



2026 FALL CONFERENCE
SEPTEMBER 22-25

GWINNETT COUNTY, GEORGIA



Welcome to the 2026 GCCMA Fall Conference!

Dear Colleagues,

On behalf of the GCCMA Board of Directors, it is always a pleasure to have the opportunity to bring Georgia's local government professionals together, and I am pleased to welcome you to the 2026 Fall Conference in Duluth, Georgia. As your GCCMA President, I look forward to spending these few days together as we share ideas, learn from one another, and strengthen the professional relationships that make our organization so valuable.

Local government leadership continues to become more complex. The expectations placed on our organizations and our communities are constantly changing, while the fundamental responsibility remains the same: to provide effective leadership, sound management, and meaningful service to our residents. This conference gives us an opportunity to step away from the demands of the daily schedule and spend time focusing on the ideas, strategies, and leadership practices that can help us meet those challenges.

I encourage each of you to take an active role in the conference. Ask questions, share your experiences, and take advantage of the opportunity to learn from colleagues who may approach a familiar challenge from a very different perspective. Some of the most valuable conversations at our conference happen outside the scheduled sessions—in a hallway, over a meal, or during an informal chat with another manager. Those connections and shared experiences are an important part of what makes GCCMA such a strong professional organization.

I also want to extend my sincere appreciation to our sponsors and exhibitors. Their continued support of GCCMA allows us to provide meaningful professional development opportunities and brings valuable resources, ideas, and expertise to our members. I encourage you to spend some time with them during the conference and learn more about the products and services they offer to local governments across Georgia.

Our location in Duluth also provides a great opportunity to experience a community that has embraced growth while maintaining a strong sense of place. The Gas South District places us near attractions such as the Southeastern Railway Museum. For those looking to get outside, McDaniel Farm Park offers miles of trails through wooded areas and open fields alongside historic farm buildings and gardens, while the nearby Chattahoochee River and Cauley Creek Park provide opportunities to enjoy trails, river views, and the outdoors. And I hope you will make time to visit Downtown Duluth, where local restaurants, shops, public spaces, and community events provide a great way to unwind after a day of conference activities.

Ultimately, I hope this conference leaves you with more than a collection of notes and presentations. I hope you return to your communities with a fresh perspective, practical ideas, and relationships that will continue to be valuable long after we leave Duluth. Our profession is strengthened when we are willing to share what works, learn from what does not, and support one another in the important work of local government.

Thank you for your continued commitment to GCCMA and, more importantly, to the communities you serve. I look forward to seeing you in Duluth and to sharing a productive, informative, and enjoyable conference with all of you.

Sincerely,



Adam Mestres
President
Georgia City-County Management Association



9:00 a.m. – 4:00 p.m. **Topaz Room**

Pre-conference Workshop

(separate registration required – lunch included)

Breakfast begins at 8:30 a.m.

New Manager Boot Camp

Whether you're early in your local government career, a first-time manager, or an assistant preparing for the next step, this interactive workshop provides a practical foundation for success. Participants will explore the essential responsibilities of today's local government manager, including effective communication, adaptive leadership, public values, disruptive trends facing local governments, organizational culture, and navigating the complex relationship between elected officials and professional administration.

Led by faculty from the University of Georgia's Carl Vinson Institute of Government and supported by experienced GCCMA managers serving as small-group facilitators, this interactive program combines expert instruction with real-world discussion, practical advice, and peer learning. Attendees will leave with practical tools, leadership insights, and a stronger understanding of the knowledge and skills needed to succeed in local government management.

PRESENTERS:

- **Hardin Watkins**, *Public Service Faculty, Carl Vinson Institute of Government, UGA*
- **Suzette Arnold**, *Public Service Faculty, Carl Vinson Institute of Government, UGA*

***Joined by Seasoned GCCMA Managers Assigned to each Small Discussion Group**

► **ICMA Competency: 1, 2, 3, 4, 5, 6, 7, 8, 13, 14**

SPONSORED BY: *Carter & Sloop, Inc. and Trane*

Dinner On Your Own

7:30 a.m. – 8:30 a.m. Jasper Ballroom ABCD

Breakfast

7:30 a.m. – 8:30 a.m. Topaz Room

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: Charles Abbott Associates and Spectrum

8:30 a.m. – 8:45 a.m. Amethyst Ballroom

Welcome and Opening Remarks

- Adam Mestres, *GCCMA President; County Manager, Morgan County*
- Nicole Love Hendrickson, *Chairwoman, Gwinnett County Commission*
- Steve Kohn, *Vice President of Construction at Concord Hospitality Enterprises, The Westin Atlanta Gwinnett*

8:45 a.m. – 10:15 a.m. Amethyst Ballroom

Opening General Session — The Lesson in Loss



Success is often defined by victories, but lasting leadership is forged through setbacks. Drawing from his nine-season NFL career with the Baltimore Ravens and Atlanta Falcons, former Pro Bowl fullback Ovie Mughelli shares powerful lessons on resilience, adaptability, and perseverance. Through stories of overcoming draft-day disappointment, recovering from difficult losses, and performing under intense pressure, Ovie demonstrates how challenges can become opportunities for growth. Attendees will gain practical leadership insights on maintaining focus, building resilient teams, and turning adversity into a catalyst for personal and organizational success.

PRESENTER: Ovie Mughelli, *Founder and CEO, The Ovie Mughelli Foundation, Former All Pro Fullback, Atlanta Falcons & Baltimore Ravens*

MODERATOR: Kathryn Downs, *Assistant County Administrator, Bryan County*

► **ICMA Competency:** 3, 4, 5, 6, 13, 14

SPONSORED BY: HdL Companies, Municipal Electric Authority of Georgia (MEAG), and Rep'd

10:15 a.m. – 10:30 a.m. Amethyst Ballroom Prefunction

Break

10:30 a.m. – 11:45 a.m. | CONCURRENT SESSIONS

Concurrent Session #1: Amethyst Ballroom

Beyond the Keynote: A Deeper Conversation with Ovie Mughelli



Continue the conversation with Ovie Mughelli in this more personal and interactive follow-up to **The Lesson in Loss**. He will expand upon the experiences and leadership lessons introduced during the opening general session.

With more time for storytelling, reflection, and audience questions, this session provides an opportunity to explore how Mughelli's lessons from professional football, philanthropy, and life beyond the field can be applied to leadership in local government. Attendees are encouraged to bring their questions and take part in an honest conversation about responding to setbacks, supporting teams under pressure, and turning difficult experiences into opportunities for growth.

PRESENTER: Ovie Mughelli, *Founder and CEO, The Ovie Mughelli Foundation, Former All Pro Fullback, Atlanta Falcons & Baltimore Ravens*

MODERATOR: Kathryn Downs, *Assistant County Administrator, Bryan County*

► ICMA Competency: 4, 6, 13, 14

Concurrent Session #2: Jasper Ballroom F6

Discover Winning Strategies: Insights from GCCMA Community Award Winners



What does award-winning local government innovation look like in practice? Hear directly from recipients of GCCMA's most recent Community Awards as they share the vision, partnerships, and leadership behind their successful initiatives. Panelists will discuss how their communities identified opportunities, overcame challenges, engaged stakeholders, and achieved measurable results. Attendees will leave with practical ideas and proven strategies that can be adapted to strengthen programs and services in their own communities.

PRESENTERS:

- Guy Singletary, *GCCMA District Director; County Administrator, Emanuel County*
- Sharyn Dickerson, *City Manager, Watkinsville*
- Chuck Warbington, *City Manager, Lawrenceville*

MODERATOR: Scott Johnson, *County Manager, Columbia County*

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

Concurrent Session #3: Jasper Ballroom E

The GCCMA Legal Services Program – Protecting Your Career, Strengthening Your Position.



An employment agreement deserves expert eyes. Learn about GCCMA's new Legal Services Program that provides up to five hours of free annual attorney time through Wilson, Morton & Downs, LLC for agreement review, drafting, negotiation, and severance guidance. Session highlights include introduction of the draft model employment agreement built specifically for Georgia city and county managers and administrators, giving members a strong, profession specific starting point for their next agreement negotiation.

PRESENTERS: Shelly Momo, *Wilson, Morton, and Downs*

MODERATOR: Shawn Boatright, *GCCMA Secretary-Treasurer, County Manager, Thomas County*

► ICMA Competency: 1,5

11:45 a.m. – 1:00 p.m. Jasper Ballroom ABCD

Networking Lunch with Exhibitors

SPONSORED BY: *Croft & Associates, Davenport & Company, LLC, and SiteLogIQ*

11:45 a.m. – 1:00 p.m. Topaz Room

Board of Directors Meeting and Lunch

1:00 p.m. – 2:30 p.m. Amethyst Ballroom

The Local Government How-To Lab: Practical Solutions



Get practical, boots-on-the-ground guidance on four timely challenges facing local government leaders. Four topic sessions will be offered concurrently and repeated during three rounds. Choose three of the four topics and rotate to a new room after each round.

HOW IT WORKS:

Each topic will remain in the same room and will be presented three times. Attend your first-choice topic during Round 1, rotate to another topic for Round 2, and complete a third topic during Round 3. By the end of the session, you will participate in three of the four available topics.

continued...

Choose Three Topics

A. Conducting a Salary Study Jasper Ballroom E

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

► ICMA Competency: 3, 12, 13

B. Rebranding Your Community Jasper Ballroom FG

Kaitlin Messich, Public Service Faculty, Carl Vinson Institute of Government, UGA

► ICMA Competency: 2, 6, 14

C. FEMA/GEMA Documentation and Recordkeeping Topaz Room

Ashley Tye, Emergency Management Director, Lowndes County

Jonathan Jones, Area 1 Field Coordinator, GEMA

► ICMA Competency: 10, 12

D. Writing Better AI Prompts Amethyst Ballroom

Scott King, Scientific Computing Professional, Carl Vinson Institute of Government, UGA

► ICMA Competency: 10, 11, 14

ROTATION SCHEDULE

1:00 – 1:25 p.m. — Round 1

1:25 – 1:30 p.m. — Rotate

1:30 – 1:55 p.m. — Round 2

1:55 – 2:00 p.m. — Rotate

2:00 – 2:25 p.m. — Round 3

2:30 p.m. – 3:00 p.m. Jasper Ballroom ABCD

Break with Exhibitors

SPONSORED BY: Berkley Group, LLC, Bureau Veritas, Developmental Associates, LLC, Hoar Construction, Raymond Global, Inc., and Stifel

3:00 p.m. – 4:15 p.m. Amethyst Ballroom



General Session: Property Tax Legislation - Impacts and Implementation

Georgia's legislative landscape continues to evolve, bringing significant implications for cities, counties, and local government leaders. This session will provide an update on recent property tax legislation, implementation requirements, and the potential impacts on local governments.

PRESENTERS:

- **Larry Hanson**, *CEO and Executive Director, Georgia Municipal Association*
- **Alicia Vaughn**, *County Consulting Services Associate, Association County Commissioners of Georgia*

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

► **ICMA Competency:** 1, 2, 5, 6, 9, 14

4:15 p.m. – 4:45 p.m. Amethyst Ballroom

GCCMA Business Meeting

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

4:45 p.m. Amethyst Ballroom

Awards Ceremony

5:00 p.m. – 6:30 p.m. Amethyst Ballroom Lobby and Outdoor Terrace

Opening Reception with Exhibitors

SPONSORED BY: *Local Hosts – Explore Gwinnett and Westin Atlanta Gwinnett; GMC, InterDev, Parrish Construction, and Readyly*

Dinner On Your Own

7:45 a.m. – 9:00 a.m. Jasper Ballroom F6



Women in Government Breakfast: It Takes a Tribe: Lessons from a Lifetime

Karen Daly made history as Greenville, Texas's first-ever woman city manager and went on to lead in Sugar Land, Longview, and Arlington Texas across nearly 40 years — earning both the ICMA and TCMA Distinguished Service Awards along the way. Today, as director of the Texas Women's Leadership Institute, she's built one of the strongest leadership pipelines in the state, with dozens of alumnae now serving as city managers, assistant city managers, and department heads. Join us for a candid conversation on what it takes to break barriers, lead through change, and build the tribe that lifts the next generation of women in local government.

PRESENTER: Karen Daly, *Director, Texas Women's Leadership Institute*

MODERATOR: Chelsea Jackson, *Deputy City Manager, Douglasville and ICMA Southern Region Vice-President*

► **ICMA Competency:** 1,3,5,6

SPONSORED BY: 4PM, MSI Benefits, RaLin Construction, and Schneider Electric

8:00 a.m. – 9:00 a.m. Jasper Ballroom ABCD

Breakfast with Exhibitors

SPONSORED BY: AshBritt, Inc., Clark Patterson Lee, Pond & Company, Thomas & Hutton Engineering Co., and Turnipseed Engineers, Inc.

9:00 a.m. – 9:15 a.m. Amethyst Ballroom

Welcome and Opening Remarks

- Adam Mestres, *GCCMA President; County Manager, Morgan County*
- Lisa Anders, *Chief Operating Officer, Explore Gwinnett*

9:15 a.m. – 10:30 a.m. Amethyst Ballroom



General Session: Turning the Tails on Terror in our Uncertain & Scary World

Every leader will face moments of uncertainty, crisis, and unexpected change. In this inspiring keynote, Michael Hingson shares his extraordinary story of escaping the World Trade Center on September 11, 2001, with the assistance of his guide dog, Roselle, while revealing the leadership principles that enabled him to remain calm, make sound decisions, and persevere under unimaginable circumstances. Through powerful storytelling and practical lessons, attendees will discover how trust, resilience, teamwork, adaptability, and managing fear can strengthen their leadership and prepare them to navigate both personal and professional challenges with confidence.

Hingson is an internationally recognized speaker, author, and survivor of the terrorist attacks. Blind since birth, he has dedicated his career to helping leaders and organizations understand that fear can be managed, adversity can become an opportunity, and true leadership emerges when we choose courage over panic.

PRESENTERS: Michael Hingson, *International Speaker, Author, 9/11 World Trade Center Survivor*

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

► ICMA Competency: 4, 5, 6, 11, 13, 14

SPONSORED BY: HdL Companies, Municipal Electric Authority of Georgia (MEAG), and Rep'd

10:30 a.m. – 11:00 a.m. Jasper Ballroom ABCD

Break with Exhibitors

SPONSORED BY: Berkley Group, LLC, Bureau Veritas, Developmental Associates, LLC, Hoar Construction, Raymond Global, Inc., and Stifel

11:00 a.m. – 12:15 p.m. | CONCURRENT SESSIONS

Concurrent #7: Amethyst Ballroom

Timely Legal Issues Facing Georgia Local Governments



This session will examine two distinct but timely legal issues affecting Georgia local governments. The first portion will explore litigation involving fire fees, impact fees, and other local government charges, including class-action claims, the experiences of communities facing these challenges, and potential legislative developments that could affect future cases.

The second portion will focus on *City of Milton v. Chang* and the Georgia Supreme Court's 2026 decision addressing municipal liability for conditions within public rights-of-way. Panelists will provide an overview of the background and status of the case, the questions it raised for Georgia cities, and its place within the broader legal landscape confronting local governments. Together, these discussions will provide city and county managers with a factual overview of both subjects and a better understanding of the issues they may need to discuss with their attorneys, insurers, and governing officials.

PRESENTER:

- **Aaron Kappler**, *County Attorney, Bryan County & Managing Shareholder, Thompson, O'Brien, Kappler & Nasuti, P.C.*
- **Jeffrey Rusbridge**, *City Attorney, Canton & Principal, Dyer, Rusbridge, Argo, P.C.*
- **Kathryn Downs**, *Assistant, County Administrator, Bryan County*

MODERATOR: Billy Peppers, *City Manager, Canton*

► ICMA Competency: 6, 8, 12, 14

Concurrent #8: Jasper Ballroom FG

Electrical Grids, Data Centers – What Is the Impact, and How Can Cities and Counties Prepare?



Join Janice Allen Jackson, host of the Local Matters Podcast, for a timely discussion on one of the most significant emerging issues facing Georgia communities: the rapid growth of data centers and their impact on local infrastructure, resources, and community vitality.

Building on a recent Local Matters podcast discussion, this session will focus on the facts local government leaders need to understand as they evaluate data center development. Panelists will explore infrastructure and utility demands, land use considerations, and the policy tools communities can use to prepare, including ordinances,

zoning regulations, development standards, resolutions, and utility capacity analysis.

The session will also examine how local governments can establish a sound factual foundation before weighing the potential benefits, challenges, and economic impacts of individual projects. With that information in hand, communities can make informed decisions that reflect their values, strategic priorities, growth plans, and long-term goals.

PRESENTERS:

- **Jessica Owens**, *Director of Data, Science 4 Georgia*
- **Danny Johnson**, *Managing Director, Natural Resources Department, Atlanta Regional Commission*

MODERATOR: **Janice Allen Jackson**, *Host, Local Matters Podcast and Retired Local Government Manager*

► **ICMA Competency: 6, 8, 10, 12**

12:15 p.m. – 1:15 p.m. Jasper Ballroom ABCD

Networking Lunch with Exhibitors

SPONSORED BY: *Croft & Associates, Davenport & Company, LLC, and SiteLogiQ*

12:15 p.m. – 1:15 p.m. Jasper Ballroom FG

Assistant/Deputy Lunch

SPONSORED BY: *Crews & Associates, Inc., and Southern Disaster Recovery*

1:15 p.m. – 2:30 p.m. Amethyst Ballroom

Feeling the Heat: Fiery Questions for GCCMA Leaders



Inspired by the popular spicy-wing interview format, this entertaining and interactive session puts GCCMA leaders in the hot seat—literally. As members of the GCCMA Board answer audience-submitted questions, they'll sample increasingly spicy chicken wings (or a comparable spicy alternative), adding an element of fun to an engaging and authentic conversation.

Questions collected from attendees in advance will cover topics such as leadership, career development, ethics, board service, organizational culture, emerging challenges, and the future of local government management. As the heat rises, so does the candor - creating opportunities for honest reflections, memorable stories, and

practical leadership insights. Whether you're looking for professional advice, curious about board perspectives, or simply ready for a few laughs, this unique session promises an engaging blend of inspiration, humor, and meaningful conversation.

PANELISTS:

- **Adam Mestres**, *GCCMA President; County Manager, Morgan County*
- **Regina McDuffie**, *GCCMA District Director; City Manager, Brunswick*
- **Shawn Boatright**, *GCCMA Secretary-Treasurer, County Manager, Thomas County*
- **Teresa de Castro**, *GCCMA District Director; Assistant City Manager, Decatur*

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

► **ICMA Competency:** 2, 4, 5, 6, 14

Mobile Workshops

1:15 p.m. – 4:30 p.m.

(Tours meet promptly at 1:15 p.m. and begin at 1:20 p.m.)

Tour 1: Insiders Walking Tour of the Gas South District

Go behind the scenes of the Gas South District and explore the operations, coordination, and planning required to manage Gwinnett County's premier entertainment and convention destinations.

This guided walking tour will take participants through the arena, convention center, theater, arts center, and parking facilities while highlighting how these interconnected venues support economic growth through major events, community programming, and visitor experiences.

District leaders will share practical insights into event operations, facility management, public safety, customer service, parking and transportation, and the partnerships necessary to keep a complex, multi-venue campus running smoothly. Participants will gain a greater understanding of the opportunities and challenges involved in operating large-scale public assembly and destination facilities.

TOUR HOST: **Robyn Ali**, *Senior Vice President, Gas South District*

PRESENTERS:

- **Stan Hall**, *President and CEO, Gas South District, Gwinnett Convention & Visitors Bureau*
- **Dan Markham**, *Vice President, Arena Management, Gas South District*
- **Russell Stewart**, *Director of Sales and Marketing, The Westin Atlanta Gwinnett*

► **ICMA Competency:** 2, 6, 7, 10, 13

Tour 2: Downtown Lawrenceville – A Decade of Transformation

Experience firsthand how the City of Lawrenceville has transformed its thriving downtown (DTL) over the past decade through strategic investments, innovative financing, and strong public-private partnerships. This tour highlights several catalytic projects, including the SouthLawn residential development, the historic Hooper-Renwick Themed Library, The Lawrence Hotel, and the Lawrenceville Arts Center. Participants will learn how Lawrenceville leveraged tools such as revenue bonds, tax abatements, Tax Allocation Districts (TADs), public-private partnerships, and collaborative City, County, and Downtown Development Authority (DDA) partnerships to drive redevelopment and create a vibrant, walkable destination.

TOUR HOST: *Chuck Warbington, City Manager, Lawrenceville*

► **ICMA Competency:** 2, 6, 7, 8, 9, 13

Tour 3: Suwanee Town Center – Building a Destination Through Vision and Partnership

Join the City of Suwanee for a walking tour of the award-winning Suwanee Town Center and Town Center on Main. Explore how more than 20 years of community vision, strategic planning, targeted public investment, and public-private partnerships transformed the area into a connected mixed-use destination that attracts nearly one million visitors each year. Along the way, participants will learn about the planning process, financing strategies, implementation approach, challenges encountered, and key lessons learned. The tour offers practical insights that communities of all sizes can apply to their own downtown redevelopment efforts.

TOUR HOST: *Marty Allen, City Manager, Suwanee*

► **ICMA Competency:** 2, 6, 7, 8, 9, 13

2:45 p.m. – 4:30 p.m. Amethyst Ballroom



Quick Learning Session: How to Create Mission, Vision, Value Statements for Your Organization

Mission, vision, and values statements can provide an important foundation for an organization - but only when they are clear, meaningful, and connected to how the organization actually operates. This interactive session will help local government managers better understand the purpose of each and how they can be developed and used to guide organizational culture, priorities, and decision-making.

The session will begin with an overview of effective approaches for developing mission, vision, and values statements, followed by perspectives from a city and county that have recently completed similar organizational or strategic planning processes. Participants will hear what worked, what they learned, and how they engaged elected officials, employees, and other stakeholders.

The session will conclude with an active-learning exercise that gives participants an opportunity to practice developing mission, vision, and values statements and consider how the process could be applied within their own organizations.

PRESENTER: TaLisha Champagne, *Human Resources Director, Fairburn*

MODERATOR: Robbie Rokovitz, *GCCMA District Director, City Manager, Chattahoochee Hills*

► **ICMA Competency:** 6, 7, 13, 14

Dinner On Your Own

7:30 a.m. – 8:45 a.m. Quartz Room

Program Planning Committee Meeting and Breakfast

8:00 a.m. – 9:00 a.m. Jasper Ballroom ABCD

Breakfast with Exhibitors

SPONSORED BY: AshBritt, Inc., Clark Patterson Lee, Pond & Company, Thomas & Hutton Engineering Co., and Turnipseed Engineers, Inc.

9:00 a.m. – 9:15 a.m. Amethyst Ballroom

Opening Remarks & Vendor Door Prizes

9:15 a.m. – 10:30 a.m. Amethyst Ballroom

General Session: Don't Wrestle With B.E.A.R.s



Today's local government leaders routinely face emotionally charged conversations - with residents, elected officials, and community stakeholders. Former hostage negotiator and "conflict strategist" Ryan Dunlap explores why some people aren't looking for resolution, how heightened emotions change the way people think and respond, and what leaders can do to de-escalate conflict before it disrupts organizations and communities.

Drawing on decades of experience in crisis negotiation and organizational leadership, Dunlap introduces practical strategies for recognizing the "meaning behind the madness," responding effectively to emotionally elevated individuals, and leading difficult conversations with confidence and composure. Attendees will leave with tools to navigate community tensions and emotionally charged people while strengthening trust and maintaining focus on serving their communities.

PRESENTER: Ryan Dunlap, *Conflict Strategist, Founder and Chief Conflict Officer, Conflictish*

MODERATOR: Derrick Turner, *Assistant City Manager, Tucker*

► **ICMA Competency:** 2, 4, 5, 6, 13, 14

10:30 a.m. – 10:40 a.m.

Closing Remarks & Adjournment

*See you in Athens, Georgia for the
GCCMA 2027 Spring Conference,
March 10-12, 2027*



Overall Evaluation
GCCMA - Fall 2026

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REGIONAL WORKSHOPS

Join us for in-depth, practitioner-led workshops designed to equip you with tools, strategies, and insights to strengthen your community and organization.



1 GCCMA INNOVATIVE APPROACHES TO BUDGETING AND RESULTS-BASED ACCOUNTABILITY

This class will introduce practical approaches for aligning limited resources with community priorities, communicating difficult financial decisions, and demonstrating the value of public investments. The morning will examine priority-based, outcome-based, and participatory budgeting through the experiences of Georgia practitioners, while the afternoon will introduce Mark Friedman's Results-Based Accountability and "Turn the Curve" process for using meaningful performance measures to improve organizational and community outcomes. Instruction will be provided by experienced Georgia local government practitioners and Carl Vinson Institute of Government faculty with expertise in budgeting, performance management, facilitation, and applied local government practice.



LOCATION: Bulloch County Emergency
Operations Center
17245 Highway 301 North, Statesboro, Georgia



DATE: December 1, 2026



TIME: 9:00 a.m.–3:30 p.m.

2 GCCMA KEEPING GOOD PEOPLE: SUCCESSION PLANNING & EMPLOYEE RETENTION STRATEGIES

Recruiting and retaining talented employees has become one of the most pressing challenges facing local governments. This class will explore practical strategies for strengthening workplace culture, improving employee engagement, developing future leaders, retaining institutional knowledge, and working effectively with governing boards on compensation and staffing needs. Instruction will combine facilitated learning with a practitioner panel of experienced local government managers and human resources professionals who will share lessons learned and examples of approaches from Georgia communities.



LOCATION: Coweta County Madras
Community Center
2355 Hwy 29 N, Newnan, Georgia 30265



DATE: November 12, 2026



TIME: 9:00 a.m.–3:30 p.m.

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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