

CHART YOUR COURSES

2020 CLASSES & EVENTS



The Harold F. Holtz Municipal Training Institute

GEORGIA MUNICIPAL ASSOCIATION

Carl Vinson Institute of Government
UNIVERSITY OF GEORGIA

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WHAT IS THE HAROLD F. HOLTZ MUNICIPAL TRAINING INSTITUTE?

The Harold F. Holtz Municipal Training Institute is a continuing education program designed to help city officials enhance their knowledge and skills in municipal related matters. Training classes are offered in conjunction with GMA conferences as well as at stand-alone events throughout the year. Except for the state mandated Newly Elected Officials Institute, the classes offered are voluntary and offer city officials the opportunity to obtain training beyond what is required by state law. By completing this additional training, municipal elected officials and city managers/assistant city managers can earn a Certificate of Recognition, Certificate of Achievement, Certificate of Excellence, Certificate of Distinction and Certificate of Dedication. The Municipal Training Institute is operated through a partnership between the Georgia Municipal Association and the University of Georgia's Carl Vinson Institute of Government. Oversight is provided by the Municipal Training Board, which is comprised of municipal elected officials, a city manager and representatives from partnering organizations.



THE CERTIFICATE OF RECOGNITION

Requires 42 hours of training, including at least 18 hours from the required list and the Newly Elected Officials Institute.

(The Newly Elected Officials Institute requirement is waived for city managers/assistant city managers).



THE CERTIFICATE OF ACHIEVEMENT

Requires 72 hours of training, including at least 36 hours from the required list and the Newly Elected Officials Institute.

(The Newly Elected Officials Institute requirement is waived for city managers/assistant city managers).



THE CERTIFICATE OF EXCELLENCE

Requires 120 hours of training, including at least 54 hours from the required list, the Newly Elected Officials Institute and the Robert E. Knox, Jr. Municipal Leadership Institute.

(The Newly Elected Officials Institute requirement is waived for city managers/assistant city managers).



THE CERTIFICATE OF DISTINCTION

Requires 204 hours of training, including at least 72 hours from the required list, the Newly Elected Officials Institute, and the Robert E. Knox, Jr. Municipal Leadership Institute.

(The Newly Elected Officials Institute requirement is waived for city managers/assistant city managers).



THE CERTIFICATE OF DEDICATION

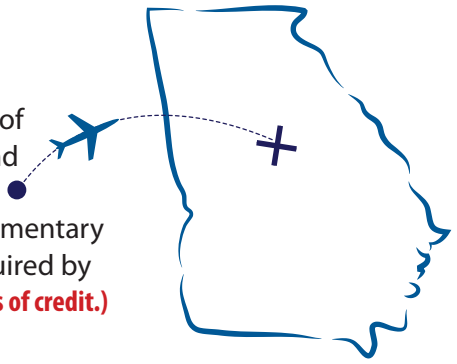
Requires 276 hours of training, including at least 108 hours from the required list, 18 hours of which must be from the Advanced Leadership track, the Newly Elected Officials Institute, and the Robert E. Knox, Jr. Municipal Leadership Institute. After obtaining the Certificate of Dedication, officials must complete nine hours of continuing education each year to maintain the certificate.

(The Newly Elected Officials Institute requirement is waived for city managers/assistant city managers).

REQUIRED CLASSES

State Mandated Training for Municipal Elected Officials

Newly Elected Officials Institute



The Newly Elected Officials Institute provides a general overview of the function of municipal government in Georgia and the roles and responsibilities of mayors and councilmembers. The class includes an introduction to key issues such as ethics, municipal finance, planning and zoning, open meetings, open records and parliamentary procedures. All municipal elected officials taking office since July 1, 1990 are required by state law to complete the Newly Elected Officials Institute. **(This class provides 6 hours of credit.)**

Required Classes for Municipal Training Institute Certificates

Community and Media Relations — 6-HOUR CLASS

This class examines the importance of building effective working relationships with the media and the role the media plays in informing the public and shaping their opinion of municipal governments. Advice for repairing poor relationships is provided, along with insights on when and how to speak with reporters, especially during times of crisis.

Recommended for Newly Elected and First-Term Officials

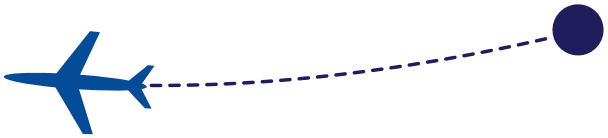
Conflict Resolution — 6-HOUR CLASS

This class explores strategies and techniques for successfully resolving conflict through negotiation and mediation. Emphasis is placed on identifying the sources of conflict and the personality styles of the parties involved.

Recommended for Newly Elected and First-Term Officials

Economic Development — 6-HOUR CLASS

This class provides a basic overview of the economic development process, with a focus on the strategies, resources and programs employed by the state of Georgia to assist communities in achieving success in today's global economy. Topics such as community development building blocks, business development strategies, regional cooperation and the role of local leadership in economic development are covered.



Emergency Management — 6-HOUR CLASS

This class is aimed at providing municipal officials with a general understanding of the roles of local, state and federal government in responding to and helping communities recover from both natural and human-made disasters. The functions of local emergency management agencies and important legal and financial issues that arise during times of emergency and disaster are also discussed.

Ethics — 6-HOUR CLASS

This class examines the importance of ethical conduct in the administration of one's public duties and how ethical lapses can severely damage the reputation of both individual officeholders and the city. An overview of state ethics laws and regulations that apply to municipal officials, including campaign financing and private interest disclosure requirements, is provided. Ethical dilemmas that often confront public officials and the value of strong local ethics ordinances are also discussed.

Recommended for Newly Elected and First-Term Officials

Human Resources — 6-HOUR CLASS

This class provides an overview of state and federal personnel law that apply to municipal governments and the basics of human resource management. Key topics include day-to-day issues facing human resource staff, the role of the personnel manager, establishing and adhering to sound personnel policies and procedures and dealing with the media.

This class is also available as an online class.

Making Citizen Engagement Work in our Communities

6-HOUR CLASS

This class explores the importance of getting citizens engaged in the process of governance. The class exposes officials to the concept of deliberative forums, a method of citizen engagement that brings diverse community interests together to explore policy options and share insights, ideas and suggestions in a structured setting. Participants receive tips, tools and other resources for recruiting residents, creating productive conversations, and encouraging residents to be involved in local problem solving.

Recommended for Newly Elected and First-Term Officials

Municipal Courts Post-Ferguson I: Promoting Justice, Protecting City Assets

3-HOUR CLASS

This class reviews how municipal courts are required by law to handle common offenses, such as traffic offenses, certain misdemeanors and municipal ordinance violations. Designed for municipal elected officials and city/assistant city managers, it addresses court practices that have led to class actions and investigations across the country. In addition to a basic knowledge of the role of the judge, court clerk, prosecutor, probation service provider and city leadership, attendees leave class with a self-assessment and set of model documents. These tools help officials ensure that the courts are promoting justice and supporting public safety and are not jeopardizing the city's "brand" and exposing the city to financial harm.

Municipal Finance I

6-HOUR CLASS

This class is intended to serve as a basic primer on municipal finance issues that all mayors, councilmembers and managers should understand. A discussion of the budget process, the revenue sources available to cities, purchasing policies and financing capital improvements is included in this general overview.

Recommended for Newly Elected and First-Term Officials



"Just a quick thank you to GMA and the training staff for providing so many educational opportunities for public servants. I have always believed that education is the key to "doing it right." GMA and CVIOG certainly create a path for that."

-Diana Roe Hollis, Councilmember, City of Stone Mountain

Municipal Finance II

6-HOUR CLASS

This class emphasizes the importance of establishing sound financial policies and provides participants with a better understanding of how to read and understand audited city financial statements, assess the effectiveness of internal accounting controls and manage a city's cash and investments.

This class may be taken before or after Municipal Finance I.

Municipal Law

6-HOUR CLASS

This class provides an overview of the major sources of municipal authority and the limitations on that authority, including constitutional and statutory law. Municipal charters and ordinances are discussed, and participants are encouraged to read their city's charter before attending this class. How to enter into legal contracts is reviewed. This class also provides a foundation for understanding the liability and immunity of cities, elected officials and municipal employees. If time permits, this class may also address working with the city attorney.

Recommended for Newly Elected and First-Term Officials

Municipal Taxation 101 - The Basics — 3-HOUR CLASS

The class gives municipal officials an overview of the fundamentals of local government taxation with an in-depth look at the two primary funding sources for local government in Georgia: property tax and sales tax. This class is designed to give participants an understanding of tax language and appropriate usage of revenues, preparing them to communicate tax issues to constituents and make prudent decisions related to expenditures.

***This class includes information from the old six-hour Taxation 101-The Basics class. Those who completed the six-hour version may earn credit for completing the three-hour version.**

Municipal Water and Wastewaster Systems — 3-HOUR CLASS

Water and wastewater services are fundamental to the operation of a city. This class provides an overview of the management of these services and introduces participants to the significant role of water in community health, quality of life and economic development. This class also describes various service delivery methods and discusses the challenges and opportunities that municipal officials face in providing water and wastewater services to their customers.

Open Meetings — 3-HOUR CLASS

Open, accessible meetings are a hallmark of local government and are important for communicating with residents and businesses. This class examines the requirements of Georgia's Open Meetings Act, what constitutes a "meeting" and the limited circumstances authorizing executive sessions. The importance of proper notice as well as meeting agendas, summaries and minutes are discussed. Class participants are apprised of potential consequences for failing to follow the law.

Recommended for Newly Elected and First-Term Officials

Open Records — 3-HOUR CLASS

This class familiarizes municipal officials with Georgia's open records law and the potential consequences for failing to adhere to it. Hypothetical scenarios are used to give participants a better understanding of their responsibilities and obligations for complying with these statutes. Records management and the requirements of the Georgia Open Records Act are reviewed as well as legal obligations for preserving records for litigation.

Recommended for Newly Elected and First-Term Officials
Open Meetings/Open Records is also offered as an online class.

Planning and Zoning — 6-HOUR CLASS

This class examines the difficult choices municipal officials encounter in stimulating economic well-being, protecting public infrastructure investment and maintaining environmental integrity. It examines legal considerations for planning and zoning, the role of the mayor, council and manager, and practical steps for maintaining a comprehensive plan and effective zoning procedures. In addition, the class highlights issues, barriers and policy solutions associated with efforts to achieve desirable patterns of development.

Practices for Successful Meetings — 3-HOUR CLASS

The success of a city is often gauged by how its residents perceive city council meetings. This class is designed to give elected officials and others a practical understanding of the most commonly-used procedures available to govern meetings. The basic tenents of Robert's Rules of Order, as well as alternatives to Robert's, are taught in a manner that seeks to arm presiding officials with the tools necessary to run successful and productive gatherings of their elected officials and other meetings necessary to operate their cities.

Recommended for Newly Elected and First-Term Officials



Public Policy Development and Implementation

3-HOUR CLASS

Developing policy to advance the vision of the city is one of the most important duties that a mayor and council perform. This class is designed to give municipal officials an understanding of the importance of that function and the role of the elected officials and professional staff in developing, implementing and evaluating those policies. Participants learn how to effectively use policy-making models in the development of practical public policy that will benefit their communities and constituents.

Recommended for Newly Elected and First-Term Officials

Public Works Services

3-HOUR CLASS

Public works services are fundamental to the operation of a city. This session introduces participants to the types of services provided through public works departments and the important role those services play in community health, quality of life and economic development.

***This class is a reformatted version of the Public Works and Transportation class. Those who have already taken the Public Works and Transportation class will NOT get additional credit for taking this class.**

Roles and Responsibilities of Council and Staff

3-HOUR CLASS

While municipal elected officials have the responsibility to develop policies to effectively address complex issues and problems that are often unique to cities, they typically must rely on public sector employees to implement them. In this class, the different perspectives of council and staff are explored in order to identify ways for them to collaborate in addressing public problems.

Recommended for Newly Elected and First-Term Officials

Recommended Classes for Newly Elected and First-Term Officials

Aside from the required Newly Elected Officials Institute, the following voluntary classes are recommended for officials who are newly elected, are in their first term or are new to municipal training.

- **Community and Media Relations**
- **Conflict Resolution**
- **Ethics**
- **Making Citizen Engagement Work in our Communities**
- **Municipal Finance I**
- **Municipal Law**
- **Open Meetings**
- **Open Records**
- **Practices for Successful Meetings**
- **Public Policy Development and Implementation**
- **Roles and Responsibilities of Council and Staff**



Online/On-Demand Classes

The following classes are also offered as online, on-demand classes. Each class must be completed in 30 days. Registration information can be found at www.cviog.uga.edu/municipal-officials

- **Capital Improvement Program**
- **Local Government Debt Methods**
- **Open Meetings / Open Records**
- **Human Resources: An Online Course for Governmental Officials**



ADVANCED LEADERSHIP TRACK



The advanced leadership track includes the following three six-hour classes, all of which must be completed to earn the Certificate of Dedication. If class space is limited during early registration for these classes, preference will be given to those who have earned at least the Certificate of Achievement.

Public Problems, Democratic Decisions - The Governing Role of Mayors and Councilmembers

6-HOUR CLASS

In this class, public officials explore the democratic context of leading and governing. It addresses the role of elected officials in a democratic society, the relationship between elected and appointed officials, the core values underlying public problems and choices and the reasons why councils can make better choices than individuals. The goals of this class are to help public officials better understand their roles in leading and governing their communities, to develop a better understanding of what councils do and why, and to develop practical skills in public problem solving and decision making. Participants learn how to use public problems to discuss the kind of community they want to build and how to ensure that their choices and decisions preserve the fundamental goals of our democratic society.

This class is limited to 35 participants.

Governing the Commons: Collective Decision Making in Complex Systems

6-HOUR CLASS

Making decisions within a single jurisdiction is complicated enough, but relatively simple compared to the complexity of decisions multiple jurisdictions must often make among themselves. In this class, participants explore first-hand some of the critical leadership challenges involved in collective decision making, such as: How should such decisions be made? What form should they take? How should they be governed, monitored and enforced? How should costs and benefits be allocated?

This class is limited to 35 participants.

How Shall We Live? Practical Ethics for Public Life

6-HOUR CLASS

Ethics is often seen as something that is lacking in public officials, and therefore must be imposed on them through laws and training. Ethics training may promote awareness and compliance, but it does not promote ethical excellence. In this class, participants explore the advantages and limitations of codified ethics; how values, morality, virtue, character and obligations play out in everyday decision making; why ethical dilemmas arise and how we resolve them; virtues and temptations of leadership; and how public service constitutes a moral and ethical enterprise for public leaders.

This class is limited to 35 participants.

ELECTIVE CLASSES

Beyond the Beltway: Influencing Federal Policy through Grassroots Engagement

3-HOUR CLASS

Decisions made in Washington, D.C. on issues ranging from environmental regulations to tax reform and the federal budget have a direct impact on municipal operations. Federal policies may create unfunded mandates and result in unintended consequences. Local officials have a key role in influencing federal policy. By sharing information with federal leaders about local challenges and needs, federal leaders can make more informed decisions. This class provides information about Congress, federal agencies, and how municipal officials can engage most effectively with leaders at the federal level to advocate for municipal priorities. Participants obtain tips for communicating with members of Congress and engage in role playing exercises to hone their negotiating skills.

Building a Hometown Connection: GMA Lobbying 101

6-HOUR CLASS

This class provides an overview of the state legislative process and helps city officials understand how they can be effective advocates of issues important to their community and cities throughout the state. Participants receive ideas for establishing productive year-round relationships with members of the General Assembly as well as practical lobbying tips they can use during the legislative session. The class also includes a hands-on exercise using real-life legislative scenarios.



Capital Improvement Program

3-HOUR CLASS

Capital assets are essential for service delivery in local governments. All governments should have a comprehensive capital improvement program (CIP) to renew and replace these capital assets. The class provides an overview of a CIP, including how a CIP is included in the annual budget. In addition, creating a CIP, incorporating capital asset requests and the decision-making process are discussed. Finally, discussion includes considerations in funding capital asset improvements.

This class is also available as an online class.

Changing Demographics and Best Practices

3-HOUR CLASS

Georgia's demographics are constantly shifting, impacting cities. Georgia's population is getting older and increasingly representing the cultures of many nationalities and many interests. This class examines the cultural and aging trends in Georgia and explores the implications of these changing demographics for cities, both in terms of challenges and opportunities.

Civics for Local Government

3-HOUR CLASS

This class provides valuable information on the proper protocol in the display of the American flag and other flags in government buildings; appropriate recognition of the American flag when entering a room; and the proper programming of the Pledge of Allegiance and the National Anthem into city-sponsored events and other civic programs. The class also discusses the basic protocol for welcoming foreign visitors and other dignitaries. The class includes activities to make the learning meaningful for participants. Knowing what to do, why, and First Amendment implications is important to our cities and our residents.

Creating a Downtown Renaissance: Advanced DDA Training

6-HOUR CLASS

This class builds on the Downtown Development Authority Basic Training class with an emphasis on applying downtown development tools. The importance of developing a downtown vision and a plan are discussed. Attendees also hear the basics of navigating Business Improvement Districts, Community Improvement Districts, Tax Allocation Districts, Historic Preservation Tax Credits, the Redevelopment Powers Act and Urban Redevelopment Law. Best practice examples of utilizing federal, state and local partnerships, programs and incentives are shared. Class participants are given an opportunity to immediately apply the tools and programs highlighted in the class through a case study exercise.

Pre-requisite: Downtown Development Authority Basic Training

Current Issues Class: Municipal Law Update 2020

3-HOUR CLASS

This class updates attendees on legislation and judicial decisions affecting municipal governments. The goal of this class is to provide attendees with a detailed understanding of changes to laws affecting municipalities.

Current Issues Class: Understanding, Funding and Fighting the New Face of Homelessness in Georgia

3-HOUR CLASS

Homelessness has a direct impact on local government and communities across Georgia. The face of homelessness is now different than many would perceive, with families, veterans and the working poor comprising an ever-increasing percentage of those affected. In this class, an introduction to the real causes of homelessness is presented, with discussion of how homelessness financially impacts local communities. Roles, responsibilities and supportive efforts required of elected officials to face this issue along with strategies for engaging with non-profit/faith-based organizations and opportunities for federal funding are examined. Case studies of municipalities utilizing Department of Community Affairs' funding and possible municipal service structures are evaluated.

Current Issues Class: Workforce Development

6-HOUR CLASS

This class provides participants with information pertaining to workforce trends in local government and Georgia's workforce, as well as the role of elected officials and key players throughout our state.



"As a relatively new official, I had no idea GMA offered this critically important education opportunity to help elected officials serve the public more efficiently and effectively. I have enthusiastically embraced GMA's training offering and can say, without reservations, that this series of educational opportunities has helped me understand my public service responsibilities greatly. Only recently, Braselton was considering a financing decision. I was able to use my training on municipal financing options to understand the nuances of a complicated transaction. Thank you, GMA and CVIOG!!"

-Hardy B. Johnson, Councilmember, Town of Braselton

Downtown Development Authority Basic Training

8-HOUR CLASS 6-HOUR CREDIT

This class is primarily directed at those who serve on Downtown Development Authorities, but it is open to all city officials. Topics include: management of downtown as a valuable resource; the role of the authority, board members and staff; DDA laws; and the day-to-day operations of a Downtown Development Authority.

This class is limited to 50 participants.

Economics of Education

3-HOUR CLASS

This class provides specific and tangible evidence that education is vitally important to a community's prosperity. The class reinforces the critical role of businesses and the entire community in building a strong workforce and positive economic climate through improved education. Data will be presented indicating where Georgia stands in its ability to raise the bar on student achievement. Additionally, the class will present the correlation between a quality education and a community's ability to attract good-paying jobs and enhance its quality of life. Participants also learn where to find school performance indicators for their community.

Effective Practices for Municipal Operations 101

3-HOUR CLASS

This class targets municipal elected officials from small communities and exposes them to various fundamental principles for having a professionally managed city. The class examines basic management strategies and analyzes tools and processes needed to create an organizational climate of excellence for the effective delivery of municipal services. In addition, the class identifies emerging issues and other challenges that can impede effective municipal operations.

Employee Benefits 101

3-HOUR CLASS

This class targets municipal elected officials and staff. It provides a general overview of retirement plans that cities can offer to employees and explains the differences between various plan types, such as defined benefit, defined contribution and deferred compensation plans and how these plans function and are administered.

Entrepreneur Friendly Cities

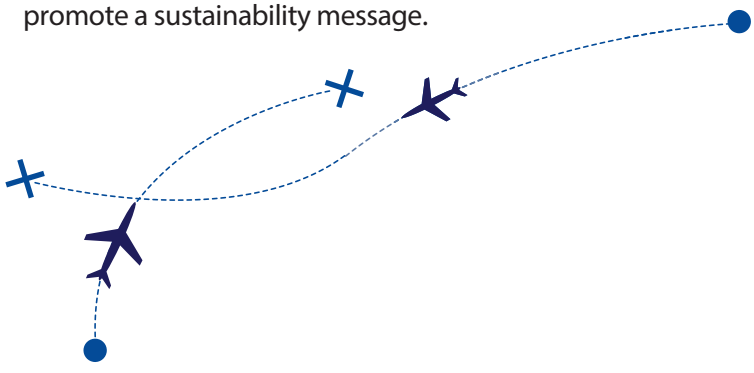
3-HOUR CLASS

This class targets municipal elected officials, city management, community development specialists, economic development professionals and planning and zoning staff. The class highlights the critical role economic development plays in our cities' growth while highlighting the purpose current ordinances and policies play in the contribution of or hindrance to business development. Pulling from real life examples, a panel of practitioners provides attendees with both statewide and local perspectives, sharing their success stories, challenges and endorsements for how class participants can address the needs of their city's business community. In addition, the class identifies and addresses emerging impediments and statewide trends that can negatively impact the growth and development of a city.

Environmental Sustainability

6-HOUR CLASS

City officials are faced with myriad environmental challenges that affect quality of life, public health and economic vitality. This class explores some of the most pressing environmental issues Georgia cities currently face—such as water quality, water quantity, energy conservation and hazardous waste—and ways municipal officials are finding to solve them. The class focuses on projects such as green infrastructure, energy efficiency measures and brown fields redevelopment that promote both environmental sustainability as well as community revitalization. Additional topics include principles of "sustainability leadership," how to get citizens engaged and how to communicate and promote a sustainability message.



Excellence in Customer Service — 3-HOUR CLASS

This class provides valuable information for elected officials and staff relating to the proper role that customer service plays in local government. Participants will explore ways to move from average customer service to excellent customer service. Participants examine internal policies and procedures that hamper and support customer service at its best. The class instructor guides officials in defining and communicating the customer service organizational culture of their respective cities.

Fire and Emergency Medical Services — 6-HOUR CLASS

This class exposes city officials to some of the basic concepts involved in providing municipal fire suppression, fire prevention and emergency medical services. In addition to reviewing applicable laws and codes, the class covers emerging issues and new technologies.

NEW Funding and Programming Transportation Projects In Your Community — 3-HOUR CLASS

Funding local transportation projects is a complex process with many federal, state, regional and local stakeholders. Changing project requirements and shifting political priorities can further complicate the process. This class will help participants understand the full array of transportation funding options for road, bridge, transit, sidewalk, trail and bike lane projects that are available in Georgia. Information will be provided on the advantages/disadvantages of each funding option, limitations (if there are any), key partners and time frames for application and/or expenditure. Class discussion will include key components of project management, including public engagement, project design, right-of-way acquisition, public utility relocation, and construction start and conclusion. Additionally, a panel of transportation funding experts will help participants understand the importance of developing a comprehensive transportation funding plan based on sound process and best practices.

Heart and Soul Downtown Workshop — 6-HOUR CLASS

This six-hour workshop targets municipal officials th at are interested in downtown revitalization. Workshop participants are provided opportunities to view actual plans and projects with officials from the host city discussing their downtown and neighborhood strategies, their success stories and their lessons learned. The workshop includes formal presentations and tours of downtown areas. The class utilizes city officials and downtown practitioners that have first-hand experience with downtown development. Additionally, information regarding resources that are available to provide technical assistance and downtown incentives are provided.

This class is limited to 40 participants.

Housing Solutions for Cities — Part Mobile Workshop — 6-HOUR CLASS

This class provides officials with information about housing needs and issues, as well as programs and resources available to assist communities in the area of housing. The class format is a combination of classroom and mobile workshop. The mobile workshop highlights one or more successful local housing development(s) and provides participants the opportunity to see first-hand how some of the resources and programs described during the classroom session have been utilized.

NEW How to Attract and Retain Young Professionals in Your Town — 3-HOUR CLASS

There are approximately 79 million millennials in the U.S. today, according to Pew Research, and they are currently transforming American life, including the workforce, schools, housing, transportation and technology. This class is designed to help participants understand the economic, cultural and civic benefits and challenges to a city that is attractive to young professionals. The class includes discussion on the different generations who are currently in the workforce and what sets them apart. In small group sessions, participants will be asked to: express various traits they believe each generation possesses and identify their community's existing assets that could attract young professionals. A panel discussion will provide participants with successful examples

of public policy, engagement, promotion, lifestyle enhancement, and community design cities have used to attract and retain young professionals.

Information Privacy and Security Breaches: Prevention and Response

3-HOUR CLASS

Elected officials and city management are the face of a city's commitment to information privacy and security. This class covers what municipal officials "need to know" about information privacy and security policies including: risk assessment, access controls, security provisions in contracts, disaster recovery/business continuity, workforce training and incident/breach readiness. Class attendees review actual municipal and county information privacy and security breaches. Participants also hear how to champion for the resources to secure city information and how to designate the city as a HIPAA "hybrid entity."

Law Enforcement Services: Trends and Best Practices

6-HOUR CLASS

This class familiarizes municipal officials with the basic concepts of law enforcement. In addition to reviewing applicable laws, funding mechanisms and staffing models, the class addresses emerging public safety issues, trends and innovations.

Let's Get Social

3-HOUR CLASS

Technology impacts personal lives, work and local government. This class examines and defines what social media means and how social media can be used by local government, including the risks and benefits of such usage. The legal basis for governmental use of social media is reviewed. Demonstrations on making social media user-friendly for both large and small governments are provided. Finally, the class helps participants determine the social media applications that matter most to their organization, navigate the set-up process for key applications, create meaningful content and engage their audience across different sites.

Living Beyond Expectations: The Opportunities and Challenges of the Growing Senior Population

3-HOUR CLASS

Never in the history of humankind have we experienced a more radical population shift. Advances in technology and health care are increasing longevity for many Americans. Increased numbers of older residents is not a temporary situation that will end with any generation but rather a permanent state for communities throughout the nation. By 2029, it is estimated that persons over 65 years of age will make up 20 percent of the U.S. population. This class examines the implications of an aging population on cities and how municipal leaders can maintain and attract the older residents, a vital plank of economic vitality and development. Public administrators can play a unique role in preparing communities for residents of all ages and abilities to live healthy and independent lives. Critical components are the adoption of age-friendly practices that address fundamental aspects of housing, transportation and services through decisions about land use, zoning and investments. This class discusses ways for communities to enact change through integrated public policy, community design and service delivery.



"As an elected official in a college town, I cannot overstate the importance of education and continuous learning. The classes offered by GMA and CVIOG have not only taught me the nuts and bolts of operating a city, but they have truly helped me become a better person. Only through personal growth and self-improvement can we, as elected officials, develop the leadership skills necessary to face the challenges in our cities, build consensus to find solutions, and improve the lives of our citizens."

-Phil Boyum,
Councilmember,
City of Statesboro

“The Georgia Municipal Association is a professional organization that has helped me to develop as an effective city council representative. Since my involvement, I have enhanced my skillset as it pertains to legislative policies, advocacy tools and city/state development. With such educational training and awareness, I find myself well equipped to handle any and all emerging issues that may affect Georgia cities especially in the Valdosta region.”



-Vivian Miller-Cody, Councilmember, City of Valdosta

Local Government Debt Methods 101 — 3-HOUR CLASS

This class targets municipal elected officials and staff and exposes them to various fundamental methods of issuing debt in Georgia. The class examines the history of public debt in Georgia, basic public finance principles, legal requirements and prohibitions, and various financing methods needed to effectively budget for capital improvement projects.

This class is also available as an online class.

Managing Growth: Economic and Natural Resource Issues — 6-HOUR CLASS

This class shows city leaders how they can exert meaningful control over how their community grows. Topics include economic and ecological considerations, protecting water quality, regulatory initiatives and regionalization. Promoting infill development and redevelopment, preserving land and capturing private investment are also covered.

Mobile Workshops — 3-HOUR AND 6-HOUR CLASSES

Mobile workshops give participants an opportunity to see firsthand how a community has addressed an issue, concern or opportunity.

Money, Money, Money … Money! Funding City Projects and Programs Through Grants and Loans — 6-HOUR CLASS

With limited ability to generate increased revenues from taxes and user fees, city officials often seek grant and low-interest loan opportunities to help address a range of capital improvement and operational needs. This class details some of the state, federal and foundation funding sources available to municipalities in Georgia and offers advice on how to write strong grant applications. Additionally, the class introduces some reporting and administrative responsibilities the city may have once funding has been awarded.

Multi-Day Economic Development Class

MULTI-DAY CLASS 12-HOUR CREDIT

This class is conducted by the Georgia Academy for Economic Development. Participants must be nominated and attend four days of training over a four-month period. Team projects are required. For information on this class, please contact the Department of Community Affairs. Participants receive 12 hours of credit through the Municipal Training Institute for successfully completing this class.

Municipal Courts Post-Ferguson II: Promoting Justice, Protecting City Assets

3-HOUR CLASS

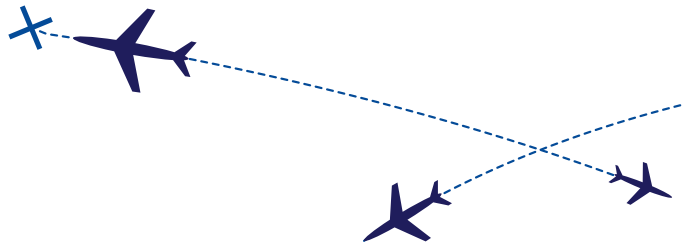
This class provides a deeper dive and interactive experience into the actual operations of municipal courts in Georgia. Through a combination of classroom instruction and interactive mock court exercises, classroom participants take a deep dive into the constitutional protections afforded to defendants and the operations of municipal courts. Specifically, this class looks at how contracts with probation service providers and judges as well as specific state and federal laws governing municipal courts work in the real world. Additionally, this class analyzes the responsibilities of the court, contracted parties and elected officials under Georgia law, with a focus on criminal justice reform changes enacted by the Georgia legislature.

Pre-requisite: Municipal Courts Post-Ferguson I

Municipal Electric Systems 101

3-HOUR CLASS

This class is open only to officials from the 52 Georgia cities that own and operate public power systems. Electric utilities are multi-million-dollar enterprises and it is essential that policymakers and key staff have a strong understanding of all aspects of the service—including generation, transmission and distribution—as well as sound financial and management practices. In addition to providing a basic overview of municipal electric system operations, the class is designed to help attendees understand the role of the Municipal Electric Authority of Georgia and Electric Cities of Georgia and the services and resources each organization provides to participating systems.



Municipal Gas Systems 101

3-HOUR CLASS

This class is open only to officials from the 84 Georgia cities that own and operate a municipal gas system. In addition to providing a basic overview of municipal gas system operations, the class is designed to help attendees understand the role of the GMA Gas Section and Municipal Gas Authority of Georgia and the services and resources provided to participating systems. The class also informs and educates municipal officials on the continued safe and efficient operation of the natural gas system. It is important that key officials become aware of state and federal regulations and the issues of an aging infrastructure.

NEW Municipal Long-Term Budgeting

6-HOUR CLASS

This class is intended to serve as a follow-up to Municipal Finance I. Topics will address long-term budget requirements for capital asset renewal and replacement, capital improvements, pension and other employment benefit costs and compensated absences.

Municipal Taxation 102 – The Basics Continued

3-HOUR CLASS

The class gives municipal officials a broad understanding of local government taxation with an in-depth look at excise taxes related to alcohol, lodging, rental vehicles and energy used in manufacturing, as well as business occupation tax (formerly known as business licenses). Participants gain an understanding of tax language and appropriate use of revenues. The class is designed to prepare officials to communicate tax issues to constituents and make prudent decisions related to expenditures. **This class includes information from the old six-hour Taxation 101- The Basics class. Those who completed the six-hour version may earn credit for completing the three-hour version.**

Navigating the Future: Thinking, Planning, and Acting Strategically

6-HOUR CLASS

All organizations, institutions, associations, and jurisdictions must respond to change, either because they happen to change or change happens to them. This is why virtually every city and town engages in some form of what is commonly referred to as strategic planning. But having a strategic plan and thinking strategically are not the same. If they were, so many so-called strategic plans wouldn't sit on the shelf. Municipal leaders must be able to engage colleagues, constituents, residents and their community in strategic thinking if they are to address not only the challenges facing them today, but also those of tomorrow. This class uses a strategic simulation that incorporates strategic thinking, visioning, and navigating to address the what, why and how of strategic planning. Class participants work together in small groups to simu-late a strategic process that includes an environmental scan, building scenarios of most likely and most pre-ferred futures, identifying driving and restraining forc-es, conducting a gap analysis, identifying key themes, framing goals and strategies, and developing an action plan to guide how to navigate from today to tomorrow.

This class is limited to 35 participants.

New and Emerging Technology for Cities

3-HOUR CLASS

Today, technology is essential to most aspects of our public and private lives. For mayors, councilmembers and other community leaders, technology has become a critical factor in governance, communication and citizen engagement. In this advanced class, your role regarding local government technology is outlined and you are made aware of the ways your city might better utilize available technology or digital solutions. These solutions include applications and services that enhance opportunities for increased operational effectiveness and productivity such as engaging citizens on a more consistent basis, increasing quality services, facilitating transparency and enhancing efficient operational procedures. Participants hear from those with technology expertise and other officials who have had success with digital solutions in their communities.

Public Presentations and Meet the Media

6-HOUR CLASS

This class teaches municipal officials ho w to be mo re effective w hen s peaking t o g roups o r a ddressing t he media. Techniques for developing presentation content and delivery, as well as tips for effectively d ealing w ith the media, are shared. As part of the class, participants make a brief presentation to their classmates.

This class is limited to 40 participants.

Recreation and Parks – Building Communities

3-HOUR CLASS

Recreation, park programs and facilities play an important role in creating a high quality of life for communities. They create public value by offering recreational activities, greenspace for relaxation and opportunities for improving the health of residents. However, recreation and park programs are sometimes seen as amenities that cities cannot afford. This session explores the role of recreation and parks in building community and economic development, and options for funding.



Regional Approaches to Cooperation

6-HOUR CLASS

Municipal governments face many challenges today in delivering services to their residents with resources that continue to diminish. These challenges have provided new opportunities for cities to work across jurisdictional boundaries to effectively support community and economic development efforts, as well as many other local projects and programs. This cooperation can be accomplished through informal and formal agreements, and partnerships may extend to public, non-profit and private sector entities. This class examines the concept of regional cooperation, tools for implementation, opportunities to explore best practices around the state and strategies for establishing successful regional partnerships.



Retreats

Retreats provide an opportunity for city councils to come together, apart from the regular meetings, to prepare for the future. The focus may be on teamwork, goal setting or other city concerns. Each retreat is tailored to meet the individual city's needs. Credit is given for city council retreats facilitated by the Carl Vinson Institute of Government. Some cities have an annual retreat, but credit toward the Municipal Training Institute certificate program is given for a maximum of 12 credit hours.

Revitalizing Neighborhoods – Tools for Local Officials

6-HOUR CLASS

This class provides an overview of the tools and resources available to cities interested in effectively responding to neighborhood problems such as dilapidated and unsafe structures, unsightly property, junk automobiles, weeds, trash and other nuisances. Topics include Georgia's Urban Redevelopment law, code enforcement and land bank authorities.

Risk and Insurance 101

3-HOUR CLASS

This interactive class introduces the concepts of risk management and insurance as they relate to municipalities. The class focuses on real world best practices involving risk avoidance, reduction and transfer through purchasing insurance, safety training, claims mitigation and implementation of proper policies and procedures. This class is designed to give participants a better understanding of ways to save money, provide for a safer environment and techniques to avoid many of the pitfalls that put a city and staff at risk. Subject matter experts present the information through interactive classroom instruction and group problem solving sessions.

Robert E. Knox, Jr. Municipal Leadership Institute

MULTI-DAY CLASS
6-HOUR CREDIT

The Robert E. Knox, Jr. Municipal Leadership Institute is an intensive multi-day program that focuses on helping city officials enhance and sharpen their leadership skills. Enrollment is limited so that participants can have a full exchange of ideas with instructors and other municipal officials. Completion of the Municipal Leadership Institute is required for municipal officials to receive a Certificate of Excellence, Certificate of Distinction and Certificate of Dedication.

This class is limited to 40 participants.

Service Delivery Strategy – Efficiency & Tax Equity for Local Governments

6-HOUR CLASS

The Georgia Service Delivery Act requires each county and its municipalities to develop and periodically update a service delivery strategy (SDS) that describes how services are provided and funded. SDS agreements must outline how local governments will minimize duplication of services and ensure tax equity in the provision and funding of services. Failure to maintain an updated SDS agreement results in sanctions includ-ing the loss of state grants, loans and permits. This class reviews the components of an SDS agreement, examines tools for negotiation, provides opportunities to explore examples of existing SDS agreements and provides strat-egies for establishing successful city/county partnerships. Participants work on a case study identifying services and calculating the financial impact of each service to determine tax equity.

Succession Planning: Preparing for Tomorrow's Workforce Today

3-HOUR CLASS

Currently, a quarter of the local government workforce is age 55 or older and more than half is age 45 or older. The inevitable exodus of long-serving and knowledge-able city employees could pose significant consequences to city operational efficiency and effectiveness. This class represents a beginning step for city officials to understand the value in developing a succession plan for their city to ensure it has qualified employees in place to provide high quality services to city residents and businesses.

Trends in Urban Design for Local Leaders

3-HOUR CLASS

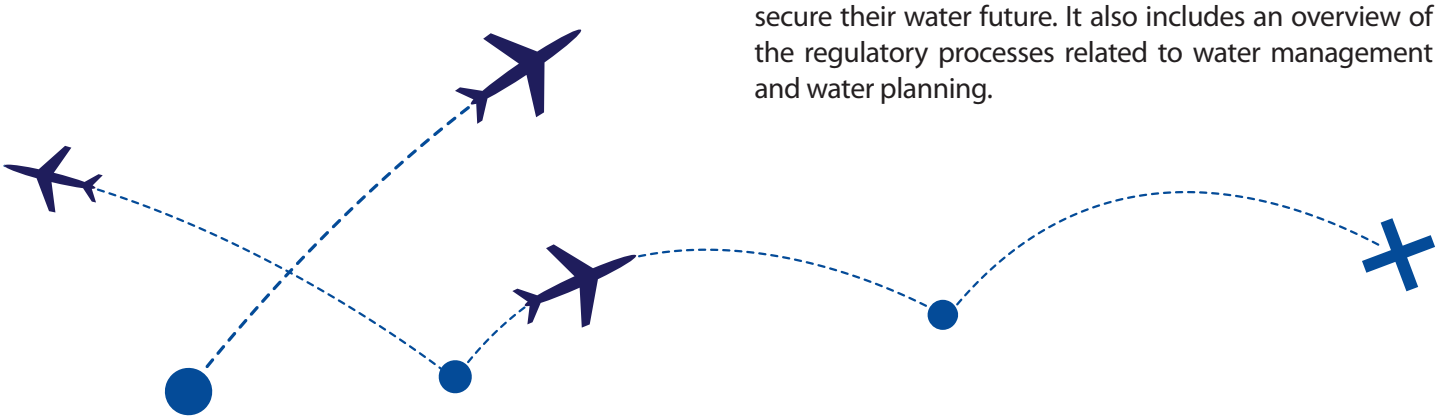
Using the urban fabric of streets, parks, squares and sidewalks, urban design shapes the towns and cities we call home. As a multidisciplinary field, successful urban design borrows from the professions of architecture, land-scape architecture, an understanding of sociology and more to form the spaces that create community, entice visitors and invite investment. Designed to give municipal leaders an understanding of the practice, history and rel-evance of good urban design, this class informs leaders of emerging design trends applicable in cities big and small. In fun and creative hands-on activities, the basic princi-ples of successful urban design are taught in a manner that seeks to arm local officials with the tools necessary to advance the principles of effective urban design in their home communities.

This class is limited to 40 participants.

Water Management — An Introduction for Local Governments

6-HOUR CLASS

Water quality and water quantity are of vital importance and can provide some of the most challenging issues facing all levels of government in Georgia. Planning to meet water needs on the local level while also consider-ing the needs of those who share the resource can be dif-ficult. In 2011, in response to the Georgia Statewide Water Management Plan, Regional Water Plans were adopted throughout the state that provided recommendations to help address water quality and quantity issues at myriad levels and across myriad sectors. This class provides back-ground on that process, presents issues highlighted in the plans and discusses ways in which local governments can secure their water future. It also includes an overview of the regulatory processes related to water management and water planning.



2020 TRAINING SCHEDULE

JAN 24-27 CITIES UNITED SUMMIT
ATLANTA HILTON AND TOWERS, ATLANTA

FRIDAY JANUARY 24, 2020 9:30AM - 4:30PM

- Conflict Resolution*
- Economic Development*
- Governing the Commons: Collective Decision Making in Complex Systems*+

FRIDAY JANUARY 24, 2020 9:30AM - 12:30PM

- Beyond the Beltway: Influencing Federal Policy Through Grassroots Engagement
- Economics of Education
- Current Issues Class: Understanding, Funding and Fighting the New Face of Homelessness in Georgia
- Public Policy Development and Implementation*

FRIDAY JANUARY 24, 2020 2:00PM - 5:00PM

- NEW Funding and Programming Transportation Projects In Your Community
- Municipal Courts Post-Ferguson I: Promoting Justice, Protecting City Assets*
- Practices for Successful Meetings*
- Public Works Services* (formerly known as Public Works and Transportation)

SATURDAY JANUARY 25, 2020 8:30AM - 3:30PM

- Building a Hometown Connection: GMA Lobbying 101
- Current Issues Class: Workforce Development
- Downtown Development Authority Basic Training (ends at 4:30pm)
- Emergency Management*
- Ethics*
- How Shall We Live? Practical Ethics for Public Life*+
- Human Resources*
- Making Citizen Engagement Work in Our Communities*
- Money, Money, Money…Money! Funding City Projects and Programs Through Grants and Loans
- Municipal Law*
- NEW Municipal Long-Term Budgeting
- Revitalizing Neighborhoods – Tools for Local Officials
- Water Management – An Introduction for Local Governments

FEB 10-12 NEWLY ELECTED OFFICIALS INSTITUTE
UGA TIFTON CAMPUS CONFERENCE CENTER, TIFTON

MAR 4 -6 NEWLY ELECTED OFFICIALS INSTITUTE
UGA CENTER FOR CONTINUING EDUCATION, ATHENS

For further information on the Municipal Training Institute, please contact:

Aileen Harris, Georgia Municipal Association
678-686-6293 or aharris@gacities.com

Alan Dickerson, Georgia Municipal Association
678-686-6213 or adickerson@gacities.com

Mara Shaw, Carl Vinson Institute of Government
706-542-9525 or mara.shaw@uga.edu

Kitty Shollenberger, Carl Vinson Institute of Government
706-542-9523 or kittys@uga.edu

Key:
* This class is on the required list for the Municipal Training Institute Certificate program.
+ This class is in the Advanced Leadership Track and is required to earn the Certificate of Dedication. If space is limited during early registration, preference will be given to those who have earned at least the Certificate of Achievement.

APR 1 - 4 ROBERT E. KNOX, JR. MUNICIPAL LEADERSHIP INSTITUTE

BRASSTOWN VALLEY RESORT, YOUNG HARRIS

APR 3 - 4 SPRING TRAINING EVENT

BRASSTOWN VALLEY RESORT, YOUNG HARRIS

FRIDAY APRIL 3, 2020 8:30AM - 3:30PM

- Community and Media Relations*
- Planning and Zoning*
- Public Problems, Democratic Decisions – The Governing Role of Mayors and Councilmembers*+

FRIDAY APRIL 3, 2020 8:30AM - 11:30AM

- NEW How to Attract and Retain Young Professionals in Your Town

FRIDAY APRIL 3, 2020 - 12:30PM - 3:30PM

- Entrepreneur Friendly Cities

SATURDAY APRIL 4, 2020 - 8:30AM - 3:30PM

- Fire and Emergency Medical Services
- Municipal Finance I*
- Navigating the Future: Thinking, Planning and Acting Strategically

SATURDAY APRIL 4, 2020 - 8:30AM - 11:30AM

- Succession Planning: Preparing for Tomorrow's Workforce Today

SATURDAY APRIL 4, 2020 - 12:30PM - 3:30PM

- Excellence in Customer Service

For further information on Municipal Clerk Training, please contact:

Claire Kinane, Carl Vinson Institute of Government
706-542-3887 or kinane@uga.edu

JUNE 26 - 30 ANNUAL CONVENTION

SAVANNAH CONVENTION CENTER, SAVANNAH

FRIDAY JUNE 26, 2020 - 1:00PM - 4:00PM

- Capital Improvement Program
- Changing Demographics and Best Practices
- Civics in Local Government
- Effective Practices for Municipal Operations 101
- NEW How to Attract and Retain Young Professionals in Your Town
- Living Beyond Expectations: The Opportunities and Challenges of a Growing Senior Population
- Mobile Workshop: Port of Savannah
- Municipal Courts Post-Ferguson II: Promoting Justice, Protecting City Assets
- Municipal Electric Systems 101
- Municipal Gas Systems 101
- Municipal Taxation 101 – The Basics*
- Municipal Water and Waste Water Systems*
- Open Records*
- Practices for Successful Meetings*
- Public Policy Development and Implementation*
- Recreation and Parks: Building Communities
- Trends in Urban Design for Local Leaders

SATURDAY JUNE 27, 2020 - 8:15AM - 3:15PM

- Building a Hometown Connection: GMA Lobbying 101
- Conflict Resolution*
- Creating a Downtown Renaissance: Advanced DDA Training
- Downtown Development Authority Basic Training (ends at 4:30pm)
- Economic Development*
- Environmental Sustainability
- Housing Solutions for Cities (Part Classroom and Part Mobile Workshop)
- Human Resources*
- Law Enforcement Services: Trends and Best Practices

SATURDAY JUNE 27, 2020 - 8:15AM - 3:15PM

- Making Citizen Engagement Work in Our Communities*
- Money, Money, Money…Money! Funding City Projects and Programs Through Grants and Loans
- Municipal Finance II*
- NEW Municipal Long-Term Budgeting
- Planning and Zoning*
- Regional Approaches to Cooperation
- Water Management – An introduction for Local Governments

SATURDAY JUNE 27, 2020 - 8:15AM - 11:15AM

- Mobile Workshop: Placemaking in Action (meets offsite)

TUESDAY JUNE 30, 2020 - 8:15AM - 11:15AM

- Employee Benefits 101 (Retirement)
- NEW Funding and Programming Transportation Projects In Your Community
- Information Privacy and Security Breaches: Prevention and Response
- Let's Get Social
- Local Government Debt Methods 101
- Municipal Taxation 102 – The Basics Continued
- New and Emerging Technology for Cities
- Open Meetings*
- Public Works Services* (formerly known as Public Works and Transportation)
- Risk and Insurance 101

AUG 18 SUMMER ONE-DAY TRAINING EVENT

BRASSTOWN VALLEY RESORT, YOUNG HARRIS

TUESDAY AUGUST 18, 2020 - 8:30AM - 3:30PM

- Creating a Downtown Renaissance: Advanced DDA Training
- Downtown Development Authority Basic Training (ends at 4:30pm)
- Service Delivery Strategy – Efficiency and Tax Equity for Local Governments

SEPT 24 - 25 FALL TRAINING EVENT

THE CLASSIC CENTER, ATHENS

THURSDAY SEPTEMBER 24, 2020 - 8:30AM - 3:30PM

- Downtown Development Authority Basic Training (ends at 4:30pm)
- Ethics*
- Municipal Water and Waste Water Systems*
- Public Problems, Democratic Decisions – The Governing Role of Mayors and Councilmembers*+

FRIDAY SEPTEMBER 25, 2020 - 8:30AM - 3:30PM

- Community and Media Relations*
- Conflict Resolution*
- Municipal Finance I*
- How Shall We Live? Practical Ethics for Public Life*+

Please track your training progress. City officials are encouraged to log into the GMA website and periodically review their transcript for accuracy and progress towards training certificates. Visit www.gacities.com



POLICIES FOR THE HAROLD F. HOLTZ MUNICIPAL TRAINING INSTITUTE

1. Only elected officials, city managers, and assistant/deputy city managers are eligible for Municipal Training Institute Certificates.

2. Municipal staff may register for Municipal Training Institute classes. If space is limited, preference will be given to elected officials during early registration.

3. Only registered attendees may attend training classes. No family members/ guests please. If family members/guests do attend training luncheons (in instances where extra lunches are available), there will be an additional fee to cover the cost of their meal.

4. Credit will only be given once for any class except for Retreats. Municipal elected officials, city managers, and assistant/ deputy city managers may receive up to twelve (12) hours of elective credit for retreats facilitated by the Carl Vinson Institute of Government.

5. To maintain the Certificate of Dedication, recipients are required to complete nine hours of continuing education credits each calender year, beginning with the year following receipt of the certificate. Eligible continuing education hours include any class in the Holtz Municipal Training Institute curriculum, so long as recipient has not received credit for the class within the last five years.

6. To receive training credit, a participant must attend the entire class. For six-hour classes, anyone arriving more than 30 minutes after the class begins, leaving class repeatedly, or leaving the class early will not receive credit. For three-hour classes, anyone arriving more than 15 minutes after the class begins, leaving class repeatedly or leaving class early will not receive credit. Class completion forms must be signed by the participant and the instructor and provided to the instructor at the end of the class. Class instructor will not sign class completion forms in the event the attendance criteria cited herein is not met by the participant.

7. To receive credit, the registration fee must be paid in full.

8. Participants must attend the training program for which they are registered. Switching classes can result in loss of credit.

9. Elected officials, city managers, and assistant/deputy city managers who serve on Development Authority Boards and attend the state mandated Development Authority Board Member training through the University of Georgia may receive six hours of elective credit, provided they submit proof of attendance to GMA.

10. All persons elected as members of a municipal governing authority who were not serving as members of a municipal governing authority on July 1, 1990 are required by state law to attend the Newly Elected Officials Institute. If a new mayor or councilmember took the class in the past and then had a break in service, such official is required to attend the Institute a second time only if he or she was out of office for more than four years.

11. City Clerks will not receive credit toward their certification in the Georgia Clerks Education Institute (GCEI) by attending Harold F. Holtz Municipal Training Institute classes.



The Harold F. Holtz Municipal Training Institute

GEORGIA MUNICIPAL ASSOCIATION

Carl Vinson Institute of Government
UNIVERSITY OF GEORGIA