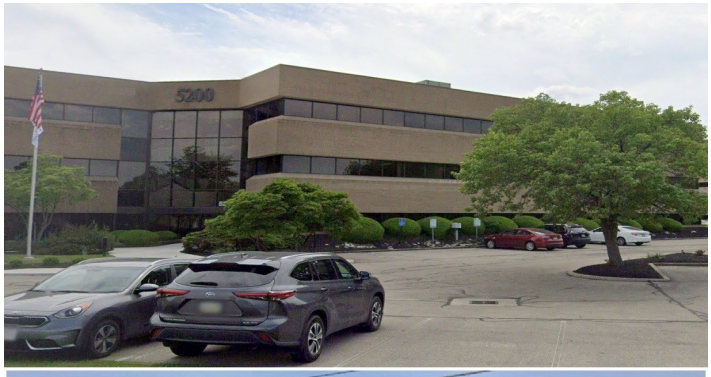

Each quarter we feature a photo of one of our members. This Quarter we feature our two new members: Riverside and South Lebanon

Highlights of this Issue:

- **Recruiting Federal Employees to Local Government**
- **Leadership Academy Has Launched**
- **New Payroll Administrator Forum**
- **Cyber Security Training Coming in June**

Regular Features:

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The Center for Local Government
Spring 2025 Newsletter

As Federal Workforce Shrinks, Work for America Can Help Local Governments Recruit

Finding and retaining skilled employees is a growing challenge for local governments. However, due to the increasing population of displaced federal workers, municipalities can access a new talent pool. But how can governments reach this population? A nonprofit initiative known as Work for America (WFA) may be the answer. This organization tries to solve the government staffing crisis nationwide by helping state and local governments recruit and retain public servants. They achieve this through a few different initiatives, such as their "Civic Match" program and their partnership with the National Governors Association (NGA).

First, WFA's "Civic Match" program is a talent matching project connecting federal workers with state and local government roles. This initiative works by providing job seekers and governments with the resources necessary for their goals. For instance, job seekers can create a profile and review WFA's jobs board, whether to apply for jobs or mark roles they are interested in. Also, according to WFA, hiring managers are actively recruiting Civic Match candidates, so they can also contact job seekers, inviting them to apply for an open position. Aside from applying for jobs, WFA also offers free coaching resources to federal workers and former campaign workers. In other words, WFA provides these people with guidance on how to translate their skills into the state and local levels, not to mention how to tailor their resumes.

On the government side, WFA provides state and local entities with free access to candidate resumes and gives them the ability to post on their public jobs board. The only step governments must take is requesting access via WFA's Civic Match form. Following this, you community will receive an onboarding package, which includes a training guide, video, and optional office hours with the WFA team.

Overall, Work for America could be a useful tool for local governments to use in the battle against staffing issues. Not only does it provide you with a readily available talent pool, but it also gives you the resources to maintain your outreach to the displaced federal workers.

The Center for Local GOVERNMENT

Effective Governance Through Collaboration

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Executive Director,
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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.

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lstuckey@C4LG.org

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zhuett@C4LG.org

New Faces in New Places (And New Governments!)

Usually the regular "New Faces in New Places" column is placed toward the back of the CLG Newsletter. But this month we are excited to announce the news that the **Cities of Riverside and South Lebanon have joined the CLG membership.** They are our 69th and 70th member communities! Since 2020, the Center has grown by 14 members. This is our most rapid growth since the early 1990s when we were initially onboarding governments.

Joshua Rauch

The strength of the Center is the fact that our governments form a tight knit network. People can call upon each other and collaborate. I encourage you to reach out to both communities and welcome them aboard. The City Manager of Riverside is **Joshua Rauch** (jrauch@riversideoh.gov). The City Administrator of South Lebanon is **Jerry Haddix** (jhaddix@southlebanonohio.org). In terms of program participation, Riverside is looking at the Southwest Ohio Regional Refuse Consortium, and South Lebanon is looking at the Center for Local Government Benefits Pool.

Lisa Brown

In addition to our two new member communities, we also have two of new faces to highlight. The first is **Lisa Brown** (lbrown@westchesteroh.org) who is now serving as the Township Administrator of West Chester Township. The second is **Tim Williams** (service@cityofstbernard.org), who is serving as the Interim Safety-Service Director for the City of St. Bernard.

As always, if there is anyone we missed, please reach out to TWhite@C4LG.org and we will be sure to include them in the next Newsletter.

Interesting Fact: Since the beginning of 2020, CLG has grown from 56 to 70 Member Communities– our most rapid growth since the early 1990s

The Center for Local GOVERNMENT

Cheviot Joins Justified Use of Force Consortium

The Center for Local Government is pleased to welcome the Cheviot Police Department as the newest participant in the Justified Use of Force Simulator (JUFS) program. Cheviot PD becomes the ninth law enforcement agency to join the consortium, following Lockland PD, who joined earlier this year.

Sgt. Stephen Knapp Jr. of Cheviot PD initially reached out to CLG in February to explore the possibility of joining the program. After reviewing the schedule, we successfully identified a time frame that allows Cheviot officers to utilize the training systems, and they will begin using the Street Smarts VR system near the end of April.

The JUFS Training Program is a police officer training program designed to help police officers improve both the speed and quality of their "Shoot/Don't Shoot" decisions. Central to the training is the use of a Firearms Training Simulator, an interactive video simulator which is programmed with hundreds of scenarios drawn from real cases. This equipment allows trainers to present trainees with use of force situations in a protected environment that lets them react, then observe and analyze the results of their actions.

Inaugural CLG Payroll Administrator Forum to Take Place on April 16th

The Payroll Resource Forum is CLG's newest endeavor, where we bring payroll administrators from our network to connect and engage in an informal conversation about pertinent payroll topics. Responsibility for payroll differs from government to government. The Finance department may oversee payroll distribution in one jurisdiction, whereas the Human Resources Department may manage it elsewhere. This forum provides a method for connecting these two departments with one another, ensuring that they are not limited to interacting with their Finance and HR counterparts in other areas.

Terwilliger Lodge will host the Inaugural CLG Payroll Administrator Forum

Planning for this event began when Jessica Tice, a Finance Specialist with the City of Montgomery, Ohio reached out to CLG. Her reason for reaching out was because there are no local government specific payroll groups. Combined with this, the payroll needs of the public sector are different than private sector payroll needs, so it was clear that there was a gap that needed to be filled.

Currently, there are 58 payroll administrators that are part of a forum contact group, and they are from nearly 40 of our member governments. Throughout our membership network, each jurisdiction has a different title for their payroll personnel, and in most cases, the term "payroll" is not in their title. Instead, many governments have Human Resources and Finance personnel as their designated payroll administrators. As of now, there are 26 attendees at the first Payroll Resource Forum, and there are a couple of topics on the agenda, such as payroll audits and employee bank account changes.

The event will take place on April 16th at Terwilliger Lodge in Montgomery (10530 Deerfield Rd. Montgomery, OH 45242) from 8:30am until 10am. There is no cost to attend. If you would like to RSVP, contact Ziah Huett at ZHuett@C4LG.org.

Interesting Fact: The Streetsmarts VR training system used by the JUFS consortium features a fully immersive virtual reality setting.

The Center for Local GOVERNMENT

12th Annual Center for Local Government Leadership Academy Underway

The CLG Leadership Academy kicked off on March 26th with Local Government 101. This class provided an introduction to the Academy and an overview of local governments and their various structures and roles. There were group exercises putting students in the role of the Administrator, elected officials, or other government officials. This class also provided an opportunity to hear from Leadership Academy graduates about their career progression.

Thank you to Ohio Plan Executive Director Michael Hinnenkamp for presenting, and to Springdale City Administrator Brian Uhl, and Brookville City Manager Jack Kuntz for discussing their career experiences.

Please meet this year's Leadership Academy class:

Nick	**Amato**	Beavercreek
Joshua	**Asbach**	Evendale
Joey	**Berning**	Blue Ash
Brian	**Carlson**	Anderson Township
John	**Coffey**	Carlisle
Will	**Davis**	Blue Ash
Malcolm	**Dolce**	Sharonville
Renee	**Elliott**	Golf Manor
Alex	**Feldman**	Springboro
Matt	**Fine**	Indian Hill
Kathleen	**Giblin**	Delhi Township
Kelly	**Gibson**	Miami Township (Clermont)
Ben	**Gunderson**	Milford
Justin	**Habig**	Cleves
Angela	**Hayes**	Norwood
Rob	**Holt**	Mason
Steven	**Knapp**	Cheviot
Alex	**Kuhn**	Wyoming
Jordan	**Martin**	Lebanon
William	**Nelson**	Sharonville
Kenny	**Phelps**	Clayton
Wyvonna	**Roberts**	Liberty Township
Joshua	**Samples**	Washington Township
Randy	**Supe**	Delhi Township
Cathy	**Walton**	Hamilton Township
David	**Wessling**	West Carrollton
Edward	**Winslow**	Madeira

New Southwest Ohio Regional Refuse Consortium Bid Underway

The Communities of Fairfax, Greenhills, Loveland, Mt. Healthy, Riverside, an Springdale are participating in the Southwest Ohio Regional Refuse Consortium (SWORRE) "Group 1 2025" bidding process. The SWORRE is a joint bid for solid waste and recycling services. Jointly bidding can increase competition for the contract and can provide communities with greater leverage when it comes to issues like customer service. 14 governments participate in one of three SWORRE bidding groups.

The bid will be published on April 21, with a contract start date of March 1, 2026 (for all governments except Riverside, which would start on January 1, 2026). It is expected that the group will have an estimate of their prices from the prospective haulers in late May. The average cost in this region for solid waste and recycling collection services has gone up by more than $5 per household per month since 2020. This is due to increases in the price of fuel, labor, capital equipment, and other items. We will share the pricing that the consortium received in the next newsletter, along with an analysis of the steps taken to mitigate these cost increases.

The Center for Local GOVERNMENT

Investment Insights: Knowledge from our Portfolio Management Partners

The Center for Local Government Treasury Asset Management Collaborative (TAMC) offers an opportunity for member government to take advantage of professional portfolio managers with ample experience in public sector finance. Since 2011, CLG has partnered with SJS Investment Services and Redtree Investments, to provide participating governments with financial management expertise.

Governments participating in the TAMC have a choice between both firms to determine which investment approach is most appropriate for their entity's investment needs. Each entity has the option to set up separate investment accounts with one of the firms. And no entity is required to ONLY invest with one of these two firms. To provide an introduction:

Since 2011, **SJS Investment Services** has been a trusted advisor in the CLG's Treasury Asset Management Collaborative, helping members manage investments with clarity and confidence. Our team supports public entities with cash flow analysis, navigating interest rate and bond market shifts, and aligning portfolios with each entity's goals, liquidity needs, and fiduciary responsibilities.

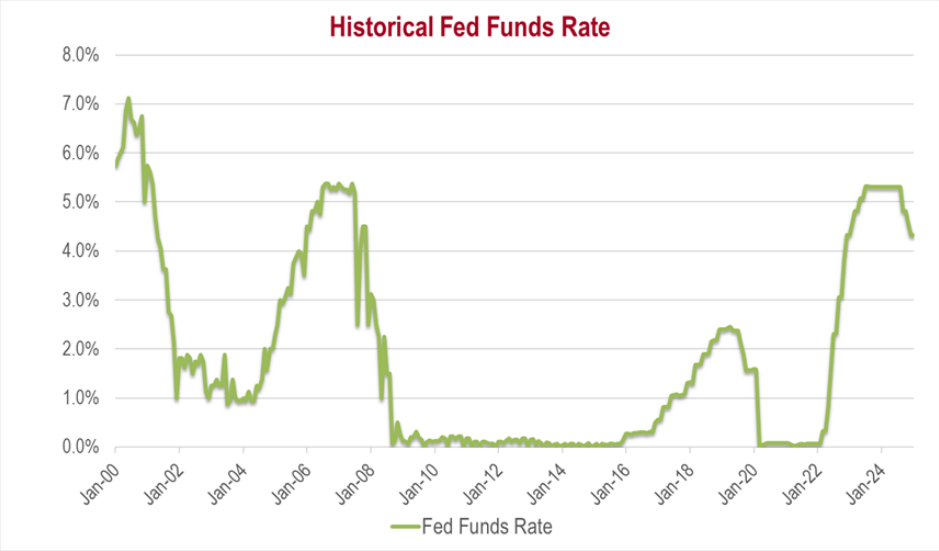
RedTree Investment Group is an independent investment advisory firm specializing in fixed-income portfolio management for public entities. We partner with local governments to develop customized investment strategies that prioritize safety, liquidity, and return. Our experienced team provides transparent guidance and dedicated service to help clients navigate the complexities of public funds investing.

Each quarter, a representative from SJS or Redtree will use this column to provide money management insights to the CLG membership. This month, the column will be written by REDTREE INVESTMENT GROUP

Finding the Optimal Mix of Cash vs. Investment Allocation

Treasurers/Finance Directors/Fiscal Officers in Ohio frequently face the challenge of determining how much cash to keep on hand versus how much to invest for long-term returns. While there is no universal answer, an optimal balance depends on factors such as cash flow needs, the interest rate environment, capital expenditures, and risk tolerance.

Why Is This Balance Important? Missed Investment Opportunities: Keeping all funds in cash (e.g., checking, savings, money market accounts, or STAR Ohio) means missing out on potentially higher returns from long-term investments. Short-term interest rates fluctuate, and locking in rates at the right time can provide financial stability. In the chart below is a look at the Federal Funds Rate since the year 2000 to today. The average rate over this time period is 1.88%.



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The Center for Local GOVERNMENT

Investment Insights (Continued)

Diversification and Risk Management: A well-diversified investment portfolio protects against interest rate volatility. By maintaining both short- and long-term investments, you can reduce exposure to sudden market shifts. If interest rates drop, locked-in rates provide stability. On the flip side, in a rising rate environment, an investment portfolio will be a bit slower to adjust to better returns.

Balancing Risk and Liquidity: Every cash placement carries some level of risk, including funds held in depository institutions. A balanced strategy ensures enough liquidity for immediate needs while diversifying into other short- or long-term investment options such as STAR Ohio, U.S. Treasury securities, US Agency securities, CD's, and Commercial Paper. But holding too much cash limits income potential, while excessive long-term investments may leave you unprepared for unforeseen expenses.

Determining the Right Cash vs. Investment Mix: The first step is analyzing historical cash flows over at least 12–18 months, focusing on the lowest cash balance periods. This identifies the minimum cash reserves needed for operational stability. Beyond this threshold, excess funds can potentially be invested for the longer term. However, an additional reserve buffer should be considered for unexpected expenses.

Future cash flow needs must also be evaluated, considering factors like capital projects, debt payments, and levy cycles or adjustments in income tax collection. Relying solely on historical data may not accurately predict future demands.

The interest rate environment also plays a crucial role. Fiscal Officers should assess whether the returns from investment options justify their holding periods, ensuring a prudent balance between safety and return.

Conclusion: There is no one-size-fits-all answer to cash vs. investment allocation, but holding all funds in cash can reduce potential returns, increase risk exposure, and limit financial flexibility. By strategically managing cash reserves and investing excess funds in low-risk instruments, you can improve financial sustainability and ensure readiness for both current and future needs. The key is ongoing evaluation and collaboration with stakeholders to make informed financial decisions.

REDTREE INVESTMENT GROUP

SJS Investment Services
You come first. All the time. Every time.

Cyber Security Training Coming in June

Partnering with Peter Kobak and Ohio Persistent Cyber Improvement (OPCI), the Center for Local Government will be hosting a cybersecurity presentation and training, tentatively scheduled for June 17th. The Ohio Persistent Cyber Improvement program aims to guide local jurisdictions in Ohio through cybersecurity preparedness, using three levels. Funded by the Cybersecurity and Infrastructure Security Agency (CISA) and the State of Ohio, each level involves multi step processes for cybersecurity improvement.

The goal of this collaboration with OPCI is to provide our member governments with "whole organization training" and provide resources to continue this initiative. By "whole organization training", OPCI and CLG hope to give all departments an opportunity to learn and grow, from the IT department to the organization's leadership. There will be guidance in creating plans, procedures, and policies in cybersecurity. Additionally, if jurisdictions want to take cybersecurity seriously, this collaboration can show how they might be able to continue their cybersecurity education, such as how it works and why it works.

The Center for Local GOVERNMENT

News Bits

Membership Dues

For any government who has not yet paid their 2025 CLG membership dues, this is a friendly reminder that they are due by Friday May 9th. If you need another copy of your invoice, or if you want to verify if you have paid, contact T.J. White at TWhite@C4LG.org.

Thank you!

CAO Pay Requests

The spring Chief Administrative Officer pay data request was distributed on Tuesday April 1st. If you received this request, please submit your pay data to Lori Stucky at LStuckey@C4LG.org by Thursday April 24th.

Thank you

Administrative Professionals (AP) Training Luncheon

The Center for Local Government will hold our bi-annual AP Luncheon on May 8th at deSha's American Tavern. The topic will be "Handle Conflict Before It Handles You," presented by guest speaker Dr. Sean Reynolds. Please look for more details in your inbox and on our calendar.

Upcoming Events from CLG and Partners

Payroll Resource Forum/Roundtable, April 16,2025, 8:30-10:00am, at Terwilliger Lodge (10530 Deerfield Rd, Cincinnati, OH 45242), presented jointly by CLG and Jessica Tice of Montgomery. Click here to view flyer with more information. There is no charge. Please RSVP to Ziah Huett by 5:00pm on April 15.

Gen Z in the Workplace – Lunch and Learn, April 16, 2025 at Wilmington College. Please click here for more information and to register.

Forklift Training, presented by MVRMA, **April 21 in Blue Ash** and **May 7 in Miamisburg**. Cost is $60 for members, and $75 for non-members. Please click here for flyer with more details and registration information.

Free Online Training Courses: Ohio Ethics and Certified Public Records Training.

Cybersecurity for Water Operators, **April 24th** and **April 25th, 2025**, hosted by Sinclair Workforce Development, in partnership with GoCyberCollective at Sinclair in Mason (5386 Courseview Dr., Mason, OH, 45040). Cost is $1800. Please click here to register.

Xavier University 3rd Shift Public Safety Courses, Spring 2025, Late Evening Public Sector Series designed specifically for public safety professionals. Please contact Michelle Debevec for questions or to register.

CLG Administrative Professionals Training Luncheon, "How to Handle Conflict Before It Handles You", May 8, 2025 at deSha's American Tavern (11320 Montgomery Rd, Montgomery, OH 45459) from 11:30-1:00. Cost is $25.00. Please RSVP to Lori Stuckey by May 1 with meal choice. Click here to see flyer with more details.

Maximize Your Time and Potential (Time Management) Training, May 15, 2025, presented by MVCC at MVCC (1195 E. Alex Bell Rd., Centerville, OH 45459). Cost is: Members:$50, Affiliates: $60 and Partners: $70. Please click here to register.

Ohio Persistent Cyber Improvement Program Training, TENTATIVELY SCHEDULED FOR June 17, 2025, Location and RSVP information coming soon.