Loveland
Mark McManus	Hamilton	Chris Theders	Blue Ash
Gerald Sebald	Liberty Township	Jason Waxman	Springdale

We will update you over the course of the year as the Leadership Academy continues. We also encourage everyone to save the date of Wednesday September 11, 2019 for the CLG Fall Luncheon and Leadership Academy graduation.

CLG HOSTS SECOND LEADERSHIP ACADEMY ALUMNI LUNCHEON. TOPIC: PRIORITIZING DECISION MAKING

West Chester Township Administrator Larry Burks presented on the four-tier decision making matrix at our January Leadership Academy Alumni Luncheon. The purpose of this matrix is to create an easy to use reference to identify opportunities to give employees more ownership of the decision making in an organization. The matrix breaks all decisions down into the following categories:

- Tier 1: Elected officials (decisions related to policy, organization-wide impact)
- Tier 2: Administration (personnel, operations, discipline– often these decisions are based on feedback from trustees or staff)
- Tier 3: Directors (Departmental operations, day-to-day decisions, etc.)
- Tier 4: Frontline (equipment usage, work assignments, etc.– often these decisions are made with feedback from Supervisors / Directors)

The Leadership Academy Alumni Lunches are an opportunity for people who have graduated from the Leadership Academy and other staff members from CLG or Municipal Training Academy (MTA) communities to further hone their leadership and management skills during short lunch and learns. We conduct these twice a year.



FINDING ALLIES IN THE PRIVATE SECTOR: WEST CHESTER TOWNSHIP MAKES PARTNERS OF LOCAL BUSINESS FOR BETTERMENT OF COMMUNITY

West Chester Township is fortunate to have about 3,600 corporate stakeholders. Many of these have helped to mold this community into a powerful economic engine for Southwest Ohio, and helped make West Chester ranks as one of “America’s Best Places to Live” in the nation (seven times) by Money Magazine. A prime example of strong private and public partnership is the Union Center interchange, which has leveraged more than \$2.5 billion in private investment, elevated the community’s tax base— helping pay for infrastructure, parks, fire apparatus and quality schools. While commitments of this magnitude may not be in the cards for all communities, there are plenty of other mutually beneficial possibilities to harness the talents and resources found in your own business community.

Reaching out to companies in your community for their expertise and help may not be as daunting as it seems, since private citizens and businesses both benefit from a successful community. “More than ever, larger corporations are placing emphasis on civic mindedness and contributing to the communities where they reside,” said West Chester Township Administrator Larry D. Burks. “Seeking opportunities to work together with your corporate residents, has potential for far-reaching benefits.”

When working to develop an organizational strategic plan, West Chester sought a facilitator who could guide the process. There are many great facilitators who provide this service, but with a slim budget and even slimmer timeline West Chester turned to global corporate superstar P&G. The company, known for its innovation and research in brand development, established the *P&G Innovation GYM* as a place where P&G could ideate, test and consider prototypes, work out brand identities for products and much more. The GYM master facilitators work with teams to bring out their creativity and drive implementation. This is exactly what West Chester Township needed and it fortunate that The GYM makes its home in West Chester.

“We at P&G want to be a force for good and force for growth,” said Richard Perez, Capability Leader for The GYM. “The more we integrate and build Citizenship into how we do business, the bigger the impact we can have on the people we serve, the communities where we live and work. In turn, this helps us grow and build our business.” A simple “ask” was all it took to get P&G and The GYM on board to facilitate West Chester Township leaders in three strategic planning sessions that evolved into an organizational strategic plan. The GYM facilitators also worked independently with the West Chester Fire Department in a similar exercise.

The process was a compelling one that emphasized innovation and creativity and generated hundreds of ideas about how the West Chester Township organization could move forward to better serve the larger community. Partnering the design and team facilitation expertise from P&G’s think-tank capability with the West Chester Township government administrative acumen, enabled the co-creation of a prioritized and aligned strategic plan to deliver West Chester Township government objectives.

“This helps drive and maintain West Chester Township as one of the best places to live and this partnership enables P&G to learn more about government administration,” Perez said. “Correspondingly, West Chester Township administration is exposed to state-of-the-art suite of innovation processes and tools that can be applied to government challenges driving innovation and efficiency for the benefit of the people they serve.”

The project was also honored with a 2019 Achievement in Innovation award from the Greater Cincinnati American Society for Public Administrators. There are companies all around us that have expertise and training that can benefit government operations, leveraging these resources effectively can help drive long-term success for the greater community.



West Chester Township Administrator Larry Burks leads a session with West Chester staff



NEWS BITS

CLG is on 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](#). 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.

Outreach Visits

CLG has begun to reach out to governments to schedule the 2019 series of outreach visits. It is the goal of CLG to reach out to all governments by the end of July. This does not mean all outreach visits will be conducted by the end of July, but we would at least like to attempt to contact everyone by then. This year's outreach visits will focus on four primary topics: Learning what is going on in your community, updating you on CLG activities, identifying any special projects or needs where CLG may be of help; and determining if there are trends from the outreach visits that may lead to new program development. Thank you for your time!

Membership Dues

CLG would again like to thank all of its member governments for participating and making us what we are. If your community has not renewed yet and you intend to, this is a reminder that membership fees are due by May 6th. If you are unsure if you paid your membership dues, please contact CLG and we will let you know. Reminder e-mails will be distributed in early April as well. If you are NOT planning on renewing membership, please let us know that as well, so that we can take you off of our e-mail lists and deactivate your member log-in.

Thank you.

CLG CALENDAR

Planning & Zoning Board Essentials, presented by MVCC, March 21, March 28 and April 4, 2019 at Miami Valley Communication Council (1195 E. Alex Bell Road, Centerville, OH) Dinner at 5:30pm, Program 6:00-8:00pm for all 3 sessions. **March 21 - Foundation of Planning: Land Use Law Essentials, March 28 - Running Productive Board Meetings, and April 4 - Interpreting Site Plans to Make Decisions.** Attendance at all three sessions is required for completion. Register by March 11th. [Click here to register](#) at MVCC Online registration. Cost is: MVCC Member - \$25.00, Affiliate Cities - \$35.00, Partners - \$45.00, and Non-members - \$55.00.

2019 CLG Annual Meeting, April 9, 2019 at the American Sign Museum (1330 Monmouth Ave. Cincinnati, OH 45225), Registration is 11:00-11:30am; lunch and program 11:30-12:20pm and the speaker 12:20-1:00pm. The guest speaker is David Tillotson, Director of the Museum of the US Air Force in Dayton. [Click here](#) to see flyer for more information. Cost is \$35.00/person. Please RSVP to [Lori Stuckey](#) by noon on 4/2/2019.