



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

### Highlights of this Issue:

- CLG looking at potential solar power RFP
- CLG Human Resources luncheon
- CLG solid waste (S.W.O.R.R.E.) bid underway
- CLG lowering membership Dues for 2022
- CLG Leadership Academy 2022 planning underway
- Investment Insights
- University of Dayton capstone project update



### Regular Features:

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- Page 6: Calendar

## The Center for Local Government 4th Quarter Newsletter

2021

### CLG Working on On-Site Solar RFP for Local Government Buildings

Governments in our region have been looking at the benefits of supplementing the electrical supply at their facilities with solar power. In the last 2 years, the City of Loveland, the Village of Silverton, the City of Cincinnati, and others have added solar panels to administration buildings, public works buildings, and other structures. In addition to the environmental benefits, this lowers energy costs over the lifetime of the project, as a large percentage of the electrical requirements for these facilities is being generated on site. With interest in on-site solar increasing, CLG has begun to work on a potential RFP.

This would be a multi-government RFP for the design and construction of on-site solar power, primarily mounted on a building that the participating government wants to supplement with solar power. While the projects would be bid as a group, each government would have their own contract with the company that is designing and building the project.

Currently, solar power projects are financed either through a government's capital budget, or through a common arrangement called a Power Purchase Agreement (PPA). A simple description of a PPA is that a third party would own the solar array mounted on a facility, and would then sell that electricity to the government at a rate lower than what the government is paying a utility now. This third party would also enjoy the tax credits from the solar array. At this point, it is likely that the CLG RFP will only consist of governments purchasing through their capital budget, but that may change if a large enough number of the participants want to pursue a PPA.

The preliminary goal is to put out an RFP in the Spring of 2022. A first draft "template" has been developed, and is being reviewed for changes and additions by some of the potential participants. As such, there is still plenty of time for local governments to learn more about this process or to participate. If you are interested in learning more about this RFP, please contact T.J. White at [TWhite@C4LG.org](mailto:TWhite@C4LG.org) or 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

Michael Rahall, Village of Cleves (President)

Jack Cameron, Delhi Township (Vice President)

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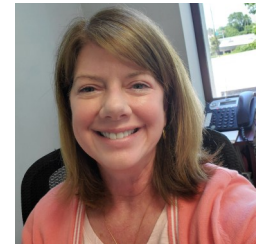
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71% of senior and mid-level leaders surveyed in a Gallup poll believe that strategic succession planning is very important.

## HUMAN RESOURCES LUNCHEON

CLG held our Fall Human Resources Luncheon on Thursday, December 16th at deSha's American Tavern. Our featured speakers were Ray Justice, Administrator of Learning and Talent Development, and Terri Vetter, Talent Development Program Manager, from the Ohio Department of Administrative Services. Thank you to all those that attended!

The topic for the day was Implementing Successful Transition and Succession Plans. During their presentation, Terri and Ray focused on giving a brief overview of the Talent Management Framework, Strategic Succession Planning and the State of Ohio's Succession Planning Mode, as well as Knowledge Transfer Plans and other areas vital to implementing successful transition plans.

Ray and Terri's presentation was a condensed overview of a longer half-day training session covering Strategic Succession Planning that the Department of Administrative Services offers. This longer course allows for more in-depth discussions surrounding these topics and a better understanding of how these concepts can be applied in your jurisdictions.

Please keep an eye on the "events" tab on our website, [www.C4LG.org](http://www.C4LG.org), as we are working to bring that course to the CLG membership in the New Year and have the opportunity to expand on the topics discussed at the luncheon!





## The Center for Local GOVERNMENT

### TWO NEW SOUTHWEST OHIO REGIONAL REFUSE BIDS IN DEVELOPMENT

The Southwest Ohio Regional Refuse Consortium (SWORRE) is a CLG program where governments jointly bid solid waste, recycling, and other services (e.g. dumpsters). Governments receive separate but essentially identical contracts reflecting the joint pricing. Each government has the flexibility to customize their contract to fit specific needs (e.g. identifying the frequency and number of dumpster pickups at a municipal facility). There are 14 governments from around the region who have a contract from one of 3 SWORRE bids. The contracts for 2 of those bids expire on 12/31/2022, and we have begun work on new bids for those communities.

One of these groups is "Cincinnati Group 2," with current contract holders including Deer Park, Milford, Monroe, Silverton, and Woodlawn. The other is "Dayton Group 1," which consists of Bellbrook, Brookville, and Miamisburg. So far, we have reviewed our previous bid from 2017, and are in the process of benchmarking current prices from around the region.

If you are interested in joining into one of these bids, there is still an opportunity to do so. Your community's current contract would need to expire relatively close to 12/31/22. Your services would need to be relatively similar to what is being offered in the current bid, and your residential unit count would need to be relatively in line with the other participating governments (if a contract gets too large, it makes competition tougher). If you are interested in learning more, please contact T.J. White at [TWhite@C4LG.org](mailto:TWhite@C4LG.org) or 513-741-7999.

### CLG LEADERSHIP ACADEMY 2022 REGISTRATION OPENS SOON

Registration for the 2022 CLG Leadership Academy will open in mid to late January. This year's class will consist of 20 people, and as always, we are limiting it to one person per government unless we do not have a sufficient number of applicants. This year's classes will be in person at a variety of local government facilities across the region.

New this year, we will be conducting DISC Assessments as part of our Local Government 101 class, and we will be offering a new selection of Xavier University classes. Classes consist of the aforementioned Local Government 101 and Xavier courses, but also Effective Communications, Human Resources, Finance, and Economic Development.

If you are interested in learning more about this year's Academy, contact T.J. White at [TWhite@C4LG.org](mailto:TWhite@C4LG.org) or 513-741-7999.

### WORK CONTINUING ON IMPROVED PUBLIC WORKS MUTUAL AID BOOK

CLG recently partnered with a group of University of Dayton Management Information Systems (MIS) students, who are going to develop a mobile friendly and searchable Public Works Mutual Aid Manual as their Senior Capstone Project. If successful, this will provide for a more convenient method for accessing public works mutual aid information, especially in situations where there may be outages that make utilizing the PDF version of the manual infeasible. This process started this fall, and will continue through May of 2022.

So far, the students have reached out to certain Public Works Mutual Aid Pact members, have created a basic template for how the new site will operate, and are working on solutions around mobile accessibility and other goals. As we move into 2022, they will begin to build out the site, and will likely meet with additional pact members in order to best optimize it. We look forward to getting feedback from members as the project continues.

It should also be noted that this is the second time that we have partnered with the University of Dayton MIS program. In 2020 and early 2021, we worked with another group of students on improving our pay database. They developed a keyword searchable pay database using Google Docs, which has sped up pay data exports. (The previous Knack based database is also still active for people who prefer it). We look forward to continuing to work with this program in the future as opportunities arise.

If you want to learn more about the Public Works Mutual Aid Pact, or if you are a Pact member who is interested in providing feedback to our student team, contact T.J. White at [TWhite@C4LG.org](mailto:TWhite@C4LG.org) or 513-741-7999.



# The Center for Local GOVERNMENT

## NEW FACES / NEW PLACES

The Village of Woodlawn has hired Anson Turley as their new Village Manager. Mr. Turley comes to Woodlawn after a 35 year career with the Cincinnati Fire Department. His most recent position was Assistant Chief of Administrative Services, and his responsibilities included the specification, procurement, and maintenance of department assets including facilities, apparatus, equipment, vehicles, and technology.

Eager to continue his public service as a civilian, Mr. Turley will also be graduating in 2022 from the Northern Kentucky University Masters in Public Administration program. He is married with two children and a grand-dog. Please reach out to Mr. Turley at either [aturley@beautifulwoodlawn.us](mailto:aturley@beautifulwoodlawn.us) or 513-771-6130 to welcome him to Woodlawn and CLG.



**New Woodlawn Village Manager Anson Turley**

## CLG LOWERING MEMBERSHIP DUES FOR 2022

At our most recent Board Meeting, a motion was passed to provide a 10% membership dues REDUCTION for the year 2022. This will be a one-year dues reduction- with dues returning to normal levels in 2023. We recognize that for many communities, finances are still unstable as we continue to recover from the Covid-19 pandemic. We also want to show our appreciation for the continued support of our membership over the years. With this reduction, dues amounts for 2022 will be:

- \$6,750 for metropolitan cities and counties (formerly \$7500)
- \$3442.50 for governments with a budget above \$4 million (formerly \$3,825)
- \$1,800 for governments with a budget between \$2 million and \$4 million (formerly \$2,000)
- \$1,102.50 for governments with a budget of under \$2 million (formerly \$1,225)

Invoices will be distributed in late January. We sincerely appreciate your partnership with us, and look forward to working with all of you again in 2022.

## CLG BENEFITS POOL WELCOMES TWO NEW MEMBERS

The Center for Local Governments Benefits Pool (CLGBP) recently welcomed the Village of Golf Manor and Whitewater Township into its membership. This brings pool membership up to an all time high of 19 member governments. This self insured pool has been relatively stable in recent years, with cost increases averaging 4.47% over the last 7 years. Furthermore, the pool has built a healthy cash reserve to hedge against bad plan years. The growth of the pool reflects this stability.

CLGBP is for a wide variety of governments. Members range in size from 100+ employees down to under 20 employees. Additionally, this is one of the few CLG programs that can be utilized state-wide. The pool's broker is Horan, and our third party administrator is United Healthcare. The pool is governed by a Board made up of representatives from all 19 participating governments. These governments elect an Executive Committee of a President, Vice President, and Treasurer. The current President is Bill Kocher from Mt. Healthy.

If you want to learn more about eligibility to join the pool, contact Brandon Christin at [BrandonC@horanassoc.com](mailto:BrandonC@horanassoc.com). Basic pool information is available at <https://www.c4lg.org/health-insurance-pool/>.

**CLGBP had a 0% rate increase for the 2021-2022 plan year.**



## INVESTMENT INSIGHTS: Redtree Investment Group

### Have Courage to Shift Perspective

By Jennifer Trowbridge, SJS Consulting

In the December 2020 CLG issue, we penned an article discussing the importance of courage in the investment decision making process. This year we have been inspired by the idea of shifting perspective, particularly in the wake of the past 18+ months of pandemic life. But stepping back, assessing matters and truly shifting your thinking takes incredible courage. Leadership growth is a muscle we have to work on every day. How are you showing up as a leader worth following in your workplace and personal life? It's a challenging question, but in times of uncertainty, leaders need to step up and be the example of the courage it takes to ask tough questions.

A recent conference speaker piqued my curiosity surrounding the idea of shifting perspective to be an engine for growth as a leader – both personally and professionally. He posed the following three questions to ask yourself to help challenge the status quo:

#### **1. What would my replacement do?**

Wow – what an incredibly powerful, yet awkward and terrible concept to ponder. But it has such inherent value if you are courageous enough to honestly ask and answer that question. Would your replacement keep the status quo in the Finance office? What about related to investments? Would they keep the current provider, if any? Would they consider outsourcing investments?

Carefully, but honestly consider your answer(s) to this question. Then do it – why should you wait for your replacement when you can make the change yourself. Be brave.

#### **2. Who am I listening to?**

And maybe more importantly, why? Who is persuading me in my decision-making process? If any of the answers to the above have their position and/or compensation linked to maintaining the status quo, think about that. That person(s) has zero motivation to encourage change or shifts of any kind.

If shifting perspective related to a specific event, listen to the people closest to the critical event. Listen to outsiders – sometimes getting an unbiased viewpoint of someone 'without skin in the game' is the best thing you can do. Be bold and expand your list of who you listen to.

#### **3. What do I believe is impossible to do but IF DONE, would fundamentally change my entity?**

This question drives right into the heart of courageous thinking and actions. If nothing else, just thinking about possible answers to this question can trigger new ideas, even if much smaller in scale. From small changes over time come big shifts.

What if you spent one uninterrupted hour a week researching economic news from local, regional, or national views? How might that transform you into a better leader in investment decision making as well as communication to stakeholders?

There are no exact right or wrong answers to any of the questions above. And we can't get to new and better ideas and ways of doing things overnight or in one fell swoop (although wouldn't that be amazing?!). Rather, it is accomplished with small steps and constantly challenging oneself along the way to consider what if....I shift my thinking, or my actions, or my team's contributions. It will take remarkable courage but the outcome might just be extraordinary.

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*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

### **CAMA Update**

The next two CAMA meetings will take place on January 28th at the Metropolitan Club in Covington, and on March 25th at the new Hamilton County Crime Lab. The January 28th meeting will be the annual joint meeting with the Northern Kentucky City/County Management Association (NKCCMA).

An invitation for the January meeting will be coming out soon to all CAMA members. Please be on the lookout. We hope to see you there.

### **Pay Data Updated**

The most recent pay data upload took place on December 21st. This includes all of the pay data we have received to that point from member governments. The updated pay data is available to CLG member communities, and can be found under the member log-in on our website. You can either access pay data through Knack (the "Current Pay and Annual Survey Data" link), or through the Pay Data google document link.

### **Annual Survey Data Uploaded**

Thank you to everyone who filled out the 2021 CLG Annual Survey this Fall. This information was uploaded to the member log-in page of the CLG website in early November. It can be found under the "Current Pay Data and Annual Survey Data" link.

An archive of the previous Annual Survey data is also available under the member log-in. We currently have 7 years of archives so that trends can be tracked over time.

## CLG CALENDAR

- **CAMA / NKCCMA Joint Meeting:** January 28th at the Metropolitan Club in Covington, KY. Time TBD
- **CAMA Meeting:** March 25th at the new Hamilton County Crime Lab. Time: 3pm
- **LTAP snow and ice trainings:** (Sponsored by MVRMA): [Click here for details](#)
- **Newly Elected Officials Training 2022:** February– date TBA