CERTIFIED CITY OF DIVERSITY, EQUITY, INCLUSION, & BELONGING *RESOURCE GUIDE*

GEORGIA MUNICIPAL ASSOCIATION

GEORGIA CITY SOLUTIONS

DISCLAIMER

The information presented in this file is for general informational purposes only and is not intended to be construed as an endorsement. The document was compiled within the Resource Guide for the Certified City of Diversity, Equity, Inclusion, and Belonging Certification Program to be used as an example of existing programs, policies, or actions taken by other organizations. While some of the information contained in this document is about legal issues, it is not and should not be treated as legal advice. You should consult with your legal counsel before taking action based on the information contained in this document.

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CERTIFIED CITY OF
DIVERSITY, EQUITY, INCLUSION, & BELONGING

The Certified City of Diversity, Equity, Inclusion, & Belonging (Certified City of DEIB) was created to recognize cities that adopt policies and practices promoting diversity, equity, inclusion, and belonging within their municipal government and community. Before applying for certification, cities will be required to meet certain pre-application thresholds:

- The city must adopt a resolution affirming its commitment to diversity, equity, inclusion, and belonging and stating intent to apply for certification – sample resolution provided.
- A majority of the city's elected officials must complete at least 3 hours of approved Diversity, Equity, and Inclusion training--GMA's "Making Cultural Diversity Work", Embrace Webinars or Regional Workshops, or comparable training.
- The city must host at least 2 interactive Community Dialogue meetings within one calendar year, targeting city residents, community interest groups, and/or stakeholders such as business owners or community leaders, for the purpose of discussion or feedback on current projects or city services, and learning about community needs.
- A city must apply for certification in at least two categories to receive initial certification, with Community Dialogue/Stakeholder Engagement being one of those initial categories.

Cities may achieve certification for addressing diversity, equity, inclusion, and belonging in the following seven categories:

- Workforce Housing
- Education
- Health & Wellbeing
- Public Safety & Restorative Justice
- Community & Economic Development
- Municipal Workforce Development & Employment
- Community Dialogue/Stakeholder Engagement *(Required)*

A city may achieve one of four tiers of certification depending on the number of categories it addresses. The tiers are as follows:

- Bronze: 2 categories *(Including the required Community Dialogue/Stakeholder Engagement)*
- Silver: 3-4 categories
- Gold: 5-6 categories
- Platinum: 7 categories

Once certified, the city will maintain certification for three years as long as it meets the following requirements: To maintain certification, the city must continue to adopt an annual resolution affirming its commitment to diversity, equity, inclusion, and belonging – sample resolution provided. Additionally, the city must continue to hold at least two community dialogue meetings each year to listen, help identify barriers to engagement, seek input, and develop solutions.

At the end of the initial three-year certification period, the city will need to apply for recertification. To be recertified, the city must demonstrate that it continues to work towards equity and inclusion in the categories in which it is certified. More certification categories can be added at this time.

DIVERSITY, EQUITY, INCLUSION, & BELONGING

The principles of this program are defined below:

Diversity includes all the ways in which people differ. It encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the whole.

A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term "diversity" is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values. It is important to note that diversity alone is not enough to support a diverse workforce or community.

Equity is the commitment to fair treatment, advancement, opportunity, and access for all individuals while striving to identify and eliminate barriers that have prevented the full participation of some groups and ensuring that all community members have access to community conditions and opportunities to reach their full potential and to experience optimal wellbeing and quality of life.

Inclusion involves authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policymaking in a way that shares power.

Belonging is where people are free to be themselves, where the environment allows them to bring their entire selves and best ideas to work or to the community.

For people to feel as though they belong, the atmosphere must be diverse and welcoming. Workplace diversity refers to the mix of diverse people in an organization, whereas workplace inclusion refers to whether people feel a sense of belonging, are heard, and have a safe environment to express themselves authentically.

Glossary of Terms: Race, Equity and Social Justice. International City/County Management Association
        (ICMA). https://icma.org/page/glossary-terms-race-equity-and-social-justice#I
Huang, S. (2020, July 3). *The SHRM Blog*. Retrieved from Why Does Belonging Matter at Work:
        https://blog.shrm.org/blog/why-does-belonging-matter-at-work
Wallace, P. (2021, October 18). *SHRM Executive Network*. Retrieved from Why it's time to add a "B"- for
        belonging -to-workplace DEI strategy: https://www.shrm.org/executive/resources/articles/pages/add-
        belonging-to-dei-strategy-fc-wallace.aspx

HOW TO USE THIS RESOURCE GUIDE

Participating cities will need to fulfill application requirements for 2-7 categories, depending on the tier the city is applying for. Each category has a set of measures determined by the GMA Equity & Inclusion Advisory Council.

This Resource Guide contains a complete list of the measures per category, required and elective, specifications on how to meet each measure, existing examples of the suggested work, resources to help inform the work for that measure, data tools that could be helpful, and recertification requirements. Cities will complete all required measures within a category, plus at least one additional elective measure to complete certification for the category.

Example of a Measure:

	REQUIRED or ELECTIVE

Certification Category: SAMPLE
MEASURE X

Measure X: *Measure, written out.*

Points: *5-15 point values assigned to measure.*

Description of Measure: *Elaborates on the intention of the measure and how the city can complete it.*

Documentation Required to Fulfill Measure: *Lists specific documentation needed to comply with measure requirements. Unless otherwise stated, all listed items are required.*

Recertification Requirements: *Lists actions and documentation needed to apply for recertification, every 3 years.*

MEASURE X **Resources**
Tools:
Tools are instruments to support the city's work within the measure. This includes data tools, toolkits, or step-by-step guidance to develop a program or initiative.
Examples:
Examples include case studies, resolutions, or City websites, programs, and initiatives that exemplify the measure requirements.
Relevant Work:
Relevant work includes programs, resources, and information relevant but not directly connected to the measure; often includes state or federal programs or initiatives that can inform the city's work.
Programs, Training, and/or Assistance:
Programs, Training, and/or Assistance highlights services and initiatives available for city participation. Please note all listed organizations and services are external, and the city will need to initiate contact if interested.

Preparing for Certification
Suggested plan for cities seeking certification.

1. Read through the categories and measures, and note:
    a. The work the city is already doing,
    b. Current priorities of city leadership and the community,
    c. Necessary updates to city policies, procedures, and services based on the measures.
2. Consider the factors:
    a. How much time will city staff be able to dedicate to this work? Identify individuals/departments that are available to dedicate the necessary time.
    b. What programs or initiatives will be adopted while working towards certification? How much funding will be allocated to this work? Has the city identified resources to support this work?
    c. Timeline: where is the city in terms of annual planning? Is the city aiming to achieve certification prior to a specific date (e.g., event, change of administration, funds expiration, etc.)?
3. The governing body should agree on a plan of action based on the above, including desired categories for certification and the work entailed, any new programs or initiatives to be adopted for certification, and/or updates to existing programs. This plan should not be included in the Resolution of Intent but is suggested, so all parties are aware of the certification parameters and requirements.
4. The governing body should adopt a [Resolution of Intent](#), declaring intent to seek certification. This is a requirement to gain access to the portal where you will upload the city's application for certification.
5. Create a workgroup of city leaders and city staff from various disciplines to discuss, plan, assign tasks, and track progress toward certification. An additional committee, of community stakeholders to provide input, feedback, and subject matter expertise is recommended.
6. Complete the pre-application requirements: at least three hours of Diversity, Equity, and Inclusion training for a majority of the governing body (within the last 3 years) and host at least two community dialogue meetings (within the last year).
7. Assign individual(s) responsible for compiling application documentation and information and managing the city's portal access.
8. Begin certification work and submit your application!

Certification Category I

WORKFORCE HOUSING

Housing instability is a significant factor impacting economic mobility for many Americans. Research shows that housing stability, affordability, quality, and safety all impact school and health outcomes. When sustainable housing is available to serve residents of all income levels and generations, opportunities for economic prosperity develop community wide. Local governments have a role to play by making good housing decisions that create positive outcomes for residents and communities.

Certification Measures for Workforce Housing

A	Community housing assessment completed.	Required
B	Create, promote, and/or support community education relating to workforce housing (educational programs offered to community, business leaders, realtors, school boards, etc. to explain what workforce housing is and the importance of having enough workforce housing).	Required
C	Cultivate partnerships with development organizations and business organizations (e.g., Chamber of Commerce).	Required
D	Create, promote, and/or support Homeowner "Readiness" Courses or Workshops (e.g., financial literacy course, credit counseling).	Required
E	Use creative city financing to support development.	Required
F	Organize Neighborhood Community Days of Service.	Required
G	Training for the majority of the city governing body and senior staff related to workforce housing.	Required
H	Develop a Housing Affordability Action Plan.	Elective
I	Develop a Workforce Housing Action Plan.	Elective
J	Development of city policies related to workforce housing.	Elective
K	Actions taken to increase workforce housing (e.g., inclusionary zoning policies; public-private partnerships; or actions taken to address needs identified in Measure A).	Elective
L	Other	Elective

REQUIRED

<u>**Certification Category**</u>: **<u>Workforce Housing</u>**
MEASURE A

Measure A: Community housing assessment completed.

Points: 10

Description of Measure: Assess current housing stock in the city, considering whether current housing stock is affordable and meets the needs of current residents based on income levels within the community, analyzing the impact of zoning on housing and meeting with community stakeholders; could consist of participation in Georgia Initiative for Community Housing (GICH).

Documentation Required to Fulfill Measure:
- ✓ Completed community housing assessment, including
  - o Assessment of current housing stock and affordability;
  - o Assessment of the impact of zoning on housing, such as a year-over-year analysis, etc;
  - o Public input survey or report from community open forum to consider housing needs or issues based on the community/stakeholder response; and
  - o Action items to address community housing needs and concerns, improving or enhancing access.
- ✓ Documentation of the designation of a Chief Housing Officer OR the creation of a Housing Committee Task Force (including community stakeholders and legacy residents) to lead and coordinate affordable housing efforts.
  - o If the city is already participating in GICH, the housing team can qualify as the committee.
- ✓ Minutes from city governing body meetings, work sessions, and/or retreats that demonstrate approval of the above assessments, surveys, action items and designations.

Recertification Requirements:
- ✓ Documentation showing the current/updated Community Housing Assessment.
- ✓ Report of activity from Chief Housing Officer or Housing Committee since certification or last recertification.

MEASURE A **Resources**
Tools:
- HUD Exchange: Housing First Assessment Tool   - U.S. Department of Housing and Urban Development's Fair Market Rents and Income Limits Data   - American Housing Survey   - Urban Institute: Housing Finance   - HUD Continuum of Care (COC) Data Maturity Assessment Tool   - National Low Income Housing Coalition: Georgia Housing Needs
Examples:

•   Sandy Springs Housing Needs Assessment •   City of Bainbridge to Undergo Housing Needs Assessment •   City of Decatur Housing Task Force Report
Relevant Work:
•   Georgia Statewide Housing Needs Assessment •   Georgia Affordable Housing Action Plan
Programs, Trainings, and/or Assistance:
•   Georgia Initiative for Community Housing (GICH) Program

REQUIRED

Certification Category: Workforce Housing
MEASURE B

Measure B: Create, promote, and/or support community education relating to workforce housing (educational programs offered to community, business leaders, realtors, school boards, etc. to explain what workforce housing is and the importance of having enough workforce housing).

Points: 5

Description of Measure: Seek out or develop programs to educate community leaders, school boards, realtors, and business leaders about workforce housing and methods of increasing workforce housing in the community, to encourage community and business investment in workforce housing.

Documentation Required to Receive Certification Points:
✓ Documentation of a community education program for workforce housing, such as curriculum, calendar of events, meeting minutes, attendance list, etc.
✓ Minutes from city governing body meetings that demonstrate approval of the initiative.

Recertification Requirements:
✓ Minutes from city governing body meetings that demonstrate approval of any changes to educational support offered.
✓ Documentation of upcoming plans for community education around workforce housing.

MEASURE B Resources
Tools:
• HUD Exchange (Past Training, information available) - HUD Multifamily Affordable Housing Preservation Clinics
Examples:
• Georgia Conservancy, "The Georgia Housing Workshop" • Atlanta Beltline, Home Empowerment: Workshops, Resources, and Providers
Relevant Work:
• What is Workforce Housing • Georgia Initiative for Community Housing • Georgia Commission on Equal Opportunity's Education & Outreach Program
Programs, Trainings, and/or Assistance:
• National Association of Realtors – Expanding Housing Opportunities Course • Workforce Housing Certificate Program – Canopy Housing Foundation

Certification Category: Workforce Housing
MEASURE C

Measure C: Cultivate partnerships with development organizations and business organizations (e.g., Chamber of Commerce).

Points: 5

Description of Measure: Leverage networks and partnerships with developers and local business associations to meet workforce housing goals.

Documentation Required to Receive Certification Points:
- ✓ Documentation of current partnerships between developers, local Chamber of Commerce, or business associations and the city concerning workforce housing. This can include a letter of intent, MOUs, proposed/implemented plans or collaborations, or development agreements.

Recertification Requirements:
- ✓ Any updated documentation of current partnerships between developers, local Chamber of Commerce, or business associations and the city for workforce housing; this can include letter of intent, MOUs, proposed/implemented plans or collaborations, or development agreements.

MEASURE C Resources
Tools:
- Building Partnerships with Chamber of Commerce – Americans for the Arts   - Global Cities Business Alliance: How Cities and Business can Work Together for Growth   - Closing the Gap: Public-Private Collaboration and the Future of Connected Cities – U.S. Chamber of Commerce Foundation
Examples:
- Partnership Gwinnett   - Housing Savannah Taskforce: - Housing Savannah Task Force Community Input Survey   - Housing Savannah Action Plan   - Housing Savannah Video   "Fort Worth Chamber announces collaboration with other local cities, chambers"

REQUIRED

<u>**Certification Category**</u>: <u>**Workforce Housing**</u>
MEASURE D

Measure D: Create, promote, and/or support Homeowner "Readiness" Courses or Workshops (e.g., financial literacy course, credit counseling).

Points: 5

Description of Measure: Develop, promote, and/or partner homeowner readiness programs or home buyer workshops and training designed to help prospective homeowners understand the responsibilities of homeownership, in collaboration with financial literacy and homebuyer counseling partners in the community such as realtors, local banks, mortgage lenders or other community partners.

Documentation Required to Receive Certification Points:
- ✓ Documentation showing the implementation of a financial literacy course or workshops related to homeownership. Documentation could include proof of collaboration with other entities, curriculum overview, program schedule, and/or learning objectives; please outline city contributions to the partnership.
- ✓ Schedule of Homeowner Readiness Programs with certified financial counselors to deliver information/classes assisting consumers with homeownership and providing the tools to make sound financial decisions.

Recertification Requirements:
- ✓ Updated schedule and curriculum of Homeowner Readiness Programs.
- ✓ Updated Documentation of certifications for all instructors.

MEASURE D **Resources**
Tools:
• U.S. Department of Housing and Urban Development Counseling Agencies Search Tool
Examples:
• United Way Financial Literacy • University of Georgia Extension: Homebuyer Education Course • San Antonio, TX – Homebuyer Classes
Relevant Work:
• Georgia Dream Homeownership Program
Programs, Trainings, and/or Assistance:
• Financial Educators Council – Financial Literacy Program Development (Service) • Money Management International – MMI University Program

Certification Category: Workforce Housing
MEASURE E

Measure E: Use creative city financing to support development.

Points: 5

Description of Measure: Partner with one or more state or federal agencies, non-profit organizations, developer, or financial institution that provides grant funding or financing to build, develop, and maintain a workforce housing community with a focus on addressing local needs.

Documentation Required to Receive Certification Points:
- ✓ An approved application or agreements with external institutions to fund or finance workforce housing development or maintenance.
  - o Existing CHIP, CDBG, HOME NSP, or similar, projects apply, please provide documentation of existing programs.
- ✓ Minutes of city governing body meetings or other documentation that demonstrates approval of any proposed grants or funding.

Recertification Requirements:
- ✓ Grant/Program reports outlining work accomplished and work planned, as well as grant or funding updates since last certification or recertification.

MEASURE E Resources
Examples:
- Columbus, GA – Community Reinvestment – Public Services   - Columbus, GA – Community Reinvestment – Economic Development & CDBG   - City of Jurupa Valley, CA – Community Development Block Grant Program   - City of Napa, CA – Community Development Block Grant Program
Programs, Trainings, and/or Assistance:
- Georgia Department of Community Affairs - Community Home Investment Program   - Georgia Department of Community Affairs - Community Development Block Grants   - Georgia Department of Community Affairs - Housing Choice Voucher Program

REQUIRED

<u>**Certification Category**</u>: **Workforce Housing**
MEASURE F

Measure F: Organize Neighborhood Community Days of Service.

Points: 5

Description of Measure: Organize at least 2 neighborhood community days of service, alone or in collaboration with community partners such as service organizations and religious institutions, to encourage residents to get involved and work together to revitalize and/or maintain specific neighborhoods and communities within the city. Examples of projects include, but are not limited to:
- Create and maintain a community garden plot;
- Clean up vacant lots or buildings, or arrange ROW Litter pick-up;
- Build disability ramps;
- Paint houses;
- Clear landscaping and debris; and
- Assist with light home repair, such as painting, fencing, gutter cleaning, landscaping.

Documentation Required to Receive Certification Points:
- ✓ Neighborhood Community Days of Service Calendar, documentation of planned or completed events.
- ✓ Provide a flyer with information and a form for volunteers to sign up.

Recertification Requirements:
- ✓ Report outlining results from community days of service since certification, or last recertification.
- ✓ Neighborhood Community Day of Service Calendar, documentation of planned or completed events.

MEASURE F
Resources
Tools:
- How to Plan a Successful Community Service Project – New Jersey City University   - Planning a One-Time Service Project – UC Berkley
Examples:
- Athens, GA – Neighborhood Cleanups   - Huntsville City Blog "A cornerstone of compassion: Celebrating Community Development one renovation at a time"

Certification Category: **Workforce Housing**
MEASURE G

Measure G: Training for the majority of the city governing body and senior staff related to workforce housing.

Points: 5

Description of Measure: Arrange for city elected officials and senior staff to participate in professional training related to workforce housing and for city employees involved in workforce housing decisions to participate in relevant professional development; ensure the curriculum is created and taught with an emphasis on equity and accessibility.

Documentation Required to Receive Certification Points:
- ✓ Certificate of completion for elected officials and relevant senior staff (such as city managers, city planners, housing and community development staff, etc.) for training programs such as the programs listed below, and other similar programs.
    - o Documentation should include the title of training, length of training, training provider, date, and names of participants.

Recertification Requirements:
- ✓ Documentation of all current certifications.

MEASURE G Resources
Programs, Trainings, and/or Assistance:
- Georgia Department of Community Affairs - Housing Counselor Resources Training   - Neighborhood Works Affordable Housing Professional Certificate Program   - National Affordable Housing Management Association Trainings   - National Association of Housing and Redevelopment Officials (NAHRO) Trainings   - Georgia Certified Economic Developer Program   - Georgia Academy for Economic Development: - o Advanced Topic – Housing 101   - o Advanced Topic – Housing 201

Certification Category: Workforce Housing
MEASURE H

Measure H: Develop a Housing Affordability Action Plan.

Points: 15

Description of Measure: Create policies and procedures to assist in the availability of affordable housing through the development of a Housing Affordability Plan, with attention to the city housing assessment and addressing the gaps identified in providing equitable and inclusive housing.

For more information about the difference between Affordable Housing and Workforce Housing, please refer to the glossary at the end of this Resource Guide.

Documentation Required to Receive Certification Points:
- ✓ A copy of the city governing body-approved Housing Affordability Action Plan. This plan will at a minimum include: policies, a housing supply plan, a funding plan, plans concerning zoning and location for affordable housing, and a timeline.
  - o This can include Housing Affordability Action Plans created by developers or other partnering organizations. The documentation for this requirement must encompass the whole community/city and not just one project.
- ✓ Minutes of city governing body meetings or other documentation that demonstrates approval of Housing Affordability Action Plan.
- ✓ Documentation of community engagement, minutes of town hall meetings, city council meeting public comment, or community/stakeholder engagement meetings.

Recertification Requirements:
- ✓ Documentation of changes to the Housing Affordability Action Plan since initial certification or last certification.
- ✓ Documentation of stakeholders' input by way of town hall meetings/surveys and continued unbiased practices when it comes to workforce housing.

MEASURE H
Resources
Tools:
[Ten Principles for Developing Affordable Housing – Urban Land Institute](#)   [Municipal Research and Services Center - Affordable Housing Techniques and Incentives](#)
Examples:
[Jackson/Teton, WY - Workforce Housing Action Plan](#).   [Atlanta's Housing Affordability Plan](#)   [Ketchum, ID - Ketchum Unveils Action Plan to Help with Affordable Workforce Housing (Video)](#)   [Brookhaven Affordable Housing Strategy](#)

Certification Category: **Workforce Housing**
MEASURE I

Measure I: Develop a Workforce Housing Action Plan.

Points: 10

Description of Measure: Develop a written plan to improve workforce housing in the community based on the Housing Assessment data, including strategies behind inclusionary zoning policies, transportation, partnerships with businesses and developers, etc.

For more information about the difference between Affordable Housing and Workforce Housing, please refer to the glossary at the end of this Resource Guide.

Documentation Required to Receive Certification Points:
- ✓ A copy of the Workforce Housing Action Plan approved by the city governing body. This plan must include strategies and action items to improve access to workforce housing.
- ✓ Minutes of city governing body meetings that demonstrate approval of the Workforce Housing Action Plan.
- ✓ Documentation showing community engagement such as town hall meetings, public comments or community/stakeholder meetings.
- ✓ Documentation of a Housing Advisory Board/Council/Committee including community and business leaders to address workforce housing needs.

Recertification Requirements:
- ✓ Documentation of city governing body meetings, since initial certification or last recertification, to approve any updates or changes to Workforce Housing Action Plan.
- ✓ Report of Workforce Housing Action Plan activity and outcomes since initial or last recertification, including successes, failures, needed improvements, and additional community input.

MEASURE I Resources
Examples:
- Housing Savannah Action Plan   - Augusta Consolidated Plan – Housing and Community Development   - Athens, GA – Affordable Housing Goal, FY23-25 Strategic Plan   ○ Athens-Clarke Voluntary Inclusionary Zoning   - Atlanta's Housing Affordability Plan   - Ketchum, ID - Ketchum Unveils Action Plan to Help with Affordable Workforce Housing (Video)   - Olympia, WA Housing Action Plan
Relevant Work:
Biden-Harris Administration Housing Supply Action Plan

Certification Category: **Workforce Housing**
MEASURE J

Measure J: Development of city policies related to workforce housing.

Points: 10

Description of Measure: Develop city policies consistent with the city's community housing assessment, housing affordability action plan, and the workforce housing action plan with a goal to eliminate bias and exclusionary practices from housing programs and initiatives.

Documentation Required to Receive Certification Points:
- ✓ Adopt a Housing Policy Framework; use best practices in local government policy to advance workforce housing. Provide documentation in at least two of the four areas listed below:
  - ○ Create and preserve dedicated affordable housing units:
    - ▪ Incentives and requirements for the inclusion of affordable units in new development;
    - ▪ Policies that generate revenue for affordable housing;
    - ▪ Subsidies to facilitate the creation and preservation of affordable developments;
  - ○ Align housing supply with market and neighborhood housing conditions:
    - ▪ Permissible zoning policies;
    - ▪ Diversity of housing types for development;
  - ○ Help households access and afford private-market homes:
    - ▪ Credit counseling;
    - ▪ Fair housing;
  - ○ Protect against displacement and poor housing conditions:
    - ▪ Code enforcement;
    - ▪ Rehabilitation assistance;
    - ▪ Foreclosure prevention;
- ✓ Minutes from city governing body meetings that demonstrate approval of agreed upon policies.

Recertification Requirements:
- ✓ Report on the outcome of previously added housing policies and programs.
- ✓ Minutes from Mayor and Council meetings that would demonstrate approval of agreed upon policies related to housing since last certification or recertification.

MEASURE J
Resources
Tools:
• The Housing Solutions Lab at the NYU Furman Center   ○ Housing Policy Framework
Examples:
• City of Atlanta Inclusionary Zoning Policy • Decatur, GA - 2020 Ordinance establishing Mandatory Inclusionary Housing • Athens, GA - Inclusionary zoning could bring more affordable housing to Athens

○   Athens-Clarke, GA – Voluntary Inclusionary Zoning
Relevant Work:
• HUD: Inclusionary Zoning and Mixed-Income Communities • Georgia Department of Community Affairs Fair Housing Statement • Georgia Public Policy Foundation "Georgia Policy Takes Housing Reform Ideas Statewide

ELECTIVE

Certification Category: **Workforce Housing**
MEASURE K

Measure K: Actions taken to increase workforce housing (e.g., inclusionary zoning policies; public-private partnerships; or actions taken to address needs identified in Measure A).

Points: 10

Description of Measure: Demonstrate efforts to maintain and increase workforce housing; this can include implementing inclusionary zoning policies, providing adequate transportation near existing workforce housing, or partnering with businesses and developers to increase employment opportunities near workforce housing. These actions should work in conjunction to the Workforce Housing Action Plan.

Documentation Required to Receive Certification Points:
- ✓ Documentation of action taken relating to specific items identified in community housing assessment relating to workforce housing.
- ✓ Documentation of inclusionary zoning policies and practices program – to include the understanding that the developers must set aside a certain number of units specifically for workforce housing.

Recertification Requirements:
- ✓ Documentation of updated action items from community housing assessment relating to workforce housing.
- ✓ Documentation of any changes to the inclusionary zoning and practices program.
- ✓ Minutes from city governing body meetings that demonstrate approval of any changes or adjustments.

MEASURE K Resources
Examples:
- City of Madison Housing Work Plan   - City of Atlanta Inclusionary Zoning Policy   - Savannah Land Bank Authority   - Athens-Clarke, GA – Voluntary Inclusionary Zoning
Relevant Work:
- Georgia Association of Code Enforcement   - Overview of Land Banks in Georgia (Video)   - Federal Reserve Board - Community Reinvestment Act (CRA)   - Workforce Housing and Middle-Income Primer
Programs, Trainings, and/or Assistance:
Georgia Initiative for Community Housing

<u>Certification Category</u>: <u>Workforce Housing</u>
MEASURE L

Measure L: Other

Points: 5

Description of Measure: Submit documentation concerning additional projects, programs or other initiatives relating to workforce housing for approval and recognition. Examples can include:
- Public transportation provided throughout city.
- Affordable housing programs and initiatives.
- Support Services for unsheltered community members: prevention programs, shelters, food banks, etc.
- Emergency Rental Voucher Programs, Rental Assistance
- Tenant Rights Workshops
- Policies that protect the rights and wellbeing of renters
- Ordinances enforcing sustainable building practices.
- Resolutions committing to ethical development practices.
- Increase city's walkability score by adding crosswalks, repairing sidewalks, etc.
- Etc.

Documentation Required to Receive Certification Points:
- ✓ Documentation of program or initiative development such as ordinances, program flyers, brochures, studies or supporting documents.
- ✓ Documentation of program or initiative implementation such as a program/event report including photos, outcomes, impact or evaluations.

Recertification Requirements:
- ✓ Updated documentation of previously approved or new program or initiative such as ordinances, program flyers, brochures, studies or supporting documents.
- ✓ Updated documentation of program or initiative implementation such as a program/event report including photos, outcomes, impact or evaluations.

Certification Category II

EDUCATION

K-12 and Post-Secondary Education

Education is a key component of creating a diverse and equitable community and a high-quality education system is one of the most important drivers of economic growth and an indicator of a city's overall health. Yet statistics point to alarming disparities and tell a story of mismatched needs. While cities in Georgia typically do not play a direct role in providing education, city leaders can play a vital partnership role by exerting meaningful influence and recommending policies that improve student outcomes, strengthen schools, and ensure that their cities actively address education challenges.

Certification Measures for Education

A	Support or create a Workforce Advisory Committee/Council to strengthen relationships with the business community and educational institutions to address current and future workforce needs.	Required
B	Create and maintain city internships to provide basic job skill training (select interns through E&I lens).	Required
C	Create, maintain and/or support city youth council (middle and/or high school).	Required
D	Training for the majority of the city governing body and senior staff related to education.	Required
E	Organize/support children and youth literacy program(s) in the community.	Required
F	Organize/support adult literacy program(s) in the community.	Required
G	Develop relationships with members of the community's various educational institutions.	Elective
H	Participate in dialogues with stakeholders within the educational community.	Elective
I	Actions (based on G & H) taken to enhance/improve support for underperforming public schools in the community.	Elective
J	Create, promote, and/or support programs that ensure youth stay in school & get High School diploma/ General Educational Development Test (GED)/ HiSET.	Elective
K	Create, operate, and/ or support an Aftercare Program.	Elective
L	Provide E&I educational awareness programs in the community to promote equity and inclusion.	Elective
M	Development of city policies related to education.	Elective
N	Other	Elective

REQUIRED

<u>**Certification Category**: Education</u>
MEASURE A

Measure A: Support or create a Workforce Advisory Committee/Council to strengthen relationships with business community and educational institutions to address current and future workforce needs.

Points: 10

Description of Measure: Collaborate with a diverse group of community stakeholders and partners to support existing initiatives or create a workforce advisory committee/council to cultivate relationships among local businesses, non-profit organizations, and educational institutions for the purpose of promoting innovative ways to improve inclusive staffing initiatives and diverse workforce pipelines.

Documentation Required to Receive Certification Points:
- ✓ A summary of meetings and actions of the committee/council within application year; please also emphasize diversity and inclusion components of meetings and actions.
- ✓ Documentation of policies, manuals, events, or initiatives developed by the committee/council; please also emphasize diversity and inclusion components of policies, manuals, events, or initiatives.
- ✓ Evidence of collaborations with business, non-profit, and education leaders, such as event flyers or reports, pictures, meeting minutes, or lists of participants, etc.

Recertification Requirements:
- ✓ An updated summary of meetings and actions of the council since last certification please also emphasize diversity and inclusion components of meetings and actions.
- ✓ Updates to any policies, manuals, events, or initiatives developed by the committee/council please also emphasize diversity and inclusion components of policies, manuals, events, or initiatives.
- ✓ Impact/outcome report and current documentation of efforts to improve the status and effectiveness of the council.
- ✓ Updated evidence of collaborations with business, non-profit, and education leaders, such as event flyers or reports, pictures, meeting minutes, lists of participants, etc.

MEASURE A
Resources
Tools:
• University of Arkansas, Division of Agriculture – Creating an Education & Workforce Pipeline for Your Community/Region
Examples:
• City of Cleveland, Ohio Workforce, Education, Training & Youth Development   • Washington Association of Community and Technical Colleges Workforce Education Council
Relevant Work:
• National Council for Workforce Education

Programs, Trainings, and/or Assistance:
- Carl Vision Institute of Government – Innovating Georgia's Workforce Pipeline Webinar Series   - National League of Cities – Afterschool and Summer Learning: A City Strategy for Workforce Development   - Connected Learning Alliance - Cities of Learning Program: Workforce Development

Certification Category: Education
MEASURE B

Measure B: Create and maintain city internships to provide basic job skill training (select interns through E&I lens).

Points: 10

Description of Measure: Develop, offer and continuously improve city internships to offer meaningful and inclusive professional development experiences to interns and to support the development of a diverse workforce. Provide pay, a stipend, or other benefits when possible, to increase accessibility of internship opportunities to low-income individuals.

Documentation Required to Receive Certification Points:
- ✓ Documentation of the existence or development of a city internship program, such as program flyers, a report of duties/project fulfilled by interns, etc.
- ✓ Documentation of the city's intent to prioritize equity and inclusion in its internship program (e.g., human resources policies, recruitment goals and strategies, pay, compensation or benefits, etc.).
- ✓ Documentation of a program evaluation policy and procedures, including an intern post-evaluation survey.

Recertification Requirements:
- ✓ Documentation of changes, if any, to the city's human resource policies, recruitment goals and strategies, pay, compensation or benefits, and program evaluation policies.
- ✓ Program report, including program outcomes, success stories, summary program evaluations, and intended improvements.

MEASURE B Resources
Examples:
- City of Milton, GA – Internships   - City of Stockbridge, GA – Internship Program   - City of Sugar Hill, GA – Internship Program   - City of Winston-Salem, NC – Internships   - City of Los Angeles – Internships at the City of Los Angeles (Example of an Extensive Program)
Relevant Work:
- U.S. Department of Labor - Inclusive Internship Program: A How-to Guide for Employers   - Stanford Social Innovation Review - Reimagining the Internship to Promote Racial Equity
Programs, Trainings, and/or Assistance:
Georgia Municipal Association's City Internships Program

Certification Category: Education
MEASURE C

Measure C: Create, maintain and/or support a city youth council (middle and/or high school).

Points: 10

Description of Measure: Facilitate one or more youth councils that focus on improving the social, cultural, and educational outcomes of community initiatives; serve an advisory role for city governing body and an advocacy role for community interests; enhance the scope of youth leadership in the community; and, over the long-term, establish for a pipeline of public servants.

Documentation Required to Receive Certification Points:
- ✓ Documentation of the existence or development of a city youth council for middle and/or high school students, such as youth council policies, student manuals, summaries of youth training, a calendar of events, meeting minutes, or inclusive recruitment policies.
  - o Please include a permanent adult contact for the Youth Council to show consistent and intentional leadership for this initiative.
- ✓ Documentation of city governing body's plan to involve youth council(s) in city projects, or if a youth council already exists, a list of policies or actions the city has taken as a result of youth council work.

Recertification Requirements:
- ✓ Program report, including youth participation summary, achievements, summary of post-participation program evaluations and room for improvement.
- ✓ Updated adult contact for the Youth Council, if necessary.
- ✓ Documentation of city governing body's involvement of youth councils since last certification.

MEASURE C Resources
Tools:
- Georgia Municipal Association - Preparing Tomorrow's Leaders Today: A Guide to Creating Youth Councils   - Georgia Municipal Association – Youth Council Sample Documents   - Municipal Research and Services Center – Youth Participation in Local Government   - Institute for Local Government - How to Empower Youth to Transform Their Community   - Youth.Gov – Assessing Youth Involvement and Engagement
Examples:
- City of Cumming Youth Council   - Decatur Youth Council   - Douglas Mayor's Youth Council   - Hinesville Youth Council

REQUIRED

Certification Category: **Education**
MEASURE D

Measure D: Training for the majority of the city governing body and senior staff related to education.

Points: 5

Description of Measure: Ensure elected officials and senior city officials receive training on equity and inclusion in education so they can better understand related challenges within school system, by seeking out professional training or developing training in collaboration with local educational institutions and subject matter experts.

Documentation Required to Receive Certification Points:
✓ Documentation of completed training, a minimum of 3 hours *preferably* in person (copies of completion certificates and/or reports indicating official/ employee completion rate). Please also include: title of training, length of training, training provider, date, and names of participants.

Recertification Requirements:
✓ Copies of training completion certificates and reports since initial certification or last recertification.

MEASURE D Resources
Programs, Trainings, and/or Assistance:

• Georgia School Board Association – Educational Equity 101
• Georgia Municipal Association Training Institute
   • Economics of Education
   • Building Bridges Between Cities and Colleges
   • Strengthening the Wellbeing of Children & Youth

REQUIRED

Certification Category: Education
MEASURE E

Measure E: Organize/support children and youth literacy program(s) in the community.

Points: 5

Description of Measure: Organize and/or support child and youth literacy initiatives, whether as independent city initiatives or collaborations with educational institutions or non-profit organizations; could include GCS's Mayor's Reading Club initiative.

Documentation Required to Receive Certification Points:
- ✓ Documentation of establishing/supporting literacy initiatives such as a calendar of events, event flyers, a participation and impact report, etc.

Recertification Requirements:
- ✓ Documentation of literacy initiatives such as a calendar of events, event flyers, a participation and impact report, etc. since certification or last recertification.

MEASURE E Resources
Tools:
• Georgia Literacy Resources • Georgia Insights – Literacy Dashboard
Examples:
• City of Auburn, AL - Early Literacy Programs • Macon-Bibb, GA - "Mayor Miller, community partners launch Mayor's Literacy Alliance" • Georgia Early Education Alliance for Ready Students – Mayor's Summer Reading Club • GA Cities Magazine - "City Leaders Step Up for Children's Literacy"
Relevant Work:
• The Brookings Institute - "Creating playful learning spaces in cities"
Programs, Trainings, and/or Assistance:
• BCDI-Atlanta's Culturally Responsive Literacy Course • Get Georgia Reading • Georgia City Solutions – Mayor's Reading Club Flyer

Certification Category: **Education**
MEASURE F

Measure F: Organize/support adult literacy program(s) in the community.

Points: 5

Description of Measure: Organize and/ or support adult literacy programs in low-income areas or areas where school dropout rates are historically high; adult literacy promotes upward economic mobility, increased civic participation, and better educational outcomes for families.

Documentation Required to Receive Certification Points:
- ✓ Documentation of developing/partnering with area local educational institutions, non-profit organizations, and community associations to provide or promote adult literacy classes, such as a calendar of classes, program flyers, a participation and impact report, etc.
  - o Courses, programs, or initiatives for English as a Second Language Learners can also be applicable under this measure.

Recertification Requirements:
- ✓ Documentation of adult literacy initiatives such as a program calendar, participation, and impact report etc.

MEASURE F Resources
Tools:
• LINCS – Community, Courses, and Resources for Adult Education • The Transformation of Adult ESOL Learning A Practice and Policy Brief
Examples:
• Adult Literacy Barrow • City of Roseville, CA - Adult Literacy Program • Porterville, CA – Adult Learning Center • Literacy for All: Successful and Replicable Library Literacy Programs • Literacy Pittsburgh – Remote ESOL Case Study
Programs, Trainings, and/or Assistance:
• Adult Education Certified Literate Community Program • U.S. Department of Education: Adult Education and Literacy

Certification Category: Education
MEASURE G

Measure G: Develop relationships with members of the community's various educational institutions.

Points: 10

Description of Measure: Establish relationships with education leaders, and work to create opportunities for collaboration and/or support between the city governing body and city staff and the leadership of the educational institutions in the city.

Documentation Required to Receive Certification Points:
- ✓ Documentation of collaborative activities involving educational institutions including:
  - o Attending or speaking at an educational board meeting;
  - o Host a meeting with local school boards;
  - o Participating in community, district, or school events; or
  - o Collaborating to develop programming.

Recertification Requirements:
- ✓ Documentation of collaborative activities involving local educational institutions and city community since last certification or recertification.

MEASURE G Resources
Tools:
• Mayoral Leadership and Involvement in Education: An Action Guide For Success (2009)
Examples:
• Culver City, CA – "Cities and Schools Partner for Positive, Transformational Outcomes"   o Culver City Compact • Tigard, Oregon – "City and School Education/Recreation Partnerships" • Dayton, OH – "In Dayton, Building a 21st Century Workforce Starts With High-Quality Preschool"
Relevant Work:
• Local Governments and School Systems: Partnering for Better Communities
Programs, Trainings, and/or Assistance:
• National League of Cities - Mayors' Education Policy Advisors Network (EPAN)

<u>**Certification Category**: **Education**</u>
MEASURE H

Measure H: Participate in dialogues with stakeholders within the educational community.

Points: 10

Description of Measure: Meet with leaders in the education community, such as principals and teachers, and with members of the education community such as parents and students, to discuss challenges, gaps and ways the city government and city residents can support the education community.

- If working with public schools in your community, please be sure to first connect with the Superintendent and ensure that you have their support in your outreach efforts; identify boundaries, and communicate your goals.

Documentation Required to Receive Certification Points:
- ✓ Documentation of meetings and conversations with education community members and leaders, such as copies of event flyers, meeting agendas, attendance sheets, and/or emails/letters.

Recertification Requirements:
- ✓ Updated documentation, if any, of meetings and conversations with education community members and leaders, such as copies of event flyers, meeting agendas, attendance sheets, and/or emails/letters.

MEASURE H Resources
Tools:
• U.S. Conference of Mayors - Mayoral Leadership and Involvement in Education: An Action Guide For Success • Simply Stakeholders: 7 Strategies for Effective Stakeholder Engagement
Examples:
• Culver City, CA – "Cities and Schools Partner for Positive, Transformational Outcomes"   o Culver City Compact

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<u>**Certification Category**: **Education**</u>
MEASURE I

Measure I: Actions (based on G & H) taken to enhance/improve support for underperforming public schools in the community.

Points: 10

Description of Measure: Support underperforming public schools in the community through collaborations, services, and/or funding, if appropriate.
- If working with public schools in your community, please be sure to first connect with the Superintendent and ensure that you have their support on your actions; identify boundaries, communicate your goals, and align on School Districts strategic plan and individual school administration.

Documentation Required to Receive Certification Points:
- ✓ A list of actions taken as a result of information gained from Measures G and H, such as:
  - Policies adopted due to feedback from school district officials, school faculty and staff, parents and students;
  - Collaborations with local educational institutions; and
  - Programs/events enacted to support underperforming schools.

Recertification Requirements:
- ✓ Report of previously implemented initiatives impact/outcome.
- ✓ Documentation showing new actions supporting, collaborating with, and including school communities, since last certification.

MEASURE I **Resources**
Tools:
• Strategies to Improve Low-Performing Schools Under the Every Student Succeeds Act
Examples:
• City of Decatur, GA – Children & Youth Services • Atlanta Parks & Recreation Afterschool Programs
Relevant Work:
• Breaking Down Barriers: Housing, Neighborhoods, and Schools of Opportunity

Certification Category: Education
MEASURE J

Measure J: Create, promote, and/or support programs that ensure youth stay in school and get a High School diploma/General Educational Development Test (GED)/ HiSET.

Points: 10

Description of Measure: Collaborate with schools or other organizations on efforts to retain and graduate students, or to help them attain a GED or HiSET. Such efforts could include seeking grants or other sources of funds to finance programs supporting these efforts, providing enrichment, mentoring, or leadership opportunities for youth.

Documentation Required to Receive Certification Points:
✓ Documentation of active collaboration with local schools and/or community organizations on initiatives to support student retention and graduation, or GED/HiSET attainment. Documentation could include MOUs, program flyers, city governing body meeting minutes approving initiatives, etc.

Recertification Requirements:
✓ Documentation of continued collaboration with local schools and/or community organizations on initiatives to support student retention and graduation, or GED/HiSET attainment, such as MOUs, program flyers, city governing body meeting minutes approving initiatives, etc.
✓ Report of program or collaboration outcomes, since last certification.

MEASURE J Resources
Tools:
• Youth.gov- Afterschool Programs • Engaging Older Youth: Program and City-Level Strategies to Support Sustained Participation in Out-of-School Time • Youth.gov - Eight Successful Youth Engagement Approaches • Next Generation Coalition - Six Strategies to Build Empowering Youth Engagement • HiSET: High School Equivalency Test
Examples:
• Chicago, IL - Mayor Emanuel Introduces Groundbreaking Initiative To Encourage Post-Secondary Planning And Success Beyond High School
Relevant Work:
• Bill & Melinda Gates Foundation - Four Cities Receive $12 Million to Improve College Graduation Rates
Programs, Trainings, and/or Assistance:
• Georgia State University- Upward Bound Program • Communities in Schools of Georgia - Communities Served • Technical College System of Georgia – Georgia High School Equivalent (GED & HiSET) Program

<div style="border: 2px solid; text-align: center;">**ELECTIVE**</div>

Certification Category: Education
MEASURE K

Measure K: Create, operate, and/ or support an aftercare program.

Points: 5

Description of Measure: Develop or support a community afterschool or summer learning programs to support local schools and parents and offer students opportunities beyond the classroom, such as enrichment programs, sports and art programs, daycare facilities, etc.

Documentation Required to Receive Certification Points:
- ✓ Documentation of program or partnership of afterschool or summer learning programs
- ✓ Documentation of any city governing body decisions, policies, or initiatives related to the programs.

Recertification Requirements:
- ✓ Updated copy of meetings and actions related to the continuity of the program.
- ✓ Program report, including success stories and efforts to improve the program.

MEASURE K Resources
Tools:
• Youth.Gov – Starting, Operating, and Sustaining and Afterschool Program • Georgia Statewide Afterschool Network – Starting an Afterschool Program • Wallace Foundation – Building, Sustaining, & Improving • National League of Cities – Afterschool and Summer Learning: Learn how quality afterschool programs benefit families in your community
Examples:
• City of Decatur, GA – Afterschool Programs • City of Culver City, CA – Afterschool Recreation Program • City of Tucson, AZ – Youth Programs
Relevant Work:
• National League of Cities – City Strategies to Engage Older Youth in Afterschool Programs

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Certification Category: Education
MEASURE L

Measure L: Provide E&I educational awareness programs in the community to promote equity and inclusion.

Points: 5

Description of Measure: Collaborate with local stakeholders to implement educational programming about equity and inclusion that will be available to community members.

Documentation Required to Receive Certification Points:
- ✓ Documentation of community education and awareness programs relating to equity and inclusion. This can include cultural celebrations, monthly awareness campaigns, community trainings and workshops, etc.
- ✓ Documentation of a language access plan and ADA access plan to ensure all communities are able to participate in programs.

Recertification Requirements:
- ✓ Program report, including the events/activities, community participation, success stories and areas of intended improvement.
- ✓ Updated calendar of upcoming events, programs, and trainings/workshops.

MEASURE L
Resources
Tools:
• Vermont Local Solutions and Community Action Team - Municipal Engagement for Diversity, Equity, and Inclusion • National Civic League – What We Have Learned for Public Engagement on Race & Equity
Examples:
• Johns Creek, GA – International Festival • Garden City, GA – Juneteenth Celebration • Clarkston, GA – Juneteenth Festival • National League of Cities – How Six Cities Promote Diversity and Inclusion for Residents • Huntsville, AL – Office of Diversity, Equity, and Inclusion (Community Programs) • Fort Worth, TX – Community Outreach – Movies That Matter

ELECTIVE

Certification Category: Education
MEASURE M

Measure M: Development of city policies related to education.

Points: 10

Description of Measure: Develop and adopt city policies relating to education where appropriate, using community data, school systems and other stakeholder input, and best practices.

Documentation Required to Receive Certification Points:
- ✓ Documentation of the city's commitment to education, such as a resolution, ordinances, or incorporation into strategic plans.
- ✓ Documentation of an assessment on community education equity.
- ✓ Minutes of meetings or other forms of documentation that indicate school system's and other stakeholder input on the city's education policy(ies).

Recertification Requirements:
- ✓ Documentation of changes, if any, to the city's commitment to education or developed policies since initial certification or last recertification.
- ✓ Summary of community meetings or other forms of documentation that indicate school system's and other stakeholder input on the city's education policy(ies) since the initial certification or last recertification.

MEASURE M Resources
Tools:
• Mayoral Leadership and Involvement in Education: An Action Guide For Success (2009)
Examples:
• Embedding Equity into How Your City Does Business for Early Childhood Success • Equitable Early Care and Education: An Alignment Framework • Local Governments and School Systems: Partnering for Better Communities
Programs, Trainings, and/or Assistance:
• National League of Cities - Mayors' Education Policy Advisors Network (EPAN)

<u>**Certification Category**: **Education**</u>
MEASURE N

Measure N: Other

Points: 5

Description of Measure: Submit documentation of other completed projects or initiatives related to education for approval and recognition. Examples can include:
- Back-to-school events
- Parent resource fairs
- Parks & Rec Day Camps or Summer Camps
- City collaborations with non-profits organizations around youth development
- Sponsoring school clubs, athletics, or arts programs
- Family and Child friendly policies and ordinances, such as implementing family restrooms.
- Etc.

Documentation Required to Receive Certification Points:
- ✓ Documentation of program or initiative development, such as ordinances, resolutions, program flyers, brochures, studies or supporting documents.
- ✓ Documentation of program or initiative implementation, such as a program/event report including photos, outcomes, impact or evaluations.

Recertification Requirements:
- ✓ Updated documentation of previously approved or new program or initiative, such as ordinances, resolutions, program flyers, brochures, studies or supporting documents.
- ✓ Updated documentation of program or initiative implementation, such as a program/event report including photos, outcomes, impact or evaluations.

Certification Category III

HEALTH & WELLBEING

Health disparities in Georgia communities lead to excess medical costs, lost productivity and a lower quality of life. These disparities include lack of access to providers and hospitals; missing appointments for routine care due to lack of transportation; negative maternal health and birth outcomes; and the high cost of medical care and prescriptions, among others. While cities are not direct providers of health care, municipal leaders play an important role in understanding the needs of all members of the community and advancing policies and initiatives that address issues of inequity in residents' physical and mental health.

Certification Measures for Health & Wellbeing

A	Identify resources to address employee healthcare needs (e.g, availability of wellness center or wellness initiatives for employees, vaccine clinics, other health clinics).	Required
B	Create, promote, and/or support community-wide health/wellbeing initiatives (including programs that address mental health and substance use disorder).	Required
C	Training for the majority of city governing body and senior staff related to health and wellbeing.	Required
D	Development of city policies and initiatives related to community health and wellbeing.	Required
E	Convene community meetings to discuss/assess current recreational facilities uses, programs, and accessibility.	Elective
F	Actions to address issues raised in community stakeholder meetings (could include actions taken to enhance/increase availability and accessibility of recreational facilities and programs in the community).	Elective
G	Promotion and support of programs to address food insecurity.	Elective
H	Other	Elective

REQUIRED

Certification Category: Health and Wellbeing
MEASURE A

Measure A: Identify resources to address employee healthcare needs (e.g, availability of wellness center or wellness initiatives for employees, vaccine clinics, other health clinics).

Points: 10

Description of Measure: Address employee healthcare needs by developing, contracting, or collaborating on health and wellness programs and initiatives, such as a wellness center, wellness workshops, vaccine clinics, other health clinics, etc., and periodically reviewing pay and benefits packages.

Documentation Required to Receive Certification Points:
- ✓ A copy of city policies and/or strategic plans that demonstrate the city's intent to prioritize employee health and wellness needs, and benefits package.
- ✓ Documentation of the city's action items, planned or completed, to address employee healthcare needs (adoption of wellness programs, employee health centers, community benefits agreements, etc.) and demonstrating the city's employee benefits package includes at minimum basic health benefits.

Recertification Requirements:
- ✓ Documentation of changes, if any, to city policies and/or strategic plans to address employee healthcare needs.
- ✓ Copies of evaluation/progress reports of efforts addressing employee healthcare needs.

MEASURE A Resources
Tools:
- Local Government Strategies to Address Rising Health Care Costs (2014)   - Massachusetts Municipal Association – Best Practice Recommendation: Wellness Programs for Municipal Employees   - Developing a Wellness Plan for Your Municipality - Making It Real
Examples:
Savannah Health & Wellness: Employee Benefits
Relevant Work:
Best Practices in Local Government Wellness Programs

Certification Category: **Health and Wellbeing**
MEASURE B

Measure B: Create, promote, and/or support community-wide health/wellbeing initiatives (including programs that address mental health and substance use disorder).

Points: 5

Description of Measure: Implement and/or promote community-tailored initiatives to improve health and wellbeing including programs addressing mental health and substance use disorders.

Documentation Required to Receive Certification Points:
- ✓ Documentation of community-wide Health and Wellbeing needs assessment, including mental health and substance use needs within the city, which can be used to determine initiatives, programs, and partnerships.
  - ○ The city can utilize existing sources of local data, such as Health systems/hospitals' Community Health Needs Assessments (CHNA).
- ✓ List of actions, initiatives, and programs planned or completed related to community-wide health and wellbeing. This should include community stakeholder and input efforts, and a timeline of incomplete/planned actions, initiatives, and programs.
- ✓ A copy of city policies and/or strategic plans that demonstrate the city's intent to provide, or promote and support, community-wide health/wellbeing initiatives.

Recertification Requirements:
- ✓ Report on actions, initiatives, and programs planned or completed related to community-wide health/wellbeing since last certification.
- ✓ Documentation of community and stakeholder feedback and evaluations about community health and wellbeing initiatives and programs.
- ✓ Documentation of changes to the city's plans to provide, or promote and support, community-wide health and wellbeing initiatives, if applicable.

MEASURE B Resources
Tools:
- League of Minnesota Cities PTSD and Mental Health Toolkit   - Transformational Times for Mental Health "Care" in Cities   - CDC – Meaningful Community Engagement for Health and Equity   - Northeast Georgia Regional Community Health Needs Assessment FY22   ○ Interactive Dataset
Examples:
- Substance Abuse and Mental Health Administration - Cities Programs Provide Shelter During the Cold Month   - City of Alexandria, VA - Substance Abuse Prevention Coalition of Alexandria (SAPCA)   - Vancouver, BC, CA – Four Pillar Drug Strategy   - San Francisco, CA – Community Behavioral Health Services

- [Atlanta Regional Commission - Bike-Pedestrian Plan – Walk, Bike, Thrive!](#)
- [Atlanta Regional Commission – Working Across Disciplines to Help People Age in Place](#)
- [Athens, GA – Athens Wellbeing Project](#)
- [East Point, GA – City Agriculture Plan (Program Page)](#)
  - [East Point City Agriculture Plan (Plan PDF)](#)

Relevant Work:

- [Parks and Recreation: A Comprehensive Response to the Substance Use Crisis](#)

Programs, Trainings, and/or Assistance:

- [Department of Health and Human Services - Substance Abuse Prevention and Treatment Block Grant](#)
- [National Council for Mental Wellbeing – Cities Thrive](#)

Certification Category: **Health and Wellbeing**
MEASURE C

Measure C: Training for the majority of city governing body and senior staff related to health and wellbeing.

Points: 5

Description of Measure: Provide training to elected officials and senior city officials on equity and inclusion, health disparities, and social determinants of health, such as GMA's Health In All Policies: Impactful Local Decision-Making to Ensure Healthier Communities course.

Documentation Required to Receive Certification Points:
- ✓ Documentation of a minimum of 3 hours of in person/virtual completed training (training source and information, copies of completion certificates and/or reports indicating official/employee completion rate). Please also include title of training, length of training, training provider, date, and names of participants.
  - o Training is not limited to the resources below; we encourage cities to reach out to community partners and other health stakeholders for training.

Recertification Requirements:
- ✓ Documentation of training completion certificates since and reports initial certification or last recertification.

MEASURE C Resources
Programs, Trainings, and/or Assistance:

• [Georgia Municipal Association Training Institute](#)
    o Health in All Policies
• [CDC – Good Decision Making in Real Time: Public Health Ethics Training for Local Health Departments](#)
• [Georgia Health Policy Center – Achieving Health Equity In Georgia – Archived Webinar](#)
• [The Mental Health Technology Transfer Center Network Provider Wellbeing Initiative: Training and Events Calendar](#)
• [University of Illinois Public Health Learning](#):
    o Structural Determinants of Health Inequities: Moving Further Upstream
    o Equity: Working Across Government to Advance Health and Racial Equity

Certification Category: Health and Wellbeing
MEASURE D

Measure D: Development of city policies and initiatives related to community health and wellbeing.

Points: 10

Description of Measure: Implement community-tailored policies and initiatives, based on community feedback, to improve community health and wellbeing in the city and review existing health and wellbeing-related policies to ensure equity and inclusion.

Documentation Required to Receive Certification Points:
- ✓ Documentation of the city's community health and wellbeing related policies and initiatives, resolutions and/or ordinances, or documentation of meeting minutes where community health and wellbeing policies were discussed.
- ✓ Report documenting community health-related needs and community feedback leading to planned or confirmed policies related to community Health and Wellbeing.

Recertification Requirements:
- ✓ Documentation of changes or additions to the city's community health and wellbeing policies and initiatives, resolutions and/or ordinances, or documentation of meeting minutes where community health and wellbeing policies were discussed.
- ✓ Updated report of community feedback related to community health and wellbeing, if applicable.

MEASURE D Resources
Tools:
- Health Impact Assessment: A Tool to Help Policy Makers Understand Health Beyond Health Care   - Health in All Policies: A Guide for Local and State Governments   - Altarum Healthcare Value Hub: State and Local Strategies to Advance Health Equity   - Advancing Health Equity: A Guide to Language, Narrative, and Concepts   - Model Health in All Policies Ordinance   - CDC – Health in All Policies   - American Planning Association - Health in All Planning Policies Toolkit   - Georgia Health Policy Center – Health in All Policies
Examples:
- City of Richmond- Health in All Policies Model Policy   - Atlanta Regional Commission - Aging & Independence Policy Briefs   - Low-Density Zoning, Health, And Health Equity   - Planning Advisory Service - Planning & Zoning for Health in the Built Environment   - Planning Magazine - The Infrastructure of Wellbeing   - How Physical Activity, Land Use, Transportation, and Zoning Intersect

Certification Category: Health and Wellbeing
MEASURE E

Measure E: Convene community meetings to discuss/assess current recreational facilities uses, programs, and accessibility.

Points: 10

Description of Measure: Define and evaluate use of city recreational facilities, or city recreational programs facilitated in county facilities, considering resources, facility and program availability and accessibility, drawing on program data and stakeholder input.

Documentation Required to Receive Certification Points:
- ✓ Documentation of scheduled community engagement efforts, intended stakeholder audience, and methodology being used to retrieve input.
- ✓ Minutes of community meetings or other forms of documentation that indicate stakeholder and community input on recreational facilities usage and accessibility (community survey, etc.).
    - o Other meetings, such as Parks & Recreation community meetings, can fulfill this requirement if "recreational facilities use, programs, and accessibility" is on the formal agenda.
- ✓ Documentation of programs defined from community meetings or through formal evaluations.

Recertification Requirements:
- ✓ Documentation of community engagement (meetings or surveys, etc.) since initial certification or last recertification.
- ✓ Updated documentation of scheduled community engagement efforts, intended stakeholder audience, and methodology being used to retrieve input.
- ✓ Documentation of changes, if any, to programs defined from community meetings or through formal evaluations.

MEASURE E Resources
Tools:
• A Practitioner's Guide for Advancing Health Equity: Community Strategies for Preventing Chronic Disease   • CDC: Physical Activity State and Local Strategies and Resources   • National Recreation and Park Association Health and Wellness   • Parks for Inclusion Resources   • Health Impact Evaluation Framework: Measuring the Process and Outcomes of Health and Wellness Programs   • Minimum Elements and Practice Standards for Health Impact Assessment
Relevant Work:
• "Georgia State Parks Revising Statewide Comprehensive Outdoor Recreation Plan (SCORP)"
Programs, Trainings, and/or Assistance:
• University of Georgia: Public Health Evaluation Studies Group

ELECTIVE

Certification Category: Health and Wellbeing
MEASURE F

Measure F: Actions to address issues raised in community stakeholder meetings (could include actions taken to enhance/increase availability and accessibility of recreational facilities and programs in the community).

Points: 10

Description of Measure: Adopt community-tailored strategies to improve the availability and accessibility of existing health and wellbeing programs and recreational facilities based on stakeholder input and program data.

Documentation Required to Receive Certification Points:
  ✓ A list of scheduled, planned, and/or completed efforts that address stakeholder and/or data-defined community needs with a focus on health equity. This could be a health improvement plan, a recreational facility and program improvement plan and/or a strategic plan, if it includes action items.
  ✓ Copies of evaluations or progress reports of actions, community health improvement plan, recreational facility/program improvement plan, strategic plan, and/or community health and wellness efforts.
Please note, cities may use local public health departments as a resource or as a partner, but actions taken must be specific to the city for this measure.

Recertification Requirements:
  ✓ An updated list of scheduled, planned, and/or completed efforts that address stakeholder and/or data-defined community needs with a focus on health equity. This could be a health improvement plan, a recreational facility and program improvement plan and/or a strategic plan, if it includes action items.
  ✓ Updated copies of evaluations or progress reports of actions, community health improvement plan, recreational facility/program improvement plan, strategic plan, and/or community health and wellness efforts.

MEASURE F **Resources**
Tools:
- Health Impact Evaluation Framework: Measuring the Process and Outcomes of Health and Wellness Programs   - A Practitioner's Guide for Advancing Health Equity: Community Strategies for Preventing Chronic Disease   - Oregon Health Authority - Health Equity and Inclusion Program Strategies
Examples:
- Roswell, GA - Health & Wellness   - Cobb & Douglas Community Health Improvement Plan   - Kansas City, MO - Community Health Improvement Plan   - Columbus, OH – Community Health Improvement Plan

ELECTIVE

Certification Category: Health and Wellbeing
MEASURE G

Measure G: Promote and support of programs to address food insecurity.

Points: 10

Description of Measure: Adopt, promote, and/or support programs that address food insecurity locally in a meaningful way and with an eye towards improving access to and affordability of nutritious foods.

Documentation Required to Receive Certification Points:
- ✓ A copy of city policies and/or plans that demonstrate the city's intent to prioritize addressing food insecurity in the community, either directly or through partnerships.
- ✓ Documentation of the city's specific plans to promote food security, such as proof of food access considerations in municipal planning and participation in or support of food insecurity planning efforts/initiatives, etc., as well as performance monitoring, evaluation benchmarks, and/or goals, as applicable. Both long term/ongoing and short term (emergency relief, summer lunch programs for youth, etc.) programs are acceptable under this measure.

Recertification Requirements:
- ✓ Documentation of changes, if any, to city policies and/or strategic plans that declare the city's intent to prioritize food insecurity and progress towards meeting its goals.
- ✓ Documentation of changes, if any, to the city's specific plans to promote food security, and a report summarizing activity since last certification.

MEASURE G
Resources
Tools:
• Local Policies to Promote Healthy Food Access - A Food Systems Framework   • Local Planning and the Food System: Tools for Increasing Access to Healthy Food   • Healthier Food Retail: Beginning the Assessment Process in Your State or Community
Examples:
• Community Garden Helps Low-Income North Carolinians Eat Their Veggies   • Food Pantries Distribute More Fresh Produce in West Piedmont Health District, VA   • Kentucky Farmers' Markets Improve Access to Fresh Produce in Poor Neighborhoods   • Austin, Texas: Connecting Farmers and Workplaces   • Vermont Farm to Plate: Strategic Plan 2021-2030
Relevant Work:
• Vermont Farm to Plate: Local Planning for Food Access Toolkit   • Georgia: Food Insecurity Roundtable
Programs, Trainings, and/or Assistance:
• USDA National Institute of Food and Agriculture: Hunger and Food Insecurity Programs   • Feeding Georgia (Organization)

<div style="border: 1px solid black; background-color: #F5C95D;">**ELECTIVE**</div>

<u>**Certification Category**: **Health and Wellbeing**</u>
MEASURE H

Measure H: Other

Points: 5

Description of Measure: Submit documentation of other completed projects or initiatives related to health and wellbeing for approval and recognition. Examples can include:
- City collaborations with local hospitals and clinics to provide health services; flu shots, covid shots, basic health screenings.
- List of city health and well-being services and resources for residents.
- Existence of a City Community Center
- Support services for unsheltered community members: shelters, food banks.
- Etc.

Documentation Required to Receive Certification Points:
- ✓ Documentation of program or initiative development such as ordinances, program flyers, brochures, studies or supporting documents.
- ✓ Documentation of program or initiative implementation such as a program/event report including photos, outcomes, impact or evaluations.

Recertification Requirements:
- ✓ Updated documentation of previously approved or new program or initiative ordinances, program flyers, brochures, studies or supporting documents.
- ✓ Updated documentation of program or initiative implementation such as a program/event report including photos, outcomes or impact, evaluations.

Certification Category IV

PUBLIC SAFETY & RESTORATIVE JUSTICE

Local government leaders face disruptive public safety challenges every day. Leadership and transparency with the public are crucial to reform efforts. Having more transparency and accountability in public safety directly impacts the community-public safety relationship and can help mitigate criminal activity and reduce recidivism. Equity, inclusion, and diversity are essential to ensuring protections and resolving justice for all are achieved and are required for productive public safety agencies and communities.

Certification Measures for Public Safety & Restorative Justice

A	Provide Community engagement programs: Community Police Academy, Community Fire Academy, Community Emergency Response Team, Government 101.	Required
B	Adopt a model Use of Force Policy and provide appropriate training to police officers.	Required
C	Provide training in use of force alternatives for police, fire, EMS personnel, as applicable.	Required
D	Provide anti-bias and emotional intelligence training for police, fire, EMS personnel, as applicable.	Required
E	Develop hiring and retention policies and practices aimed at reflecting community demographics.	Required
F	Adopt policies and provide training for public safety employees to raise awareness of mental-health crises and the appropriate course of action when operating in a mental-health situation.	Required
G	Review/update disciplinary standards & policies to ensure appropriate action for misconduct, ensuring that they are impartial and equitable for all employees.	Required
H	Attain/Maintain GMA Excellence in Policing Certification.	Required
I	Create, promote, and support a Community Engagement or Liason Committee to address public safety issues.	Required
J	Implement Mental Health Programs/Training to Support Officer Resilience.	Required
K	Training for the majority of the city governing body and appropriate city staff related to public safety.	Required
L	Implement a Public Safety Strategic Plan.	Elective
M	Attain/Maintain State Certification (Police).	Elective
N	Attain/Maintain CALEA Certification.	Elective
O	Attain/Maintain Center for Public Safety Excellence (CPSE) Certification (Fire).	Elective

P	Implement community-based approach to violence prevention programs.	Elective
Q	Implement a Record Restriction/amnesty program.	Elective
R	Provide and/or partner to provide re-entry programs for individuals leaving prison.	Elective
S	Establish Public Safety priorities which aim to find alternatives to arrest for low-level misdemeanor offenses and ticketing for certain traffic offenses, whenever appropriate and ticket rather than arrest, using a misdemeanor ticketing form when possible and appropriate.	Elective
T	Other	Elective

REQUIRED

Certification Category: **Public Safety and Restorative Justice**
MEASURE A

Measure A: Provide Community engagement programs: Community Police Academy, Community Fire Academy, Community Emergency Response Team, Government 101.

Points: 5

Description of Measure: Provide community engagement initiatives that allow individuals to participate in and collaborate with their local public safety departments (police, fire, EMS, and 911) to establish relationships and trust as they learn more about public safety jobs, responsibilities, regulations, and procedures.

Documentation Required to Receive Certification Points:
- ✓ Documentation of city's and agencies' community engagement offerings and objectives.
- ✓ Documentation of successful participation from the public (e.g., program enrollment report, participant feedback)

 Recertification Requirements:
- ✓ Updated documentation of city's and agencies' community engagement offerings and objectives.
- ✓ Documentation of changes, if any, relevant to the community academies.
- ✓ Updated documentation of successful participation from the public (program enrollment report, participant feedback)

MEASURE A Resources
Tools:
- Florida League of Cities, Inc.: A Guide for Creating a Citizen's Academy   - Oregon State University: Citizen's Fire Academy: Curriculum Package for Facilitators and Educators
Examples:
- Peachtree City Citizen and Junior Police Academy   - Brookhaven, GA Citizen's Police Academy   - Sandy Springs Citizen's Fire Academy   - City of Douglas 101 Citizen's Academy Program   - Wake County, NC EMS Citizen's Academy   - MedStar Citizen's EMS Academy

REQUIRED

<u>**Certification Category**</u>: <u>**Public Safety and Restorative Justice**</u>
MEASURE B

Measure B: Adopt a model Use of Force Policy and provide appropriate training to police officers.

Points: 10

Description of Measure: Develop, evaluate, or amend the use of force policies and procedures to ensure they are consistent with the current best practices defined by national, state, and local public safety agencies or professional law enforcement associations. Provide training annually.

Documentation Required to Receive Certification Points:
- ✓ A copy of the agency's use of force policy and documentation of required annual training and officer participation.
    - o If available, provide a report of internal affairs complaints against officers as it relates to use of force, including complaints sustained and disciplinary action taken.
- ✓ Documentation noting the changes and/or history of the policy, a public notice informing the public of any policy and procedural changes including a statement affirming the city's commitment to using a model use of force policy and upholding accountability standards for officers.

Recertification Requirements:
- ✓ A current copy of agency's model use of force policy.
- ✓ Documentation of changes, if any, relevant to the use of force model or community relations related to the policy and its implementation.
- ✓ A report of internal affairs complaints against officers as it relates to use of force, including complaints sustained and disciplinary action taken.

MEASURE B Resources
Tools:
• International Association of Chiefs of Police – National Consensus Policy and Discussion Paper on Use of Force • United States Department of Justice: Use of Force Policy Certification Form – GA DOJ
Examples:
• Cobb County Police Department – Policy 5.20 Use of Force • Atlanta Police Department – Standard Operating Procedure .3010 Use of Force • Athens-Clarke County Police Department – Directive 6.01 Use of Force • Brookhaven, GA – Presentation & Use of Force Data

Certification Category: **Public Safety and Restorative Justice**
MEASURE C

Measure C: Provide training on use of force alternatives for police, fire, EMS personnel, as applicable.

Points: 10

Description of Measure: Provide annual training on safe and effective alternatives to use of force, such as de-escalation, crisis management and intervention, for sworn police, fire, and EMS personnel.

Documentation Required to Receive Certification Points:
- ✓ A copy of the agency's de-escalation, crisis management or intervention policy.
- ✓ Documentation of city's sworn police, fire, and EMS personnel successfully completing de-escalation, crisis management or intervention training.

Recertification Requirements:
- ✓ A current copy of agency's de-escalation, crisis management or intervention of force policy, noting any changes since last certification.
- ✓ Documentation of changes or updates, if any, to city's sworn police, fire, and EMS personnel successfully completing de-escalation, crisis management or intervention training.

MEASURE C Resources
Tools:
• U.S. Department of Justice – De-Escalation Training: Safer Communities and Safer Law Enforcement Officers • Lexipol - De-Escalation: A Commonsense Approach • International Association of Chiefs of Police – De-escalation: Guidelines for how to begin evaluating your agency's de-escalation practices.
Examples:
• Milton, GA – Milton Police Department expands its de-escalation training • Reimagining Public Safety Austin, TX
Relevant Work:
• A Practical Overview of De-Escalation Skills in Law Enforcement: Helping Individuals in Crisis While Reducing Police Liability and Injury
Programs, Trainings, and/or Assistance:

• FEMA Training and Education
• Georgia Public Safety Training Center – Course Catalog
    o Crisis Intervention Team Summit
    o Georgia Crisis Intervention Team (CIT) Program - GPSTC
    o Georgia Crisis Intervention Team (CIT) Training for 9-1-1 Telecommunicators
    o De-escalation Options for Gaining Compliance
    o De-Escalation and Control Tactics
    o Autism and De-escalation
    o Use of Force and De-escalation

REQUIRED

Certification Category: **Public Safety and Restorative Justice**
MEASURE D

Measure D: Provide anti-bias and emotional intelligence training for police, fire, EMS personnel, as applicable.

Points: 5

Description of Measure: Provide anti-bias and emotional intelligence training for police, fire and EMS personnel who interact with the public.

Documentation Required to Receive Certification Points:
- ✓ Documentation of Anti-bias and emotional intelligence course curriculum, including learning objectives and frequency of courses.
- ✓ Documentation of officers and personnel who completed anti-bias and emotional intelligence training.

Recertification Requirements:
- ✓ Documentation of changes, if any, anti-bias and emotional intelligence course curriculum, including learning objectives.
- ✓ Updated documentation of ongoing anti-bias and emotional intelligence training for police, fire, and EMS personnel.

MEASURE D Resources
Examples:
• The Impacts of Implicit Bias Awareness Training in the NYPD • San Francisco Police – Bias-Free Policing Strategic Plan
Relevant Work:
• Diversity training: How fire departments can do it better • University of Chicago, Crime Lab – Implicit Bias Training for Police
Programs, Trainings, and/or Assistance:
• Fair and Impartial Policing, LLC.: Implicit-Bias-Awareness Training • Collaborative Resolution Services, Inc. – Training Law Enforcement in Emotional Intelligence • Georgia City Solutions: Emotional Intelligence(EI)/Emotional Quotient Inventory (EQ-I)

REQUIRED

Certification Category: Public Safety and Restorative Justice
MEASURE E

Measure E: Develop hiring and retention policies and practices aimed at reflecting community demographics.

Points: 5

Description of Measure: Adopt hiring and retention policies that are mindful of the benefits of having the workforce represent the demographics of the community.

Documentation Required to Receive Certification Points:
- ✓ Documentation of HR policies and procedures for retention, recruitment, and hiring as relates to hiring and retaining workforce representative of the community.
    - o Please include a report comparing the city's community demographic data to the city's Public Safety employment demographic data, by agency/department.
- ✓ Documentation of the agency's targeted marketing campaign that attracts diverse applicants and strategies used to recruit, hire, and retain applicants/employees that reflect the community demographics. This can include job postings, advertisements and participation in recruitment fairs and/or events in various parts of the community.

Recertification Requirements:
- ✓ Documentation of changes, if any, to HR policies and procedures for retention, recruitment, and hiring as relates to hiring and retaining workforce representative of the community.
- ✓ Documentation of changes, if any, relevant to the city's targeted marketing campaign intended to attract diverse applicants, and strategies used to recruit, hire, and retain applicants/employees that reflect the community demographics. This can include job postings, advertisements, and participation in recruitment fairs and/or events in various parts of the community.
- ✓ Report of improvements since hiring and retention.

MEASURE E Resources
Tools:
- Supporting a resilient and diverse EMS workforce   - International Fire Chiefs Association: Guide for Creating a Diverse and Inclusive Department   - U.S. Department of Justice – Law Enforcement Recruitment Toolkit   - Police Executive Research Forum – The Workforce Crisis, and What Police Agencies are Doing About It
Examples:
- Orlando Fire Department Inclusivity and Equity Action Plan   - San Francisco Fire Department Racial Equity Action Plan   - Richmond, VA Police Department Personnel Website

Certification Category: **Public Safety and Restorative Justice**
MEASURE F

Measure F: Adopt policies and provide training for public safety employees to raise awareness of mental-health crises and the appropriate course of action when operating in a mental-health situation.

Points: 5

Description of Measure: Adopt policies that raise awareness and support appropriate responses when engaging in mental-health situations that could compromise the safety of public safety personnel and/or community members.

Documentation Required to Receive Certification Points:
- ✓ Documentation of city policies and ordinances concerning mental health crisis response and prevention.
- ✓ A copy of the city's or its agencies' current training or relevant documents about mental health initiatives, programs, and/or training.
- ✓ Documentation of annual awareness and mental health crises training for public safety personnel.

Recertification Requirements:
- ✓ A current copy of the agency's current training or relevant documents about mental health initiatives, programs, and/or training.
- ✓ Documentation of changes, if any, relevant to the annual awareness and mental health crises training for public safety personnel.
- ✓ Documentation of changes, if any, to city policies and ordinances on mental health crisis response and prevention.

MEASURE F Resources
Tools:
- Crisis Intervention Training for Law Enforcement   - Law Enforcement Mental Health And Wellness (LEMHWA) Program Resources   2019 Report to Congress   - Eleven Case Studies   - U.S. Department of Justice: Police Mental Health Collaboration (PMHC) Toolkit   - International Association of Fire Fighters: Behavioral Health and Wellness in the Fire Service   - Mental Health First Aid from National Council for Mental Wellbeing   - Improving Police Response to Persons Affected to Mental Illness
Examples:
- Tifton Gazette Report on Crime and Mental Health   - Atlanta Journal Constitution – Growing Initiative in Atlanta offers an alternative to calling the police   - Lawrenceville, GA Co-Responder Program   - Georgia Cities Connect Presentation (May 2022)

Relevant Work:
• Clayton County, GA Behavioral Health Accountability Court
Programs, Trainings, and/or Assistance:

• National Alliance on Mental Illness (NAMI): Crisis Intervention Team Programs
• Crisis Response Care: Crisis Response Training Course (CRT)
• Georgia Public Safety Training Center – Course Catalog
    o Crisis Intervention Team Summit
    o Georgia Crisis Intervention Team (CIT) Program - GPSTC
    o Georgia Crisis Intervention Team (CIT) Training for 9-1-1 Telecommunicators
    o Intellectual and Neurodevelopmental Disabilities
    o Mental and Emotional Wellness
    o Mental Health First Aid for Law Enforcement / Corrections

Certification Category: **Public Safety and Restorative Justice**
MEASURE G

Measure G: Review/update disciplinary standards & policies to ensure appropriate action for misconduct, ensuring that they are impartial and equitable for all employees.

Points: 5

Description of Measure: Review and update disciplinary standards and adopt best practices consistent with city and agency public safety goals; review disciplinary procedures and ensure that disciplinary process is enforced with consistent oversight, and that they are impartial and equitable for all employees.

Documentation Required to Receive Certification Points:
- ✓ A copy of the city and agencies' current policies for employee misconduct, rule violation, or poor performance.
- ✓ Documentation of a review process to update disciplinary standards and policies as applicable. Provide a summary of the review, noting changes in policy.
- ✓ Documentation of disciplinary procedures, with a reporting structure for consistent oversight.

Recertification Requirements:
- ✓ A current copy of the city and agencies' policies for employee misconduct, rule violation, or poor performance.
- ✓ Documentation of changes, if any, to the review process, including stakeholders, to update disciplinary standards policies as applicable. Provide a summary of the review, noting changes in policy.
- ✓ Documentation of changes, if any, of disciplinary procedures, with a reporting structure for consistent oversight.

MEASURE G Resources
Tools:
[International Association of Chiefs of Police – Standards of Conduct June 2020](#)   [Municipal Technical Advisory Service: Sample Disciplinary Policy for Fire Departments](#)
Examples:
[Georgia Department of Public Safety Policy Manual – Complaints & Discipline](#)   [Atlanta Police Department Office of Professional Standards Complaint Process](#)   [Denver Police Department Discipline Handbook: Conduct Principles and Disciplinary Guidelines](#)   [Michigan Department of Health & Human Services: EMS Complaints and Disciplinary Action](#)

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Certification Category: Public Safety and Restorative Justice
MEASURE H

Measure H: Attain/Maintain GMA Excellence in Policing Certification.

Points: 5

Description of Measure: Attain and maintain the GMA Excellence in Policing Certification, a collaboration between GMA, Georgia Association of Chiefs of Police (GACP) and Local Government Risk Management Services (LGRMS) that serves as a stepping-stone for Georgia's State Certification.

Documentation Required to Receive Certification Points:
- ✓ Documentation of completed Excellence in Policing training certification.
  - o CALEA or GACP State Certification can be used in place of GMA's Excellence in Policing Certification for this measure.

Recertification Requirements:
- ✓ Updated documentation of completed Excellence in Policing training certification.
- ✓ Documentation of initial GMA Equity & Inclusion Certification, or last recertification.

MEASURE H **Resources**
Programs, Trainings, and/or Assistance:
• GMA Excellence in Policing

REQUIRED

Certification Category: **Public Safety and Restorative Justice**
MEASURE I

Measure I: Create, promote, and/or support a Community Engagement or Liaison Committee to address public safety issues.

Points: 10

Description of Measure: Create, promote, and support a committee, made up of community members, to provide feedback and guidance on public safety matters, where community input is appropriate.

Documentation Required to Receive Certification Points:
- ✓ A copy of committee documentation to include bylaws, committee objectives and any other relevant documentation (handbook, guidelines, etc.) that pertain to the running and purpose of the committee.
- ✓ A report of committee recommendations implemented or adopted by public safety agencies.
- ✓ Documentation of regular committee meetings, including the mayor, city governing body, and public safety personnel.

Recertification Requirements:
- ✓ A current copy of the committee documentation, if updated.
- ✓ An updated report of committee recommendations implemented or adopted by public safety agencies.

MEASURE I Resources
Tools:
- U.S. Department of Justice: Building Trust Between the Police and the Residents They Serve   - U.S. Department of Justice: Advancing Community Policing Through Community Governance: A Framework Document
Examples:
- Augusta, GA – Augusta Regional Transportation Study Citizens Advisory Committee   - District of Columbia Metropolitan Police Citizens Advisory Councils   - Dutchess County, NY Resident's Advisory Committee on EMS

Certification Category: **Public Safety and Restorative Justice**
MEASURE J

Measure J: Implement Mental Health Programs/Training to Support Officer Resilience.

Points: 10

Description of Measure: Implement mental health programs and trainings to first responders on all-hazards planning, disaster behavioral health response and recovery, and/or crisis management.

Documentation Required to Receive Certification Points:
- ✓ Documentation of mental health response and crisis intervention training for every first responder employee.
- ✓ Documentation of mental health services provided to first responders.

Recertification Requirements:
- ✓ Documentation of changes, if any, relevant to mental health response and crisis intervention training for every first responder employee.
- ✓ Documentation of changes, if any, relevant to mental health services provided to first responders.

MEASURE J Resources
Tools:
- U.S. Department of Justice: Police Mental Health Collaboration (PMHC) Toolkit   - Building and Sustaining an Officer Wellness Program   - Collaborative Resolution Services, Inc. – Transforming Police Culture
Examples:
ICMA – 21st Century Fire & Emergency Services: Critical Issues
Relevant Work:
- National Association of Emergency Medical Technicians – Mental Health Resources   - Being Well in Emergency Medicine: ACEP's Guide to Investing in Yourself
Programs, Trainings, and/or Assistance:
- First Responders Resiliency, Inc.   - The Resiliency Program   - Law Enforcement Mental Health And Wellness (LEMHWA) Program Resources   2019 Report to Congress   - Eleven Case Studies   - VALOR Officer Safety and Wellness Initiative   - BJA Valor Initiative Booklet   - Positive Psychology Center – Penn Resilience Program (PRP) and PERMA™ Workshops   - Crisis Response Care: Crisis Response Training Course (CRT)

REQUIRED

Certification Category: **Public Safety and Restorative Justice**
MEASURE K

Measure K: Training for the majority of the city governing body and appropriate city staff related to public safety.

Points: 5

Description of Measure: Provide training to the majority of city elected officials on public safety best practices, congruent with community needs and with a focus on equity and restorative justice.

Documentation Required to Receive Certification Points:
- ✓ Documentation of the training goals and summary of completion and attendance. Please also include: title of training, length of training, training provider, date, and names of participants.

Recertification Requirements:
- ✓ Documentation of changes, if any, to the training goals and summary of completion and attendance.

MEASURE K
Resources
Programs, Trainings, and/or Assistance:
• Local Government Academy: The Newly Elected Officials Course • ICMA: Public Safety Management

<div style="border: 1px solid black;">**ELECTIVE**</div>

Certification Category: **Public Safety and Restorative Justice**
MEASURE L

Measure L: Implement a Public Safety Strategic Plan.

Points: 10

Description of Measure: Develop a strategic plan stating each agencies' goals and priorities (police, fire, EMS, as applicable) to incorporate diversity, equity, and inclusion initiatives that are vital to addressing any inequities identified by the agency.

Documentation Required to Receive Certification Points:
- ✓ A copy of the city's current Public Safety Strategic Plan, or the agencies' individual Strategic Plans (at least for Police and Fire departments, if EMS is contracted out).

Recertification Requirements:
- ✓ A current copy of agency's Public Safety Strategic Plan if a new strategic plan is in place, or the agencies' individual Strategic Plans (at least for Police and Fire departments, if EMS is contracted out).
- ✓ A progress report on the previously submitted Public Safety Strategic Plan, if no new plan is in effect.

MEASURE L Resources
Tools:
- Mission Critical Partners: Strategic Planning for Public Safety   - International Fire Chiefs Association: Guide for Creating a Diverse and Inclusive Department
Examples:
- Decatur, GA – Decatur Police Department's Departmental Strategic Plan 2016 to 2019   - Decatur, GA – Decatur Fire Rescue Department Strategic Plan 2016 to 2019   - Monterey County, CA – EMS Agency Strategic Plan   - Madison, WI – Fire Department Strategic Plan   - Ohio Department of Public Safety – Diversity, Equity, and Inclusion Strategic Plan   - League City, TX – Police Safety Strategic Plan

ELECTIVE

Certification Category: **Public Safety and Restorative Justice**
MEASURE M

Measure M: Attain/Maintain GACP State Certification (Police).

Points: 10

Description of Measure: Satisfy the state police standards and attain or maintain Georgia Association of Chiefs of Police (GACP) State Certification.

Documentation Required to Receive Certification Points:
✓ Documentation of current GACP State Certification for Police.

 Recertification Requirements:
✓ Documentation of current GACP State Certification for Police.

MEASURE M Resources
Programs, Trainings, and/or Assistance:
• GACP Law Enforcement Certification Program

ELECTIVE

Certification Category: **Public Safety and Restorative Justice**
MEASURE N

Measure N: Attain/Maintain CALEA Certification.

Points: 15

Description of Measure: Attain or maintain CALEA professional standards and certification.

Documentation Required to Receive Certification Points:
   ✓ Documentation of the agency's CALEA accreditation.

Recertification Requirements:
   ✓ A current copy of the agency's CALEA accreditation

MEASURE N Resources
Programs, Trainings, and/or Assistance:
• CALEA Law Enforcement Accreditation • CALEA Accreditation Process: A Quick Guide

ELECTIVE

Certification Category: **Public Safety and Restorative Justice**
MEASURE O

Measure O: Attain/Maintain Center for Public Safety Excellence (CPSE) Certification (Fire)

Points: 15

Description of Measure: Attain or maintain CPSE Certification through the Center of Public Safety Excellence.

Documentation Required to Receive Certification Points:
✓ Documentation of CPSE certification.

Recertification Requirements:
✓ A current copy of the city's CPSE certification.

MEASURE O Resources
Programs, Trainings, and/or Assistance:
• How to Get CPSE Credentialed • Center For Public Safety Excellence - Credentialing Overview

ELECTIVE

<u>**Certification Category**</u>: <u>**Public Safety and Restorative Justice**</u>
MEASURE P

Measure P: Implement community-based approach to violence prevention programs.

Points: 10

Description of Measure: Reduce the incidence of violence through targeted community efforts, such as expanding street outreach and community norm change efforts to mediate conflicts, prevent retaliation and other potentially violent situations and connect individuals to community support resources and services.

Documentation Required to Receive Certification Points:
✓ Documentation of current efforts, initiatives, or programs that reduce and prevent violence.

Recertification Requirements:
✓ Documentation of changes, if any, relevant to the current efforts, initiatives, or programs that reduce and prevent violence.

MEASURE P Resources
Tools:
• Investing in Intervention: The Critical Role of State-Level Support in Breaking the Cycle of Urban Gun Violence • U.S. Department of Justice – An Interdisciplinary Approach to Addressing Violence: A Process Evaluation of the Minority Youth Violence Prevention Initiative • Community Violence intervention Programs, Explained • CDC's: Community Violence Prevention Strategies   o CDC's: A Comprehensive Technical Package for the Prevention of Youth Violence and Associated Risk Behaviors
Examples:
• Albany, GA - Crime Prevention/Community Unit • Macon, GA – Macon Violence Prevention Strategic Plan • Atlanta Journal Constitution Article on DeKalb County Community Based Violence Prevention Program
Programs, Trainings, and/or Assistance:
• U.S. Department of Justice – Community Based Violence Intervention and Prevention Initiative • U.S. Department of Justice – Community Violence Intervention DOJ

Certification Category: Public Safety and Restorative Justice
MEASURE Q

Measure Q: Implement a Record Restriction/amnesty program.

Points: 10

Description of Measure: Develop and maintain a Record Restriction or amnesty program that legally removes a person's arrest record, probation or parole record, and disposition of their case from public record when appropriate, such as for first time offenders, and after a judicial review has concluded the person was falsely convicted or suffered a disproportionate sentencing in relation to the crime they were convicted of.

Documentation Required to Receive Certification Points:
- ✓ A copy of the city's Record Restriction/amnesty program review process.
- ✓ Documentation of the city's Record Restriction/amnesty program application.
- ✓ A list of review committee members comprised of a diverse group of community stakeholders and public safety professionals.
- ✓ Report of Record Restriction and amnesty programs' success rate within the municipal court.

Recertification Requirements:
- ✓ A current copy of the city's Record Restriction/amnesty program review process.
- ✓ Documentation of changes, if any, relevant to the city's Record Restriction/amnesty program application.
- ✓ A current list of review committee members comprised of a diverse group of community stakeholders and public safety professionals.
- ✓ Updated report of Record Restriction and amnesty programs' success rate within the municipal court.

MEASURE Q Resources
Tools:
• Georgia State Board of Pardons and Paroles
Examples:
• Dunwoody, GA Municipal Court to offer Amnesty in July   • Macon Bibb Municipal Court Amnesty Program brings in Revenue   • Fulton County, GA Solicitor General Record Restriction   • Clayton County, GA Restorative Justice Program
Programs, Trainings, and/or Assistance:
• Clean Slate Clearing House

ELECTIVE

Certification Category: Public Safety and Restorative Justice
MEASURE R

Measure R: Provide and/or partner to provide re-entry programs for individuals leaving prison.

Points: 10

Description of Measure: Establish re-entry program to provide re-entry support and resources through the development of programs or through community partnerships, to felons, inmates, and ex-offenders relating to employment, legal, financial help, housing, etc.

Documentation Required to Receive Certification Points:
- ✓ A copy of the city's resources for inmates leaving incarceration.
- ✓ Documentation of the re-entry program established by the city or provided through community partnership.
- ✓ Report on the success rate of the re-entry program within the community.

Recertification Requirements:
- ✓ A current copy of the city's resources for inmates leaving incarceration.
- ✓ Documentation of changes, if any, relevant to the re-entry program established by the city or provided through community partnership with non-profit organizations.
- ✓ Updated report on the success rate of the re-entry program within the community.

MEASURE R Resources
Tools:
- Council of Accountability Court Judges of Georgia – Recidivism Reports   - Georgia Department of Juvenile Justice – 2020 Recidivism Report   - Home for Good: Overcoming Legal Barriers to Reentry in Georgia   - Georgia Center for Opportunity – Why Recidivism Rates are Dropping
Examples:
- Greater Gwinnett Reentry Alliance   - Liberty County, GA - Soar Re-entry Center   - U.S. Department of Justice – The Beekeeper Reentry Program (Family Wellness Outreach Center of Georgia in Albany, GA)
Relevant Work:
- U.S. Department of Justice: Reentry Program   - U.S. Department of Health & Human Services: NIA Diversity and Re-entry Supplement Program Guidelines
Programs, Trainings, and/or Assistance:
- Rehabilitation Enables Dreams, Inc. (RED)   - Georgia Department of Corrections – Reentry & Cognitive Programming   - Georgia Department of Community Supervision – Reentry Partnership Housing Program   - Georgia Center for Opportunity – Prisoner Reentry Initiative

Certification Category: **Public Safety and Restorative Justice**
MEASURE S

Measure S: Establish Public Safety priorities which aim to find alternatives to arrest for low-level misdemeanor offenses and ticketing for certain traffic offenses, whenever appropriate and ticket rather than arrest, using a misdemeanor ticketing form when possible and appropriate.

Points: 10

Description of Measure: Establish a protocol to potentially reduce misdemeanor arrests for low-level offenses and provide an alternative to arrest, such as by issuing a ticket for an appearance in court, when possible.

Documentation Required to Receive Certification Points:
- ✓ Documentation relating to alternative public safety procedures for low-level misdemeanors offenses, diversions for arrests, and alternatives on ticketing for certain traffic offenses.
- ✓ Documentation of city policies, procedures, and/or ordinances establishing alternatives to arrest for low-level misdemeanor offenses and/or traffic offenses.

Recertification Requirements:
- ✓ Documentation of changes, if any, relating to alternative public safety procedures for low-level misdemeanors offenses, diversions for arrests, and alternatives on ticketing for certain traffic offenses.
- ✓ Documentation of changes, if any, of city policies, procedures, and/or ordinances establishing alternatives to arrest for low-level misdemeanor offenses and/or traffic offenses.
- ✓ Report on impact of protocol changes for misdemeanors, showing differences in arrest numbers, data or repeat offenses, etc.

MEASURE S Resources
Tools:
- U.S. Sentencing Commission – Federal Alternative-to-Incarceration Court Programs   - J.W. Fanning Institute of Government – Establishing a Peer Court in Your Community (Video)
Examples:
- Dekalb County District Attorney Diversion & Community Alternatives Programs   - Center for Justice Innovation – New York Midtown Community Court   - Muscogee County, GA - Some Low Level Misdemeanors Mean No Jail Time (Video)   - Dublin, GA – Teen Court   - Georgia Courts Journal – Teen Courts Seek to Provide Juveniles with a Jury of their Peers across the State

ELECTIVE

Certification Category: **Public Safety and Restorative Justice**
MEASURE T

Measure T: Other

Points: 5

Description of Measure: Submit documentation of other completed projects or initiatives related to Public Safety and Restorative Justice for approval and recognition. Examples can include:
- Offer support programs for retired first responders and the families of active duty first responders.
- Active Shooter Training for all city Staff
- Code Enforcement that contributes to Equity and Accessibility
- City Disaster Planning/Contingency Planning
- Community First Aid or Emergency Training (Fire)
- Etc.

Documentation Required to Receive Certification Points:
✓ Documentation of program or initiative development such as ordinances, program flyers, brochures, studies or supporting documents.
✓ Documentation of program or initiative implementation such as a program/event report including photos, outcomes, impact or evaluations.

Recertification Requirements:
✓ Updated documentation of previously approved or new program or initiative such as ordinances, program flyers, brochures, studies or supporting documents.
✓ Updated documentation of program or initiative implementation such as a program/event report including photos, outcomes, impact or evaluations.
✓ Documentation of initial GMA Equity & Inclusion Certification, or last recertification.

Certification Category V

ECONOMIC & COMMUNITY DEVELOPMENT

For families and communities to thrive, it is vital to address the differing needs of community members and ensure they have access to both employment opportunities that pay a living wage and the support services needed to effectively address barriers to employment and entrepreneurship. Homelessness, low educational attainment, lack of access to high-quality childcare, the absence of investment capital, the ongoing need for training for small business owners and criminal history all contribute to the challenge of obtaining and maintaining long-term employment.

Certification Measures for Economic & Community Development

A	Convene meetings with community stakeholders to discuss community, economic and business needs, and challenges.	Required
B	Address city-imposed challenges of starting a business.	Required
C	Develop policies to ensure access to participation in city projects/contracts and to advance racial equity in government contracting and procurement.	Required
D	Take action to ensure development/redevelopment strategies are inclusionary.	Required
E	Develop a "Starting A Business" guide and training for new business owners.	Required
F	Training for the majority of the city governing body and senior staff related to economic and community development.	Required
G	Assist individuals with business and social networking resources and opportunities.	Elective
H	Take actions to ensure zoning encourages opportunities for housing affordability.	Elective
I	Establish and use tools to help people attain housing.	Elective
J	Develop, promote, or support a "Starting A Business" web online resource.	Elective
K	Development of city policies related to economic and community development.	Elective
L	Other	Elective

Certification Category: **Economic and Community Development**
MEASURE A

Measure A: Convene meetings with community stakeholders to discuss community, economic and business needs and challenges.

Points: 5

Description of Measure: Convene meetings with community stakeholders, business owners, and local/county development authorities to discuss improvements that can be made in the city regarding community, economic, and business challenges.

Documentation Required to Receive Certification Points:
- ✓ A schedule of meetings with minutes and rosters of those in attendance.
- ✓ Designation of an employee to serve as a liaison between the city and its economic and community development partners.
- ✓ Any documentation of other activities such as records of council action, etc. If actions or activities are a collaboration between county or other regional development authorities, please outline the city's role in the collaboration.

Recertification Requirements:
- ✓ An updated schedule of meetings with minutes, and rosters of those in attendance.
- ✓ Any changes or updates to the designated employee liaison between the city and its economic and community development partners.

MEASURE A Resources
Examples:
• International City/County Management Association – "Getting Out of Your Own Way: Enabling Community-Driven Policy Change" • Business Roundtable Commits to Break Down Barriers to Economic Opportunity • Dalton, GA - Hispanic Business Community Engages With City Leaders • Savannah, GA – City of Savannah to host local disadvantaged business leaders for energy and construction networking • Birmingham, AL - Small Business Council • American City and County – Engaging Businesses to Strengthen your community

Certification Category: Economic and Community Development
MEASURE B

Measure B: Address city-imposed challenges of starting a business.

Points: 10

Description of Measure: Develop policies and solutions to support individuals in starting a business, directly or through partnerships.

Documentation Required to Receive Certification Points:
- ✓ A copy of policies/procedures for obtaining a license to do business in the city, including zoning information, statutes, permit requirements, guidelines, etc.
- ✓ Documentation of any community trainings, workshops, or initiatives that take place regarding the establishment of a new business. If programming or initiatives are a result of partnership, please specify the city's role.

Recertification Requirements:
- ✓ An updated copy of policies/procedures for obtaining a license to do business in the city, including zoning information, statutes, permit requirements, guidelines, etc.
- ✓ Updated documentation of any community trainings that take place regarding the establishment of a new business.

MEASURE B Resources
Tools:
• International Economic Development Council - A Playbook for Equitable Economic Development • The National Municipal Policy Network - Policy Brief: Local Progress • Bloomberg Philanthropies - Tactical Guide: Inclusive Small Business Support • Georgia Department of Economic Development – Entrepreneurs and Small Business
Examples:
• Atlanta, GA: How to start your own business • Valdosta, GA - Guide to starting a business in Valdosta-Lowndes County

Certification Category: Economic and Community Development
MEASURE C

Measure C: Develop policies to ensure access to participation in city projects/contracts and to advance racial equity in government contracting and procurement.

Points: 5

Description of Measure: Formalize policies that promote equity, accessibility, and transparency to ensure that contracting and procurement in the city are conducted fairly, and that marginalized business owners have the opportunity to pursue procurement opportunities.

Documentation Required to Receive Certification Points:
- ✓ A copy of the contracting and procurement policies that promote equity, accessibility, and transparency, a list of actions, and documentation of programming developed to improve access and participation for marginalized businesses owners in city contracting and procurement.

Recertification Requirements:
- ✓ An updated copy of the contracting and procurement policies, and updated documentation of programming developed to improve access and participation for marginalized businesses owners in city contracting and procurement.
- ✓ A report on the impact or outcomes of implemented policies and programs.

MEASURE C
Resources
Tools:
• National League of Cities - Inclusive Procurement and Contracting: Policies, Programs, and Practices for Local Leaders - Municipal Action Guide • Washington State Office of Minority Women's Business Enterprises – Tools for Equity in Public Spending: Components of an Outreach Plan o Outreach Plans
Examples:
• Stockbridge, GA – Supplier Diversity Policy (Ordinance No. OR18-464) • Chattanooga, TN - Supplier Diversity o Mayor's Minority Business Taskforce : Final Report including Recommendations • New Orleans, LA - Office of Supplier Diversity: Equitable Business Opportunities (EBO) Program • Seattle, WA – Purchasing and Contracting: Women and Minority Owned Businesses Resources and Programs • Chicago, IL – Procurement Services (Workshop Recordings and PowerPoints) • Montgomery County Business Center: Government Contracting / Procurement (Guides and Procurement Workshop Calendar) • East Point, GA – Local Vendor Preference Eligibility Affidavit • Augusta, GA – Sec. 1-10-6. Preference for Local Suppliers, professional services, contractors.

Relevant Work:
•   Georgia Minority Supplier Development Council
Programs, Trainings, and/or Assistance:
•   Georgia Department of Administrative Services - Minority Business Enterprise (MBE) Certification •   Georgia Department of Economic Development: Minority-Owned Small Businesses

Certification Category: Economic and Community Development
MEASURE D

Measure D: Take action to ensure development/redevelopment strategies are inclusionary.

Points: 5

Description of Measure: Formalize policies, strategies, and programs to ensure that all development/redevelopment issues in the city are addressed fairly and promote inclusion.

Documentation Required to Receive Certification Points:
- ✓ A copy of the development/redevelopment policies, strategies, and programs that support community development while maintaining existing communities and small businesses.

Recertification Requirements:
- ✓ An updated copy of the development/redevelopment policies and strategies that support community development while maintaining existing communities and small businesses.

MEASURE D Resources
Tools:
- Joint Center for Housing Studies of Harvard University – The Ingredients of Equitable Development Planning: A Cross-Case Analysis of Equitable Development Planning   - Urban Institute: An Equitable Strategy for Housing Redevelopment   - Local and Regional Government Alliance on Race & Equity – Equitable Development as a Tool to Advance Racial Equity   - Urban Institute: Inclusionary Zoning (2019)   - U.S. Department of Housing and Urban Development - Inclusionary Zoning and Mixed-Income Communities   - Bloomberg Harvard - City Leader Guide on Equitable Economic Development Workbook   - ICMA – IDEALS: Equitable Economic Development
Examples:
- Atlanta, GA - Beltline Equitable Development Plan   - Atlanta, GA - Inclusionary Zoning   - Athens-Clarke, GA – Voluntary Inclusionary Zoning   - South Fulton, GA – Economic Development Incentives
Relevant Work:
- U.S. Environmental Protection Agency – Smart Growth and Equitable Development   - U.S. Environmental Protection Agency – Equitable Development and Environmental Justice   - National League of Cities - Keeping the American Dream Alive: Expanding Economic Mobility and Opportunity in America's Cities   - Lincoln Institute of Land Policy: Implement Inclusive Economic Development

Certification Category: Economic and Community Development
MEASURE E

Measure E: Develop a "Starting A Business" guide and training for new business owners.

Points: 5

Description of Measure: Develop, promote, or provide through partnership, a written guide along with additional support, such as training and workshops, that prospective business owners can utilize when preparing to open or expand a business.

Documentation Required to Receive Certification Points:
- ✓ A copy of the new business owner's guide made available to the public through various mediums—virtual and print.
- ✓ List of programs or resources provided to educate potential, new, or existing business owners. Examples include: how to start a business, guidance on the first, second, third year of a new business, guidance on becoming an employer, etc.

Recertification Requirements:
- ✓ An updated copy of the new business owner's guide.
- ✓ An updated list of programs or resources provided to educate potential business owners on how to start a business.

MEASURE E Resources
Examples:
- Valdosta, GA - Guide to starting a business in Valdosta-Lowndes County   - Monroe, GA: Starting a Business   - Permit Information Center - Small Business Checklist   - Norman, OK – Starting a Business   - Worcester, MA - Start A Business In Worcester   - Georgia Department of Economic Development – Entrepreneurs and Small Business
Relevant Work:
- University of Georgia Small Business Development Center   - U.S. Chamber of Commerce - How to Get Certified as a Minority-Owned Business   - Georgia Secretary of State - First Stop Business Guide

<u>**Certification Category**</u>: **Economic and Community Development**
MEASURE F

Measure F: Training for the majority of the city governing body and senior staff related to economic and community development.

Points: 10

Description of Measure: Provide training to city elected officials and senior staff on topics and issues of economic and community development.

Documentation Required to Receive Certification Points:
- ✓ Documentation of participation in training for the majority of city elected officials and senior staff related to economic and community development. Please include: title of training, length of training, training provider, date, and names of participants.

Recertification Requirements:
- ✓ Updated documentation of participation in training for city elected officials and senior staff, related to economic and community development.

MEASURE F Resources
Tools:
• Bloomberg Harvard - City Leader Guide on Equitable Economic Development Workbook
Programs, Trainings, and/or Assistance:

• Georgia Academy for Economic Development
• Georgia Municipal Association Training Institute
    o Building Community Capacity Through Tourism
    o Changing Demographics and Best Practices
    o Creating a Downtown Renaissance: Advanced DDA Training
    o Downtown Development Authority Basic Training
    o Economic Development
    o Entrepreneur Friendly Cities
    o Heart and Soul Downtown Workshop
    o Managing Growth: Economic and Natural Resource Issues
    o Planning and Zoning
    o Revitalizing Neighborhoods — Tools for Local Officials
    o Trends in Urban Design for Local Leaders
• NeighborWorks America
• International Economic Development Council
    o 2023 Professional Development Guide

ELECTIVE

Certification Category: Economic and Community Development
MEASURE G

Measure G: Assist individuals with business and social networking resources and opportunities.

Points: 10

Description of Measure: Provide or collaborate on business and social networking opportunities, as well as resources to aid individuals and businesses in collaborating.

Documentation Required to Receive Certification Points:
- ✓ A copy of a prescribed plan to work with business community to establish channels of communication and resources for residents.
- ✓ Documentation of the resources shared with businesses.
- ✓ Documents showing the city's efforts to develop, promote, or partner on at least quarterly networking gatherings.

Recertification Requirements:
- ✓ An updated copy of a prescribed plan to work with area businesses to establish channels of communication and resources for residents.
- ✓ Documentation of changes, if any, to the resources shared with businesses.
- ✓ Updated documentation, if any, on at least quarterly networking gatherings.

MEASURE G Resources
Examples:
- Dalton, GA - Hispanic Business Community Engages With City Leaders   - Savannah, GA – City of Savannah to host local disadvantaged business leaders for energy and construction networking   - Snellville, GA – Business/Networking Groups
Programs, Trainings, and/or Assistance:
- NLC City Inclusive Entrepreneurship Network (CIE)   - Mainstreet America – Entrepreneurial Ecosystems

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Certification Category: Economic and Community Development
MEASURE H

Measure H: Take action to ensure zoning encourages opportunities for housing affordability.

Points: 5

Description of Measure: Formalize policies or take other action to prioritize housing affordability and ensure that zoning issues in the city are addressed fairly and in a manner that promotes community sustainability, understanding that having members of the local workforce have the opportunity to live within the city will help stimulate the local economy.

Documentation Required to Receive Certification Points:
- ✓ A copy of the zoning policies and/or actions taken to support housing affordability.

Recertification Requirements:
- ✓ An updated copy of the zoning policies and actions taken to support housing affordability.
- ✓ A report on the impact or outcomes of implemented policies and programs.

MEASURE H Resources
Examples:
• Atlanta, GA – Inclusionary Zoning • Decatur, GA – Housing Affordability
Relevant Work:
• U.S. Department of Housing and Urban Development - Inclusionary Zoning and Mixed-Income Communities • Brookings Metropolitan Policy Program - Opportunity for growth: How reducing barriers to economic inclusion can benefit workers, firms, and local economies • AARP - Discovering and Developing Missing Middle Housing • Atlanta Regional Commission - State of Housing: Looking at Housing Affordability and Local Government Roles
Programs, Trainings, and/or Assistance:
• Georgia Initiative for Community Housing (GICH) Program

Certification Category: Economic and Community Development
MEASURE I

Measure I: Establish and use tools to help people attain housing.

Points: 5

Description of Measure: Develop tools, workshops, trainings, financial support or counseling programs to support various housing needs of homeowners, homebuyers, renters, and the unsheltered, such as home ownership support programs, tenants' rights workshops, rental assistance programs, transitional housing or shelters for residents of the city, etc.

Documentation Required to Receive Certification Points:
- ✓ List of resources and programs developed, or provided through partnerships, to support homebuyers, renters, and/or unsheltered city residents.
- ✓ List of connections with local housing partners, such as the local or statewide Continuum of Care agencies, local housing counseling agencies, and community action agencies.

Recertification Requirements:
- ✓ Updated lists of resources and programs developed or provided through partnerships to support homebuyers.
- ✓ Updated lists of connections with local housing partners, such as the local or statewide Continuum of Care agencies, local housing counseling agencies, and community action agencies.
- ✓ A report on the impact, outcomes, or progress of implemented programs and/or tools.

MEASURE I Resources
Tools:
• Georgia Department of Community Affairs – Rental Housing Assistance • Georgia Department of Community Affairs – Georgia Rental Assistance Program • Georgia Department of Community Affairs – I am Homeless and need help… • Georgia Department of Community Affairs – Homeless and Special Needs Housing: Programs and Resources • Georgia Department of Community Affairs – Georgia Housing Search • Georgia Department of Community Affairs – Georgia Balance of State Continuum of Care • U.S. Department of Housing and Urban Development – Housing Counseling • Substance Abuse and Mental Health Services Administration (SAMHSA) – Homelessness Programs and Resources
Examples:
• National League of Cities – Housing For Renters: Programs and Policies • Hinesville, GA – Homeless Prevention Program • Atlanta, GA – Emergency Housing Vouchers (EHVs) • Milwaukee, WI – Department of Neighborhood Services: Rent for Success Program • Chicago, IL – Housing: Chicago Renting Right   ◦ Affordable Housing Resource List • San Diego, CA – City of San Diego Residential Tenant Protections

- Savannah, GA - Home Purchase Assistance for First Time Home Buyers
- Augusta, GA - Downpayment Assistance Program Manual
- Fulton County, GA - Homeownership Program
  - Program Overview

Relevant Work:

- U.S. Department of Housing and Urban Development: Buying a Home (2022)

Programs, Trainings, and/or Assistance:

- Georgia Department of Community Affairs - Georgia Dream Homeownership Program
- USDA: Single Family Housing Direct Home Loans in Georgia

Certification Category: Economic and Community Development
MEASURE J

Measure J: Develop, promote, or support a "Starting A Business" web online resource.

Points: 10

Description of Measure: Develop, promote, or support a guided online resource, along with additional support, such as training and workshops, that prospective business owners can utilize when preparing to open or expand a business.

Documentation Required to Receive Certification Points:
- ✓ A copy of the "Starting a Business" online resource.
- ✓ List of programs or resources provided to educate potential business owners on how to start a business.

Recertification Requirements:
- ✓ An updated copy of the "Starting a Business" online resource.
- ✓ Current lists of programs or resources provided to educate potential business owners on how to start a business.

MEASURE J Resources
Examples:
- Atlanta, GA - How to start your own business   - Valdosta, GA - Guide to starting a business in Valdosta-Lowndes County   - Monroe, GA: Starting a Business   - Permit Information Center - Small Business Checklist   - Miami, FL - Guide to opening a business   - San Francisco, CA - Business Portal   - Norman, OK – Starting a Business   - Worcester, MA - Start A Business in Worcester
Relevant Work:
Georgia Department of Economic Development – Entrepreneurs and Small Business

Certification Category: Economic and Community Development
MEASURE K

Measure K: Development of city policies related to community and economic development.

Points: 10

Description of Measure: Develop policies aimed at helping to produce tangible results in the areas of community and economic development through administrative action.

Documentation Required to Receive Certification Points:
- ✓ A copy of the policies and procedures related to developing the initiatives to promote community and economic development facade grants for building rehabilitation, local revolving loan funds, or other new business incentives.

Recertification Requirements:
- ✓ An updated copy of the policies and procedures related to developing the initiatives to promote community and economic development.
- ✓ A report on the impact, progress, and/or economic outcomes of implemented policies and programs.

MEASURE K Resources
Tools:
• Bloomberg Harvard - City Leader Guide on Equitable Economic Development Workbook
Examples:
• Sandy Springs, GA – Strategic Economic Development Plan • Covington, GA – Raising Economic Development to an Art Form
Relevant Work:
• National League of Cities - Keeping the American Dream Alive: Expanding Economic Mobility and Opportunity in America's Cities • Lincoln Institute of Land Policy - Implement Inclusive Economic Development • Chicago Metropolitan Agency for Planning - Reorienting State and Regional Economic Development: Lessons Learned from National Examples

ELECTIVE

Certification Category: Economic and Community Development
MEASURE L

Measure L: Other

Points: 5

Description of Measure: Submit documentation of other completed projects or initiatives related to Economic and Community Development for approval and recognition. Examples can include:
- Convene local businesses and organizations to establish a community network when residents are in need.
- Special projects with a positive economic and community impact.

Documentation Required to Receive Certification Points:
- ✓ Documentation of program or initiative development, such as policies, ordinances, program flyers, brochures, studies or supporting documents.
- ✓ Documentation of program or initiative implementation, such as a program/event report including photos, outcomes, impact or evaluations.

Recertification Requirements:
- ✓ Updated documentation of previously approved or new program or initiative, such as policies, ordinances, program flyers, brochures, studies, supporting documents, etc.
- ✓ Updated documentation of program or initiative implementation, such as a program/event report including photos, outcomes, impact, evaluations, etc.

Certification Category VI

MUNICIPAL WORKFORCE DEVELOPMENT & EMPLOYMENT

Employers across the country must identify steps to center the principles of equity, diversity, and inclusiveness in their businesses and organizations. While cities cannot address workplace inequity in all of society, cities play an important role in setting the standards for recruiting and hiring. Across the state, employers including city governments are struggling to attract and retain skilled workers. For cities, this presents a significant challenge to providing high-quality services and completing critical infrastructure projects. Local leaders have a responsibility to face this challenge by establishing standards and policies to recruit, hire, and retain workers who not only fill a slot, but are the best fit for the city.

Certification Measures for Municipal Workforce Development & Employment

A	Implement recruitment policies and practices that ensure a diverse applicant pool.	Required
B	Implement non-discrimination HR practices and integrate inclusive terminology throughout the policies and procedures of all city departments and all city-sanctioned boards, commissions, committees, or work groups.	Required
C	Include E&I training in City's employee onboarding/orientation process.	Required
D	Provide workforce development and employment initiatives or programs to serve as municipal workforce pipeline (internships, externships, practicums, etc.).	Required
E	Create community learning programs about city government to serve as municipal workforce pipeline.	Required
F	Demonstrate inclusive processes and procedures in recruiting, appointing, and/or selecting internal employee workgroups, boards, committees, volunteers, etc., ensuring that they are impartial and equitable for all employees and stakeholders.	Required
G	Training for the majority of the city governing body and senior staff related to municipal workforce development and employment.	Required
H	Develop Municipal Workforce Development Goals.	Elective
I	Provide a regular forum for employees to voluntarily participate in group discussions on DEI&B topics.	Elective
J	Partner and collaborate with educational institutions to participate in career days, job fairs or other activities to promote local government jobs.	Elective
K	Development of city policies related to municipal workforce development and employment.	Elective
L	Other.	Elective

REQUIRED

Certification Category: **Municipal Workforce Development & Employment**
MEASURE A

Measure A: Implement recruitment policies and practices that ensure a diverse applicant pool.

Points: 5

Description of Measure: Implement recruitment policies and procedures to improve diversity in the city's recruitment process.

Documentation Required to Receive Certification Points:
- ✓ Documentation of a review of existing recruitment policies and practices to identify necessary updates and changes.
- ✓ Documentation of recruitment practices and procedures adopted to increase diversity in the applicant pool.

Recertification Requirements:
- ✓ Documentation of an updated review of existing recruitment policies and practices to identify necessary updates and changes.
- ✓ Documentation of changes to recruitment practices and procedures enacted to increase diversity in the applicant pool, if any.

MEASURE A Resources
Tools:
• International City/County Management Association- Beyond Compliance: Recruitment and Retention of Underrepresented Populations to Achieve Higher Positions in Local Government (Report, 2019) • International City/County Management Association - Manage This: Promote Inclusivity Through Better Job Descriptions • GMA Human Resource Management I: Employee Recruitment and Selection • RAND Corporation - Recruiting and Hiring a Diverse and Talented Public Sector Workforce
Examples:
• City of Tacoma - Handbook for Recruiting, Hiring, & Retention • City of Renton – HR Inclusion Tactical Plan
Relevant Work:
• Mission Square Research Institute – Managing Workforce Diversity, Equity, and Inclusion in Local Government – Survey Results • Lever – The State of Diversity, Equity, and Inclusion Report: DEI Throughout the Employee Lifecycle

REQUIRED

Certification Category: Municipal Workforce Development & Employment
MEASURE B

Measure B: Implement non-discrimination HR practices and integrate inclusive terminology throughout the policies and procedures of all city departments and all city-sanctioned boards, commissions, committees, or work groups.

Points: 10

Description of Measure: Ensure that human resources and organizational policies and procedures include non-discriminatory practices, such as formal complaint procedures, accountability standards and repercussions, beyond including the standard non-discrimination statement; and review HR policies, and other related documents and programs, and revise them as necessary using terminology that considers diversity, equity, inclusion, and belonging—such as ensuring that gendered language is not used and is replaced with gender-neutral terminology.

Examples of gendered language can include: using man/woman in position titles (Example: policeman vs. police officer, councilwoman vs council member), using he/she pronouns rather than generic (they) or no pronouns in forms, policies, etc. (Example: The mayor is the executive, and he will make the decision vs. The mayor is the executive, and will make the decision). Gender inclusive policies call for gender neutral language, implementing the use of gender-neutral pronouns in forms or communications, accommodating various gender identities by providing gender-neutral options when something is typically gendered male/female (restrooms, uniforms, etc.)

Please review the tools provided below for a more extensive list and description of inclusive language.

"Non-discrimination" is traditionally known as the set of rights protected by the U.S. Equal Employment Opportunity Commission (EEOC):
-   Unfair treatment because of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information.
-   Harassment by managers, co-workers, or others in the workplace, because of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.
-   Denial of a reasonable workplace accommodation that the employee needs because of religious beliefs or disability.
-   Retaliation because the employee complained about job discrimination or assisted with a job discrimination investigation or lawsuit.

Documentation Required to Receive Certification Points:
✓   Documentation of the city's human resources and organizational practices addressing non-discrimination, such as formal complaint procedures, accountability standards and repercussions, beyond including the standard non-discrimination statement.
✓   Documentation of the review process of all HR policies, related documents and programs, listing any changes made to incorporate inclusive terminology.

    ✓ A sample of the changes made to a all HR and other related documents and programs as necessary to incorporate inclusive terminology.

Recertification Requirements:
    ✓ Documentation of changes, if any, to the organization's human resource and organizational practices addressing non-discrimination.
    ✓ Documentation of changes, if any, to the review process of HR and other related documents and programs and any changes made to incorporate inclusive terminology.
    ✓ An updated sample of the changes made, if any, to all HR and other related documents and programs to incorporate inclusive terminology.

MEASURE B Resources
Tools:
• Society for Human Resource Management: Nondiscrimination/Anti-Harassment Policy and Complaint Procedure Sample Policy   ○ Anti-harassment Policy and Complaint Procedure • American Psychological Association – Inclusive Language Guidelines • American Psychological Association – Bias-Free Language • Oregon Health & Science University – Inclusive Language Guide
Examples:

• Decatur, GA - Non-discrimination Policy
    ○ Unlawful Discrimination Ordinance Complaint
• Brookhaven, GA - Non-Discrimination Ordinance
    ○ Unlawful Discrimination Complaint Form
• SHRM -"Atlanta Amends Anti-Discrimination Ordinance to Include Protections for Gender Expression and Criminal Histories"
• South Fulton, GA – City Council Drops Gender-Specific Titles for Public Safety Personnel
• Georgia Municipal Association – Building Diverse, Equal, and Inclusive Communities
• San Diego, CA – City Council Passes Gender-Inclusive Language Policy for City Documents

Certification Category: Municipal Workforce Development & Employment
MEASURE C

Measure C: Include E&I training in the city's employee onboarding/orientation process.

Points: 10

Description of Measure: Provide new employees equity and inclusion training during their onboarding and orientation, highlighting the city's priorities and expectations related to diversity, equity, inclusion and belonging. Ensure that existing employees also fulfill the required employee training.

Documentation Required to Receive Certification Points:
- ✓ A copy of the city's onboarding and orientation process, specifying implementation of diversity, equity, inclusion and belonging training for new employees, and existing employees.
- ✓ Documentation summarizing the diversity, equity, inclusion and belonging training provided to new employees, for example a training summary, training outline, or description of training goals and objectives.

Recertification Requirements:
- ✓ An updated copy, if changed, of the municipality's onboarding and orientation process, specifying diversity, equity, inclusion and belonging training for new employees.
- ✓ Documentation of changes, if any, in the diversity, equity, inclusion and belonging training provided to new employees, for example a training summary, training outline, or description of training goals and objectives.

MEASURE C Resources
Tools:
- Lever – The State of DEI: DEI Throughout the Employee Lifecycle   - SHRM – Understanding and Developing Organizational Culture   - Forbes – Onboarding Empathy: 12 Best Practices for DEI Training   - Medium – Understanding and Designing an Inclusive Onboarding Experience   - The Diversity Movement – Best Practices for Inclusive Onboarding
Examples:
- City of Valdosta, GA – "City workers attend diversity training"   - City of Hampton, VA – City Employee Diversity Training   - Georgia Municipal Association – Brookhaven, GA – Looking Inward at Social Justice, Race and Equity
Programs, Trainings, and/or Assistance:
Georgia City Solutions – Equity & Inclusion Trainings

Certification Category: **Municipal Workforce Development & Employment**
MEASURE D

Measure D: Provide workforce development and employment initiatives or programs to serve as municipal workforce pipeline (internships, externships, practicums, etc.).

Points: 5

Description of Measure: Create opportunities to recruit students, recent graduates or professionals from outside of government sectors through programs and/or initiatives, such as internships, externships, apprenticeships, practicums and fellowships.

Documentation Required to Receive Certification Points:
- ✓ Documentation of the programs and/or initiatives developed or provided by the city (internships, externships, apprenticeships, practicums, fellowships), such as program flyers, applications, reports, and/or success stories.
- ✓ Documentation of program recruitment, outlining collaboration with area colleges, universities, and/or professional networking groups.

Recertification Requirements:
- ✓ Documentation of changes, if any, to the programs and initiatives developed or provided by the city (internships, externships, apprenticeships, practicums, fellowships), such as program flyers, applications, reports, and/or success stories.
- ✓ Documentation of changes, if any, to program recruitment, outlining collaboration with area colleges, universities, and/or professional networking groups.

MEASURE D Resources
Examples:
• City of Stockbridge, GA – Internship Program • Sarasota County, FL - ICMA Local Government Management Fellowship
Programs, Trainings, and/or Assistance:

• GMA Local Government Practicum
• GMA City Internships Program
• Georgia Tech - Sustainable Communities Summer Internship Program
• Georgia Cities Foundations - Downtown Renaissance Fellows Program
   o Dahlonega, GA – Fellowship Project – Downtown Development & Design Considerations
   o Richmond Hill, GA – Fellowship Project – Design Considerations

Certification Category: **Municipal Workforce Development & Employment**
MEASURE E

Measure E: Create community learning programs about city government to serve as a municipal workforce pipeline.

Points: 10

Description of Measure: Provide education to the community, in the form of workshops and meetings, shadowing opportunities, department tours, etc. about city programs and functions with a goal to garner interest in jobs within city government.

Documentation Required to Receive Certification Points:
  ✓ Documentation of the city's community learning programs, including program flyers, program agendas and/or schedules of events.

Recertification Requirements:
  ✓ Documentation of changes, if any, to the city's community learning programs, including program flyers, program agendas and/or schedules of events.
  ✓ Report on outcomes of the community learning programs.

MEASURE E Resources
Examples:
- Valdosta, GA – Citizens Outreach   - Douglas, GA – Douglas 101 Citizen's Academy Program   - Kennesaw, GA – Kennesaw 101   - Application   - Cobb County, GA - Cobb 101 Citizens Government Academy   - Griffin, GA – Citizens' Government Academy   - Application   - McDonough, GA - Citizens' Government Academy: McDonough 101 Application   - San Antonio Report – Local Gov 101

Certification Category: **Municipal Workforce Development & Employment**
MEASURE F

Measure F: Demonstrate inclusive processes and procedures in recruiting, appointing, and/or selecting internal employee workgroups, boards, committees, volunteers, etc., ensuring that they are impartial and equitable for all employees and stakeholders.

Points: 10

Description of Measure: Review internal processes and procedures regarding recruitment, appointment, and selection of employee workgroups, boards, committees, etc. to ensure fair and inclusive processes; implement changes to processes and procedures as needed.

Documentation Required to Receive Certification Points:
- ✓ A copy of the city's DEI review performed in recent years to ascertain the basic requirements for selecting internal employee groups, boards, committees, etc.
- ✓ A list of changes made to processes and procedures as a result of the DEI review. Some examples can include diversity goals, interview questions, job board posts or recruitment tools, procedures for making decisions on appointments, etc.

Recertification Requirements:
- ✓ An updated copy of the city's DEI review performed in recent years to ascertain the basic requirements for selecting internal employee groups, boards, committees, etc, since last certification.
- ✓ An updated list of changes made to processes and procedures as a result of the DEI review since last certification. Some examples can include diversity goals, interview questions, job board posts or recruitment tools, procedures for making decisions on appointments, etc.

MEASURE F **Resources**
Tools:
- Boston Metro-Area Planning Council - "Not the Usual Suspects: Diversifying Local Boards & Commissions" (Video) - The Center for Association Leadership – "Navigating the Transformation to More Diverse Committees
Relevant Work:
- National Council of Nonprofits – "10 Steps to a More Diverse Board" - Harvard Business Review – "You Say You Want a More Diverse Board. Here's How to Make It Happen"

Certification Category: **Municipal Workforce Development & Employment**
MEASURE G

Measure G: Training for the majority of the city governing body and senior staff related to municipal workforce development and employment.

Points: 5

Description of Measure: Provide training to city elected officials, and senior staff, as applicable, concerning municipal workforce development and employment, with an emphasis on diversity, equity, inclusion and belonging.

Documentation Required to Receive Certification Points:
✓ Documentation of the majority elected officials and senior staff participating in training for municipal workforce development and employment with an emphasis on diversity, equity, inclusion and belonging. Please include: title of training, length of training, training provider, date, and names of participants.

Recertification Requirements:
✓ Updated documentation of the majority elected officials and senior staff participating in training for municipal workforce development and employment with an emphasis on diversity, equity, inclusion and belonging.

MEASURE G Resources
Programs, Trainings, and/or Assistance:
- Carl Vinson Institute of Government Human Resources Training   - JJK Workplace Consultants   - Human Resources Administration Certificate (HRAC)   - Georgia Municipal Association Training Institute   - Current Issues Class: Workforce Development   - How to Attract and Retain Young Professionals in Your Town

Certification Category: **Municipal Workforce Development & Employment**
MEASURE H

Measure H: Develop Municipal Workforce Development Goals.

Points: 10

Description of Measure: Develop written goals related to municipal workforce development, such as:

- improving employee retention and recruitment;
- creating a conducive environment for healthy workplace culture;
- attracting diverse talent that can improve community relations;
- establishing tools and resources that will bolster marketing efforts; and
- attracting more talent to the various municipal government career opportunities.

Documentation Required to Receive Certification Points:
- ✓ Documentation of city's workforce development goals and the benchmarks used to measure progress.
- ✓ Documentation of city's marketing efforts to increase its workforce pipeline, such as utilizing GMA's "Starts with Me" campaign.

Recertification Requirements:
- ✓ Documentation of changes, if any, of the city's workforce development goals and the benchmarks used to measure progress.
- ✓ Documentation of changes, if any, of city's marketing efforts to increase its workforce pipeline, such as utilizing GMA's "Starts with Me" campaign.

MEASURE H Resources
Tools:
- Georgia Municipal Association – Jobs With Purpose Playbook   - Georgia Workforce Planning Guide
Examples:
- City of Atlanta Local Workforce Development Plan   - Savannah, GA – WorkSource Coastal   - Durham, NC – Local and Regional Workforce Development Plans
Programs, Trainings, and/or Assistance:
- Georgia Municipal Association- Starts with Me Campaign   - Human Resources Administration Certificate (HRAC)   - Georgia Municipal Association Training Institute   - Succession Planning: Preparing for Tomorrow's Workforce Today   - Human Resources

ELECTIVE

Certification Category: Municipal Workforce Development & Employment
MEASURE I

Measure I: Provide a regular forum for employees to voluntarily participate in group discussions on DEI&B topics.

Points: 10

Description of Measure: Provide opportunities for city employees to learn about and engage in healthy discussions on topics of diversity, equity, inclusion and belonging in the workplace, with the intention to create a more open and understanding environment.

Documentation Required to Receive Certification Points:
- ✓ A summary of the employee forum, including an agenda relating to the scheduled or completed forums/meetings, specifying topics and trained facilitators.

Recertification Requirements:
- ✓ An updated summary of employee forums, including an agenda relating to the scheduled or completed forums/meetings, specifying topics and trained facilitators.
- ✓ Report of employee DEI&B forums/meetings, summarizing outcomes and learnings.

MEASURE I Resources
Tools:
• Idealist: Sustaining Conversations About Diversity and Inclusion at Work • SHRM – Understanding and Developing Organizational Culture
Examples:
• Employee Survey: Diversity, Equity, and Inclusion • Clayton County Water Authority – DEI Planning Committee: Candid Conversations
Relevant Work:
• SHRM - Workers Expect More Conversations on DE&I Issues, Study Finds (2022)
Programs, Trainings, and/or Assistance:
• Georgia Municipal Association – EMBRACE Webinars

ELECTIVE

Certification Category: Municipal Workforce Development & Employment
MEASURE J

Measure J: Partner and collaborate with educational institutions to participate in career days, job fairs, or other activities to promote local government jobs.

Points: 10

Description of Measure: Partner and collaborate with educational institutions on career days, job fairs, or other activities to promote local government jobs to expand applicant pools and create a pipeline for a future workforce.

Documentation Required to Receive Certification Points:
- ✓ A list of functions or activities for which the city collaborated with school or local educational institutions to promote local government jobs, such as career days or job fairs.

Recertification Requirements:
- ✓ An updated list of functions or activities for which the city collaborated with school or local educational institutions to promote local government jobs, such as career days or job fairs since last certification.

MEASURE J Resources
Examples:
• Canton, GA – Teen & Young Adult Job and Resource Fair • Youth Council - Preparing Tomorrow's Leaders Today
Programs, Trainings, and/or Assistance:
• University of Georgia, Career Services, Masters in Public Administration, Resources for Employers • Hire UGA - University of Georgia Career Center for Employers • Hire GC - Georgia College Career Center for Employers • University of North Georgia Career Services for Employers • Georgia Southern University Office of Career and Professional Development Employer Resources • Georgia State University, Andrew Young School of Policy Studies, Office of Career Services & Alumni Relations

Certification Category: **Municipal Workforce Development & Employment**
MEASURE K

Measure K: Development of city policies related to municipal workforce development and employment.

Points: 10

Description of Measure: Develop city policies related to municipal workforce development and employment, such as human resource policies that promote equitable and fair recruitment practices.

Documentation Required to Receive Certification Points:
- ✓ A copy of the city's policies or ordinances related to municipal workforce development and employment.

Recertification Requirements:
- ✓ An updated copy of city's policies or ordinances related to municipal workforce development and employment.

MEASURE K Resources
Tools:
• International City/County Management Association- Beyond Compliance: Recruitment and Retention of Underrepresented Populations to Achieve Higher Positions in Local Government (Report, 2019) • International City/County Management Association - Manage This: Promote Inclusivity Through Better Job Descriptions • Jobs with Purpose: Georgia Municipal Workforce Development Strategy and Playbook
Examples:
• Atlanta, GA – "Atlanta City Council Approves Legislation to Create City Labor Department" • City of Tacoma- Handbook for Recruiting, Hiring, & Retention • Chicago, IL - Workforce Development Policy
Relevant Work:
• Supporting Working Families with Policy, Evidence, and Data: Education and Workforce Development Policy

ELECTIVE

<u>**Certification Category**: **Municipal Workforce Development & Employment**</u>
MEASURE L

Measure L: Other

Points: 5

Description of Measure: Submit documentation about other completed projects or initiatives related to Workforce Development & Employment for approval and recognition. Examples can include:
- Developing and implementing a Diversity, Equity, and Inclusion Strategic Plan
- Evaluate and Report on Workplace Culture
- Create and implement an Organizational Culture Strategy
- Implementing Employee Resource Groups
- Observing holidays such as Indigenous Peoples' Day, Juneteenth.
- Providing leadership training or offering opportunities for growth for entry-level and mid-level employees.
- Implement a performance review process.
- Etc.

Documentation Required to Receive Certification Points:
- ✓ Documentation of program or initiative development such as policies, ordinances, program flyers, brochures, studies or supporting documents.
- ✓ Documentation of program or initiative implementation such as a program/event report including photos, outcomes, impact or evaluations.

Recertification Requirements:
- ✓ Updated documentation of previously approved or new program or initiative: policies, ordinances, program flyers, brochures, studies, supporting documents, etc.
- ✓ Updated documentation of program or initiative implementation: a program/event report including photos, outcomes, impact, evaluations, etc.

Certification Category VII

COMMUNITY DIALOGUE & STAKEHOLDER ENGAGEMENT

Democracy works best when there is broad-based participation by the community, be it a nation, state or city, and when policies are enacted by elected officials that do not benefit one group over another. Civic engagement is essential to the democratic process, yet recent research indicates civic engagement in Georgia has declined in recent years. According to the 2019 Family Connection Partnership's Georgia Civic Health Index, civic health is linked to economic resilience; workforce development; youth development and public health outcomes; access to opportunity; community vitality; lower violent crime rates and youth delinquency; and reduced mortality. Local leaders have a duty to recognize that work responsibilities, childcare needs, disabilities, language barriers, criminal history, and health issues are among the barriers that can prevent equitable access to the democratic process.

Certification Measures for Community Dialogue & Stakeholder Engagement

A	Seek out stakeholder groups representing all segments of the community, to listen, help identify barriers to engagement, seek input, and develop solutions.	Required
B	Offer options and have a transparent process for community to receive information, participate in discussions, and provide feedback/input on strategic priorities, budget and resources allocation.	Required
C	Develop a city-wide public information communication plan that is straightforward, objective, user-friendly, and provided through various channels.	Required
D	Provide ongoing training and cross training (at least annually) for staff and volunteers to ensure clarity and consistency of messaging when engaging with the community as well as sustainability of established processes as new staff and volunteers are onboarded.	Required
E	Achieve certification(s) demonstrating a commitment to diversity, equality, and inclusion (Example: Welcoming America)	Elective
F	Develop city policies related to community dialogue and stakeholder engagement.	Elective
G	Other	Elective

Certification Category: Community Dialogue & Stakeholder Engagement
MEASURE A

Measure A: Seek out stakeholder groups representing all segments of the community, to listen, help identify barriers to engagement, seek input, and develop solutions.

Points: 10

Description of Measure: Reach out and engage with community stakeholder groups, whether advisory committees, established community work groups, etc., to ensure community issues are identified and community input is considered when problem-solving, and to support healthy and consistent community engagement; this process should involve meeting with stakeholders who are representative of the community at large and engaging with a wide variety of people with differing opinions and perspectives.

Documentation Required to Receive Certification Points:
- ✓ Documentation of one or more community stakeholder groups with the objective of stakeholder feedback and engagement, such as meeting minutes, attendance report, quarterly or annual reports, etc.
  - o Please note this should not include any groups or meetings mandated by law.
- ✓ Documentation of procedures for engaging stakeholder groups including the types of issues or topics the groups address, frequency of meetings and member selection process.

A stakeholder is defined as a person who has invested in the community, whether with money, time, or energy, or a person that is involved or could be affected by actions in the community. For example, a local business owner, a religious leader, a community resident, and a high school student are all stakeholders within your community.

Recertification Requirements:
- ✓ Documentation of changes, if any, to the list of community stakeholder groups with the objective of stakeholder feedback and engagement.
- ✓ Documentation of changes, if any. to procedures for engaging stakeholder groups, types of issues or topics they address, frequency of meetings, and member selection process.
- ✓ Report of outcomes from community stakeholder groups, policies, program or services enacted as a result of feedback.

MEASURE A Resources
Tools:
- ICMA, "Creating Sustainable Citizen Engagement: Involve City Residents in Solving Problems" (2019)   - ICMA, "Overcoming Polarization in Local Government through Strategic Community Engagement" (2022)   - NLC, "How to Promote Citizen Engagement and Participation"   - Accelerating Public Engagement: A Roadmap for Local Governments   - HUD Exchange, Citizen Participation & Equitable Engagement (CPEE) Toolkit   - Simply Stakeholders: 7 Strategies for Effective Stakeholder Engagement

Examples:
• [Now Habersham – "Cornelia Seeks representatives for Stakeholder Committee"](#)
• [Milner, GA – Comprehensive Plan, Community Public Participation Plan](#)
• [Social Circle, GA – Georgia Initiative for Community Housing Stakeholder Group](#)
• [Knoxville, TN – Knoxville Recode Stakeholder Advisory Committee](#) (Archive)
○ [(Current) Public Stakeholder Advisory Committee](#)
Relevant Work:
• [Atlanta Regional Commission, Stakeholder Engagement Plan](#)
• [Decatur, GA – "Building a Culture of Community Engagement"](#)
• [Kirwan Institute – Six Principles for Equitable and Inclusive Civic Engagement](#)

REQUIRED

Certification Category: **Community Dialogue & Stakeholder Engagement**
MEASURE B

Measure B: Offer options and have a transparent process for community to receive information, participate in discussions, and provide feedback/input on strategic priorities, budget and resources allocation.

Points: 10

Description of Measure: Adopt a community engagement process for city communications for residents to receive information, participate in discussions, and provide feedback/input on strategic priorities, budget, and resources allocation; must include various opportunities to reach residents, considering varying schedules, limited technology skills and tools and differing communication abilities, and must prioritize transparency.

Documentation Required to Receive Certification Points:
- ✓ Documentation of the publicly available plan or process which outlines multiple forms of outreach and communication to the community, for community member accessibility and participation in local government discussions.
- ✓ Documentation of scheduled meetings, events, communications to engage and include community in local government discussions, outside of legally mandated opportunities to engage.

Recertification Requirements:
- ✓ Documentation of changes, if any, to the publicly available plan or process which outlines multiple forms of outreach and communication to the community, for community members accessibility and participation in local government discussions.
- ✓ Updated documentation of scheduled meetings, events, communications to engage and include community in local government discussions since last certification.

MEASURE B
Resources
Tools:
- Leadership for Educational Equity – A Policymaker's Guide to Community Input   - Kirwan Institute – Six Principles for Equitable and Inclusive Civic Engagement   - Accelerating Public Engagement: A Roadmap for Local Governments   - HUD Exchange, Citizen Participation & Equitable Engagement (CPEE) Toolkit   - CitizenLab – Why Engage Online: Making a Case for Community Engagement   - CitizenLab – Community Engagement: A Practitioners Guide   - CitizenLab – Participatory Budgeting: Setting Up Participatory Budgets   - CitizenLab – How to Build Community Engagement into Your Planning Process   - ZenCity –City Manager's Guide to Strategic Planning Through Community Feedback
Examples:
- Decatur, GA – The Better Together Community Action Plan   - Auburn, ME – COMMUNICATIONS & COMMUNITY ENGAGEMENT PLAN   - Canton, GA – Comprehensive Plan Community Survey   - Canton Current: Monthly Newsletter   - Raleigh, NC – Community Engagement Final Report

<u>**Certification Category**: **Community Dialogue & Stakeholder Engagement**</u>
MEASURE C

Measure C: Develop a city-wide public information communication plan that is straightforward, objective, user-friendly, and provided through various channels.

Points: 15

Description of Measure: Develop and implement a city communication plan, encompassing city government transparency, community engagement opportunities, user-friendly methods of outreach, and targeted communication campaigns. Provide information to the public that is objective, uses inclusive language, is easily understood, and is accessible to all.

Documentation Required to Receive Certification Points:
- ✓ Documentation of city's communication plan.
  - o The plan should include tracking output and measuring engagement; outline methods used. The plan should include a list of action items and a timeline.
- ✓ A list of the current methods being used to provide information to the residents.
- ✓ Examples of straightforward, objective, and accessible communications in at least three methods/sources which may include: press releases, webpages, newsletters, email, social media posts, or other sources.

Recertification Requirements:
- ✓ Documentation of the implementation of the city's communication plan, or a report on plan actions and outcomes since last certification.
- ✓ An updated list of the current methods being used to provide information to the residents since last certification.
- ✓ Updated examples of acceptable documentation are required from at least three methods/sources which may include: press releases, webpages, newsletters, email, social media posts, or other sources that are balanced, objective, and accessible.

MEASURE C Resources
Tools:
• Atlanta Regional Commission – Virtual Public Engagement Guide • CitizenLab – How to Create a Communications Plan for Community Engagement • Long Beach, CA – Long Beach Equity Toolkit for City Leaders and Staff
Examples:
• City of Garden Grove – Communication Plan • Maple Valley, WA – Strategic Communications Plan 2019-2020 • Washougal, WA – 2017-2019 Communications Plan • Auburn, ME – COMMUNICATIONS & COMMUNITY ENGAGEMENT PLAN • Modesto, CA – Communications Plan • Fayetteville, NC – Strategic Communications Plan
Programs, Trainings, and/or Assistance:
• Georgia Municipal Association Training Institute   o Effective Branding and Marketing Strategies for Municipal Governments

Certification Category: **Community Dialogue & Stakeholder Engagement**
MEASURE D

Measure D: Provide ongoing training and cross training (at least annually) for staff and volunteers to ensure clarity and consistency of messaging when engaging with the community as well as sustainability of established processes as new staff and volunteers are onboarded.

Points: 5

Description of Measure: Provide training to all city employees, elected officials, and volunteers on customer service, city messaging, city priorities/values, communication standards and expectations to ensure consistency when representing the city to residents and stakeholders.

Documentation Required to Receive Certification Points:
- ✓ Documentation of training learning objectives and content.
- ✓ Records of city volunteers, employees, and elected officials' training attendance. Various groups should receive individualized training, depending on the type of involvement with the public.
  - o Staff and elected officials training
  - o Training for specialized volunteers, such as leadership boards and committees
  - o Volunteer onboarding and training for general volunteers

Recertification Requirements:
- ✓ Updated documentation, if any, on training learning objectives and content.
- ✓ Documentation of training sessions attended by staff, showing that employees attended a training session at least once annually.

MEASURE D Resources
Tools:
• SHRM: Managing Organizational Communication • Masterful Messaging: Five Ways To Improve Your Organizational Communications
Examples:
• Decatur, GA – Brand Use and Style Guide • Decatur, GA – Communications Toolbox • Fort Worth, TX – Branding & Style Guide • GMA Brand Style Guide

Certification Category: **Community Dialogue & Stakeholder Engagement**
MEASURE E

Measure E: Achieve certification(s) demonstrating a commitment to diversity, equity, and inclusion (Example: Welcoming America).

Points: 15

Description of Measure: Apply for certification from agencies or organizations that acknowledge cities' commitment to DEI standards and community engagement.

Documentation Required to Receive Certification Points:
- ✓ Certification documents and confirmation from the certifying organizations related to community engagement. Please include documentation of the parts of the certification application or ongoing work related to community engagement.

Recertification Requirements:
- ✓ Documentation of current certification from the granting agency, and projects/events/services completed within the program.

MEASURE E Resources
Examples:
• Welcoming Atlanta • Decatur, GA – Welcoming City Resolution • Doraville, GA – Welcoming City Resolution • Stockbridge, GA - Stockbridge Joins Welcoming America Initiative
Programs, Trainings, and/or Assistance:
• Welcoming America • LEED (Leadership in Energy and Environmental Design) for Cities and Communities

ELECTIVE

Certification Category: Community Dialogue & Stakeholder Engagement
MEASURE F

Measure F: Develop city policies related to community dialogue and stakeholder engagement.

Points: 10

Description of Measure: Develop policies regarding community dialogue and stakeholder engagement, including communication and community engagement plans, commitments to transparency, accessible communication and/or stakeholder engagement.

Documentation Required to Receive Certification Points:
   ✓ Documentation of city policies around community dialogue and/or stakeholder engagement.

Recertification Requirements:
   ✓ Documentation of changes or additions, if any, to city policies around community dialogue and/or stakeholder engagement.

MEASURE F Resources
Examples:
- Sandy Springs, GA   2019 Citizen Participation Plan Amendment, Resolution No. 2019-05-59   2020 Citizen Participation Plan Amendment, Resolution No. 2020-05-55   - Milton, GA – Code – Public Participation Sec. 2-59   - Cincinnati, OH - Engage Cincy   - Council Motion 201401166   - Administrative Regulation No. 69   - Liberty Lake, WA - ORDINANCE NO. 277 Community Engagement Commission

Certification Category: **Community Dialogue & Stakeholder Engagement**
MEASURE G

Measure G: Other

Points: 5

Description of Measure: Submit documentation of other completed projects or initiatives related to Community Dialogue and Stakeholder Engagement for approval and recognition. Multiple uploads are allowed. Examples can include:
-   Create and implement language access resources, providing translations and interpretations in all languages spoken within the city.
-   Provide subtitles, braille, and sign language interpreters in public spaces.
-   Organize Community Day of Service events.
-   Organize community events to celebrate cultural holidays.
-   Implement innovative ways to engage groups that generally don't participate.
-   Etc.

Documentation Required to Receive Certification Points:
-   ✓ Documentation of program or initiative development such as ordinances, resolutions, program flyers, brochures, studies or other supporting documents.
-   ✓ Documentation of program or initiative implementation such as a program/event report including photos, outcomes, impact or evaluations.

Recertification Requirements:
-   ✓ Updated documentation of previously approved or new program or initiative: ordinances, resolutions, program flyers, brochures, studies, supporting documents, etc.
-   ✓ Updated documentation of program or initiative implementation: a program/event report including photos, outcomes, impact, evaluations, etc.

General Resources for DEIB

Articles & Best Practices

The National League of Cities - Municipal Action Guide: Advancing Racial Equity in Your City: NLC's Race, Equity and Leadership (REAL) initiative is dedicated to helping local leaders understand and gain the tools necessary to combat racial disparities in their communities. They've compiled these six steps you can follow to begin improving equity throughout your city and creating better outcomes for everyone in your community.

National League of Cities – Municipal Action Guide: Responding to Racial Tension in Your City: NLC interviewed several current and former municipal leaders who have been through similar moments of crisis with racial tension. This document provides important contextual and tactical information to support a municipality's efforts to respond effectively.

Southern California Association of Governments - Equity Resource Guide: A Collection of Local, State and National Examples of Practices and Approaches to Advance Equity.

The Brookings Institute - Community-Centered Economic Inclusion: A Strategic Action Playbook: This playbook provides community, city, and regional leaders with a set of tools to create more just landscapes of opportunity through actionable, coordinated strategies that target these intersecting forces in tandem.

Harvard Business Review – What Does It Take to Build a Culture of Belonging: To impose the changes needed to achieve promises of racial justice, equity, and inclusion, organizations require all hands-on deck. An essential part of this is to create a culture where every employee, regardless of their background, feels they belong.

Data & Research Tools

American Community Survey by the United States Census Bureau: The American Community Survey (ACS) helps local officials, community leaders, and businesses understand the changes taking place in their communities. It is the premier source for detailed population and housing information about our nation.

My Community Explorer by the United States Census Bureau: This tool combines select demographic, business, and resilience data to help users identify potentially underserved areas of their state, county, and community.

The Urban Institute - Financial Health and Wealth Dashboard: To help local leaders target their solutions, our dashboard illustrates financial health and wealth across cities and states and by race and ethnicity, where data are available.

Related Organization

Society for Human Resource Management (SHRM)

International City/County Management Association (ICMA)

National League of Cities (NLC)

Government Alliance on Race and Equity (GARE)

Glossary

In this glossary, you will find definitions of words as used in this Resource Guide for clarity, not formal definitions of the following words.

A

Aftercare – Afterschool programs for children, like day care services or tutoring, meant to provide care or supervision to children while parent's may still be working or unavailable.

Affordable Housing – Housing that is affordable to local community members based on their incomes, generally prioritizing low-income households.

B

C

Contract Staff – Contract staff includes workers involved in city projects, initiatives, or services that may not be directly employed by the city but are hired through a contract with an external company or organization.

D

E

Employee – An agent of the city government, includes all employed those with the city, but could also include contract staff, interns, fellows, etc.

Exclusionary Language – Words that automatically excludes people when used in a general setting, such as gendering public safety roles (ex. Fireman versus fire fighter).

F

G

Governing Body – Depending on the city, the governing body includes elected officials that are voting members of the council/commission and the executive body of the city government.

H

Housing – Housing refers to physical structures intended and used for residential purposes, whether temporary, emergency, short-term, or permanent and long-term. Housing types can range from apartments and houses to temporary shelters and emergency accommodations.

I

Inclusionary Zoning – Regulations or incentive to include units within a development for low- and moderate-income families.

Inclusive Language – Words or verbiage generalized to fit the broadest audience possible, considering diversity of gender, ability/disability, etc.

J

K

L

M

N

O

P

Public Safety Personnel – Includes all staff working within city police, fire, EMS, dispatchers, code enforcement departments.

Q

R

S

Senior Staff – Senior Staff includes all staff in leadership positions, with decision-making power, or in managerial roles.

Stakeholder – A person who has invested in the community, whether with money, time, or energy, or a person that is involved or could be affected by actions in the community. For example, a local business owner, a religious leader, a community resident, and a high school student are all stakeholders within your community.

T

U

V

Volunteer – A volunteer can include community members volunteering their time on a short-term basis to help during an event or for a program or initiative, community members volunteering their time on a long-term basis like serving on a committee or task force, or even unpaid interns and unpaid city leaders who give their time voluntarily and are not employed by the city.

W

Workforce Housing – Housing for the workforce that works within the city, so that they may be able to live within the city they work in. This can be related to affordability but can also be about the availability of housing at the price point that interests the workforce. Workforce housing accommodates to various socio-economic levels.

X

Y

Z

Have suggested additions to our glossary? Please email us at GCSPortal@gacities.com

Frequently Asked Questions

How do we apply?
First, city officials must request access (up to 3 users per city) to the certification portal. You will see the "Request Access" button on www.gacities.com/cityofdeib when you are logged on to your GMA account. If you do not see a button, you likely don't have a role associated with the program on your GMA account. Please contact GCSPortal@gacities.com for support.
Once on the portal, you will gain access to the pre-application and category applications.

Is there a cost to apply for certification?
Yes, the application fee for first time certification is $199; payment made at Portal Access Request. The application fee for recertification is $99.

Who has authority to apply for certification? Who should apply?
Certification requires commitment by at least a majority vote from city governing body and involves work throughout the city. Ideally, it is a united effort involving city leadership. A city can have up to three people working in the application portal, but multiple people can work on the application materials and submit via the individuals with access when completed.

Can a specific department or division of the city seek certification, or does the entire city government have to participate?
A city's application may not involve work from all departments or divisions, as they choose from the categories listed in the Resource Guide. A few committed departments or divisions may work on the certification application, but the city's governing body is required to include a resolution stating intent to apply.

How long does it take to complete certification?
It depends on how many categories the city chooses to complete and what measures the city has already implemented. If a city must develop and create new initiatives and projects, it could take about a year. If a city has already implemented a lot of the measures required, compiling the documentation could take 1-3 months, depending on the applicants' capacity. It is likely that most cities will have a combination of both, fulfilling some measures already and needing to develop additional projects—6 months to 8 months.

Is there a deadline?
There is no deadline; the application portal will remain open as cities work to complete certification at their own pace. Cities will be certified on a rolling basis.

How long is the certification valid?
Certification is valid for three years after the day your certification was approved. You will be notified 6 months prior to the certification period ending so the city can apply for re-certification.

Can we submit multiple document uploads for a measure requirement? Yes, you can upload multiple resource up to 10MB in all general formats – .pdf, .doc, .docx, .xls, .xlsx, image/* (all image files).

We've already done some of the work outlined in the measures in the past; how long ago can be applicable?
Training held within 3 years of the time applying can be applicable to fulfill a training requirement. Master plans, strategic plans, etc., adopted up to 5 years prior to time applying can be used to fulfill plan requirements in a measure.

Can we seek external support from third party contractors to fulfill certification requirements?
Yes, you can seek external support to fulfill certification requirements, such as development plans, reports and assessments, consulting services, trainings, partnering for services. However, third party contractors cannot replace city officials where actions are specified in the measures.

How long does the review process last?
The length of the review process depends on the size of the application, how many categories were applied for, how many measures were fulfilled and documented, as well as reviewer availability. We will aim to approve or provide feedback to your application within 5 weeks of submittal.

Who reviews the applications? What is the process of reviewing applications?
The Georgia City Solutions team will review applications in conjunction with an External Review Committee, made up of subject matter experts. The subject matter experts will provide feedback on your application, and/or approve the completion of a category.

Who approves certification for each category?
The Georgia City Solutions team will review applications in conjunction with an External Review Committee, made up of subject matter experts.

The portal isn't working, what do I do?
Please contact GCSPortal@gacities.com to get support.

Can we submit multiple "other" measures?
Yes, though it is recommended that you package many items within one "Other" submission.

Can we file an exemption for a required measure, or alternate it with another?
No, if you'd like to fulfill that category, all required measures and one additional elective measure must be completed.

For additional questions, please contact GCSPortal@gacities.com.