

Local Government COURSE CATALOG

2021-2022

The UNC School of Government is closely monitoring the impact of the COVID-19 pandemic. The safety of our employees, MPA students, and local and state public officials remains a top priority as we move ahead into program planning for 2021-2022.

It is also a top priority to be responsive to state and local governments who need advising and assistance and to offer the same number and high quality of courses we have always offered.

We've learned a few things since March 2020.

- Many local and state government officials have told us how much they appreciate our pivot to online programming and not having to travel in order to take our courses.
- Our faculty and staff, even though they have been working remotely and taking care of their families during this pandemic, are as dedicated as they have ever been to carrying out the mission of the School of Government.
- Some things just have to be done in person—with precautions and options to participate remotely.

With all of this in mind, we're excited to present you with our 2021-2022 course catalog. Inside you will see some offerings listed as "TBD." We can assure you the content will be available to you; we are still determining in what format it will be delivered.

We are open to your feedback, as always. Please contact registration@sog.unc.edu with any questions, concerns, or suggestions.

For the most up to date information, visit our online calendar at sog.unc.edu/local-government-courses.

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Pathways

As you elevate your career through continued learning, the School of Government can provide insight and guidance on the courses and resources best suited for each professional.

Each pathway highlights the core courses that a professional should plan to take to ensure comprehensive subject-area expertise. Beyond those, related courses are marked for supplemental topics or to ensure well-rounded professional development.

Planning and Zoning Professionals

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New Finance Professionals

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External Auditors

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Budgeting Professionals

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Payroll Professionals

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Tax Professionals

(p. 18)

Professionals in Employment Law

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Local Government Leadership

(p. 23)

This catalog corresponds with our new online Local Government Course Catalog at sog.unc.edu/local-government-courses.

View pathways, certifications, and course information in one easy place. Use the “planner” tool to consolidate and export course lists. Filter courses by date or subject area.

Certifications

Through continued partnerships with regional and national organizations, we are proud to offer courses that contribute to the completion of several professional certifications.

Clerks

(p. 12)

- Certified Municipal Clerk (CMC)
- North Carolina Certified Municipal Clerk (NCCMC)
- North Carolina Certified County Clerk (NCCCC)

Zoning

(p. 14)

- Certified Zoning Official (CZO)

Finance (NCGFOA)

(p. 16)

- North Carolina Local Government Finance Officers Certification Program

Budgeting

(p. 17)

- North Carolina Budget and Evaluation Officer Certification

Tax

(p. 18)

- Property Tax Education Partnership

Purchasing

(p. 20)

- Certified Local Government Purchasing Officer (CLGPO)
- Certified Economic Inclusion Officer

Scholarships

The School of Government is proud and grateful to offer a number of scholarship opportunities for public officials who wish to participate in our continuing education programs. Scholarships are available both internally through the School and through the generous support of partner organizations.

LGFCU Member Scholarship

Local Government Federal Credit Union (LGFCU) offers scholarships to local government employees who are **credit union members** to apply toward tuition for the School’s conferences, classes, and seminars.

To learn more about the scholarship and to submit an application, visit lgfcu.org/benefits-and-services/unc-school-of-government-scholarship.

NCACC Discount for County Elected Officials

The North Carolina Association of County Commissioners (NCACC) offers a 20 percent discount off the course registration fee for **county elected officials** to attend *Local Elected Leaders Academy* (LELA) courses.

For more information on this discount, visit ncacc.org/178/Local-Elected-Leaders-Academy-LELA.

LGTP Scholarship

Western Carolina University’s *Local Government Training Program* (LGTP) offers \$400 scholarships to **local government professionals in western North Carolina** to help cover the cost of the School’s virtual professional development training programs.

Complete the application at bit.ly/lgtpscholarship and return it to rcboylan@email.wcu.edu.

CPLG Group Discount

The School’s Center for Public Leadership and Governance (CPLG) is proud to offer discounts to groups for their programs. **Members of groups of five or more** can each receive 20 percent off the course registration fee. For a list of applicable courses and to register, visit cplg.sog.unc.edu/oneday.

MCA Scholarships

Applicants to the Municipal and County Administration (MCA) program can select from three scholarship funds to apply toward the cost of the program. To view more about each, please visit the MCA course page at sog.unc.edu/courses/municipal-and-county-administration.

Golden LEAF Program

CPLG and the Golden LEAF Foundation have launched the **Local Government Training Initiative** to help North Carolina’s economically distressed communities invest in mid- and entry-level public officials.

Launched in March 2021, this program provides scholarship funds for public officials in North Carolina’s Tier 1 communities.

For more information on the program, visit bit.ly/glflgti.

For additional information regarding these scholarships, contact the School’s registrar, Brian Newport, at newport@sog.unc.edu.

LESSONS LEARNED

“The money awarded helped tremendously. The more I know about employment law, the more I’m able to reduce the county’s liability.”

Angela J. / Member since 2016
Human Resources Director, Robeson County

Angela J. has a limited department training budget, so she has to find extra resources to help cover the cost of classes.

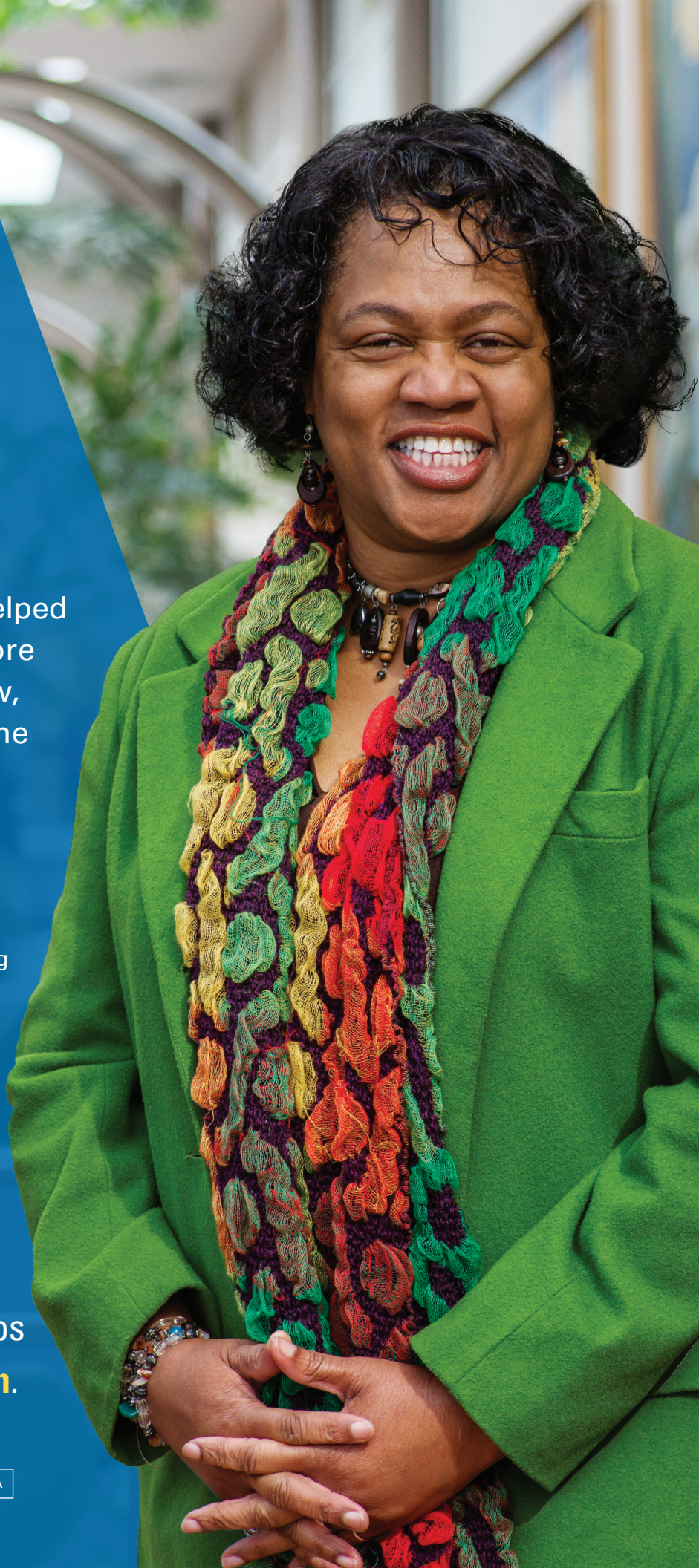
When Angela heard about LGFCU’s School of Government Scholarship, she knew she had to apply.

Angela was awarded funds to attend the Introduction to Public Employment Law course at the UNC School of Government.

Join the Credit Union that helps you excel. Visit lgfcu.org/2join.



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General Local Government

Throughout our 90-year history, School of Government faculty have dedicated their time to understanding the ins and outs of local governments in North Carolina. From broad-ranging courses right for any public official to specific technical roles, our general local government courses will ensure practitioners have the tools necessary to succeed.

Municipal and County Administration

Session 1 begins Oct. 5, 2021 • Online
Attendance is offered by application only
Scholarships available; see p. 5

Our flagship course has been available to North Carolina’s public officials since 1954 and has more than 3,400 alumni. This course will give participants a chance to fully understand the roles, rules, and operations of city and county governments in our state while becoming part of a broad network of local government peers to rely on for assistance in the future.

This course is offered October through May as a series of four-day sessions beginning midday Tuesdays and ending Friday afternoons.

After graduation, participants are invited annually to return to attend the *Update Seminar*.

Municipal and County Administration Update Seminar

May 11-12, 2022 • Chapel Hill

Local Government Fundamentals

Spring/summer dates and location TBD

Intended for those new to local government or with few opportunities for continuing education, this course will cover fundamental aspects of local government in North Carolina including: the legal structure and general ordinance power of cities and counties, budgeting, zoning, public employment law, contracting, and conflicts of interest.

Local Government Legislative Review Webinar

Follows the close of each legislative session

School faculty members monitor legislation and prepare updates in their respective areas of expertise following the North Carolina General Assembly’s annual sessions. This on-demand webinar provides a high-level overview of topics that are of interest to local government officials.

Basic School for Registers of Deeds

Nov. 30-Dec. 1, 2021 • Chapel Hill

This course covers the basic operations of the office of register of deeds.

Engaging Women of Color: Build Your Resilience, Level Up Your Vision

Mar. 12, 2021 • Online

This workshop will make time and space for women of color working in local government to talk through challenges, learn about strategies for building resilience, create a personal vision for work and life, and network with other local government professional women of color.

THE EVIDENCE-BASED DECISION-MAKING COURSE SERIES

We are combining new and existing courses into a pathway for those interested in evidence-based methodologies to improve service delivery and outcomes.

The *Evidence-Based Decision-Making Course Series* includes the following courses:

Strategic Planning

Sept. 15, 2021 • Chapel Hill

This one-day workshop helps public managers develop new strategic plans or improve their existing plans. The workshop introduces and demystifies the strategic planning process through accessible models, step-by-step guidance, and flexible tools.

Performance Measurement for Local Government

Oct. 21, 2021 • Chapel Hill

This one-day workshop helps public officials design measures in local government for accountability and results. The workshop introduces the types of performance measures commonly found in local government, how to develop good measures from goals and objectives, and how they can be used to support other management processes.

Performance Management for Local Government

Oct. 22, 2021 • Chapel Hill

This one-day workshop focuses on converting performance information into decisions that enhance organizational effectiveness, efficiency, and equity. The workshop introduces and applies analysis techniques, decision venues, and the unintended consequences of using performance management systems.

Practical Analytic Techniques

Nov. 17, 2021 • Online

Participants in this course will learn techniques for planning, monitoring, and evaluating programs and activities. The course focuses on a variety of easy-to-apply analytic techniques and includes examples of successful analysis among local governments.

Process Improvement Techniques

Nov. 18, 2021 • Online

This course will focus on strategies for organizing and improving the systems and processes that drive performance and results within your organization.

Introduction to Program Evaluation

Dec. 17, 2021 • Online

By the end of this course, participants will understand program evaluation and how it fits with budget planning and implementation. Additionally, attendees will learn how to map out a basic evaluation plan that could be used in their office.

State and Local Government Attorneys

Stay up to date on the laws and regulations that affect your jurisdictions and sharpen your skillsets as you serve your community. Network with peers and colleagues from around the state to share best practices and knowledge.

Public Law for the Public's Lawyers

Oct. 21–22 and Oct. 28, 2021 (tentative) • Online

Participants can gain 12 annual CLEs (including professionalism and technology CLEs) addressing issues relevant to attorneys who work in state government. Depending on the status of COVID restrictions, the course may be offered entirely in an online format (instruction would be spread out over three days), or alternatively live in person over two days with video replay available afterward.

Municipal Attorneys' Fundamentals

Mar. 25, 2021 • Online

Mar. 17, 2022 • Chapel Hill

This course is designed especially for attorneys who are new to municipal law and open to anyone who is interested in a basic introduction to municipal law. Offered in conjunction with the *Municipal Attorneys' Winter Conference*, this program runs for a half-day and includes one hour of ethics.

Municipal Attorneys' Winter Conference

Mar. 25–26, 2021 • Online

Mar. 17–18, 2022 • Chapel Hill

This conference will focus on legal aspects of policing for municipal attorneys:

- Citizen review boards
- Police employee issues
- Social media
- Ethics
- Law enforcement

CLE will include one hour of ethics and one tech hour.

Municipal Attorneys' Summer Conference

Aug. 5–7, 2021 • Location TBD

This annual conference covers up-to-date topics of interest to municipal attorneys, including one hour of ethics, and provides the required sessions on substance abuse and debilitating mental conditions. Registration is through the North Carolina League of Municipalities.

County Attorneys' Fundamentals

Feb. 3, 2022 • Chapel Hill

The workshop format allows new(er) as well as more seasoned county attorneys to explore common issues in county law in more depth. Each year focuses on a different topic area. Recent topics include economic development, 160D, public records and open meetings, and representing your board.

County Attorneys' Winter Conference

Feb. 3–4, 2022 • Chapel Hill

This conference covers topics of interest to county attorneys. Specific sessions will be scheduled prior to the event but typically include one hour of ethics and one tech hour. It can be paired with *County Attorneys' Fundamentals Workshop*.

School Attorneys' Conference

Feb. 4, 2022 • Chapel Hill

This one-day conference offers school board attorneys the opportunity to learn about and discuss current issues related to public education law. Superintendents are also invited to attend.

Division of Social Services Attorneys’ Winter Conference

Feb. 25–26, 2021 • Online
Feb. 24–25, 2022 • Chapel Hill

Attendees are limited to attorneys and paralegals representing county departments of social services. A webcast option will also be available.

County and Social Services Attorneys’ Summer Conference

July 8–9, 2021 • Location TBD
Agenda and topics will be scheduled prior to the event.

Community and Economic Development

As our state continues to grow, it relies on professionals invested in community and economic development to guide it forward. Our courses help you focus on the activities, strategies, and goals that will help your community thrive.

Community Development Academy

Feb. 2–Apr. 27, 2021 • 13 sessions held online (Tuesdays only)
Mar. 8–10 and Apr. 5–7, 2022 • Chapel Hill

This intensive six-day course is designed for community development practitioners and covers the concepts, methods, and strategies of community economic development, including federal and state funding, revitalization methods, affordable housing, and grants management.

Development Finance Toolbox

Dec. 7–8, 2021 • Chapel Hill

Participants in this course will learn how local governments use public-private partnerships and finance tools to attract private development to achieve their community and economic development goals. Covered tools include tax

credit financing, mezzanine loans, TIF, and business improvement districts, among others.

Basic Economic Development

Aug. 2–5, 2021 • Location TBD

This four-day introductory course is a comprehensive educational experience that integrates theoretical and practical perspectives and provides participants with the foundation needed to organize, plan, and implement economic development programs.

Essentials of Economic Development

May 13, 2021 • Online

This one-day workshop covers promising strategies and tools for promoting economic development in the face of changing fiscal and economic conditions.

City and County Clerks

We’re here to support you as you support your board and organization. Our partnerships with national organizations help us offer all the courses you need to maintain certifications and reach master level.

Clerks’ Certification Institute

Feb. 15–19, May 17–21, Oct. 18–22, 2021 • Online
Feb. 7–11, May 16–20, cont’d, 2022 • Chapel Hill

The *Clerks’ Certification Institute* (CCI) runs for 20 days each year and provides instruction in subjects involving the core responsibilities of municipal and county clerks.

Master Clerks’ Academy I

Nov. 17, 2021 • Durham

These programs provide advanced continuing education designed to meet the needs of clerks, deputy clerks, and assistant clerks to city councils, boards of county commissioners, and other local government boards.

Master Clerks' Academy II

Nov. 18–29, 2021 • Durham

Master Clerks' Academy II is also offered at the NCACC Annual Conference

Master Municipal Clerk's Academy II is offered at the NCAMC Summer Conference

Continuing the knowledge gained in *Master Clerks Academy I*, this program provides more in-depth knowledge and information about the challenges faced by clerks, deputy clerks, and assistant clerks in their service to local government boards.

New Clerks' Institute

Nov. 17, 2021 • Durham

The *New Clerks' Institute* provides a one-day crash course on subjects vital to the work of

clerks to municipal and county governing boards. Topics covered include the open meetings law, the public records law, meeting agendas and minutes, public notices, oaths of office, and board procedure fundamentals.

Certification

Successful completion of the *Clerks' Certification Institute* satisfies the educational requirements specified by the International Institute of Municipal Clerks for designation as a Certified Municipal Clerk. It also satisfies the educational requirements for designation by the North Carolina Association of Municipal Clerks as a North Carolina Certified Municipal Clerk and for designation by the North Carolina Association of County Clerks as a Certified County Clerk.

Human Services

With resources for social service and public health professionals, we are here to keep you up to date on the laws and practices that are working to keep our communities safe during this important era in public health.

Annual Health Directors' Legal Conference

Apr. 14, 16, and 19, 2021 • Online

Geared toward directors of local health departments, consolidated human services agencies, and the attorneys who work with them, this conference focuses on current legal issues confronting local health departments, including significant changes and developments in state and federal law.

Legal Basics for Human Services Directors and Administrators

Mar. 7, 2022 • Chapel Hill

This course is designed to provide leaders in local public health, social services, and consolidated human services agencies with an introduction to key areas of North Carolina law affecting

their agencies' services at the local level. The newly redesigned one-day version of this course supplements the *Local Government Fundamentals* course, which participants are strongly encouraged to take before or soon after attending this course. For more information about *Local Government Fundamentals*, see page 7.

Human services professionals may also be interested in the following courses:

- *Division of Social Services Attorneys' Winter Conference*
- *County and Division of Social Services Attorneys' Summer Conference*

Information about both courses can be found on page 10.

Planning and Development Regulation

Given the requirements for remote learning and the need for efficiency, we are adjusting our normal slate of courses into three essential courses: *Planning and Development Regulation 1, 2, and 3*. These courses incorporate the subject matter of the previous planning and development regulation curriculum: *Zoning Practice, Zoning Certification, and Subdivision Practice*.

Planning and Development Regulation Session 1

Sept. 20–23 and Sept. 27–30, 2021 • Online
Equivalent to *Zoning Practice*

Addressing the legal framework for planning and development regulations in North Carolina, this course covers statutory authority, constitutional limits, and rules for decision-making such as quasi-judicial procedures. Additionally, this course covers jurisdictional topics such as annexation and extraterritorial jurisdiction as well as comprehensive planning.

Planning and Development Regulation Session 2

Oct. 11–14 and Oct. 18–21, 2021 • Online
Equivalent to *Zoning Official Certification Week 1* and incorporates topics from *Subdivision Practice*

Addressing the policies and practices of land development permitting, this course covers permitting authority, site plan and subdivision review, and development standards. Additionally, this course covers development exactions and growth management.

Planning and Development Regulation Session 3

Nov. 8–11 and Nov. 15–18, 2021 • Online
Equivalent to *Zoning Official Certification Week 2*

Addressing the legal and practical considerations of administering development regulations, this course covers inspections and enforcement, interpreting the ordinance, and other duties of the zoning officer. Additionally, this course covers liability, conflicts, and open governance obligations.

Solutions Forum

June 7–8, 2022 • Location TBD
Equivalent to *Zoning Practice*

This workshop will be planned to address specific topics and needs of those in planning and development regulation. Topics and content are still TBD, but course updates will be posted online as they are made available.

Regional Planning Board Workshops

May 2022 • Location TBD

These single-day workshops are designed for citizen boards. Topics alternate each year from subdivision regulation to quasi-judicial decision making.

Certification: North Carolina Association of Zoning Officials

In partnership with the North Carolina Association of Zoning Officials, the School of Government offers participants the ability to become a Certified Zoning Official (CZO). To qualify for the certification, participants must take:

- *PDR Session 1*
- *PDR Session 2*
- *PDR Session 3*

Recommended

Local government planning and zoning professionals should also consider the following courses:

- *Community Development Academy*
- *Development Finance Toolbox*

Information on both courses can be found on page 11.

Pathway for Planning and Zoning Professionals

Core

Planning and Development Regulation 1, 2, and 3

Related

Development Finance Toolbox

Community Development Academy

Basic Economic Development

Essentials in Economic Development

Public Executive Leadership Academy

Social Media for Social Good

Strategic Public Leadership: Comprehensive Strategic Plans

Local Government Finance

Covering a range of topics from general finance to budgeting, accounting, auditing, and tax law, our finance courses and resources can further the career of all local government finance professionals in North Carolina.

Introduction to Local Government Finance

Summer dates and location TBD

This introductory course provides basic instruction in local government and public authority finance and financial management. Areas of instruction include the basic legal authority and requirements governing local government revenues, budgeting processes, cash management, purchasing and contracting, expenditure control, conflicts of interest, fund accounting, and financial reporting. The course also provides an overview of the state and local economic issues that inform strategic budgeting decisions.

Budgeting for North Carolina Local Governments

Nov. 2–5, 2021 • Chapel Hill

This four-day course covers the legal and management framework of budget preparation and enactment in North Carolina local government. Program topics include tax efficiency and equity, revenue forecasting, resource allocation, fund balance, financial condition analysis, budget presentation, and more.

Governmental Accounting and Financial Reporting

Mar. 24–Apr. 14, 2021 • Online (Wednesdays only)

Mar. 23–Apr. 14, 2022 • Online

This course covers the fundamentals of governmental accounting and financial reporting: concepts, standards, and procedures with a special emphasis on North Carolina laws and regulation.

Capital Financing in Local Government

Sept. 14–Oct. 14, 2021 • Online

This course will take place online on workdays for an hour and 15 minutes over the lunch hour. A more detailed schedule will be released mid-summer as registration opens. The content reviews the authorized debt financing and other capital financing options available to local governments in North Carolina.

Cash Management and Investment of Funds

July 13–July 29, 2021 • Chapel Hill

This course will meet intermittently in this time period, for half days of online learning. A more detailed schedule will be released as registration opens. This intermediate course will teach participants about goals, process, and organizations for successful cash management; how to evaluate banking services and financial institutions; investment strategies; investment policies; and accounting and reporting for investments.

Certification: North Carolina Local Government Finance Officers Certification Program

Finance officers of local governments, public authorities, or local school administrative units or those who hold supervisory or professional positions with a local government, public authority, or school administrative unit and have administrative responsibility for one or more financial functions are eligible for the North Carolina Local Government Finance Officers Certification Program.

Alongside membership in NCGFOA, requisite years of professional experience, and completion of the final exam, the following courses must be completed for certification:

- Introduction to Local Government Finance*
- Governmental Accounting and Financial Reporting*
- Budgeting in Local Government*
- Capital Financing in Local Government*
- Cash Management and Investment of Public Funds*
- Effective Supervisory Management Program*

Comprehensive Annual Financial Report

May 19, 2021 • Online
May 18, 2022 • Chapel Hill

Participants will gain detailed guidance in preparation for the Comprehensive Annual Financial Report.

State Treasurer’s Conference

June 15, 22, and 24, 2021 • Online
June 22, 2022 • Chapel Hill

This conference provides a forum to update local government finance officials and independent auditors on current governmental accounting, auditing, and financial management issues.

Fund Accounting Principles and Practices

Feb. 1-2, 2022 • Online

Participants in this two-day course will learn about the basic accounting and financial reporting requirements of each of the fund types. Participants will also discuss the nature and purposes of the Government Finance Officers’ Association Certificate of Achievement for Excellence in Financial Reporting.

Local Government Auditing, Reporting, and Review

June 8, 2022 • Chapel Hill

This face-to-face course addresses all levels of local government independent auditors’ requirements and qualifies for CPE. The teaching methods for this course comprise lectures, exercises, and group discussions.

Utilities Billing and Collections Administration

June 1-3, 2021 • Online
June 1, 2022 • Chapel Hill

This course provides an overview of the authority and requirements for establishing customer accounts and billing and collecting public enterprise utility fees. The focus will be on water, sewer, and solid waste enterprises.

Working Together: Counties, School Boards, and Local Funding for Public Schools

Nov. 9-10, 2021 • Online

This one-day course provides an overview of the governance and funding structures of public schools in North Carolina. It focuses on the relationship between counties and local school administrative units.

Stormwater and Green Infrastructure Finance

Dec. 7-8, 2021 • Location TBD

This course covers a range of topics related to financing and managing stormwater programs and

other green infrastructure services. It is hosted by the Environmental Finance Center at the School of Government.

Water and Wastewater Finance Strategies Workshop

Feb. 24-26, 2021 • Online
Feb. 15-16, 2022 • Chapel Hill

The Environmental Finance Center’s annual *Water and Wastewater Finance Strategies Workshop* will provide utility practitioners with new skills and up-to-date information on pricing, infrastructure finance planning strategies, and funding resources.

Local government finance professionals should also consider *Development Finance Toolbox*. Information about this course can be found on page 11.

Local Government Finance Pathways

New Finance Professionals

Introduction to Local Government Finance
Budgeting for North Carolina Local Governments
Fund Accounting Principles and Practices
Comprehensive Annual Financial Report
Pathway for Advanced Finance Professionals

CORE

Introduction to Local Government Finance
Budgeting for Local Government
Capital Financing in Local Government
Cash Management and Investment of Public Funds
Basic Principles of Local Government Purchasing
Comprehensive Annual Financial Report
State Treasurer’s Conference
Fund Accounting Principles and Practices

RELATED

Development Finance Toolbox
Municipal and County Administration
Public Executive Leadership Academy

External Auditors

Governmental Accounting and Financial Reporting
Comprehensive Annual Financial Report

Budgeting Professionals

CORE

Introduction to Local Government Finance
Budgeting for North Carolina Local Governments
Governmental Accounting and Financial Reporting
Capital Financing in Local Government

RELATED

Municipal and County Administration
Leading for Results: LGFCU Fellows
Public Executive Leadership Academy
Introduction to Program Evaluation
Performance Management for Local Government

Payroll Professionals

Introduction to the Fair Labor Standards Act
Advanced Fair Labor Standards Act
Employment Law for Department Heads and Supervisors
Introduction to Employee Benefits Law

Certification: North Carolina Local Government Budget Association Certified Budget and Evaluation Officers

This voluntary program is designed to enhance the local government budget and evaluation profession in North Carolina. It recognizes individual achievement for an established level of knowledge on topics of budgeting, performance, and evaluation. Professionals with sufficient experience can complete the necessary coursework and exams to become Certified Budget and Evaluation Officers. Courses include:

- Budgeting in Local Government*
- Capital Financing in Local Government*
- Performance Management for Local Government*
- Practical Analytic Techniques for Local Government*

Tax

Fundamentals of Property Tax Collection

Mar. 2–5; Sept. 28–Oct. 1, 2021 • Online
Mar. 1–3, 2022 • Chapel Hill

This course focuses on law and practice governing the collection of county and municipal property taxes. The course is designed to give tax collectors who have taken office in the last two or three years a grounding in the fundamentals of what is expected of them.

Property Tax Listing and Assessing

Jun. 15–18, 2021 • Online
Oct. 26–29, 2021 • Chapel Hill
Jun. 14–17, 2022 • Location TBD

This class focuses on the basic law and practice governing the listing and assessing of property for tax purposes.

Property Tax Webinar Series

The School offers new tax webinars annually, with specific dates announced via the Ptax listserv. More than a dozen previously recorded tax webinars are available for purchase and on-demand viewing at bit.ly/ptaxondemand. New in 2020: *Property Tax in a Pandemic*, is now available on-demand.

Regulation and Taxation of Short-Term Rentals

Apr. 15, 2021 • Online
Jan. 6, 2022 • Chapel Hill

Through a series of lectures, discussions, and interactive exercises, participants in this one-day course will learn about the best practices, trends, and issues surrounding the regulation of short-term rentals and will discuss the nuts and bolts of the occupancy tax process.

North Carolina School of Assessment and Property Taxation

Oct. 18–22, 2021 • Online

This new program will provide a comprehensive look at assessment and taxation in our state.

Pathway for Tax Professionals

CORE

Fundamentals of Property Tax Collection
Property Tax Listing and Assessing
Property Tax Webinars (various topics)
IAAO Courses (various topics)

RELATED

Introduction to Local Government Finance

Certification: Property Tax Education Partnership

These courses, and many others, are part of the Property Tax Education Partnership, a collaboration between the UNC School of Government and the North Carolina Department of Revenue. This partnership offers the certification and continuing education necessary to meet legislative educational requirements for appraisers. The partnership promotes public service excellence and professional development for assessment administration, property appraisal, collection, and property tax policy.

IAAO 852: AA5 Case Study Review

Feb. 23–25, 2021 • Online

The AAS *Case Study Review Workshop* will cover topics from the various courses required for the AAS Designation. During the final four hours of the workshop, students will take a practice case study followed by approximately one-hour of reviewing the case study solutions.

IAAO 853: PPS Case Study Review

Mar. 2–4, 2021 • Online

The *PPS Case Study Review Workshop* is designed for individuals who are preparing for the PPS case study exam, one of the requirements for the PPS designation should a candidate choose not to complete a demonstration appraisal report. The workshop will begin with a review of the requirements for the PPS designation and then proceed to review the technical material including examples and exercises from the various courses required to earn the PPS Designation.

IAAO 851: RE5 Case Study Review

Mar. 9–11, 2021 • Online

This workshop provides a topical review and case

study for the valuation of residential property. Participants are to have had at least the basic appraisal courses and have experience in the appraisal of residential property.

More IAAO courses are planned for the 2021–22 fiscal year. While topics are still being refined, below is a schedule of proposed dates and formats. Visit our online course catalog for up-to-date information.

2021 dates • All online

July 12–16; Aug. 16–20; Sept. 13–17;
Nov. 3–5; Dec. 6–10

2022 dates • Locations TBD

Jan. 24–28; Feb. 21–25; Mar. 14–18;
Apr. 4–8; May 16–20; June 13–17

Purchasing

Basic Principles of Local Government Purchasing

Apr. 27–30, 2021 • Online
Apr. 26–28, 2022 • Chapel Hill

This course is designed for new local government purchasing officials and covers basic principles and legal requirements for local government procurement, conflicts of interest, and property disposal.

Intermediate Purchasing Seminar

Nov. 30–Dec. 2, 2021 • Chapel Hill

This three-day seminar is intended for officials with two or more years of experience in local government purchasing. It will sharpen participants' purchasing skills and deepen their understanding of the legal and practical aspects of public purchasing. Experience in governmental purchasing is encouraged but not required.

Contracting for Construction and Design Services

Spring/summer dates and location TBD

This course addresses topics of interest to those involved in construction contracting and procuring the services of engineers and architects.

Contract Management in Local Government

Apr. 12–16, 2021 • Online
Apr. 20–22, 2022 • Chapel Hill

Developed for mid-career and supervisory professionals, this course will address the management, networking, and legal aspects of contracting for North Carolina local governments. It will help public managers understand various make-or-buy decision techniques, management and legal challenges in contracting and how to mitigate them, the ways to design context-driven contracts, and how to select, administer, and manage contracts.

Minority Participation Programs and Public Contracting

March 24-25, 2021 • Online

This course will examine federal and state laws that encourage participation in public contracts by historically underutilized businesses (“HUBs”), minority and women-owned business enterprises (“MWBEs”), and disadvantaged business enterprises (“DBEs”). Instructors also will address the practical aspects of running a HUB/MWBE program, including preparing for a disparity study, the development of a HUB/MWBE plan, monitoring contractor compliance with HUB/MWBE requirements, following reporting requirements, and building the capacity of HUB or MWBE firms.

Certification: Certified Local Government Purchasing Officer (CLGPO)

To be eligible for the CLGPO certification, applicants must have at least three years’ experience as a governmental purchasing professional; be a member of the Carolinas Association of Governmental Purchasing; complete four core courses offered by the School of Government (below); earn 22 points through activities such as training, conference attendance, service to CAGP, and higher education; and pass a certification examination administered by the School of Government. Once certified, purchasers are eligible for recertification every five years and may also seek lifetime certification. More information about CLGPO certification is available at ncpurchasing.unc.edu.

- Basic Principles of Local Government Purchasing
- Contraction for Construction and Design Services
- Intermediate Purchasing Seminar
- Introduction to Local Government Finance

Certification: Certified Economic Inclusion Officer (CEIO)

Individuals seeking CEIO certification will demonstrate sufficient knowledge, abilities, and experience in legal requirements and practical aspects of administering a HUB, MWBE, or DBE program in the State of North Carolina. To obtain CEIO certification, applicants must complete the *Minority Participation Programs and Public Contracting* course and pass an examination administered by the School of Government.

Offered by the North Carolina MWBE Coordinators’ Network and assisted by the UNC School of Government.

Employment Law

Our courses in employment law and practice provide the necessary support for your organization’s managers, human resources personnel, department heads, and supervisors.

Introduction to Public Employment Law

Sept. 13-17 and Oct. 11-15, 2021 • Online

Whether you are new to human resources, an experienced HR professional new to the public sector looking to update your skills, or an attorney newly assigned employment issues for your agency, this is the course for you. This six-day course (spread over two weeks) provides a thorough grounding in the major legal topics relevant to human resources management and effective supervision.

Public Employment Law Update

May 13, 2022 • Chapel Hill and Asheville

A follow-up to *Introduction to Public Employment Law*, this course provides an in-depth analysis of current issues in public employment law and an overview of the previous year’s developments.

Employment Law for Department Heads and Supervisors

Nov. 12, 2021 • Location TBD

Apr. 22, 2022 • Location TBD

In this one-day course, we will separate the proper from the improper in the dizzying array of federal and state employment laws and give supervisors the skills they need to ensure they are an effective front line in carrying out the law of employment.

Intermediate Americans with Disabilities Act Course

Feb. 23-25, 2021 • Online

The Intermediate Americans with Disabilities Act class is an intensive, two-day program taking an in-depth look at ADA issues of particular concern to government and community college employers.

Advanced Family and Medical Leave Act Workshop

Feb. 1-2, 2022 • Chapel Hill

This intensive two-day program takes an in-depth look at Family Medical Leave Act (FMLA) issues of concern to local government and community college employers. Participants must have completed *Introduction to Public Employment Law* or have five years of FMLA experience to register.

Pathway for Professionals in Employment Law

Core

- Introduction to Public Employment Law*
- Public Employment Law Update*
- Introduction to the Fair Labor Standards Act*
- Advanced Fair Labor Standards Act*
- Advanced Family and Medical Leave Act Workshop*
- Intermediate Americans with Disabilities Act*
- Introduction to Employee Benefits Law*

Recommended

- Fundamental/Advanced Supervisory Programs*
- Municipal and County Administration*
- Leading for Results: LGFCU Fellows Program*

Center for Public Leadership and Governance

Chart your leadership journey.

The Center for Public Leadership and Governance (CPLG) equips public officials with the knowledge and skills they need to lead and govern their organizations and communities. We create and share leadership knowledge that matters.

Fundamental Supervisory Practices

2021 dates • All online

Feb. 8–12 and 22–25 June 7–11 and 21–24
Mar. 8–12 and 22–25 Sept. 13–17 and 27–Oct. 1
Apr. 5–9 and 19–22 Oct. 11–15 and 25–29
May 3–7 and 17–20

Jan. 10–14 and 24–27, 2022 • Online
Apr. 18–22, 2022 • Chapel Hill

Supervisors in local government today face unique and complex challenges when working with others and serving their communities. This program provides newly promoted and veteran local government supervisors and front-line managers with the opportunity to better understand themselves and skills needed to manage relationships with those they supervise.

Through the Local Government Training Initiative, additional offerings of *Fundamental Supervisory Practices* will be held specifically for employees of local governments in Tier One counties.

Aug. 9–13 and 23–27; Nov. 29–Dec. 3 and Dec. 13–17, 2021 • Online

For more information, see our scholarships on page 5.

Advanced Supervisory Practices

Feb. 14–19 and Feb. 28–Mar. 3, 2022 • Online
Mar. 21–25; June 13–17, 2022 • Chapel Hill

This course is designed for supervisors who have spent time in their supervisory role and are seeking additional tools and strategies to increase effectiveness. This advanced program tackles strategies for developing a more collaborative team, leading a team through change, managing conflict and performance problems, and how to

create the right organizational culture to ensure team success.

Through the Local Government Training Initiative, additional offerings of *Advanced Supervisory Practices* will be held specifically for employees of local governments in Tier One counties.

Nov. 1–5 and 15–19 • Online

For more information, see our scholarships on page 5.

Leading for Results: LGFCU Fellows

Applications open in spring 2021 and 2022, for cohorts beginning in the fall.

Cohort 1:

Sept. 13–17 and Oct. 11–15, 2021 • Chapel Hill

Cohort 2:

Nov. 8–12 and Dec. 6–10, 2021 • Chapel Hill

This intensive two-week program is designed to develop leadership skills for local government professionals. Participants graduate from this program with a deeper understanding of their individual leadership strengths, skills for improving their organizations, and a renewed passion for public service.

Two groups, each of 25 individuals, will be selected to join in a cohort of Local Government Federal Credit Union Fellows.

Graduates of the *Leading for Results* program are invited annually to attend alumni events, each featuring dynamic speakers on a variety of topics and subject areas.

Leading for Results: LGFCU Fellows Alumni Event

Oct. 28–29, 2021 • Location TBD

Public Executive Leadership Academy

Applications open in spring 2021 and 2022, for cohorts beginning in the summer.

Aug. 16–19 and Aug. 24–25, 2021 • Online

Sept. 20–24, 2021 • Chapel Hill

The Premier Leadership Experience from the School of Government. This two-week residency provides local government managers, assistants or deputy managers, and key department heads the opportunity to learn more about themselves as leaders and to gain skills to lead and manage change in their communities.

Topical Courses (Online)

Build on your leadership skillset with the One-Day Leadership Series from the CPLG. These courses give public servants in-depth training that fits their schedules. Many courses present the unique opportunity to bring both elected and appointed officials to learn together. Courses fall into one of four categories to help leaders gain and practice their skills: **leading themselves**, **leading their teams**, **leading their organizations**, and **leading their communities**.

Emotional Intelligence: Leadership's Superpower | Feb. 19, 2021; Mar. 4, 2022

Navigate Difficult Conversations
Sept. 10, 2021

The Leadership Challenge | Feb. 24–25, 2022
*includes a 360-degree assessment and coaching
Plain Language: Avoiding Government Speak
Apr. 22, 2022

Manage Your Change: How Personal Preferences Show Up at Work | Dec. 17, 2021

Design for Diversity: What's Holding You Back? | June 4, 2021; May 13, 2022

Manage Your Teams | Aug. 20, 2021

Facilitation Skills for Successful Meetings
Dec. 3, 2021

From Buddy to Boss | June 17, 2022

Social Media for Social Good | Mar. 4–5, 2021;
Mar. 25, 2022

Cultivate Engaging Workplace Culture
Apr. 9, 2021; Apr. 1, 2022

Strategic Public Leadership: Measure Your Impact, Communicate Your Success
June 11, 2021; June 3, 2022

Build Coaching Skills to Tap Potential
July 16 and 23, 2021

Building and Maintaining a Competitive Workforce | Aug. 6, 2021

Fix the Process to Fix the Problem
Sept. 24, 2021

Energize and Engage Employees | Oct. 1, 2021

Lead Organizational Change | Nov. 19, 2021

Make the Right Hire | Jan. 14, 2022

Strategic Public Leadership: Optimize Performance and Results | Feb. 4, 2022

Lead Across Boundaries | May 28, 2021;
May 20, 2022

Work with Citizen Advisory Committees and Boards | Oct. 22, 2021

Strategic Public Leadership: Comprehensive Strategic Plans | Nov. 18, 2021

Discounts are available for certain combinations of courses or for teams who are interested in reaping the benefits of collaborative learning and attend in a group of five or more.

In addition to our courses, CPLG offers project-based consulting and personalized leadership coaching tailored for individual needs. Interested? Contact Lydian Altman at lydian@sog.unc.edu. Register at cplg.sog.unc.edu/oneday.

Leadership Pathway for Local Government

Local government leaders looking to develop their skillset should consider our core offerings in the following order:

CORE

Fundamental Supervisory Practices
Advanced Supervisory Practices
Leading for Results: LGFCU Fellows Program
Public Executive Leadership Academy
"Topical" Leadership Courses (in any order)

RELATED

Local Government Manager's Innovation Lab
Municipal and County Administration
Local Elected Leaders Academy (p.25)



Local elected officials face unique issues and challenges throughout their tenure in office. The *Local Elected Leaders Academy* creates pathways for learning and recognition designed to suit the needs of county, municipal and tribal council officials at any phase of their tenure in public office. Courses are offered in different formats and lengths and at multiple times throughout the year to ensure elected officials have the

opportunity to create the learning experience that best suits their needs. The LELA curriculum helps you keep up with the ever-evolving legal requirements of governing and develop the leadership skills and behaviors that promote effective governance.

Courses are divided into four levels of continued learning. It is not required that these courses be taken in ascending order—the levels and the content they cover are described below.

	LEVEL	CREDITS
Recognition levels and their required credits	Practitioner (101)	40
	Master (201)	24
	Mentor (301)	24
	Ambassador (401)	40

Hours of committed course work earn credits toward the different LELA recognition levels. Elected officials can also earn credits by engaging with their respective organizations (the North Carolina Association of County Commissioners or North Carolina League of Municipalities) in ways such as serving on committees or attending conferences.

Within each of the following levels, courses range from full-day, in-depth learning experiences to digestible and self-paced online learning. Look for our “Top 10 Primer” series of hour-long, interactive webinars covering relevant and specific topics each month.

LELA 101: From Campaigning to Governing: Laws, Roles, and Responsibilities

Instruction focuses on fundamental legal frameworks and primary responsibilities of local elected leaders. Officials are encouraged to take as many of these programs as possible in their first two years in office.

Essentials of Municipal Government AND Essentials of County Government [12 credits]

These two-day workshops are designed to provide newly elected leaders with the knowledge and skills necessary to transition from campaigning to governing. Offered following corresponding county or municipal elections, newly elected officials and incumbent board members are invited to focus on the rules, procedures, and relationships that inform their governance. With a multitude of instructors, topics, and interactive sessions, these courses will leave attendees with tools and guidelines for effective leadership.

These courses include two hours of ethics training, which will fulfill the state mandate for recently elected officials.

Essentials of Municipal Government
Dec. 13–15, 2021 • Online
2022 dates • Locations TBD
Jan. 13–14, 21–22, 27–28; Feb. 10–11, 24–25

Essentials of County Government
Dates and locations TBD

Ethics Webinar

This webinar will satisfy the two hours of local ethics training required by state law for elected and appointed members of city councils and county boards of commissioners. This training must be completed within 12 months of election day and is required every time they are elected, re-elected, or appointed and reappointed to a local office. Purchase of the live webinar includes the on-demand webinar at no additional charge.

Working Better Together: Governing Guidance [6 Credits]

Feb. 19; Sept. 23, 2021; Mar. 16, 2022 • Online

Legal Competency for Local Elected Officials [6 Credits]

Apr. 21; July 23, 2021; Apr. 29, 2022; • Location TBD

Fiduciary Responsibilities for Local Elected Officials [3 credits]

Oct. 14, 2021; May 5, 2022 • Online

LELA 101 Top 10 Primers

[1 credit each; interactive webinars]

Financial Responsibilities of Local Elected Officials

Apr. 28, 2021

Use of Social Media for Local Elected Officials
May 21, 2021; May 13, 2022

Employment Law for Local Elected Officials

Aug. 6, 2021

Capital Budgeting

Feb. 22, 2022

Budget Responsibilities for Local Elected Officials

Apr. 6, 2022

LELA 201: Pathways to Local Leadership

Content covers the more complex functions of city and county government and introduces leadership practices that contribute to high functioning boards.

Evaluating Manager and Board Performance [6 Credits]

Feb. 26, 2021; Feb. 25, 2022 • Online

When Differences of Opinion Escalate: Conflict Resolution for Local Elected Officials [6 Credits]

Mar. 24, 2021 • Online

Communicating in Crises: From Pandemic to Protests [2 Credits]

July 16, 2021 • Online

Heritage or Hate: Reframing the Issues [6 Credits]

July 30, 2021 • Online

Tools for Persuasive Speaking [6 Credits]

Aug. 20, 2021 • Online

Leading with Emotional Control [4 Credits]

Oct. 1, 2021 • Online

Rumor Control and Controversy [2 Credits]

Oct. 8, 2021 • Online

Managing Conflicts: Best Practices for Local Elected Officials [6 Credits]

Mar. 18, 2022 • Online

Capital Budgeting and Infrastructure Finance for Local Elected Officials [6 Credits]

Mar. 22, 2022 • Siler City

LELA 201 Top 10 Primers

[1 credit each; interactive webinars]

Transportation Planning in North Carolina

Mar. 19, 2021; Jan. 21, 2022

A Roundtable Discussion with Local Elected Officials About Managing Conflict

Mar. 26, 2021

Planning and Zoning for Local Elected Officials

Sept. 24, 2021

Enterprise Funding

Mar. 11, 2022

LELA 301: Pathways to Collaborative Leadership

These courses focus on the ways in which leaders can collaborate with other elected or appointed constituency groups and practice behaviors that build trust and a shared sense of purpose.

Strategic Planning: Linking Strategies to Your Budget [6 credits]

Sept. 17, 2021 • Online

Assessing Your Emotional Control [6 Credits]

May 6, 2022 • Online

Leading Across Boundaries

May 28, 2021; May 20, 2022 • Online

LELA 401: Pathways to Advanced Leading and Governing

Offerings in this category help develop personal leadership skills and create solutions to cross-jurisdictional public problems.

Advanced Leadership Corps [40 credits]

Aug. 1–6, 2021; Feb. 6–11, 2022 • Chapel Hill

Attendance is offered by application only

This six-day residential program is designed to enable participants to become extraordinary and inspiring leaders for their community, region, and state. Form a dynamic and sustainable leadership network across the state with peers from both county and municipal government.

Advanced Leadership Corps Ambassador Program [6 credits]

Aug. 5–6, 2021; Feb 10–11, 2022 • Chapel Hill

Each year, those who have completed ALC are invited to an alumni program to continue their leadership education.

Leading the Way to Board Excellence

Aug.–Nov. 2021 • Asheville

Attendance is offered by application only

Offered in two-day segments over four months, this program focuses on collaborative leadership. Participants develop skills and behaviors to lead beyond the scope of their authority by building trust through a shared purpose. The experience incorporates unique peer learning communities to enable practice and guidance between the monthly sessions.



North Carolina City & County Management Association

Since 1938, the organization has worked to improve the quality of local government in this state. North Carolina City and County Management Association (NCCCMA) members subscribe to a high standard of professionalism, including conformance with the ICMA Code of Ethics.

2021 Seminars

Twice a year, managers are invited to attend annual seminars to gain knowledge, network with their peers from around the state, and sharpen the skills that keep them effective as they lead our communities.

Winter

Feb. 3-5 • Online

Summer

June 24-26 • Location TBD

Winter 2022

Feb. 2-4 • Winston-Salem

Local Government Managers' Innovation Lab

Nov. 18, 2021 • Location TBD

Local government managers are invited to attend this annual one-day course. Each year the Innovation Lab focuses on a particular skillset or tactic. Past topics have included design thinking, business process reengineering, and understanding employee voice.



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