

GCCMA 2023

SPRING CONFERENCE

ATHENS
CLARKE COUNTY,
GEORGIA
CLASSIC CENTER



Georgia
City-County
Management Association

MARCH
7-10

WELCOME

On behalf of the GCCMA Board of Directors, welcome to the 2023 Spring Conference. We are so excited to see you again in Athens, home to the back-to-back NCAA Football National Champion University of Georgia Bulldogs!!! We have an exciting schedule planned for you and have made some schedule changes with moving the golf tournament to Tuesday afternoon and adding a fun run/walk Wednesday morning. We also hosted our second preconference seminar led by our friends at the Fanning Leadership Institute.

The Program Planning Committee has done an excellent job with the assistance of Executive Director Peggy Merriss, Erica Grier with the Georgia Municipal Association and Hardin Watkins with the Carl Vinson Institute of Government. We could not put on such a great conference without these individuals. I'd also like to thank our many sponsors and vendors who are here at the conference. Many of the activities and programs benefit from their direct support.

The Athens-Clarke County Consolidated Government is always a gracious host, and we thank Past GCCMA President Blaine Williams and current Board member Niki Jones for their leadership.

If this is your first conference, your tenth conference or you've been so many times you can't remember, I am confident that this year's Spring Conference will provide an excellent educational experience and the opportunity for formal and informal networking with your colleagues.

The GCCMA Board understands that when a large gathering occurs, we all need to be mindful of doing our best to look out for each other's safety. We will follow the guidance and protocols set forth by the Athens-Clarke County Consolidated Government and the Classic Center for minimizing health risks.

It is my honor to serve as your GCCMA President and I expect that your experience here in Athens will be excellent as usual! Have a great time learning and enjoy the conference!

Sincerely,



Chris Hobby
GCCMA President
City Manager, City of Bainbridge



11:00 am

Golf Tournament – Boxed Lunch Provided

Golf begins at Noon

Athens Country Club

2700 Jefferson Road

Athens, GA 30607

SPONSORED BY: GOODWYN MILLS CAWOOD and DELTA MUNICIPAL SUPPLY

12:00 noon – 12:30 p.m.

Pre-Conference Workshop Registration & Check-in

J.W. Fanning Institute for Leadership Development

1240 South Lumpkin Street

Athens, GA 30602-3552

12:30 p.m. – 5:30 p.m.

Reflective Structured Dialogue

Skill Building on How to Convene & Facilitate Difficult Conversations on Polarizing Issues

Behind every belief is a story. Behind every story a person. Reflective Structured Dialogue (RSD) builds the capacity of communities and organizations to engage, live and thrive despite their differences. By enabling people to have new conversations about the issues that matter deeply to them and remain in relationship, the approach creates a foundation for trust, resiliency and collaborative action.

Course Content:

- Reflect on why organizations and communities must develop the capacity to have difficult conversations on polarizing issues
- Learn the basic theory and practice of RSD
- Experience a live RSD process
- Learn how RSD leads to the creation of an environment where participants can have difficult conversations
- Enhance understanding of conflict, polarization and change
- Explore how you might use RSD or aspects of RSD in communities and organizations.

Presenter: Raye Rawls, J.D., Senior Public Service Associate, J.W. Fanning Institute for Leadership Development, UGA

Facilitators:

- **Beverly Johnson**, Assistant Director, State Services & Decision Support, CVIOG, UGA
- **Hardin Watkins**, Public Service Faculty, CVIOG, UGA

ICMA Competencies: (2) Community Engagement, (3) Equity and Inclusion, (5) Personal Resiliency & Development, (6) Strategic Leadership, (7) Strategic Planning, (9) Community and Resident Service, and (14) Communication and Information Sharing

Dinner on Your Own

7:30p.m. – 9:00pm

“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



7:00 a.m. – 8:00 a.m.

Group Fun Run & Walk

Meet in the Hyatt Place lobby to begin.

Firefly Greenway, downtown Athens

8:00 a.m. – 9:00 a.m.

Breakfast – Grand Hall 7

8:00 a.m. – 9:00 a.m.

Orientation and Breakfast for First-time Attendees and New Members – Grand Hall 1

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9:00 a.m. – 9:15 a.m.

Welcome and Opening Remarks – Grand Hall 2-4

- **Chris Hobby**, GCCMA President, City Manager, Bainbridge
- **Mayor Kelly Girtz**, Athens-Clarke County
- **Rob Gordon**, Director, Carl Vinson Institute of Government, UGA

9:15 a.m. – 10:45 a.m.

Keynote Session – Grand Hall 2-4

A Conversation About Change, Opportunities in Adversity & Preparing for Desired Outcomes

Introduction: Chris Hobby, GCCMA President, City Manager, Bainbridge

Presenter: Mohamed Massaquoi, Former UGA and Cleveland Browns Wide Receiver, Entrepreneur, and Organizational Change Advisor

Moderator: Dr. Sara Musgrove, Leadership Development Consultant, Children's Healthcare of Atlanta, Co-Founder of the Growing as Grown-Ups Podcast



Mohamed is the founder of VESSOL and a strategic advisor. In the spring of 2017, Mohamed's life changed following a near-death ATV accident that resulted in the amputation of his left hand. The accident sparked the creation of VESSOL. VESSOL helps organizations, leaders, and teams perform by enhancing organizational effectiveness and diversity, equity & inclusion. Before that accident, Mohamed worked in finance at Morgan Stanley

and as a professional athlete in the NFL. Mohamed was a 2009 second-round pick for the Cleveland Browns in the NFL draft and played professionally for 5 seasons.

Mohamed earned his Bachelor's in Psychology and a Master's in Industrial-Organizational Psychology from the University of Georgia. While at the University of Georgia, Mohamed was named the 2008 overall team captain, selected as a first-team All-Southeastern Conference and Academic All-SEC member. He is a member of the 2018 UGA 40 under 40 class.

Mohamed served on the University of Georgia alumni board from 2017 - 2020. Mohamed is a graduate of the Harvard Business School after completing the Program for Leadership Development, which functions as their alternative executive MBA.

Dr. Musgrove will facilitate an in-person "live podcast" conversation with Mohamed and discuss his life's journey and how it provides lessons for local government leaders. There will also be time for Q&A.

ICMA Competencies: (5) Personal Resiliency & Development, (6) Strategic Leadership

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10:45 a.m. – 11:15 a.m.

Break – Grand Hall 2-4

11:15 a.m. – 12:15 p.m.

General Session – Grand Hall 2-4

Building Your Strategic Planning Muscle

Learn how to begin building your organization's strategic planning muscle. Putting in the "hard work" in the gym will help you prepare for the future and improve services. Whether you are just starting or already have an organizational plan, come learn some "exercises" (tips & tricks) that will set your organization up for success. You will leave with a worksheet that will guide you through the development of a strategic plan and with examples on how you include stakeholders throughout the process.

Presenter: Josh Edwards, Assistant Manager, Athens-Clarke County

Moderator: Chris Hobby, GCCMA President, City Manager, Bainbridge

ICMA Competencies: (6) Strategic Leadership, (7) Strategic Planning, (8) Policy Facilitation & Implementation

12:30 p.m. – 1:30 p.m.

Board of Directors Meeting – Grand Hall 1

12:30 p.m. – 1:30 p.m.

Networking Lunch with Exhibitors – Grand Hall 7

SPONSORED BY: DAVENPORT & COMPANY, GARBUTT CONSTRUCTION, JOHNSON CONTROLS, MCKINSTRY, and PARRISH CONSTRUCTION GROUP

1:30 p.m. – 2:45 p.m.

General Session – Grand Hall 2-4

Smokey and the Bandit, Midnight in the Garden of Good & Evil, Sweet Home Alabama, Coming 2 America, and The Walking Dead – How Georgia Has Lured Hollywood’s Magic and What This Means for Our Economy

Movies and streaming series are entertaining and they can also be lucrative for the state’s economy. This session will provide an overview of what Georgia has done to be a choice destination for filming and what that means for job creation, business development, and positive impact for communities.

Presenters:

- **Lee Thomas**, Deputy Commissioner for Film/Entertainment, Georgia Department of Economic & Community Development
- **Craig Dominey**, Camera Ready Director, Georgia Department of Economic & Community Development
- **Lisa Anders**, Executive Director of Explore Gwinnett, Gwinnett County’s Official Tourism Agency and Film Office
- **Stacey Dickson**, President, Lake Lanier Convention & Visitors Bureau

Moderator: **Cindy Eidson**, Director, Community & Economic Development, Georgia Municipal Association

ICMA Competencies: (2) Community Engagement, (9) Community & Resident Service, (10) Service Delivery, (14) Communication & Information Sharing

2:45 p.m. – 3:00 p.m.

Break with Exhibitors – Grand Hall 7

3:00 p.m. – 4:00 p.m.

Concurrent Session #1 – Grand Hall 2-4

Hyundai's Big Picture: Four Counties Working Together to Deliver \$926 million and 1,500 Jobs for the Community

This momentous investment in Bryan County reflects an acceleration in the development of the Electric Vehicle supply chain in Georgia's auto industry and demonstrates the arrival of significant high-quality work opportunities to the region. Learn how the joint development authority (JDA) was established and hear about the benefits and challenges of this approach. There were peaks and valleys that our colleagues will share as lessons that can be applied to other projects and initiatives.

Presenters:

- **Tim Callanan**, Effingham County Manager
- **Tom Couch**, Bulloch County Manager
- **Michael Kaigler**, Chatham County Manager
- **Ben Taylor**, Bryan County Manager

Moderator: Adam Mestres, GCCMA Vice President, Morgan County Manager

ICMA Competencies: (2) Community Engagement, (3) Equity & Inclusion, (6) Strategic Leadership, (7) Strategic Planning, (8) Policy Facilitation & Implementation, (9) Community & Resident Service, (10) Service Delivery

3:00 p.m. – 4:00 p.m.

Concurrent Session #2 – Parthenon 1-2

Best Practices in Information Technology from Across the State

Information overload! There are tons of details and a myriad of intricacies in an effective local government management information system. Our I.T. teams work diligently to keep things rolling and make things work for our organizations. Learn more about the technical aspects of best practices from the Georgia Chapter I.T. leaders from GMIS. This will include a discussion of critical topics: Cyber Security, Infrastructure, Collaborative Software, Enterprise Resource Planning - day to day software (ERP), Disaster Recovery, and Customer Interfacing Portals.

Presenters:

- **Michael Hicks**, Chief Information Officer, College Park, & President, Government Management Information Sciences (GMIS) – Georgia Chapter
- **Jamie Pownall**, Chief Information Officer, Henry County
- **Kelvin Joiner**, Chief Information Officer, Fayetteville

Moderator: Kimberly Greer, Assistant City Manager, Johns Creek

ICMA Competencies: (6) Strategic Leadership, (8) Policy Facilitation and Implementation, (9) Community & Resident Service, (10) Service Delivery, (11) Technological Literacy

3:00 p.m. – 4:00 p.m.

Concurrent Session #3 – Grand Hall 5

Residential Density Bonuses – How They Work and Why Our Communities Like Them

Doraville has adopted a policy that supports public art, development adjacent to transit, affordable housing, unit ownership, and public space through the allowance of up to 160 units per acre with restrictive covenant requirements to ensure that amenities and affordable housing remain for the lifespan of a project. One density bonus variance has been approved and others are exploring using this tool.

In April 2022, Athens-Clarke approved an Ordinance creating a Voluntary Inclusionary Zoning provision for multi-family developments. It allows for administratively permissible density bonuses (varying between 25% to 100%) for all properties currently zoned allowing multi-family development as a permitted use. The requirements for provision of affordable housing to be provided is based on the target AMI and ranges from 5% to 20% of total developed multi-family units. Some payment-in-lieu options also exist with detailed provisions and guidelines.

Presenters will focus on how to work with elected officials and developers to take small steps while ensuring community enhancement provisions are met.

Presenters:

- **Niki Jones**, GCCMA District Director, Assistant Manager, Athens-Clarke County
- **Andrew Saunders**, Housing & Community Development Interim Director, Athens-Clarke County
- **Naomi Siodmok**, Planning & Community Development Director, Doraville

Moderator: Chris Eldridge, City Manager, Doraville

ICMA Competencies: (6) Strategic Leadership, (7) Strategic Planning, (8) Policy Facilitation and Implementation, (9) Community & Resident Service, (10) Service Delivery

4:00 p.m. – 5:00 p.m.

Business Meeting – Grand Hall 2-4

5:00 p.m. – 6:30 p.m.

Opening Reception with Exhibitors – Grand Hall 7

Dinner on Your Own

8:00 a.m. – 9:00 a.m.

Breakfast with Exhibitors – Grand Hall 7

SPONSORED BY: CHARLES ABBOTT ASSOCIATES, ESG OPERATIONS, SAFEUILT, and TURNIPSEED ENGINEERS

9:00 a.m. – 10:15 a.m.

Keynote Session – Grand Hall 2-4

Rethinking Civic Education in Georgia and Across the U.S – How We Can Make the Federalist Papers and the Politics-Administration Dichotomy Fun, Interesting, and Exciting

We know that civic education, studying democracy, and the importance of our centuries old governmental institutions are critical to healthy communities and local governments. Our presenters will provide a national overview of the state of civics and then follow up with a Georgia focused update that includes the introduction of the Government and Public Administration Pathway in high schools that rolled out in August of 2022. Both ACCG and GMA have been active partners in this and have great expectations that this will become a “Pipeline for Public Service” for local and state governments.

Presenters:

- **Dr. Emma Humphries**, Chief Education Officer, iCivics, Cambridge, MA
- **Dr. Randell Trammell**, CEO, Georgia Center for Civic Engagement, Cartersville, GA

Moderator: Freddy Morgan, GCCMA District Director, Assistant City Manager, Cartersville

ICMA Competencies: (2) Community Engagement, (3) Equity & Inclusion, (6) Strategic Leadership, (14) Communication & Information Sharing

10:15 a.m. – 10:30 a.m.

Break with Exhibitors – Grand Hall 7

SPONSORED BY: THOMAS AND HUTTON

10:30 a.m. – 11:30 a.m.

Concurrent Session #4 – Grand Hall 5

Navigating and Touring Your Financial Statements

This session will provide information, discussion and instruction that participants can apply regarding the elements of audited external financial statements, how to identify a

qualified auditor, government audit requirements, and how to interpret financial statement information. Not required, but to enrich your learning experience, bring your financial statements and follow along during class!

Presenter: John Hulsey, Public Service Faculty, UGA Carl Vinson Institute of Government Financial Management Program

Moderator: Sammy Rich, GCCMA Secretary/Treasurer, City Manager, Rome

ICMA Competencies: (12) Financial Management and Budgeting, (14) Communication & Information Sharing

10:30 a.m. – 11:30 a.m.

Concurrent Session #5 – Grand Hall 2-4

Power of Partnerships: Increasing the Effectiveness of Collaboration Between Cities and Nonprofits

No local government organization or nonprofit can go at it alone - nor should they have to. The City of Chamblee recognized the needs of their local nonprofits and the shared desire to accelerate change in their community by launching the Nonprofit Partnership Program in 2021. Building upon the idea of better together, the city designed a program to strengthen, support, and promote the vitality of local nonprofits that support the Chamblee community by being a resource for relationship building, organizational development, and offering tools and funding opportunities.

Presenters:

- **Brittney Lindsay**, Community Engagement Director, Chamblee
- **Blake Dodd**, Management Analyst, Chamblee

Moderator: Jon Walker, City Manager, Chamblee

ICMA Competencies: (2) Community Engagement, (3) Equity and Inclusion, (7) Strategic Planning, (9) Community & Resident Service, (14) Communication & Information Sharing

11:30 a.m. – 11:45 a.m.

Break with Exhibitors – Grand Hall 7

SPONSORED BY: THOMAS AND HUTTON

11:45 a.m. – 12:45 p.m.

Concurrent Session #6 – Grand Hall 5

How to Get Your Personal Financial House in Order

Understanding your current financial situation – even if it is not ideal – will reduce your stress level and put you in a position to start planning ahead. This session will provide information and strategies to assist participants of all ages to assess their current financial state and understand options and strategies to meet their overall long-term financial objectives.

Presenter: Kate Fitzpatrick, Town Manager, Needham, Massachusetts and Chair, ICMA Credentialing Advisory Board

Moderator: John Hulsey, Public Service Faculty, UGA Carl Vinson Institute of Government Financial Management Program

ICMA Competencies: (5) Personal Resiliency & Development

11:45 a.m. – 12:45 p.m.

Concurrent Session #7 – Grand Hall 2-4

Inclusive Economic Growth

Canton's Roadmap for Success is a strategy that reviews all City decisions through the lenses of eight tenets for success. These goals include engaging diverse populations, assisting small businesses with succeeding in the regional economy, and creating great neighborhoods. Recognized as a Visionary City by GMA and Georgia Trend for the Roadmap, this session will share process highlights: creating the local strategy, utilizing development and financial tools that are currently in the toolboxes of Georgia's cities, and building consensus on programs that raise the tide for all local entrepreneurs.

Presenter: Billy Peppers, City Manager, Canton

Moderator: Marcia Hampton, GCCMA Immediate Past President, City Manager, Douglasville

ICMA Competencies: (2) Community Engagement, (3) Equity & Inclusion, (6) Strategic Leadership (7) Strategic Planning, (8) Policy Facilitation & Implementation, (13) Human Resources Management & Workforce Engagement

12:45 p.m. – 2:00 p.m.

Networking Lunch with Exhibitors – Grand Hall 7

SPONSORED BY: DAVENPORT & COMPANY, GARBUTT CONSTRUCTION, JOHNSON CONTROLS, MCKINSTRY, and PARRISH CONSTRUCTION GROUP

12:45 p.m. – 2:00 p.m.

Assistant and Deputy Manager/Administrator Lunch – Grand Hall 5

Speaker: Shawn Boatright, GCCMA District Director, Camden County Administrator

Conveners:

- Kimberly Greer, Assistant City Manager, Johns Creek
- Robert Smith, Assistant City Manager, Perry

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2:00 p.m. – 3:00 p.m.

Roundtable Discussion on Strategic Planning – Grand Hall 2-4

This afternoon session builds on yesterday's general session in a workshop format with extensive group discussion and sharing of examples from across the state.

Moderator: Josh Edwards, Assistant Manager, Athens-Clarke County with assistance from fellow managers that have expertise in strategic planning efforts

ICMA Competencies: (6) Strategic Leadership, (7) Strategic Planning, (8) Policy Facilitation & Implementation

3:15 p.m. – 5:00 p.m.

Sustaining Career Momentum – Olympia 2

Women in Local Government Gathering & Panel Discussion

Join your colleagues in a panel-led conversation featuring research that has identified behaviors and actions that women leaders take to sustain career momentum. This session will focus on actions you can use!

Panelists:

- Andrea Arnold, City Manager, Decatur
- Kate Fitzpatrick, Town Manager, Needham, MA
- Marcia Hampton, City Manager, Douglasville
- Angela Redding, City Manager, Cordele

Moderator: Peggy Merriss, GCCMA Executive Director

ICMA Competencies: (5) Personal Resiliency & Development, (6) Strategic Leadership, (13) Human Resources Management & Workforce Engagement

SPONSORED BY: MURRAY BARNES FINISTER

AFTERNOON TOURS AND ACTIVITIES

2:00 p.m. – 5:00 p.m.

Tour: City of Watkinsville's Playground of Possibilities

Facilitator/Host: Sharyn Dickerson, City Manager, Watkinsville

Buses will depart from the Classic Center to visit the City of Watkinsville's Playground of Possibilities. It is a transformative place for people of all abilities that fulfills the mission of creating accessible play for all and changing communities for the better with a universally accessible baseball field and spectacular playground. Watkinsville partnered with ESP (Extra Special People, Inc.) and they will share how this facility came about and the partnership behind it. Attendees will learn about the challenges and obstacles faced along the way and how this achievement could be replicated in their communities.

Tour: Steps Towards Diversity: A Campus Tour of Selective Sites Denoting African American Contributions at the University of Georgia

UGA Faculty will meet attendees at the Classic Center for a walking tour of the campus that includes notable sites important to understanding African American contributions to the University. Comfortable walking shoes are a must as participants will traverse academic buildings, athletic facilities, and other buildings across the campus.

Activity: UGA Bulldogs Tennis Match vs. Texas Tech at McGill Tennis Center (2:30 p.m.)

Join your colleagues for some fun at the first home outdoor tennis match of the season. The Dawgs will be taking on Texas A&M with 3 doubles matches and 6 singles matches in lively SEC action. It is an easy 6-minute walk from the Classic Center and admission is free. Seating options include the grandstands or the covered Tennis Hall of Fame. There is a clear bag policy for attendees.

Dinner on Your Own

8:00 a.m. – 9:00 a.m.

Breakfast with Exhibitors – Grand Hall 7

SPONSORED BY: CHARLES ABBOTT ASSOCIATES, ESG OPERATIONS, SAFEUILT, and TURNIPSEED ENGINEERS

8:00 a.m. – 9:00 a.m.

Program Planning Committee Meeting & Breakfast – Grand Hall 1

9:00 a.m. – 10:15 a.m.

Keynote Session – Grand Hall 2-4

Thinking About the Foundations of American Democracy – The Challenges of Original Intent of the U.S. Constitution

With all of current discussion about democracy, have you stopped to ponder the original intent of the framers of the U.S. Constitution? Dr. Dougherty will lead a lively, interesting, and provocative session reminding us that the framers had widely different notions about what each clause meant, and only a few of their perspectives were recorded, making us ponder “do we really know what the majority were thinking?”

Presenter: Dr. Keith Dougherty, Professor, Department of Political Science, UGA & Co-Director of the Constitutional Convention Research Group (CCRG)

Moderator: Guy Singletary, GCCMA District Director, Emanuel County Manager

ICMA Competencies: (6) Strategic Leadership, (7) Strategic Planning, (8) Policy Facilitation & Implementation

10:15 a.m. – 10:30 a.m.

Break with Exhibitors – Grand Hall 7

10:30 a.m. – 10:50 a.m.

Vendor Door Prizes – Grand Hall 2-4

10:50 a.m. – 12:00 Noon

General Session – Grand Hall 2-4

Here Come the Cameras: Preparation Tips and Advice on Managing Filming and Individual Access to Daily Business Activities Within Your Buildings.

Many communities have been visited by individuals with video cameras seeking to walk around and “film” inside your facilities. Hear advice and best practices from ACCG and GMA on how to prepare, react, and handle these situations.

Presenters:

- **Sherrie L. Hines**, Deputy Chief Attorney, Athens-Clarke County Attorney's Office
- **Rusi Patel**, General Counsel, Georgia Municipal Association

Moderator: Cleatus Phillips, GCCMA District Director & City Manager, Newnan

ICMA Competencies: (4) Staff Effectiveness, (8) Policy Facilitation & Implementation, (9) Community & Resident Service, (10) Service Delivery, (14) Communication & Information Sharing

Noon

Closing and Adjournment



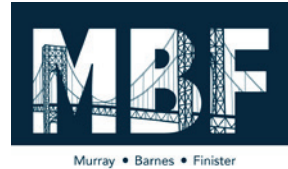
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