



2026 SPRING CONFERENCE
MARCH 11-13

ATHENS-CLARKE COUNTY, GEORGIA



Welcome to the 2026 GCCMA Spring Conference!

Dear Colleagues,

On behalf of the GCCMA Board of Directors, it is my distinct honor to welcome you to the 2026 GCCMA Spring Conference in Athens-Clarke County, Georgia. As your GCCMA President, I am proud to convene city and county management professionals from across our state for what promises to be an energizing, forward-looking, and highly impactful gathering.

The 2026 conference is intentionally designed to meet the moment. Local government leadership continues to evolve amid fiscal pressures, workforce transformation, legislative change, infrastructure demands, and heightened community expectations. Our program features nationally recognized speakers, practitioner-led panels, and interactive sessions focused on strategic governance, operational excellence, innovation, and resilient leadership. You will leave equipped with practical tools, fresh insights, and renewed perspective to better serve your communities.

Equally important is the opportunity to strengthen the professional relationships that define our association. Whether you are a seasoned city or county executive or emerging in your leadership journey, this conference offers invaluable time to exchange ideas, benchmark best practices, and build trusted networks. These connections are often the most enduring and transformative outcomes of our time together.

We are deeply grateful to our sponsors and exhibitors whose partnership makes this conference possible. Their commitment to local government excellence enables us to deliver high-quality programming and provides access to cutting-edge services and solutions. I encourage you to spend time with them, learn about the resources they offer, and thank them for their steadfast support of Georgia's local governments.

While you are here, I hope you will also enjoy all that Athens has to offer. From the historic North Campus at the University of Georgia to the vibrant downtown district filled with locally owned restaurants and live music venues, Athens blends tradition with energy. Stroll along the Dawg Walk, tour the celebrated State Botanical Garden of Georgia, or experience the city's legendary music scene that helped launch bands like R.E.M. and The B-52's. Athens offers a distinctive blend of culture, innovation, and Southern hospitality that makes it an ideal setting for our spring conference.

I encourage you to fully engage in every aspect of this conference—participate in the dialogue, challenge assumptions, connect with peers, and take advantage of the resources available. Together, we will continue advancing the professionalism, integrity, and effectiveness of local government leadership across Georgia.

Welcome to the 2026 GCCMA Spring Conference. I look forward to an exceptional few days together as we continue shaping the future of local government in Georgia.

Sincerely,



Adam Mestres
President
Georgia City-County Management Association



9:00 a.m. – 4:00 p.m. Hyatt Place: Meeting Room 3

Pre-conference Workshop

(separate registration required – breakfast and lunch included – breakfast begins at 8:30 a.m.)



AI Bootcamp for Local Government Leaders

An immersive, hands-on workshop designed for government officials, offering a foundational understanding of artificial intelligence (AI) and generative AI (GenAI). Participants will explore how AI and GenAI systems are built, understand the differences, capabilities, and requirements of various platforms, and examine the ethical and legal considerations surrounding their use. The session also introduces prompt engineering—the practice of crafting effective instructions (prompts) to guide GenAI models in producing specific, desired outputs.

INTENDED AUDIENCE

This practical application workshop is intended for individuals who are unfamiliar or inexperienced with artificial intelligence and generative artificial intelligence but want to learn and apply concepts and approaches on integrating AI and GenAI solutions into their everyday work routines in local government. Participants do not need to have experience with artificial intelligence and generative artificial intelligence for this workshop.

LEARNING OBJECTIVES

By participating in this workshop, attendees will:

- Understand how AI and generative artificial intelligence systems are designed and deployed
- Perform and recognize “prompt engineering” best practices
- Differentiate between AI platforms and models
- Identify potential ethical and legal challenges in integrating AI

INSTRUCTORS:

- **James Byars**, *Senior Data Scientist, UGA Carl Vinson Institute of Government*
- **Ethan Christmas**, *Scientific Computing Professional, UGA Carl Vinson Institute of Government*

► **ICMA Competency: 4, 6, 10, 11**

Dinner On Your Own

7:30 p.m. – 9:00 p.m.

“No Host” Get Together

Mix and mingle with colleagues in casual conversation as a prelude to the start of the Conference at The Placery in the lobby of the Hyatt Place Hotel.

PREMIER SPONSORS

The logo for GMC, consisting of the letters G, M, and C in a stylized, orange, sans-serif font. The letters are bold and have a slight gap between them.

Architecture and Engineering

The logo for polimorphic, featuring the word in a black, lowercase, sans-serif font. The letter 'p' has a red underline, and the letters 'i' and 'o' have blue horizontal bars above them.

7:30 a.m. – 8:30 a.m. Athena F-J

Breakfast

7:30 a.m. – 8:30 a.m. Olympia 1

Orientation and Breakfast for First-time Attendees and New Members

First-time attendees and new members are encouraged to attend orientation to become familiar with the organization and be introduced to the GCCMA leadership.

SPONSORED BY: Carter and Sloope, Inc. and Crews & Associates

8:30 a.m. – 8:45 a.m. Athena A-E

Welcome and Opening Remarks

- Adam Mestres, *GCCMA President, Manager, Morgan County*
- Kelly Girtz, *Mayor, Athens-Clarke County*
- Rob Gordon, *Director, UGA Carl Vinson Institute of Government*

8:45 a.m. – 10:15 a.m. Athena A-E

Opening General Session — Thriving in Public Service: Embracing Healthy Leadership



The key to a thriving team is healthy leadership. Our job as local government managers is to show up at our best each day to champion a healthy culture and lead the way forward. Given the enormous responsibility placed on public service, it's often difficult to be as intentional as we should be. How do we learn to show up as healthy leaders for our teams, and what is burnout doing to rob you of your capacity to enjoy life?

PRESENTER: Chad Wright, *Founder & Coach, Forward Partners*

MODERATOR: Adam Mestres, *GCCMA President, Manager, Morgan County*

► **ICMA Competency:** 1, 5, 6

SPONSORED BY: Goodwyn|Mills|Cawood and Polimorphic

10:15 a.m. – 10:30 a.m. Athena A-E**Break**10:30 a.m. – 11:45 a.m. | **CONCURRENT SESSIONS****Concurrent Session #1:** Athena A-E
Embracing Healthy Rhythms

Do you want to know more about the topics discussed this morning? One of the keys to winning the battle against burnout is embracing healthy rhythms. What are those rhythms? How can you be intentional with your Circle of Support, daily choices, and learn to truly rest?

PRESENTER: Chad Wright, *Founder & Coach, Forward Partners***MODERATOR:** Shawn Boatright, *GCCMA Secretary/Treasurer*► **ICMA Competency:** 1, 5, 6**Concurrent Session #2:** Parthenon 1-2
Municipal Corruption: From Policies to People

Dr. Nelson will share insights from her latest book (co-written with Dr. Whitney Alfonso), “Municipal Corruption: From Policies to People.” As a comprehensive exploration of corruption in U.S. municipal governments from 1990 to 2020, including all U.S. municipalities with populations of 10,000 or more, the research and case study analysis will help answer the question of why some municipalities fall victim to corrupt acts, while others do not. She will share stories of several communities that suffered through public corruption, identifying factors that contribute to a greater risk of corruption, and outlining steps to prevent corruption in communities. Attend this session if you have an interest in learning how to better insulate your community and constituents from corrupt acts.

PRESENTER: Dr. Kim Nelson, *Distinguished Professor, School of Government, University of North Carolina-Chapel Hill***MODERATOR:** Dr. Eric Zeemering, *Professor and MPA Director, Department of Public Administration and Policy, University of Georgia*► **ICMA Competency:** 1, 4, 6, 8, 9, 10, 14

Concurrent Session #3: Olympia 2 Been There, Survived That 2.0: More Insights from the Frontlines of Local Government



Join a panel of distinguished city and county managers as they reflect upon decades of public service at the helm of local government. With candor and good humor, these seasoned leaders will share hard-won wisdom, memorable success stories, and a few cautionary tales from their careers navigating the challenges of politics, policy, and public expectations. This engaging conversation offers a unique opportunity to gain insights into what they wish they had known, the moments that defined their leadership, and the strategies that helped them persevere through crises and change. Bring your questions to this interactive session that is designed to inspire, affirm, and connect today's local government practitioners with those who have paved the way.

PRESENTERS:

- **Al Grace (MODERATOR)**, *Interim Manager, City of Valdosta*
- **Kay Love**, *Assistant Manager, City of Johns Creek*
- **Alan Ours**, *Manager, Lumpkin County*
- **Paul Radford**, *Manager, City of Sugar Hill*

► ICMA Competency: 1, 5, 6, 8, 9, 14

11:45 a.m. – 1:00 p.m. Athena F-J

Networking Lunch with Exhibitors

SPONSORED BY: Carroll Daniel, Davenport & Company, LLC., Johnson Controls, and Readyly

11:45 a.m. – 1:00 p.m. Olympia 1

Board of Directors Meeting and Lunch

1:00 p.m. – 2:15 p.m. | CONCURRENT SESSIONS

Concurrent Session #4: Athena A-E Governing Board-Manager Relations – Roles of Local Government Managers in Theory and Practice



City and county managers today are expected to do far more than keep the trains running on time. This session explores

how the role has expanded to include policy insight, strategic thinking, and leadership beyond city hall. Dr. Nelson will connect academic research with the day-to-day realities you face when working with elected officials and the public. She will discuss why policy engagement is not a boundary violation but a core part of professional management. You'll leave with a clearer way to explain your role in your community to help build your confidence in carrying it out.

PRESENTER: Dr. Kim Nelson, *Distinguished Professor, School of Government, University of North Carolina-Chapel Hill*

MODERATOR: Dr. Eric Zeemering, *Professor and MPA Director, Department of Public Administration and Policy, University of Georgia*

► ICMA Competency: 2, 3, 4, 6, 7, 8, 9, 10, 14

Concurrent Session #5: Parthenon 1-2 Emergency Management for Local Leaders: Mitigation, Preparedness, Response & Recovery



City and county managers are central to how communities prepare for, respond to, and recover from disasters. Led by the director of emergency management for Lowndes County, this session explores the four pillars of emergency management through the lens of executive leadership, governance, and finance rather than field operations. Participants will gain practical insight into how pre-disaster decisions, organizational readiness, and early response actions shape long-term recovery outcomes.

Special attention will be given to the realities of disaster reimbursement, documentation, and lessons learned from recent federal assistance processes. An interactive discussion and Q&A will help managers connect these concepts to real-world local government challenges.

PRESENTERS:

- Ashley Tye, *Emergency Management Director, Lowndes County*
- Jonathan Jones, *Emergency Management Field Coordinator, GEMA/HS*

MODERATOR: Cory Thomas, *Manager, City of Colquitt*

► ICMA Competency: 6, 7, 8, 10, 12, 14

Concurrent Session #6: Olympia 2 AI Readiness Across Georgia Counties: Insights and Strategies from a Statewide Assessment



As use of artificial intelligence (AI) accelerates across Georgia, there is increasing pressure to build skilled workforces, modernize digital infrastructure, and replace aging legacy systems. The Georgia Tech Research Institute (GTRI) partnered with the Association of County Commissioners of Georgia (ACCG) in 2025 to evaluate how local governments are adopting AI to address operational, economic, and service-delivery challenges by conducting a statewide survey examining current AI use, barriers to adoption, workforce and training needs, and strategic opportunities. The survey was distributed through ACCG and GCCMA. In this session, the GTRI research team will present key findings from the assessment and discuss practical implications for local leaders. Attendees will gain insight on strategies for responsibly integrating AI into operations, improving service delivery, strengthening economic development, and preparing Georgia's communities for the next wave of technological change.

PRESENTERS: Georgia Tech Research Institute Team

MODERATOR: Guy Singletary, *GCCMA District Director, Administrator, Emanuel County*

► **ICMA Competency:** 6, 10, 11, 14

2:15 p.m. – 2:45 p.m. Athena F-J

Break with Exhibitors

SPONSORED BY: Berkley Group, LLC and Turnipseed

2:45 p.m. – 4:00 p.m. Athena A-E

General Session: Ethics in Action: Doing the Right Thing When It Is Tough



Ethical dilemmas in local government may rarely present clear-cut violations — they emerge in gray areas, influenced by political pressure, and reflect difficult real-time decisions. Led by CVIOG faculty member, Dr. Marci Campbell and Pam Brangaccio, ICMA Southeast Regional Director and former city and county

manager, this interactive session will begin with an overview of public service ethics and a refresher on the ICMA Code of Ethics. Participants will discuss realistic local government scenarios at their tables, working through complex situations that test professional judgment and integrity. Report-outs and large-group discussions will allow managers to hear how peers approach challenging ethical choices under pressure. Attendees will leave with practical insight and greater confidence to navigate the tough moments that define public service leadership.

PRESENTERS:

- **Dr. Marci Campbell**, *Public Service Faculty, UGA Carl Vinson Institute of Government*
- **Pam Brangaccio**, *Southeast Regional Director, ICMA, Retired City and County Manager*

MODERATOR: **Sammy Rich**, *GCCMA Vice President, Manager, City of Rome*

► **ICMA Competency: 1, 2, 6, 14**

4:00 p.m. – 4:45 p.m. Athena A-E

GCCMA Business Meeting & Awards Ceremony

Adam Mestres, *GCCMA President, Manager, Morgan County*

4:45 p.m. – 6:15 p.m. Athena F-J

Opening Reception with Exhibitors

SPONSORED BY: *4PM, Charles Abbott Associates, Inc., Gallagher, GOGov, InterDev, RaLin Construction, and Rep'd*

Dinner On Your Own

7:45 a.m. – 9:00 a.m. Parthenon 1-2

Women in Government Breakfast: Thinking Like a Coalition Designer



Public servants are rarely taught what good looks like for coalition design, and in the absence of that, realities often overwhelm even the most committed collaborative public servant. This session will provide insight into approaches for forming useful coalitions, including careful strategic planning; thinking through the members who will fit into a coalition; and clarifying authority early and often both among the roles in the coalition and the authority that coalition members have to act on behalf of the entities they represent. If we start to think in terms of tending to the whole operating system of the coalition, not just following a recipe of principles, we can respect the devils in the details and will stand a much better chance of leaning into, not away from the power of coalitions when the pressure is on.

PRESENTER: Lucy Ellis, *Principal and Founder, The Calyx*

MODERATOR: Regina McDuffie, *GCCMA District Director, Manager, City of Brunswick*

► **ICMA Competency:** 2, 3, 5, 6, 8, 9, 13

SPONSORED BY: *Schneider Electric and Veolia North America*

8:00 a.m. – 9:00 a.m. Athena F-J

Breakfast with Exhibitors

SPONSORED BY: *Bureau Veritas, DCCM, McMillan Pazdan Smith Architecture, Pond & Company, Stifel Public Finance, Thomas & Hutton Engineering Co., and Trane*

9:00 a.m. – 9:15 a.m. Athena A-E

Welcome and Opening Remarks

Adam Mestres, *GCCMA President, Manager, Morgan County*

9:15 a.m. – 10:15 a.m. Athena A-E



General Session: Georgia's Revolutionary Voice: A Conversation with Button Gwinnett



As the nation approaches the 250th anniversary of the signing of the Declaration of Independence, we will bring history to life. A local actor portraying Button Gwinnett, one of Georgia's three signers of the Declaration of Independence, will share stories, perspectives, and leadership lessons drawn from the Revolutionary era and the founding of American

self-governance. Through character-driven storytelling and audience interaction, participants will explore themes of civic responsibility, public service, and the enduring role of local leadership in democracy.

Following the historical presentation, a representative of America 250! and a member of the Daughters of the American Revolution will offer ideas, resources, and inspiration for community-based commemorations. Attendees will collaborate in a guided brainstorming discussion to identify creative, inclusive, and meaningful ways their communities can mark this milestone year. The session blends history, civic reflection, and practical planning to help local governments play a visible role in honoring America's 250th anniversary.

PRESENTERS:

- **Button Gwinnett**, *American Founding Father, signer of the Declaration of Independence – played by Jason West, Deputy Director, Department of Community Services, Gwinnett County*
- **Judy Parker**, *State Vice Chair, America250! Committee, Member, Daughters of the American Revolution (DAR)*

MODERATOR: Gina Roy, *GCCMA District Director, Manager, Jackson County*

► **ICMA Competency:** 2, 6, 9, 14

10:15 a.m. – 10:45 a.m. Athena J-F

Break with Exhibitors

SPONSORED BY: Berkley Group, LLC and Turnipseed

10:45 a.m. – 12:00 p.m. | CONCURRENT SESSIONS

Concurrent #7: Parthenon 1-2

Fast Failures: Mistakes I've Survived & What I've Learned



Leadership in local government isn't a highlight reel — it's built in the tough moments when things don't go as planned. Hear real stories of leadership missteps, unexpected challenges, and hard-earned lessons, including political landmines, communication breakdowns, and high-pressure decisions. Our colleague will share what he would do differently, how he rebuilt trust, and the habits and systems he developed to lead more effectively. This session aims to turn "failure" into a powerful tool for becoming a stronger, smarter leader.

PRESENTER: James Drinkard, *Administrator, City of Warner Robins*

MODERATOR: Jerry Coalson, *GCCMA District Director, Administrator, Jefferson County*

► **ICMA Competency:** 2, 4, 5, 6, 8, 9, 10, 14

Concurrent #8: Athena A-E

I Saw That on Instagram! How Building a Robust Social Media Presence Builds Community Trust and Engagement



We live in a digital world where 85% of Americans are online every day and spend an average of 6 hours a day consuming information. The shift to digital news is accelerating and has been for years. As more people shift to digital news and social media, local governments have a growing opportunity to communicate directly with residents. With the loss of many local newspapers, social platforms now play a critical role in sharing timely, unfiltered information. This session explores how a thoughtful social media strategy can build trust, strengthen engagement, and connect residents to government programs, projects, and services. Colleagues from across the country will share real-world examples

of effective content, from public safety updates to employee and business spotlights, that add a human touch. Prepare to learn practical ideas, best practices, and ready-to-use approaches for building a consistent and trusted online presence.

PRESENTERS:

- **Dr. Scott Andrews**, *Manager/CEO, Doña Ana County, New Mexico*
- **Phil Kiraly**, *Manager, Village of Glencoe, Illinois*
- **Mike Paulhus**, *Manager, Town of Plainville, Connecticut*

MODERATOR: **Freddy Morgan**, *GCCMA District Director, Assistant Manager, City of Cartersville*

► **ICMA Competency:** 2, 3, 6, 8, 9, 10, 11, 14

Concurrent #9: Olympia 2 Quick Learning Session — Grievances 101 — Navigating Employee Complaints in Local Government



Employee grievances are a normal part of managing a public workforce, but how they are handled can greatly impact morale, trust, and organizational culture. In this quick-learning session, a faculty expert from CVIOG (with experience in Georgia city and county government) will explain the purpose of employee grievance processes and the manager's role within them. Participants will gain a clear overview of common grievance issues, procedural expectations, and the principles of fairness, consistency, and documentation. The session will also suggest strategies for addressing concerns early and preventing issues from escalating into formal complaints. Attendees will leave better prepared to support their HR function and handle employee concerns with professionalism and confidence.

PRESENTER: **Sam Trager**, *Public Service Faculty, UGA Carl Vinson Institute of Government*

MODERATOR: **Teresa de Castro**, *GCCMA District Director, Assistant Manager, City of Decatur*

► **ICMA Competency:** 4, 6, 7, 8, 13

12:00 p.m. – 1:00 p.m. Athena F-J

Networking Lunch with Exhibitors

SPONSORED BY: *Carroll Daniel, Davenport & Company, LLC., Johnson Controls, and Readyly*

12:00 a.m. – 1:00 p.m. Parthenon 1-2

Assistant/Deputy Lunch

Join colleagues for networking, connections and discussions on issues relevant to Assistant and Deputy Managers in their current roles and in their communities.

FACILITATORS:

- Teresa de Castro, GCCMA District Director, Assistant Manager, City of Decatur
- Stacey Inglis, GCCMA District Director, Deputy Manager, City of Milton

SPONSORED BY: Developmental Associates, LLC., and Musco Sports Lighting

1:00 p.m. – 2:15 p.m. Olympia 2

Hot Topics Roundtable Focused on Shared Challenges: A National Perspective on Local Government's Toughest Issues



What's rising to the top for communities right now? How are you and our colleagues across the country tackling it? This high-energy roundtable will deliver a fast-paced look at the hottest issues shaping local government, paired with candid discussion you can't get from a report or webinar. Two dynamic managers from Illinois and Connecticut will bring an outside perspective, sharing how they're navigating today's challenges while building strong connections with residents through innovative communication approaches — from local government podcasting to standout storytelling. Expect practical ideas, bold thinking, and real talk about what's working, what's not, and what's coming next. Come ready to engage, compare notes, and leave with fresh insight you can take straight back to your community.

CO-FACILITATORS:

- Phil Kiraly, Manager, Village of Glencoe, Illinois (Podcaster, AuthenticCity FM)
- Mike Paulhus, Manager, Town of Plainville, Connecticut (ELGL Top 10 Local Government Influencer)

► ICMA Competency: 8, 9, 10

Afternoon Tours

1:00 p.m. – 4:00 p.m.

(Tours meet promptly at 1 p.m. and begin at 1:15 p.m.)

Tour 1: State Botanical Garden of Georgia - Insiders Tour

The State Botanical Garden of Georgia consists of 323 acres, with a conservatory operated as a Public Service and Outreach (PSO) unit by the University of Georgia. It is located on the outskirts of Athens along the east bank of the Middle Oconee River and features 11 botanical and horticultural collections. You will enjoy an insider's tour, learn about the garden's history and impact on the community, and hear some interesting facts about horticulture and ecology. Bus transportation will be provided from the Classic Center.

TOUR HOST: Jason Young, *Director of Horticulture and Grounds, The State Botanical Garden of Georgia*

► **ICMA Competency:** 5, 6, 7, 14

Tour 2: Historic Athens Heritage Trolley Tour

Join colleagues for a guided group tour with Historic Athens and discover the city's rich heritage through its architecture, neighborhoods, and local landmarks. This trolley tour offers an engaging and educational experience that highlights the stories and preservation efforts that have shaped Athens over the years. It's a great opportunity for participants to enjoy an afternoon of learning, connection, and discovery beyond the walls of the conference venue.

TOUR HOST: Caitlin Short, *Deputy Director, Historic Athens Welcome Center*

► **ICMA Competency:** 2, 3, 6, 7, 8, 9, 14

2:30 p.m. – 4:00 p.m. Room Athena A-E

Discussion Session: 2026 Property Tax Reform Proposal – HR 1114 and HB 1116



Property tax reform legislation for the 2026 Georgia legislative session was introduced in the Georgia House of Representatives on Jan. 29, 2026. The HOME Act, Constitutional Amendment HR 1114 and its companion bill, HB 1116, propose to significantly reduce property taxes on homestead properties. Members of the GCCMA Board of Directors have arranged and will facilitate a discussion in roundtable format. Come prepared to discuss ideas and learn from your colleagues.

CO-FACILITATORS:

- **Sammy Rich**, *GCCMA Vice President, Manger, City of Rome*
- **Guy Singletary**, *GCCMA District Director, Administrator, Emanuel County*

► **ICMA Competency: 6, 7, 8, 10, 12, 14**

Dinner On Your Own

7:30 a.m. – 8:45 a.m. Olympia 1

Program Planning Committee Meeting and Breakfast

8:00 a.m. – 9:00 a.m. Athena F-J

Breakfast with Exhibitors

SPONSORED BY: Bureau Veritas, DCCM, McMillan Pazdan Smith Architecture, Pond & Company, Stifel Public Finance, Thomas & Hutton Engineering Co., and Trane

9:00 a.m. – 9:15 a.m. Athena A-E

Opening Remarks & Vendor Door Prizes

9:15 a.m. – 10:30 a.m. Athena A-E

General Session: Leading with Love



Our former Georgia local government colleague returns to share the highlights of his life journey across the country working to improve communities. Scott leads with the mantra: “Work for the cause, not the applause.” He advocates an approach that emphasizes not striving to impress and be noticed, but to focus on expressing yourself by blending servant leadership, emotional intelligence, and heartfelt approaches to your work. He has three core components to emphasize:

1. **Balancing Act:** Encouraging us to be happy with our current achievements while actively working toward future goals.
2. **Human-Centric:** Focusing on recognizing that everyone is carrying unseen burdens, which should shape how leaders show up and care for others.
3. **Impact-Driven:** Aiming to create lasting positive change rather than just pursuing, or focusing on, short-term recognition.

PRESENTER: Dr. Scott Andrews, *Manager/CEO, Doña Ana County, New Mexico*

MODERATOR: Adam Mestres, *GCCMA President, Manager, Morgan County*

► ICMA Competency: 1, 5, 6, 13

10:30 a.m. – 10:40 a.m.

Closing Remarks & Adjournment

*See you in Gwinnett County
at the Gas South District for the
GCCMA 2026 Fall Conference,
September 23 - 25, 2026!*



Overall Evaluation
GCCMA - Spring 2026

NOTES

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ICMA PRACTICES FOR EFFECTIVE LOCAL GOVERNMENT LEADERSHIP

The International City/County Management Association (ICMA) has identified **14** core competencies critical for effective local government management. These have been determined by members to be essential.

1. Personal and Professional Integrity
2. Community Engagement
3. Equity and Inclusion
4. Staff Effectiveness
5. Personal Resiliency and Development
6. Strategic Leadership
7. Strategic Planning
8. Policy Facilitation and Implementation
9. Community and Resident Service
10. Service Delivery
11. Technological Literacy
12. Financial Management and Budgeting
13. Human Resources Management and Workforce Engagement
14. Communication and Information Sharing

Source: ICMA.org, October 8, 2024

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