• **Arts, Culture and Tourism**  
  We often stop at museums or theaters when we are visiting other places ... but we frequently overlook that these same venues and events are important in our own community! This course will examine ways to promote the arts, culture and tourism in your county. See what other communities are doing to encourage these elements and learn how you can establish or strengthen them in your area.  
  *Primary Specialty Track: Quality of Life/Social Issues*  
  *Cross-Over Tracks: Economic & Community Development*

• **The Basics of Bringing People Together**  
  How many times have you found yourself trying to bring parties together to find common ground on an agreement, application, policy or study? County staff can play an important facilitative role to encourage agencies, community groups, neighborhoods and others to have a conversation to problem solve and seek solutions together. Facilitation skills are a powerful leadership practice – particularly when you don’t have formal authority to work through adaptive challenges or difficult problems. Whether you facilitate teams, inter-departmental or public meetings, or virtually any group ... the skills from this class will be of value. This workshop introduces the basics of facilitation and provides participants with a wide range of hands-on practices and techniques. Come prepared to try your hand at group facilitation!  
  *Primary Specialty Track: Citizen Engagement*  
  *Cross-Over Tracks: Intergovernmental Relations, Leadership Development, Quality of Life/Social Issues*

• **Behavioral Health and Developmental Disabilities**  
  Citizens suffering from mental health issues have a huge impact on local government budgets from a public safety and services standpoint. Many of these individuals are in need of treatment services and medication and without those services they might find themselves in local jails or using other public services. Persons with disabilities fit into society productively but may require some accommodation. This course will provide an overview of the system, legal requirements and innovative programs to help provide special services to treat and aid these individuals.  
  *Primary Specialty Track: Public Safety*  
  *Cross-Over Tracks: Quality of Life/Social Issues*

• **Board Dynamics**  
  Representative government typically requires policy makers to work in groups. This session will focus on strategies to help the elected body become a more effective by understanding the forces working on the process.  
  *Primary Specialty Track: Leadership Development*
• **Budgeting for Long-Term Fiscal Sustainability**
  This course will focus on understanding key issues in controlling county budgets. Areas such as health care costs, pension plans, compensated absences, capital improvement, and debt management will be addressed.
  *Primary Specialty Track: Revenue & Finance*
  *Cross-Over Tracks: County Operations & Management, Public Safety*

• **Capital Improvement Planning**
  This course will look at the importance of planning for capital improvement projects and implementing a program to see the projects to reality. Financing capital projects will be discussed and the types of items to include will be examined along with public relations issues related to capital projects. Environmental and water resources will be discussed relating to long term capital project funding. The experiences of several counties will be presented and there will also be an opportunity for you to exchange information with other elected officials.
  *Primary Specialty Track: County Operations & Management*
  *Cross-Over Tracks: Economic & Community Development, Revenue & Finance*

• **Citizen Public Safety Initiatives**
  Citizens’ familiarity and experience with public safety providers as participant observers rather than as crime victims can enhance personal and community safety through crime prevention knowledge, relationships with local law enforcement personnel, and a sense of shared responsibility. Police patrol drive-arounds, citizen academies and other opportunities to witness public safety officials in action are key components of these citizen initiatives.
  *Primary Specialty Track: Public Safety*
  *Cross-Over Tracks: Citizen Engagement*

• **City-County Relations**
  This course will look at the relationship between Georgia’s cities and counties. The legal requirements of each will be explained and the differences identified. The various instruments and vehicles that offer or require opportunities for cooperation will be outlined, and the purpose and requirements of the Service Delivery Strategy Act will be discussed. Annexation and consolidation will be updated, and the importance of building relationships – government to government and official to official – will be explored.
  *Primary Specialty Track: Intergovernmental Relations*
  *Cross-Over Tracks: Economic & Community Development*

• **Civic Engagement**
  Have you ever wondered why it’s difficult to get citizens engaged in a positive way to contribute to the process of governance? This special course will explore the importance of getting citizens engaged. Participants will hear from county elected and appointed officials who are learning how to do it well. The course will also expose 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 will receive tips, tools, and other resources for recruiting citizens, creating productive conversations, and encouraging citizens to be involved in local problem solving.

**Primary Specialty Track: Citizen Engagement**  
**Cross-Over Tracks: Quality of Life/Social Issues**

- **Collaborative Leadership**  
  This course will focus on developing a collaborative style to enhance team commitment and individual performance. Why become a collaborative leader? Because it gives you the ability to break down silos, to create an energetic department and team that has better business results. This seminar will give you the skills to be an adaptive manager, someone who can create clarity, vision and build mutual trust with your team, other departments and your community. It will show you how to inspire optimal performance from team members and help bring out their strongest talents.

  **Primary Specialty Track: Leadership Development**  
  **Cross-Over Tracks: Economic & Community Development, Intergovernmental Relations, Public Safety**

- **Commission & Staff Relations**  
  This course will explore the unique perspectives of elected governing body members and staff and how a greater understanding of these different approaches to public service delivery can improve how each works with the other on behalf of citizens. Role expectations in different environments and situations, identifying the distinction between policy and administration, the value of customer service to citizens, and related staff-commission relations will be examined using participative exercises and case studies.

  **Primary Specialty Track: County Operations & Management**

- **Community and Media Relations**  
  This course begins with an introduction of the topic of media relations and basic considerations for dealing with the media. Participants will learn the value of establishing relationships with reporters and those factors that contribute to rapport with media personnel. Course materials then offer a detailed guide for the media interview focusing both on style and substance. Commissioners will study the elements for holding a successful press conference and the five key messages that ensure their intent is conveyed. Participants will consider crisis communications and examine a series of case studies that simulate the need to communicate during a time of crisis. After detailing the professional public image and standard written communications, the course will close with guidelines for making an effective presentation.

  **Primary Specialty Track: Citizen Engagement**  
  **Cross-Over Tracks: Leadership Development**

- **Community Revitalization**
Creating opportunities through renovating and re-missioning existing properties and facilities can be a huge economic development boon to a community. This course outlines the benefits of revitalization and ways local governments can provide incentives for revitalization. Legal tools for code enforcement will be explained and as well as creating partnership programs for revitalization and code enforcement.

*Primary Specialty Track: Economic & Community Development*
*Cross-Over Tracks: Intergovernmental Relations, Public Safety, Quality of Life/Social Issues*

- **Complex Community Issues**
  Even the strongest communities have to face serious issues that impact citizens and society. Poverty, hunger, and school drop-out rates are just a few of the complex issues that can adversely affect quality of life. Hear ways your community can combat these problems and how community partnerships can help cut through the different elements that can create these dilemmas.

*Primary Specialty Track: Quality of Life/Social Issues*
*Cross-Over Tracks: Citizen Engagement, Economic & Community Development, Intergovernmental Relations, Public Safety*

- **Conflict Resolution**
  The focus of this course is on how to diminish the negative impact of conflict and use it constructively. Commissioners will consider the origins of conflict and their personal style. Conflict situations will be discussed with options for resolution through negotiation. Emphasis will be on appraisal of conflict situations and strategies for positive outcomes.

*Primary Specialty Track: Intergovernmental Relations*
*Cross-Over Tracks: Citizen Engagement, Leadership Development, Quality of Life/Social Issues*

- **Constitutional Officers**
  Constitutional officers are one of the main members of the county team. This course will identify which officers are actually “constitutional” and help you understand the roles and responsibilities of each one. Legal requirements, budget implications, and personnel policies are some of the issues that will be discussed. Relationships and communication between county commissioners and constitutional officers will also be analyzed.

*Primary Specialty Track: Intergovernmental Relations*
*Cross-Over Tracks: County Operations & Management, Revenue & Finance*

- **The County Audit Process**
  This course will focus on understanding the requirements of a governmental audit including considerations in selecting an audit firm. An overview of a county audit will provide guidance regarding the information in the external financial statements. Participants will learn what to look for in reviewing the financial health of a county.

*Primary Specialty Track: Revenue & Finance*
*Cross-Over Tracks: County Operations & Management*
*County Insurance and Risk Management*
This course provides a general introduction to the concepts of risk management and insurance. It reviews the current state of the insurance market both nationally and in Georgia and identifies alternative ways to cover county risks. In addition, the course focuses on the importance of loss control and safety training as a means of reducing insurance claims.
*Primary Specialty Track: County Operations & Management*
*Cross-Over Tracks: Public Safety, Revenue & Finance*

*County Law Enforcement*
This course examines the county responsibility for law enforcement in your community. The implications of these services in your county budget will be outlined as will the various ways to provide the service. Working with your county sheriff will be discussed along with county police departments and municipal police departments in your jurisdictions. Possible joint efforts to provide law enforcement services will also be explored.
*Primary Specialty Track: Public Safety*
*Cross-Over Tracks: County Operations & Management, Revenue & Finance*

*County Retirement Plans: What They Mean to Your Employees and Budget*
This course offers an overview of the policy-setting authority of county commissioners for county retirement programs. It explains the components of an integrated retirement program and outlines defined benefit and defined contribution plans. In addition, it reviews the fiscal implications of county retirement programs, the market factors that influence them and issues that should be considered before making changes.
*Primary Specialty Track: County Operations & Management*
*Cross-Over Tracks: Revenue & Finance*

*The Courts and Criminal Justice System*
This course features an in-depth overview of the court structure and jurisdiction of each court within the county government. It also examines funding requirements for each level of court and court personnel. Staffing patterns, personnel and funding of all activities related to the court system in each county including the District Attorney’s Office, Public Defender, court clerks and other personnel and court programs are explained.
*Primary Specialty Track: Public Safety*
*Cross-Over Tracks: County Operations & Management, Revenue & Finance*

*Crisis Management*
When there is a crisis in your community, broad collaboration among county agencies and community organizations are needed. There also comes the likelihood that some things will go wrong. Is your County prepared? How will all the partners come together quickly when bad things happen? This course will help you be prepared! A specific set of steps will be examined to prepare your communications response, including gathering the right set of officials, designing
strategies and tactics which target affected audiences, preparing key messages which tell the county’s story, and delivering your response via the news media and other important communications vehicles. Counties will share case examples and participants will have an opportunity to work on their own plans.

*Primary Specialty Track: Intergovernmental Relations*

*Cross-Over Tracks: County Operations & Management, Leadership Development, Public Safety*

- **Debt Financing**
  This course will focus on the types of debt financing available to counties, requirements and limitations for debt issuance required by Georgia laws, the bond ratings process, and understanding the official statement for bond offerings. In addition, discussion will include leasing and short-term financing options.

  *Primary Specialty Track: Revenue & Finance*

- **Demographics and Diversity And Their Impact on Governing**
  Increasing citizen engagement by all population groups can positively affect many quality of life indicators such as cultural and recreational opportunities and activities, public safety measures, and economic vibrancy. This course will outline the demographic trends in Georgia and changes that are taking place to existing patterns. These changes point to another community challenge: learning to deal with cultural diversity. This course will also help guide officials through the sometimes winding path of bringing groups from different racial, cultural and socioeconomic backgrounds together to achieve community success. Learn how demographics and diversity can affect your county’s policy decisions and why it’s important to cultivate productive relationships and effective communication with all groups in your community.

  *Primary Specialty Track: Quality of Life/Social Issues*

  *Cross-Over Tracks: Citizen Engagement, Economic & Community Development, Leadership Development*

- **Developing Financial Policies**
  This course will address elements of financial policies for a local government and the impact state law and auditing standards have on financial policies within local governments. Discussion will include examples of financial policies for local governments, incorporating best practices learned throughout the course in the areas of budgeting, financial reporting, purchasing, asset management, and cash management.

  *Primary Specialty Track: Revenue & Finance*

- **Efficiencies in County Finance**
  This course will focus on strategies to achieve efficiencies in the operation of county finance. Discussion will include evaluating current process flows to identify time cost savings and how to incorporate purchasing strategies to save time and money.

  *Primary Specialty Track: Revenue & Finance*

  *Cross-Over Tracks: County Operations & Management*
• **Emergency Management**  
  This course is aimed at providing county elected 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 man-made disasters. The function of local emergency management agencies and important legal and financial issues that arise during times of emergency and disaster also discussed.  
  *Primary Specialty Track: Public Safety*  
  *Cross-Over Tracks: County Operations & Management*

• **Environmental Management**  
  This course will provide background on the history of U.S. environmental policies and the role of federal, state, and local government in addressing environmental concerns. It will also explore the available options for developing and maintaining the local government's financial, technical and managerial capacity to carry out environmental its responsibilities.  
  *Primary Specialty Track: County Operations & Management*

• **Family and Children’s Services**  
  Many children become involved in the juvenile court system as a result of abuse or neglect or delinquency and these children often require specialized services. This course will provide an overview of the child welfare system and juvenile court system.  
  *Primary Specialty Track: Public Safety*  
  *Cross-Over Tracks: Quality of Life/Social Issues*

• **Federal & State Budgeting**  
  This course will focus on understanding revenue streams available to counties through the federal and state governments. Course will emphasize grants, loans, revenue sharing, and entitlements.  
  *Primary Specialty Track: Revenue & Finance*  
  *Cross-Over Tracks: Intergovernmental Relations*

• **Federal and State Relations**  
  This course fosters the idea that counties are in a position to benefit from the intergovernmental system in which they operate. In the hierarchical scheme of things, counties are positioned below the state legislature, Congress, and their respective administrative agencies. Fundamentals of sound intergovernmental relations will be explored and how commissioners and counties can take an active role in lobbying for their counties and their concerns. A panel will discuss issues related to intergovernmental relations and best practices examples will demonstrate how counties have implemented the concepts.  
  *Primary Specialty Track: Intergovernmental Relations*

• **Fire, Emergency Medical Services & 911**  
  This course will expose elected officials to some of the basic concepts involved in providing county fire suppression, fire prevention, and emergency medical
services. In addition to reviewing applicable laws and codes, the course will cover emerging issues and new technologies.

*Primary Specialty Track: Public Safety*

*Cross-Over Tracks: County Operations & Management, Revenue & Finance*

- **Global Commerce and Georgia’s Targeted Industries**
  Georgia’s counties no longer live and work in their own little part of the world! It’s a global economy now and ways to adapt to it and take advantage of it will be share in this class. We’ll look at international trade, imports and exports and Georgia’s ports. The state’s Centers of Innovation will be examined as well as other resources such as the Georgia Research Alliance that local governments can use for advice and guidance.

  *Primary Specialty Track: Economic & Community Development*

- **Health and Wellness**
  Health and wellness are key components of a community’s quality of life and providing a framework for it is clearly a responsibility of the entire population. During this course, programs and campaigns that local government officials can promote will be outlined as well as ways you can foster initiatives in your county. Exemplary community health programs operating in Georgia will be discussed as well as how you can put a wellness program in place for county staff, and public-private partnerships that benefit health and wellness will be identified.

  *Primary Specialty Track: Quality of Life/Social Issues*

- **Identifying Funding for Community Enhancement**
  During difficult economic times, a sense of community can be threatened and, consequently, community building becomes a priority of increased significance. Identifying low cost ways to enhance community building as well as available public and private funding resources is critical to local elected officials. Financing opportunities and creative solutions showcased in Georgia and elsewhere will be presented.

  *Primary Specialty Track: Quality of Life/Social Issues*

  *Cross-Over Tracks: Revenue & Finance*

- **Improving Organizational Effectiveness**
  This course will examine several aspects of effective county government. Participants will have an opportunity to assess their county organization in such areas as problem solving, service delivery, and evaluation of effectiveness. Concepts of customer service improvement will be presented, and ideas will be exchanged for solutions to common service delivery problems. Commissioners will be able to hear about innovative approaches used by others to achieve excellence in government.

  *Primary Specialty Track: Citizen Engagement*

  *Cross-Over Tracks: County Operations & Management*

- **Intergovernmental Agreements and Partnerships**
This course will focus on how counties can work collaboratively with cities to offer services regionally in order to control costs, as well as the use of outsourcing service delivery. Discussion will include strategies for avoiding duplication of services.

*Primary Specialty Track: Revenue & Finance*
*Cross-Over Tracks: Economic & Community Development, Intergovernmental Relations, Quality of Life/Social Issues*

- **Land Use and Planning**
  This course will examine the difficult choices facing commissioners in stimulating economic well being and growth, protecting public infrastructure investment, water resources and maintaining environmental integrity. It examines the legal considerations for planning and zoning, systematic steps for developing or updating a comprehensive plan and for establishing zoning procedures towards quality growth.

  *Primary Specialty Track: Economic & Community Development*
  *Cross-Over Tracks: County Operations & Management*

- **Leadership in Local Government**
  Local government elected officials must navigate a political environment in order to exercise leadership and develop policy. In order to do that effectively, he or she must understand effective ways to deploy influence. This session will explore ways that elected officials can exercise leadership and thrive. In addition, the question of ethical decision making will be explored. Decisions made by elected officials affect the quality of other people’s lives. Rather than focus on the compliance requirements of oversight organizations, this session will explore issues related to the exercise of authority and help participants understand the complexities of ethical decision-making.

  *Primary Specialty Track: Leadership Development*
  *Cross-Over Tracks: Economic & Community Development, Intergovernmental Relations*

- **Management and Human Resources Responsibilities**
  This course will explore the legal and managerial practices of the county human resources function in great detail. Emphasis will be placed on the nature of the employment relationship, retention strategies, performance standards, performance evaluation, laws governing human resources practices and unemployment compensation. Participants will also gain an understanding of how management styles and management practice affect the employer-employee relationship.

  *Primary Specialty Track: County Operations & Management*
  *Cross-Over Tracks: Intergovernmental Relations*

- **Managing Change**
  In this course, the realities of a rapidly changing work environment will be discussed. The dynamics of change and why people tend to resist change will be considered along with appropriate responses to change. Special emphasis will be given to developing implementation plans, to communicating effectively during
times of change, and to other ways code enforcers can assist their organizations in adapting to change.

**Primary Specialty Track: Citizen Engagement**

**Cross-Over Tracks: Leadership Development**

- **Managing Growth**
  This course will concentrate on effective growth management and reinforce the importance of taking a holistic approach when developing a community growth blueprint. Participants will explore types of community and economic development, types of development a community is trying to attract, and how it will impact existing infrastructure and resources. Additional topics to be discussed will include: the importance of census data, how population projections affect transportation needs, and the importance of creating a community-wide vision by considering mixes of uses, housing options, quality of life, and protection of natural resources.

  **Primary Specialty Track: Economic & Community Development**
  **Cross-Over Tracks: County Operations & Management, Intergovernmental Relations, Leadership Development, Public Safety**

- **Managing Meetings**
  Participants will learn ways to make meetings run more smoothly, efficiently, and in a manner that minimizes unnecessary conflict and affirms the tenets of democratic governance and meaningful public participation in local decision-making. Upon completion of the course, participants will have a basic knowledge of parliamentary procedure, techniques to plan effectively for meetings in advance, strategies for conducting successful meetings, the roles and responsibilities of the meeting chairman, and methods to deal with conflicts and disruptive behaviors in public meetings.

  **Primary Specialty Track: County Operations & Management**
  **Cross-Over Tracks: Citizen Engagement**

- **Mobile Classrooms**
  The ACCG Mobile Classroom is an educational session designed to showcase projects and programs with statewide relevance in a specific area of the state to commissioners from across Georgia. These two-day trips have covered economic development and land use in Chatham County, health care in middle and south Georgia, agriculture and water from Clarke County to Lumpkin County, local nature-based tourism efforts and land initiatives along the Georgia coast, sustainability in northwest Georgia, energy resources in Burke, Augusta-Richmond, and Elbert counties, and transportation issues in metro Atlanta/Fulton County and now environmental and economic issues in west Georgia. ACCG and the Carl Vinson Institute of Government at the University of Georgia are partners in offering the mobile classroom each year. The two organizations have been joined in the past by other entities to sponsor the trips; these include the Georgia Ports Authority, the Andrew Young School of Policy Studies at Georgia State University, the Georgia Extension Service, Georgia Health Sciences University, Hartsfield-Jackson Atlanta International Airport, the Georgia Department of Transportation, Uptown Columbus, Ft. Benning,
Columbus State University and the ACCG Land Initiative. Private corporations that have extended a welcome to Mobile Classroom participants include Budweiser, Shaw Industries, the Southern Company, CSX Corporation and Kia Motors.

*Participation in Mobile Classroom is potentially applicable to all specialty tracks. Assignment of specific specialty tracks for individual mobile classroom trips will be based on trip itinerary.*

- **Motivation & Management**
  The most successful leaders are those with the best people skills, especially during the most difficult circumstances. Poor communication and interpersonal relationships routinely hinder leaders who are otherwise technically competent. In order to succeed, leaders must be fully engaged with the individuals who make up their organization. This course can help anyone in a position of leadership to better demonstrate caring as well as courage, using an effective approach to achieve maximum results.

  *Primary Specialty Track: Leadership Development*  
  *Cross-Over Tracks: Citizen Engagement*

- **Negotiation and Mediation**
  This course will build on the commissioner training program course on conflict resolution and will assume participants have been exposed to that course or comparable experiences. Participants will learn various models of mediation – when and how mediation is used. Attendees will participate in several levels of conflict in order to analyze their needs and the best ways to access resources that will help them effectively resolve their conflict.

  *Primary Specialty Track: Intergovernmental Relations*  
  *Cross-Over Tracks: Citizen Engagement, Economic & Community Development, Leadership Development, Public Safety*

- **Parks, Recreation and Active Living**
  This course looks at parks and the recreation in your community. Ways to protect and modify existing parks and planning for new ones will be considered from the local government official’s perspective in a way that serves the entire community. Strategies county officials can put in place to encourage citizens to take advantage of your parks and recreational opportunities will be explored.

  *Primary Specialty Track: Quality of Life/Social Issues*  
  *Cross-Over Tracks: County Operations & Management, Economic & Community Development*

- **Personal Power & Influence**
  This course will demonstrate how to use power effectively to influence other commissioners, the community, interest groups and county staff. The course will focus on the use of alternative power resources. Participants will gain insight into the way a county official can gain greater power ... and lose that power. Attendees will also explore power and influencing strategies, power management styles, and methods to exercise power to bring about positive change in their community.
Primary Specialty Track: Leadership Development

- **Policy Development & Implementation**
  Developing policy to advance the vision of the county is the most important activity that a board of commissioners performs. This course is designed to give county 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 will learn how to effectively use policy-making models in the development of practical public policy that will benefit their communities and constituents.

Primary Specialty Track: Citizen Engagement
Cross-Over Tracks: Economic & Community Development, Leadership Development, Quality of Life/Social Issues

- **Public Health**
  This course provides an overview of the public health system in Georgia and the responsibilities of county government for public health functions. The duties and responsibilities of local health departments are explored as are funding streams for public health services.

Primary Specialty Track: Quality of Life/Social Issues
Cross-Over Tracks: County Operations & Management, Revenue & Finance

- **Public Safety Policies and Practices that Strengthen Communities**
  Communities rely on their public safety officials such as police and fire chiefs to exert leadership in regards to preventing and protecting citizens and visitors from harm. Just as public safety departments have standard operating procedures, it is equally important for elected officials to recognize the impact their policies can have on enhancing or detracting from citizen safety initiatives. The relationship between effective policies and a strengthened community will be explored.

Primary Specialty Track: Public Safety
Cross-Over Tracks: Citizen Engagement

- **Public Works and Transportation**
  The public works segment will focus on management of solid waste, water resources, transportation and utility systems. Future trends will be reported, resources will be shared and ways to evaluate options will be presented. The transportation segment will focus on the strategic management of the county's transportation system including infrastructure planning, design, funding and strategies for working with the State Department of Transportation in securing funding and priority status. Trends in transportation will be discussed as they relates to local, regional and state policy. Participants will learn how to procure public works contracts and road construction contracts; alternative construction delivery methods and the ways to assess consulting firms will also be discussed.

Primary Specialty Track: County Operations & Management
Cross-Over Tracks: Economic & Community Development

- **Regional Cooperation**
Counties must regularly establish and maintain a variety of relationships with other local, regional, state and federal agencies. Many counties see collaborations as a potential tool to reduce costs and maintain services. Sometimes the parameters of the relationship are dictated by law, but more often the relationship is crafted and maintained by the participants. Collaborations can be formal (such as a Joint Partnership Agreement or Memorandum of Understanding) or informal (such as regular joint meeting). In any case, intergovernmental collaboration is built on trust as well as clear roles and expectations amongst elected leaders and senior staff. This session examines best practices for establishing and maintaining collaborations with other governments. Techniques include identification of collaborative opportunities, who to involve and initial steps for success, how to authorize a collaboration, roles of elected officials and staff, collaborating through political waters, keeping a collaborative effort alive, and what to do when the collaboration stops being collaborative.

*Primary Specialty Track: Intergovernmental Relations*
*Crossover Tracks: Economic & Community Development, Quality of Life/Social Issues*

- **Regional Economic Development Training (12 hours)**
  This multi-day, regional program provided by the Georgia Academy for Economic Development provides participants with an understanding of the complexities of economic and community development and with tools to assist in the development of their region.

  *Primary Specialty Track: Economic & Community Development*

- **Strategic Planning**
  This course will provide participants with background and implementation knowledge of strategic planning. The course begins with a discussion of the strategic planning format, including how to establish and execute strategic planning tactics. There will also be analysis of the different types of strategic plans and strategic planning versus long-range planning. The majority of the session will illustrate the eight step model to strategic planning, which provides insight into valuable organizational objectives such as creating vision statements, developing action plans and evaluating the finished product. The session will conclude with a discussion of the keys to successful strategic planning.

  *Primary Specialty Track: Citizen Engagement*
  *Crossover Tracks: County Operations & Management, Economic & Community Development, Intergovernmental Relations*

- **Sustainability**
  Studies show that Americans value their environment and consider protecting it one of the biggest factors in rating the quality of life of a community. This course looks at ways counties can contribute to environmental sustainability – from protecting resources to retrofitting buildings to establishing greenspace.

  *Primary Specialty Track: Quality of Life/Social Issues*
• **Tax Incentives and Financing for Economic Development**
  Local governments have many tools at their disposal to assist with providing dollars for economic development and this course looks at some of those. Opportunity and enterprise zones, community improvement district financing and other financing options will be discussed. Community development block grants and other grand programs will also be discussed.
  *Primary Specialty Track: Economic & Community Development*  
  *Cross-Over Tracks: Intergovernmental Relations, Revenue & Finance*

• **Tax Policy**
  This course will focus on the advantages and disadvantages of different taxes available to counties. Discussion will include how taxing decisions impact taxpayers.
  *Primary Specialty Track: Revenue & Finance*  
  *Cross-Over Tracks: Economic & Community Development*

• **Team Building**
  Participants in this class will become versed in the appropriate uses of teams in the workplace. In understanding how to promote cooperation, trust, and cohesiveness, they will be better able to advance the goals of the organization. Participants will be exposed to current literature and best practices concerning the successful development of teams and become comfortable giving other team members feedback.
  *Primary Specialty Track: Leadership Development*  
  *Cross-Over Tracks: Citizen Engagement*

• **Technology Solutions**
  This course will expose officials to technological solutions which will help counties provide improved service, additional or expanded service, and more efficient ways of interacting within the government framework. Participants will acquire a general understanding of the need for solid baseline data and the methods for developing it, for data and system security, for citizen trust, for collaboration with other agencies or units of local government, for Geographic Information Systems (GIS), and for telecommunications. Participants will also be exposed to several innovative technology practices that counties around the state have established.
  *Primary Specialty Track: County Operations & Management*

• **Transparency in Government**
  Keeping government open and accessible to its citizens is vital for effective governing and open exchange. This course examines ways to achieve this goal. Open meeting/open records laws are discussed in great detail and county reporting requirements are outlined.
  *Primary Specialty Track: Citizen Engagement*  
  *Cross-Over Tracks: County Operations & Management*

• **Understanding Leadership Styles**
There are dozens of styles and theories of leadership. Participants in this session will investigate historical styles of leadership and authority and reflect on what styles are appropriate in a representative democracy.

**Primary Specialty Track: Leadership Development**

**Cross-Over Tracks: County Operations & Management, Economic & Community Development, Intergovernmental Relations, Public Safety**

- **Understanding Local Economic Development Assets**
  All communities have assets right at hand that can be used for economic development. The secret is identifying them and learning how to take advantage of them. This course will offer examples of the assets you have at home that can be turned into economic strengths.
  
  **Primary Specialty Track: Economic & Community Development**

- **The Voice of Leadership**
  It's a fact of governmental life: Leadership communication goes hand-in-hand with success—and the effective application of this skill is particularly essential in an uncertain economy when difficult business decisions are made daily. No matter how compelling the vision or how brilliant the strategy, without leadership communication there is no execution. This course is uniquely designed to strengthen your leadership communication skills. You'll learn practical techniques to shape your leadership messages, hone an authentic leadership voice, and engage in powerful conversations that achieve results. The impact of storytelling will also be examined as many communication experts consider a powerful story a surefire way to persuade.
  
  **Primary Specialty Track: Leadership Development**
  
  **Cross-Over Tracks: Citizen Engagement, Public Safety, Quality of Life/Social Issues**

- **Water Management**
  In spite of recent developments in water resource planning, conservation, and supply enhancement, water supply will continue to be a major issue facing all levels of government in Georgia. The purpose of this course will be to introduce local government officials to the most important aspects of water management from withdrawals at the source to discharge from the local sewage treatment plant. Through short lectures, demonstrations, and case studies this course will cover the basic technical and regulatory aspects of water management, including storm water management, withdrawals, reservoir operations, managing in-stream flows, treatment standards, and the regulatory framework of water management in Georgia.
  
  **Primary Specialty Track: County Operations & Management**
  
  **Cross-Over Tracks: Economic & Community Development**

- **Work Force Development and Education**
  Having an educated, trained workforce is one of the greatest strengths a community can bring to the economic development table. This course will focus on the role public education plays in attracting new business and explains why higher education – from technical schools to universities – are vital. Ways local
officials can assist their citizens to gain skills that help them become more work-ready will be examined.

*Primary Specialty Track: Economic & Community Development*

- **Working with School Boards, Authorities and Other Partners**
  This session will focus on ways county commissions work with the local school boards, authorities and other partners. The role and responsibility of the board of education will be outlined and the powers of the board of education that affect county governments will be identified. The need to include the board of education’s goals in your county’s comprehensive plan will be discussed. Working with authorities and other partners such as regional commissions will be reviewed.

*Primary Specialty Track: Intergovernmental Relations*