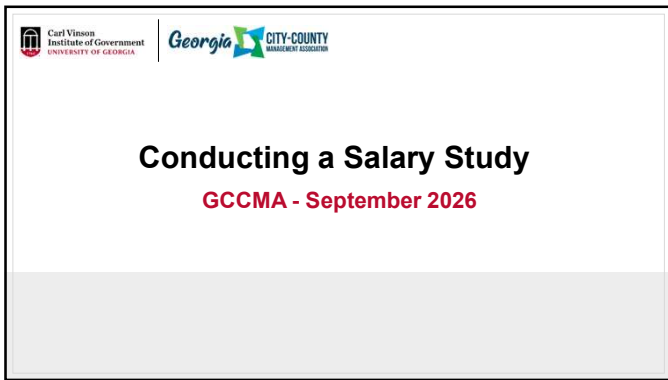
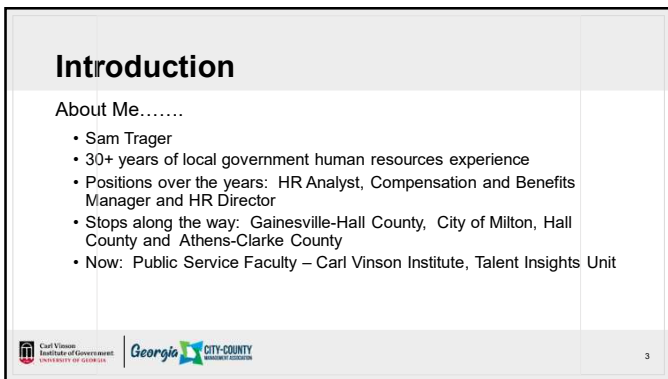




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Overview

- Difference between compensation and classification study and a compensation/market study.
- Why conduct a compensation study.
- How to conduct a compensation survey.
- What else?

4

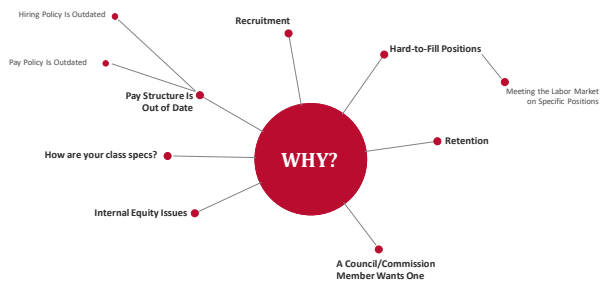
Determine needs

Two segments of a study:

- 1) Classification
- 2) Compensation

5

Why Conduct a Compensation & Classification Study?

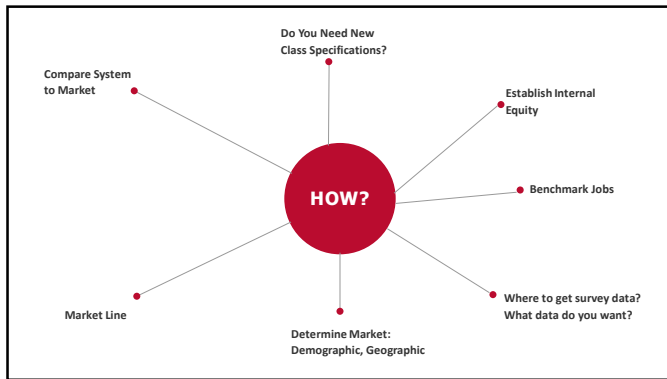


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How?

Determine Market

Look at Geographic and Demographic Information.

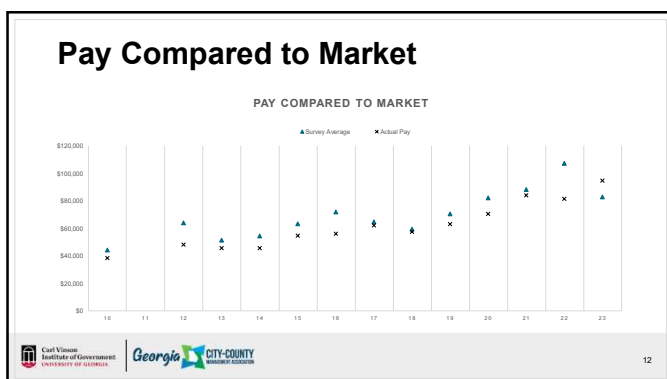
Who are you competing with for Employees?

Recommended peer cities and counties, centered on Oxford, GA

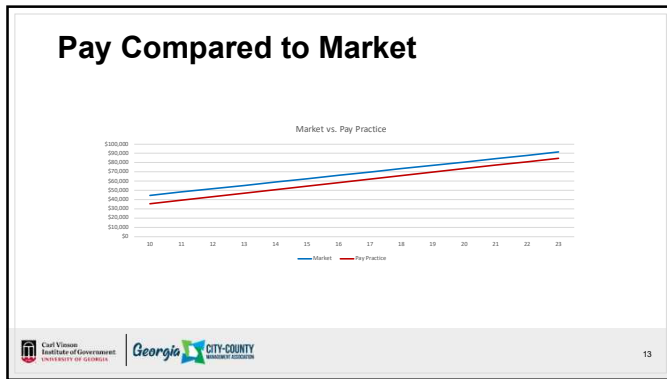
Carl Vinson Institute of Government
UNIVERSITY OF GEORGIA

Georgia CITY-COUNTY
SANDHILL ASSOCIATES

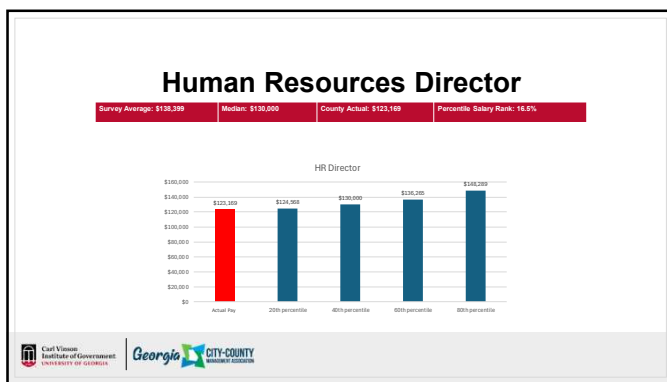
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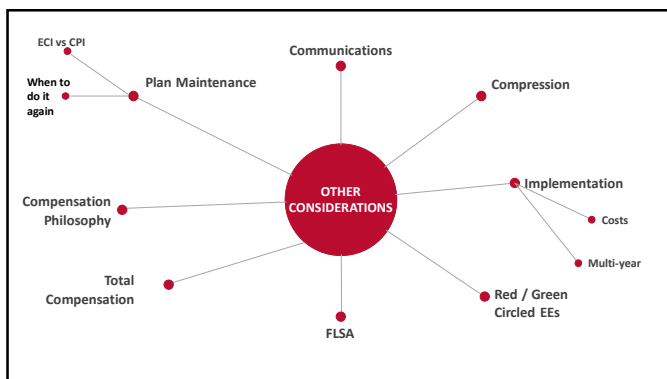
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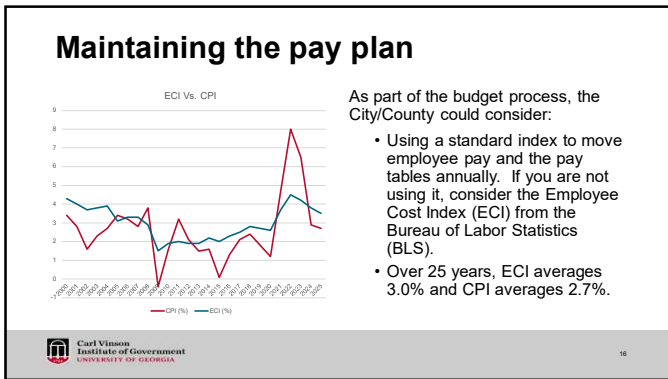
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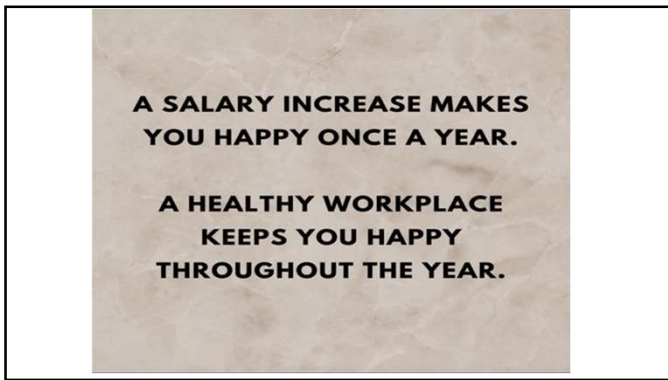
14



15



16



17



18

Resources

- 1) Mission Square State and Local Government Workforce Survey 2026 <https://research.missionsq.org/posts/posts/state-and-local-government-workforce-survey-report-2026>
- 2) Mission Square State and Local Government Workforce Survey 2025 <https://research.missionsq.org/workforce/research-and-resources?year=2025>
- 3) AI was utilized to assist with charts, grammar, and conciseness.



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Georgia
CITY-COUNTY
RESEARCH SERVICES



1



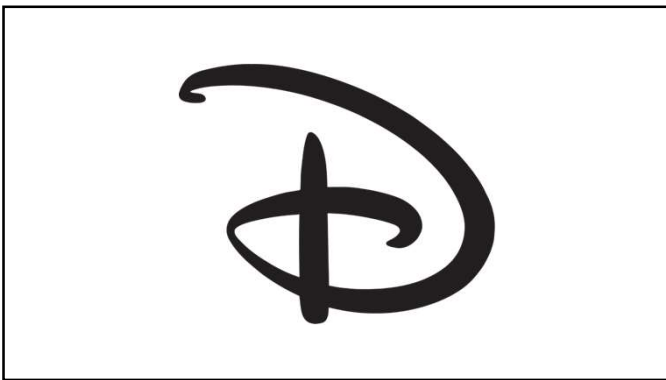
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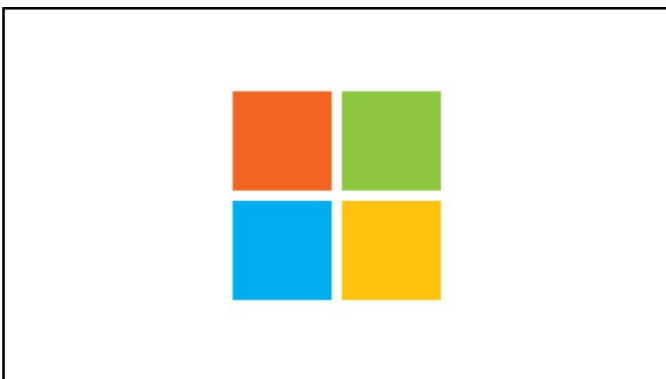
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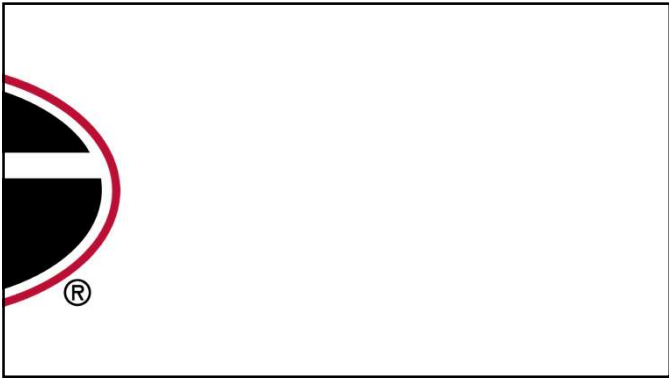
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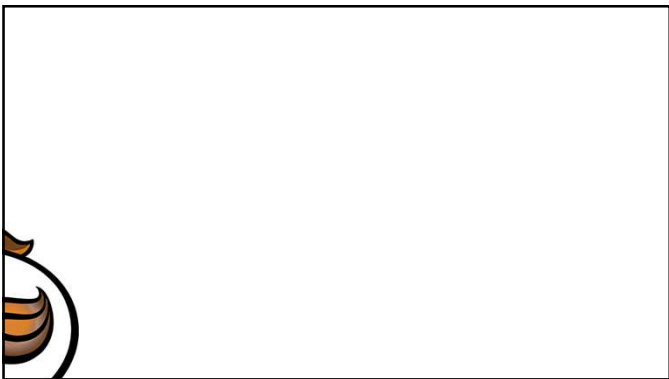
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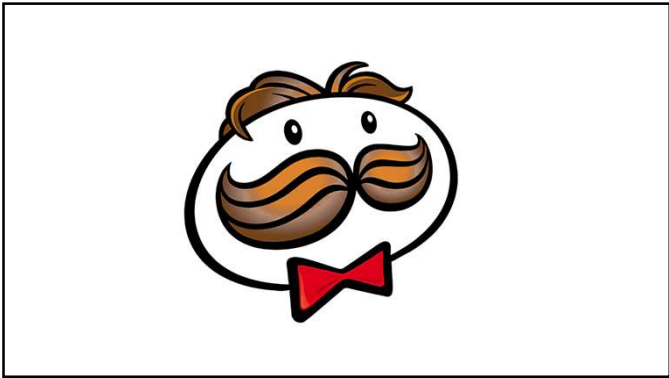
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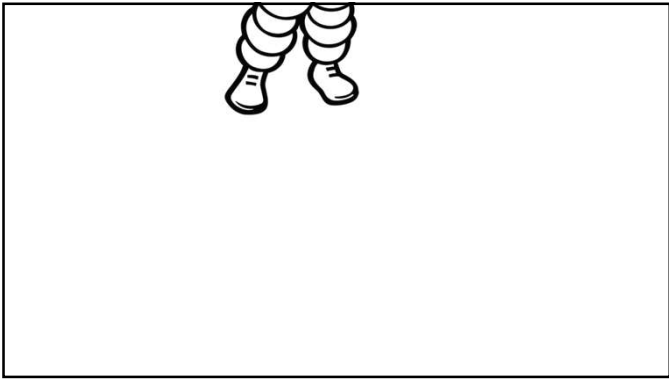
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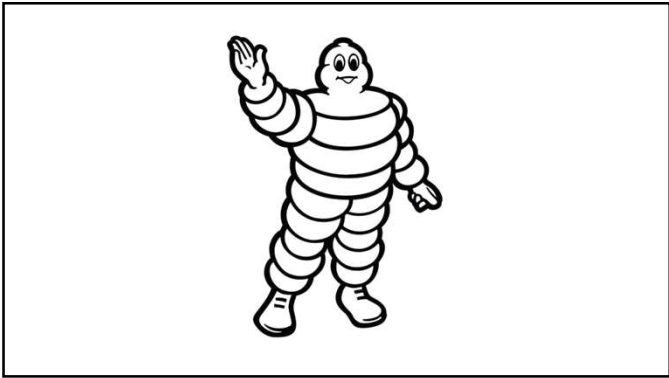
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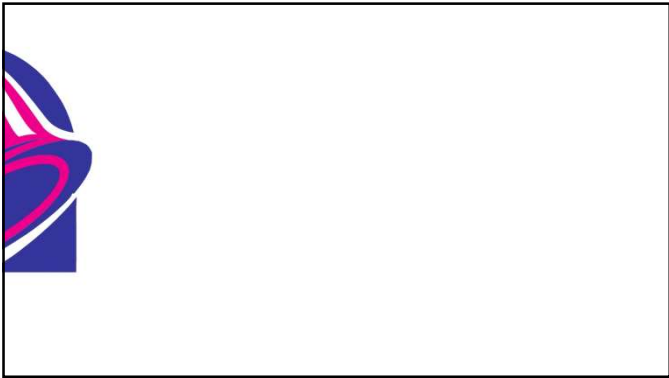
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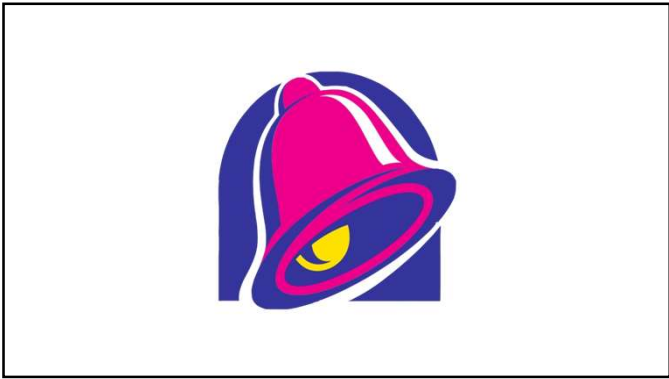


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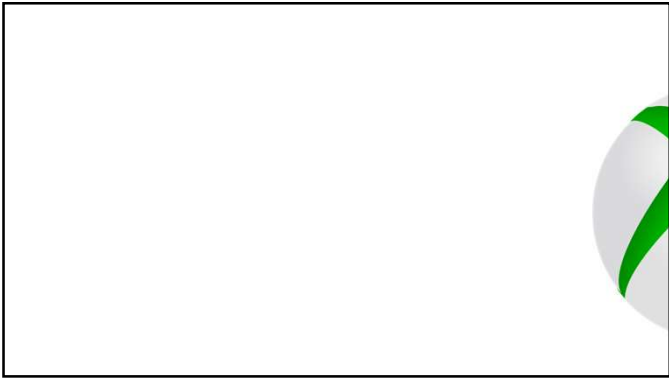
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Handwriting practice lines for slide 13, consisting of seven horizontal lines.



14

Handwriting practice lines for slide 14, consisting of seven horizontal lines.

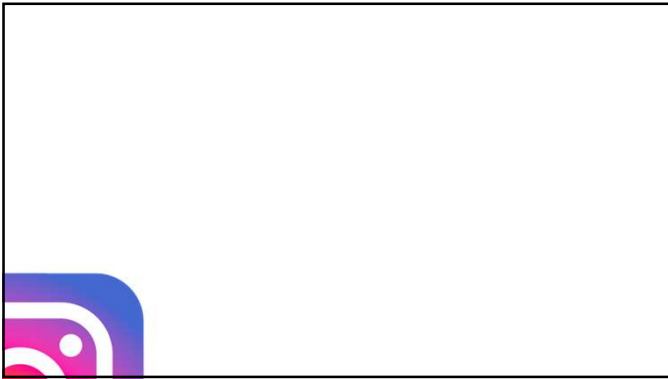


15

Handwriting practice lines for slide 15, consisting of seven horizontal lines.



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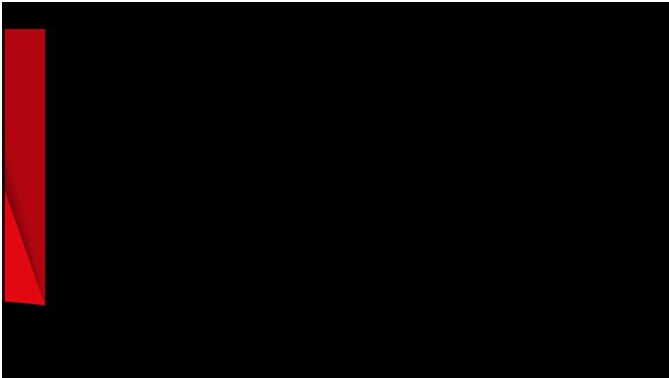
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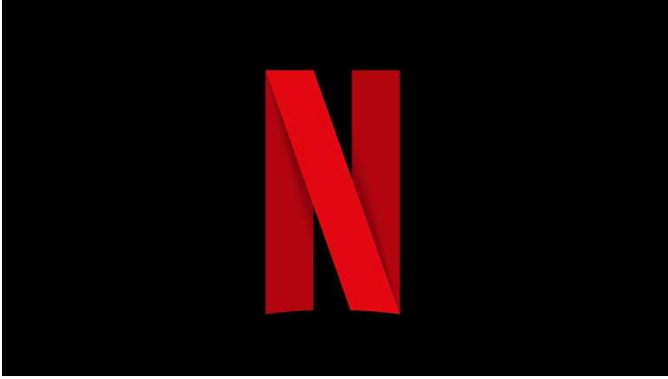
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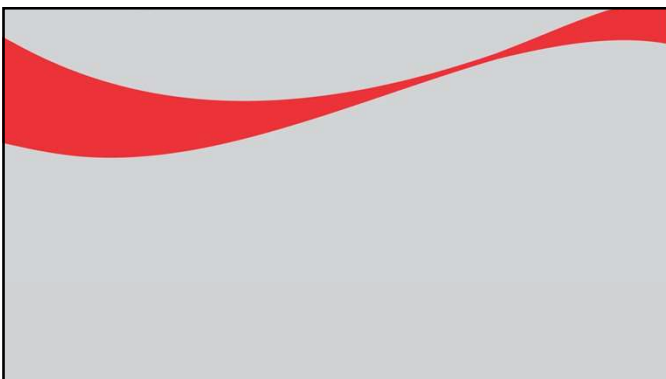
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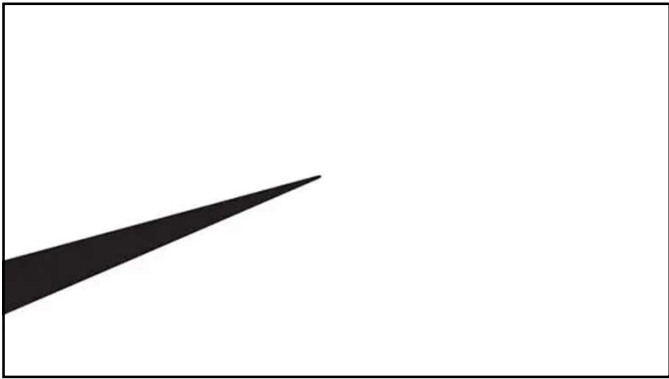
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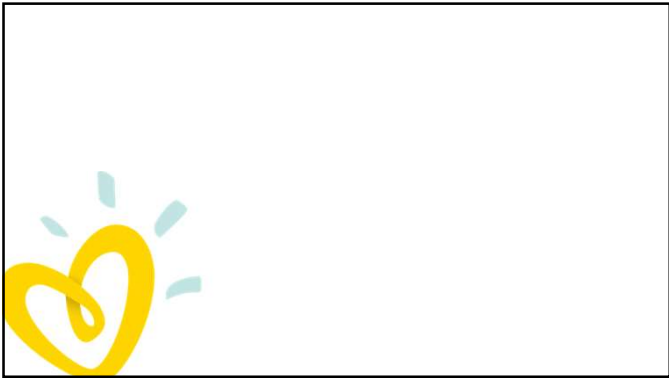
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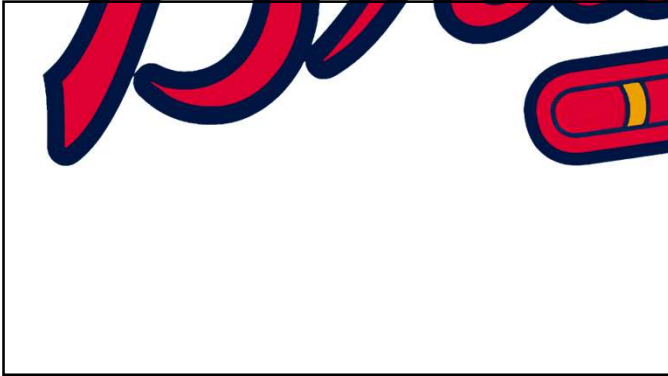
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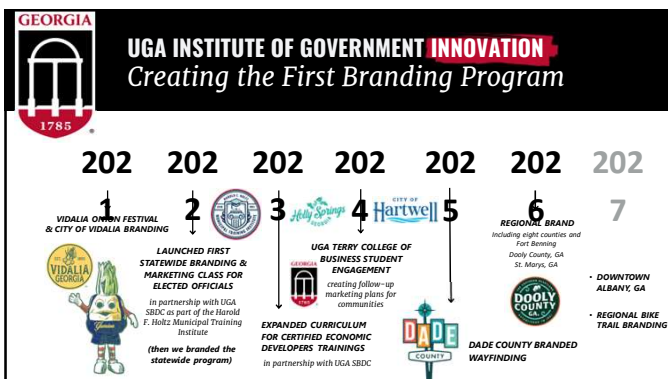
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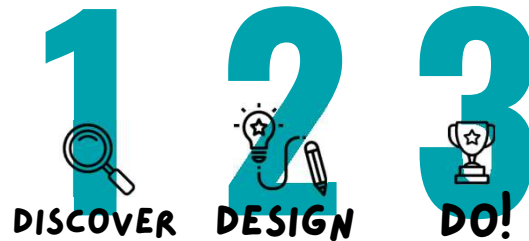
THE CITY OR COUNTY MANAGER'S ROLE:

- Define the problem the brand must solve
- Establish how decisions will be made
- Protect the process from personal design preferences
- Budget for implementation, not only design
- Assign responsibility for long-term brand management

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THREE-STEP BRANDING PROCESS



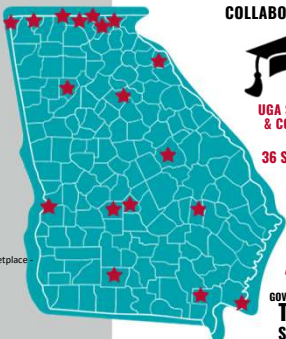
44

2026
**COMMUNITY
BRANDING
PROGRAM**
snapshot

19
COMMUNITIES
SINCE PILOT PROJECT
IN GA AND TN

Projects:

- Hawkinsville, GA
- Pulaski County, GA
- Copper Basin - Regional
- Athens, TN *
- Washington County, GA
- Colquitt County, GA
- Monroe, GA
- Vidalia, GA
- Fort Oglethorpe, GA
- Holly Springs, GA
- Hart County, GA
- Hartwell, GA
- Georgia Gullah Geechee Marketplace - Regional
- Dooly County, GA
- Dade County, GA
- St. Marys, GA
- Wild West Georgia Regional Brand



COLLABORATED WITH


2
UGA SCHOOLS
& COLLEGES
and
36 STUDENTS

400
GOVERNMENT LEADERS
TRAINED
SINCE 2022

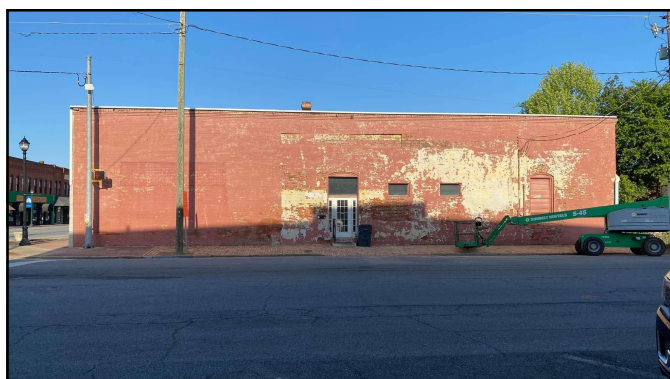
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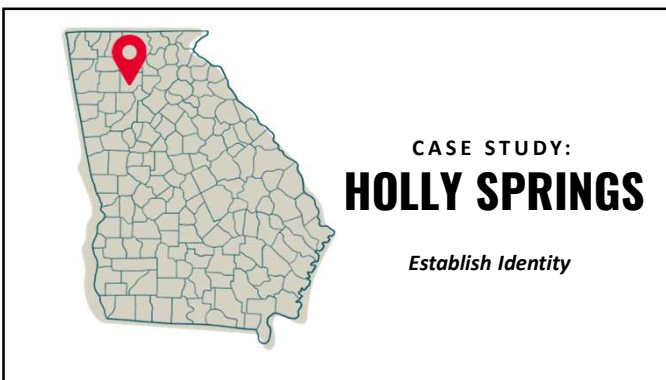
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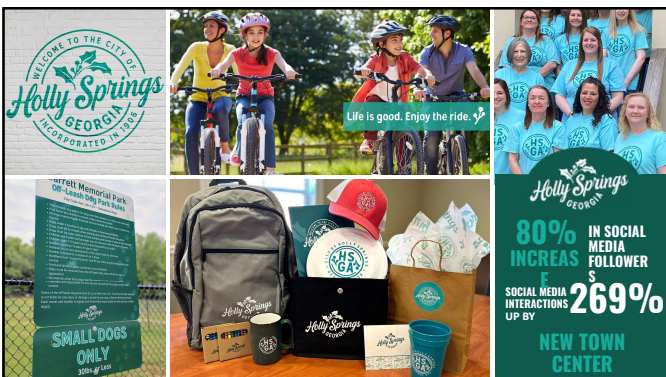
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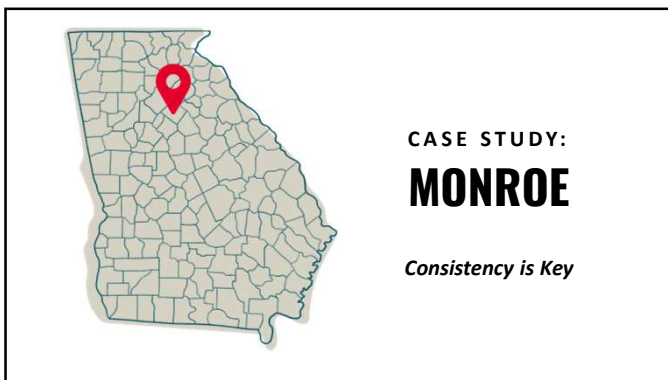
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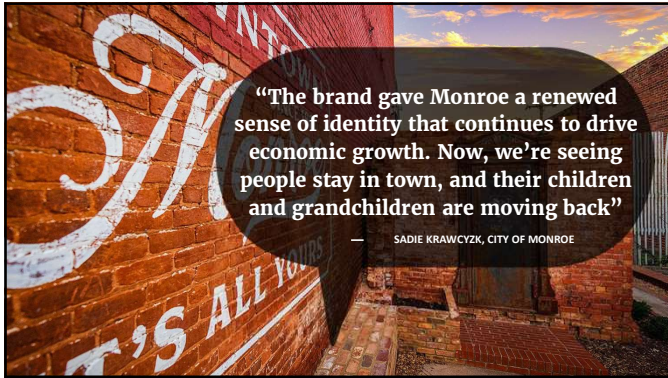
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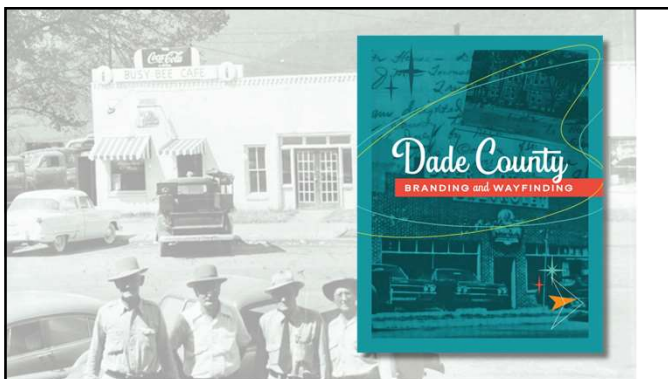
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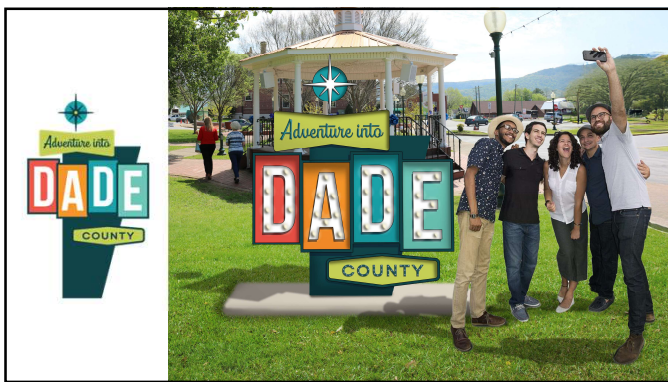
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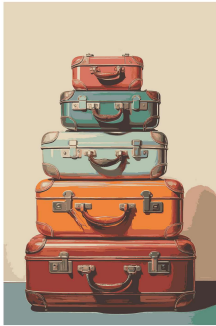
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81



82

KEY TAKEAWAYS FOR CITY & COUNTY MANAGERS

- Begin with community input, not a logo
- Define who provides input and who makes decisions
- Connect the brand to real community goals
- Budget for implementation from the beginning
- Use the brand consistently across departments and partners
- Treat branding as a long-term investment

83

BEFORE YOU HIRE A BRANDING FIRM

- What problem are we trying to solve?
- Who must participate?
- Who has final approval?
- What can we afford to implement?
- Who will manage the brand after launch?
- How will we measure success?

84



85



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CONTACT:
Kaitlin Messich, Art Director
Carl Vinson Institute of Government
kmessich@uga.edu

86

FEMA/GEMA Documentation and Recordkeeping

“Building the Record From Blue Sky to Reimbursement”

Ashley Tye, CEM

Emergency Management Director
Lowndes County

Jonathan Jones

Area Field Coordinator
GEMA/HS

1

Disaster Documentation Timeline

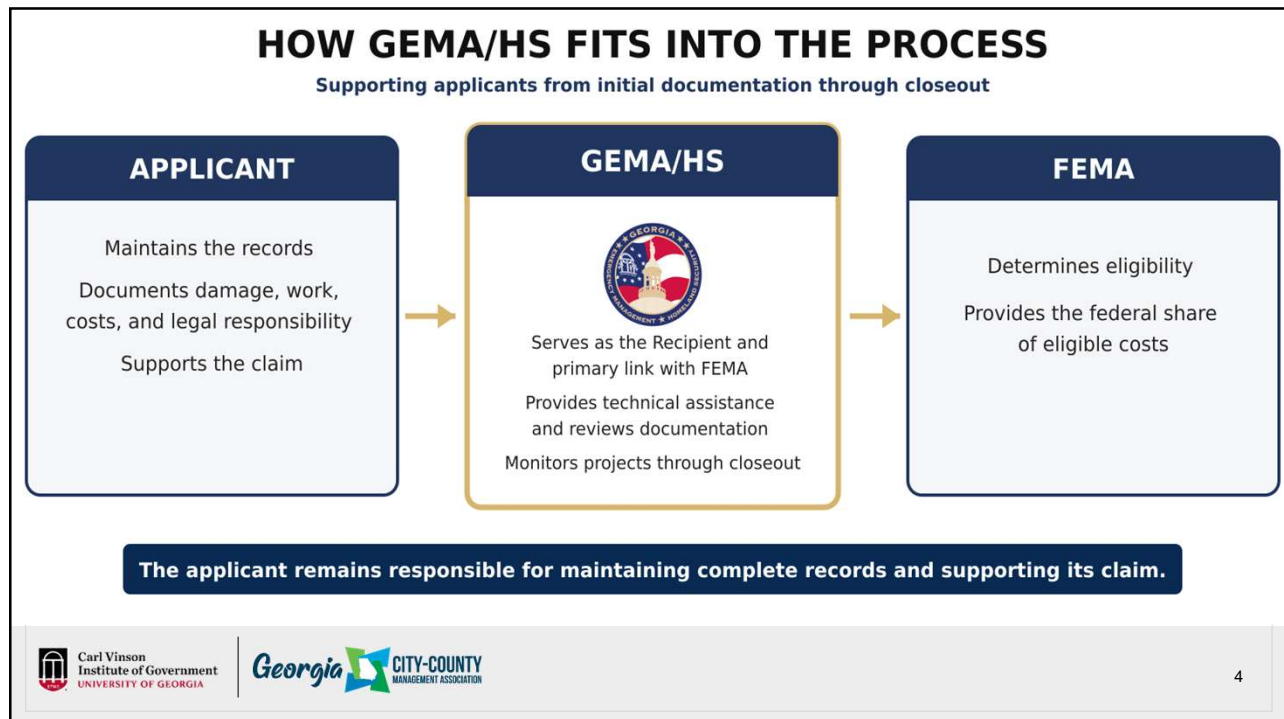


The records FEMA needs months later are often created in the first few hours.

2



3



4

THE STORM IS 72 HOURS OUT

Turn the plan into an active documentation system

1. ACTIVATE AN INCIDENT-SPECIFIC COST CODE

Tell departments exactly how disaster expenses will be charged.

2. CREATE AN INCIDENT FILE

Create a common folder structure before records start arriving.

3. BRIEF DEPARTMENT HEADS

Labor • Equipment • Materials • Contracts • Damage

4. VERIFY CONTRACTS & AUTHORITY

Know who can authorize emergency purchases and under what conditions.

5. DOCUMENT THE BASELINE

Photograph vulnerable facilities, roads, equipment, drainage systems, etc.

6. PREPARE THE FORMS

Timesheets • Equipment logs • Material logs • Damage reports • Procurement documentation



5

THE FIRST HOURS MATTER



To be eligible, work and costs generally must be disaster-related, necessary and reasonable, within the designated area and applicable incident period, and the legal responsibility of the Applicant.

DAMAGE

- What was damaged?
- What caused it?
- How badly?
- Exact location/GPS
- Photos/video

IMMEDIATE THREAT

- Why was emergency action necessary?
- What threat existed to life, safety or property?

WORK

- What did crews actually do?
- Where?
- When?

6

DOCUMENT THE WORK, NOT JUST THE HOURS

Force-account records must connect personnel and equipment costs to eligible disaster work

FORCE-ACCOUNT LABOR

- ✓ **Employee:** name and job title
- ✓ **Time:** dates, regular hours, and overtime
- ✓ **Work:** specific tasks performed
- ✓ **Location:** where the work occurred
- ✓ **Cost:** payroll, pay policy, and fringe benefits

APPLICANT-OWNED EQUIPMENT

- ✓ **Equipment:** type, size, and capacity
- ✓ **Use:** dates, hours, and operator
- ✓ **Work:** specific tasks performed
- ✓ **Location:** where the equipment operated
- ✓ **Cost:** applicable rate and supporting log

Hours alone are not enough. Tie every entry to the person or equipment, date, location, and eligible task.



7

DEBRIS OPERATIONS: DOCUMENT EVERY LOAD

The project file should trace debris from the pickup location to its eligible final destination



ALSO RETAIN

Contracts and procurement, invoices and proof of payment, labor and equipment records, permits, photographs, and site documentation

Every invoiced load should reconcile to its pickup, load ticket, monitoring record, and final destination.



8

THE FIRST DAYS: Documenting the Response



Your Public Works Director doesn't need to understand FEMA Public Assistance. They need to understand that saying "dump truck — 12 hours" isn't enough.

9

FIRST WEEKS: Turning Chaos Into a Project File

DON'T WAIT FOR FEMA

Organize while everyone still remembers what happened

IDENTIFY

List every damaged facility, emergency activity, and debris operation.

ORGANIZE

Separate documentation by site/project—not simply by department.

RECONCILE

Connect labor, equipment, invoices, and payments back to your financial system.

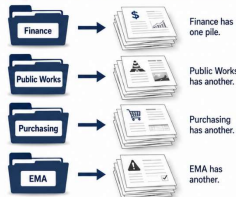
FILL THE GAPS

Find missing photos, logs, procurement documentation, ownership records, maintenance records, insurance information, etc.

Build the File Around the Project, Not the Department

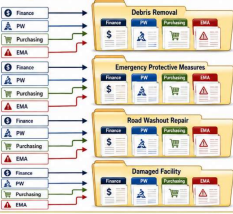
How you organize the record matters.

Wrong: Organized by Department



Convenient for departments — terrible for project formulation.

Right: Organized by Project / Activity



Do not build your FEMA files the way your organization is structured.

10

MONTHS LATER...

Now prove what happened

WAS IT YOURS?

Ownership / legal responsibility

WHAT WAS THERE BEFORE?

Pre-disaster condition/maintenance

WHAT DID THE DISASTER DO?

Cause, damage, dimensions, photos

WHAT DID YOU DO?

Scope of work/emergency actions



HOW DID YOU BUY IT?

Procurement/contract documentation

WHAT DID IT COST?

Labor/equipment / materials/invoices

DID YOU PAY IT?

Accounting records/proof of payment

WHAT ELSE PAID FOR IT?

Insurance / other funding

11

THE FILE IS NOT FINISHED WHEN PAYMENT ARRIVES

Payment does not start the federal records-retention clock



RETAIN THE COMPLETE PROJECT FILE

FINANCIAL

PROCUREMENT

INSURANCE

PROJECT RECORDS

KEEP RECORDS LONGER when an audit, claim, litigation, or another applicable requirement remains unresolved.

Federal reference: 2 CFR § 200.334. Follow the longest applicable federal, state, and local requirement.



12

THE SIX-MONTH TEST

If the people who were there were not in the room, could the file prove the claim?



**A good FEMA project should not rely on memory.
The file should tell the story.**

13

What Should You Do On Monday?

1. Review your policies
2. Assign documentation responsibility
3. Build your pre-impact checklist
4. Train the departments that create the records

*Don't prepare for FEMA six months after the disaster.
Prepare for FEMA before the disaster happens.*

14

CVIOG

INFORM. INSPIRE. INNOVATE.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)
 DOWNTOWN DEVELOPMENT
 DATA ANALYTICS & VISUALIZATION
 FINANCE COURSES • GOVERNMENTAL PROFESSIONALS CERTIFICATION
 STATE & LOCAL GOVERNMENT SERVICES
STRATEGIC PLANNING
 SURVEY RESEARCH & EVALUATION
 SCHOOL LEADERSHIP
 ONLINE COURSES • LEADERSHIP DEVELOPMENT • ECONOMIC DEVELOPMENT TRAINING
 CUSTOM APPLICATION DEVELOPMENT
 WORKFORCE DEVELOPMENT
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COMMUNITY BRANDING
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CVIOG DAWG PROUD
 PLANNING RETREATS AND CUSTOMIZED FACILITATION



1



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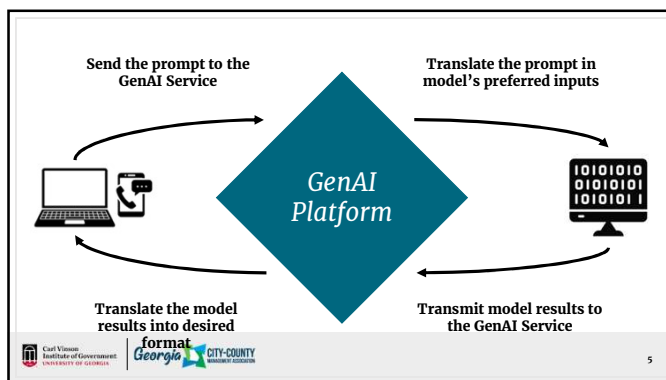


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generative artificial intelligence (GenAI).

refers to AI systems **capable of producing novel content** like text, images, audio, or video, based on prompts or input data. Unlike traditional AI model that primarily analyzing, interpreting, and predicting outcomes, **generative AI focuses solely on creation.**

4



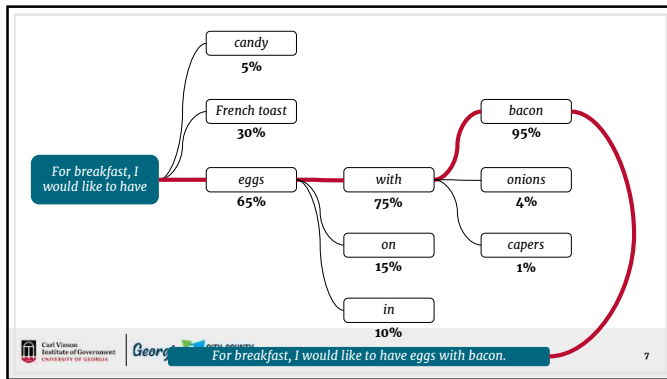
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Probabilistic Thinking

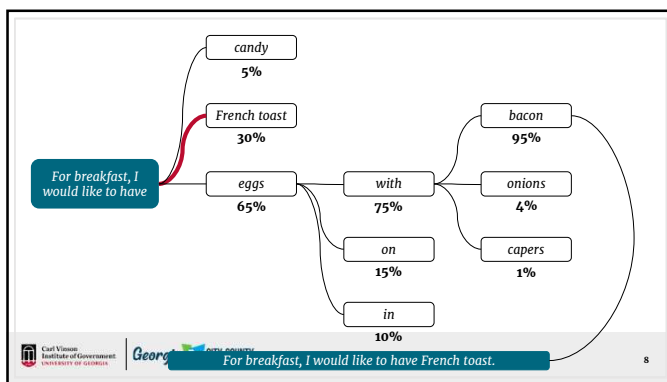
GenAI does not follow hard-coded rules (i.e., deterministic thinking) when responding to prompts but rather considers the likelihood of plausible responses (i.e., probabilistic thinking)

- When using GenAI, your prompt considers a distribution of possible outcomes and then selects a response from this distribution.
- Consider the metaphor of a weather forecast. Let's say there is a 90% chance that it will be sunny and a 10% chance rain. More than likely the weather is going to be sunny, but there is a chance, albeit small, of rain.
- When prompting GenAI, the returned response is the more likely answer, but there's a chance you get a less optimal answer.

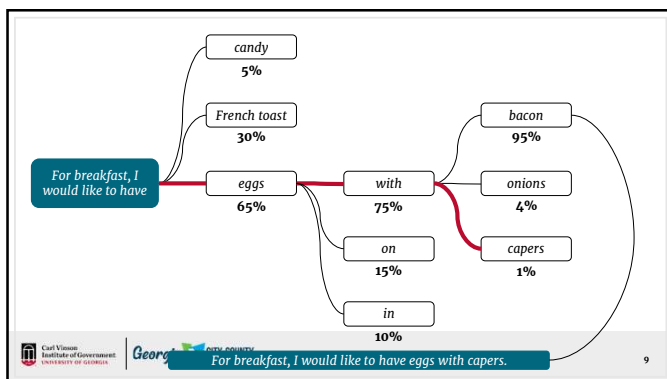
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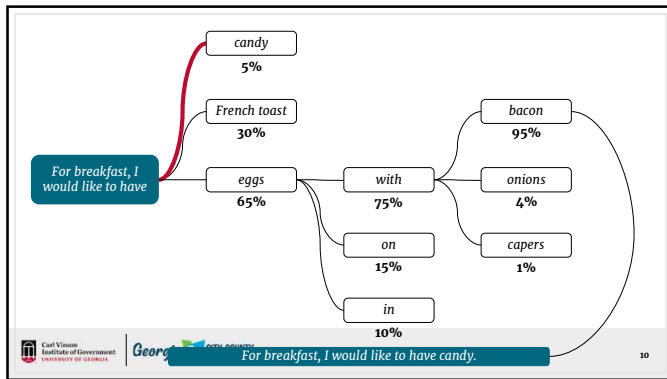
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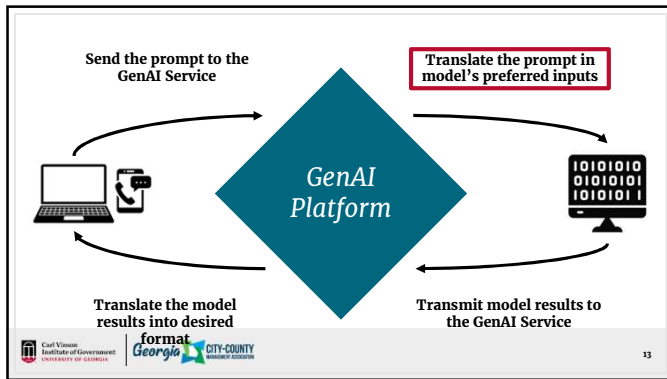
large language models (LLMs).

an **AI model designed to understand, generate, and work with human language**. It is built using deep learning, specifically the transformer architecture, and trained on vast amounts of text data so it can predict and produce coherent language.

11

So, how does LLMs translate human language into computer speak?

12



13

tokenization.

the process of **breaking down human language into smaller units** called tokens, which are the building blocks that large language models (LLMs) use to process information. These tokens may be words, sub-words, or characters, depending on the model.

14

token.

the **smallest, fundamental unit of data that a LLM reads, processes, or generates**. When a prompt is submitted, GenAI models do not read human language like we do but rather break that text into pieces.

15

Types of Tokenization

1. **Word tokenization**
 - Splits a response at every space or a punctuation mark.
2. **Character tokenization**
 - Splits a response by every character, space, or punctuation mark.
3. **Sub-word tokenization**
 - Common, everyday words are kept as single tokens, but rare and compound words as well as typos are broken down into sub-words (e.g., blocks of words).

16

Types of Tokenization

Phrase: "I can't believe it's not buttter!"

1. **Word tokenization**
 - ["I", "ca", "n't", "believe", "it", "not", "butter", "!", ""]
2. **Character tokenization**
 - ["I", " ", "c", "a", "n", " ", "t", " ", "b", "e", "l", "i", "e", "v", "e", " ", "i", "t", " ", "s", " ", "n", "o", "t", " ", "b", "u", "t", "t", "e", "r", " ", "!", " ", " "]
3. **Sub-word tokenization**
 - ["I", " ", "can", " ", "t", " ", "believe", " ", "it", " ", "not", " ", "but", " ", "t", " ", "ter", " ", "!", " "]

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Speaking GenAI's Language

Your Text	GenAI Sub-word Token	Example Numeric ID	Explanation
I	I	40	Capitalized single letter.
can't	can	1640	Common root word (with leading space).
	t	256	Grammatical modifier.
believe	believe	4590	Common word (with leading space).
it's	it	375	Common root word (with leading space).
	's	338	Possessive/contraction modifier.
not	not	850	Common word (with leading space).
buttter	butt	12045	The first recognizable chunk of your typo.
	ter	890	The remaining suffix to complete the typo.
!	!	33	Punctuation usually gets a low, dedicated ID number.

18

Tokenization & Tokens

Why is understanding tokenization and tokens important?

- **The “Goldfish” Effect:** Every GenAI platform has a limit to the number of tokens that it can hold in its “short-term” or “working” memory.
 - Once your conversation hits the model's maximum limit, the GenAI model does not stop giving your answers, but begins “forgetting” the oldest parts of your chat to account for newer tokens.
 - For example, if a GenAI platform has a 2,000 token limit and you paste a document that is 4,000 tokens long, then the platform will simply “forget” by dropping the first 2,000 tokens to consider the last 2,000 tokens.

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Tokenization & Tokens

Why is understanding tokenization and tokens important?

- **Controlling Cost:** Tokens are the GenAI's currency. When using APIs, organizations do not pay a flat rate fee, but rather a transactional cost per token sent and received.
- **Influencing Probabilities:** GenAI models are not predicting the next word or pixel, but rather the probability of the next token.

20

Article | [CRITICAL INFRASTRUCTURE](#)

Why Uber has Already Burned Through its AI Budget

By David Jacobson
April 23, 2024 · 3 mins



Company Portals



Uber is transferring thousands of agents engineering model where AI systems manage code management. Credit: Uber

21

The best mental model I've found for working with LLMs is this: imagine you have a team of very fast, very eager interns. They've read everything — but they're green. They lack life experience. They want to please. And they don't always know what they don't know.

AI, Eager Intern, Not Magical Oracle

22

Shadow AI

the **uncontrolled and often invisible adoption of artificial intelligence tools** and models within organizations developed or deployed outside sanctioned governance frameworks. Unlike official AI initiatives that undergo rigorous compliance checks, data governance scrutiny, and lifecycle management, Shadow AI grows in the blind spots of enterprise visibility. This makes it both a source of hidden innovation and a **risk multiplier**.

23

The Lethal Trifecta

Experts describe AI's "lethal trifecta" for prompt injection vulnerability. System prompts are suggestions, not constraints, so there's no amount of prompt engineering that can avoid this risk. An LLM application becomes dangerous when it:

- Reads untrusted data (Emails, non-organizational user inputs, external documents, web content)
- Can access valuable secrets (API keys, customer PII, internal data)
- Can communicate with the outside world (call APIs, send emails, execute tools)



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AI Risks

- Security/Data Breach or leakage
- Dissemination of misinformation and deepfakes
- Concerns of intellectual property, copyright, and plagiarism.
- Lack of explainability and interpretability (e.g., black boxes)
- Weaponization
- **Unintended Consequences**

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Risk Mitigation Strategies

- Ensure your organization has a robust AI governance policy
- Only use approved tools and systems
- Monitor the use of tools within your systems
- Maintain human oversight
- Never use protected data in non-approved AI systems
- Increase awareness through education of your teams

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Prompt Engineering Techniques

Part 1 – Internal Settings

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top-k sampling.

is a GenAI model setting that limits responses to **include only the top “k” number most probable tokens.**

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Top-K Sampling

1. **Sorting tokens:** The GenAI platform will sort all potential tokens by their probability.
2. **Filtering tokens:** The model then discards all words except for the 'k' most likely ones.
3. **Normalize token probabilities:** The probabilities of this filtered tokens are then recalculated so they add up to 100%.
4. **New sampling:** Finally, the GenAI model randomly selects one word from this group according to their adjusted probabilities.

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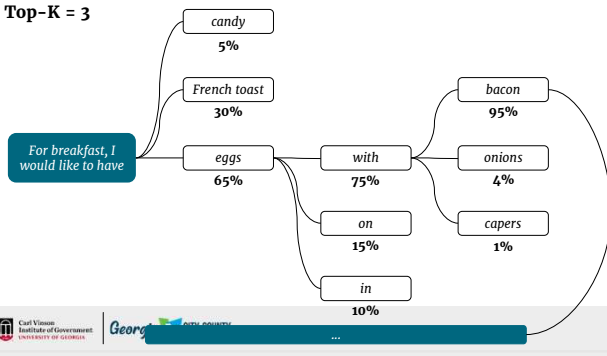
Top-K Sampling

Top-K sampling balances coherence and creativity:

- A K value of 1 forces the model highly predictable and conservative. It will only consider the single most likely token, a method known as greedy decoding.
- Higher values of K gives the model more options by creating a larger likely candidates and then randomly samples from that pool.

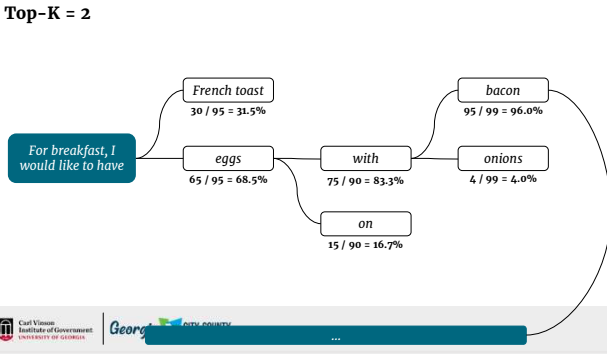
31

Top-K = 3

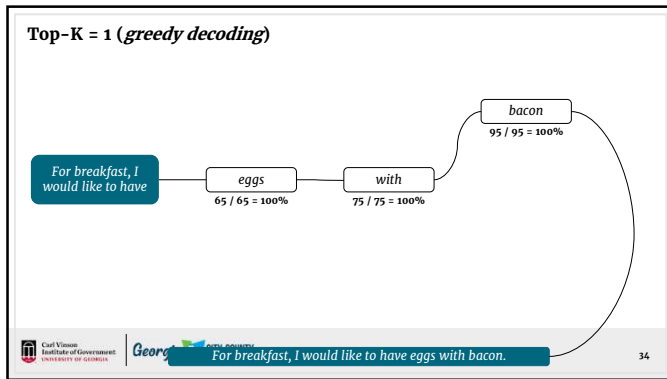


32

Top-K = 2



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Prompt Engineering Techniques

Part 2 – Prompt Chaining

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prompt chaining.

a technique that involves **breaking down a complex task into shorter and interconnected prompts**, where the output of one prompt serves as the input for the next, guiding the GenAI model through a structured reasoning process.

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Prompt Chaining: Advantages

1. Breaks down complex tasks into manageable steps.
2. Improves accuracy of outputs.
3. Increases user control and reliability.
4. Enhances explainability and transparency of GenAI workflows.

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Prompt Chaining: Limitations

1. Heavier reliance on prompt quality throughout the process.
2. Greater labor, cost, and time intensity.
3. Challenges in managing interconnected prompts.
4. Requires a logical plan for structuring prompts.

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Prompt Chaining Activity

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Prompt Chaining: Scenario

You are designing a coaching intervention for a mid-level campus administrator who is struggling to lead their team through the merging of multiple departments and units into a unified division.

Instead of asking the AI to write a generic guide on change management, we will use prompt chaining to build a specific, actionable coaching toolkit.

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Prompt Chaining: Step 1

Your first goal is to establish a solid theoretical framework. You do not want a full workshop yet. You just want several core leadership philosophies to choose from.

Prompt:

“Act as an expert executive coach and outline <<NUMBER>> leadership frameworks for managing team resistance during an organizational change like departmental restructuring. Keep the descriptions brief and highly practical.”

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Prompt Chaining: Step 2

Now you will utilize the previous response and apply one specific framework to a realistic situation. This prevents the AI from losing context or drifting into generic corporate jargon.

Prompt:

“I want to move forward with the <<FRAMEWORK>> that was suggested. Based strictly on that specific framework, build a realistic scenario where a manager must address a senior team member who is openly skeptical about a new departmental restructuring.”

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Prompt Chaining: Step 3

Now you have the framework and the scenario. So, you need to translate that into a tool you can use in a leadership development session. You are chaining the scenario output into a coaching deliverable.

Prompt:

“Using the exact scenario previously provided, create a <<NUMBER>> question coaching guide that can help this manager prepare for their conversation with the skeptical team member. The questions should provoke deep reflection.”

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Prompt Chaining: Step 4

The final step in chaining is tweaking the tone or focus of the deliverable to perfectly match your organizational culture.

Prompt:

“Rewrite those <<NUMBER>> questions to be significantly more empathetic and open-ended. Ensure they focus on discovering the root cause of the skepticism rather than just forcing compliance.”

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Prompt Engineering Techniques

Best Practices

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Prompt Engineering Best Practices

1. Establish clear and concise task-specific goals.
2. Supplement prompts with relevant contextual clues.
3. Avoid ambiguity when defining the task-specific details.
4. Utilize the appropriate prompting technique.
5. Iterate, experiment, and fine-tune.

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Prompt Engineering Best Practices: # 1

1. Establish clear and concise task-specific goals.

Recommendation	Example
Use action verbs to specify the desired action	List five common daily tasks for a data scientist.
Define the output's desired length and medium	Keep the list to a one-page minimum and do not exceed 300 words. The list will go on an 8.5 inch by 11-inch letterhead.
Specify the target audience	The list is intended for aspiring data science job applicants.

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Prompt Engineering Best Practices: # 2

2. Supplement prompts with relevant contextual clues.

Recommendation	Example
Incorporate relevant and objective facts	You are the City Manager. In 350-words, draft a memo with three suggestions to reduce traffic on Broad Street, which sees a 47% increase in traffic from 6-8 AM.
Reference specific data sources (e.g., websites and documents)	Using the attached 'FY25 Traffic Mitigation Report.pdf,' identify suggestions that have not been attempted yet.
Use task-specific language and concepts	In 100 additional words, brainstorm Request for Proposal (RFP) concepts for these suggestions, considering public-private partnerships (P3).

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Prompt Engineering Best Practices: #2

Prompt #1:

You are the chair of an international peacekeeping committee. Write a 2-sentence memo sanctioning an action in Region A.

Response #1:

As Chair of the International Peacekeeping Committee, I am issuing a formal sanction against the government of Region A for its recent unprovoked military aggression. Effective immediately, all financial aid and non-essential diplomatic relations with the nation are suspended until a peaceful resolution is reached and a ceasefire is established.

Prompt #2:

You are the chair of a regional Board of Zoning Appeals. Write a 2-sentence memo sanctioning an action in Region A.

Response #2:

After careful consideration, the Board of Zoning Appeals has approved the variance application for a new multi-family residential development in Region A. This decision is contingent upon the developer adhering to the proposed stormwater management plan and the architectural design guidelines established for the district.

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Prompt Engineering Best Practices: #2

Be vigilant about supplementing prompts with conclusions.

- “Using the attached fact sheet, **outline the problems and failures** of City A’s new public works initiative.”
- “Using the attached fact sheet, **provide a balanced assessment** of City A’s new public works initiative.”

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Prompt Engineering Best Practices: # 3

3. Avoid ambiguity when defining the task-specific details.

Recommendation	Example
Provide a few examples of desired input-output pairs	Input (Transcript): Mayor: “Now voting on Motion to Approve Request XYZ123” “Yes”, “Yes”, “Yeah”, “No” Mayor: “Motion is carried.” Output: Motion to Approve Request XYZ123 carried (3-1).
Demonstrate the desired style or tone	Use a formal and strictly informational tone for the summary.
Show the desired level of detail	Summarize only the final vote outcomes , including the motion name, subject of the motion, result (carried or failed), and vote count.

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