

Navigating the Future: Leadership and Innovation in Local Governance

WEDNESDAY, JANUARY 31

9:30–11:00 a.m. Recreational Opportunities

Location: Gateway YWCA Wellness Center, 1300 South Main Street, Winston-Salem, NC 27127

(Basketball) Registration Required

Bring your athletic shoes and hoop it up with your fellow managers in friendly competition in the inaugural NCCMA Tobacco Road Classic! Meet at the Gateway YMCA by 9:15 a.m., which is a short drive from the Convention Center for this fun wellness and networking opportunity. Pre-registration is free, but required to ensure you receive communications about the details of the game and assist in organizing teams.

9:30 a.m. Registration Table Opens

(Salem Foyer)

10:30–Noon Orientation for New Managers and Association Members (Salem 1AB)

Registration Required. Lunch provided.

New managers and new Association members are encouraged to attend this orientation session to learn more about the Association and other available resources and to meet members of the Executive Committee and NCCMA/ICMA Senior Advisors.

1:00–3:00 p.m. Opening General Session, AI For the Rest of Us (Salem 2)

AI is a way for us to understand and grasp knowledge, information and put data into

context. It is being used globally to make all kinds of decisions that directly impact our lives and yet most understand very little about it. We start with the definition that data is an artifact of human experience. We need the widest variance of humans, irrespective of your role and skillset, developing AI so that everyone's story is a part of the models we are building.

Keynote Speaker: Phaedra Boinodiris, IBM Consulting's Global Leader for Trustworthy AI and Co-Founder of the Future World Alliance

3:00–3:15 p.m. BREAK (Foyer)

3:15–4:45 p.m. CONCURRENT SESSIONS

SESSION 1: Unlocking the Future of Local Governance: Harnessing Augmented Intelligence for Efficient and Equitable Services (Salem 2)

This immersive conference session will dive into what it takes to earn trust in AI and use it to augment human intelligence. The talk will draw inspiration from stories around the world and across other industries as well as success stories from the City of Lowell, Guilford County, and Rowan County, who have boldly embraced AI-driven platforms to empower their workforce.

Discover the vital strategies and key takeaways from these forward-thinking organizations as they share their transformative experiences in integrating AI tools into their day-to-day

operations. We will delve into how to operationalize principles for trust and transparency.

In this session, you will:

- Gain a deeper understanding of the nature of how AI is built today, who it is being built by, as well as the TRUE nature of data.
- Learn how AI can enhance local government services and drive efficiency.
- Learn from real-world case studies that demonstrate how to build AI in a way that is explainable and transparent.
- Explore best practices on what is the organizational culture required to curate AI responsibly.
- Acquire actionable insights and practical applications that can be tailored to organizations of any size. “

Moderator: Phaedra Boinodiris, IBM Consulting's Global Leader for Trustworthy AI and Co-Founder of the Future World Alliance

Panelists: Scott Attaway, City Manager, City of Lowell

Randy Cress, Assistant County Manager & CIO, Rowan County

Peter Purcell, Director of Information Services, Guilford County

SESSION 2: Creating Great Local Government Workplaces (Salem 3AB)

Great workplaces are an unrecognized but highly effective tool for recruitment and retention. Local government managers can create great workplaces by understanding common workplace dynamics in local government. This interactive workshop will equip participants to create great workplaces by presenting cutting-edge research on workplace dynamics and providing guidance for translating that research into practice. Participants will learn from data collected from NC cities and counties by the UNC School of Government Local Government Workplaces Initiative. This workshop will address burnout, citizen and workplace incivility, and employee voice and silence, the most pervasive and pernicious

workplace problems for local governments nationwide. Participants will also hear from local government managers who have invested in great workplaces.

Speaker: Leisha Dehart Davis, Professor of Public Administration and Government, UNC School of Government

Panelists: Michael Downs, County Manager, Cabarrus County

Kasia Thompson, Strategy Manager, Cabarrus County

Michael Halford, County Manager, Guilford County

Jason Jones, Interim Director of Human Resources, Guilford County

Lloyd Payne, City Manager, City of Concord

SESSION 3: SPONSOR SESSIONS

I. Keys to Winning More Federal Competitive Grants (Salem 1AB)

Several new federal competitive grants have been created, and many existing grants have received significant increases, through the Bipartisan Infrastructure Law (BIL). These historic funding levels, however, are only available for a limited time. To help you take advantage of these opportunities before they expire, as well as the thousands of annual grants available to local governments, this session will provide training on understanding the federal grants process and tools to make applications more competitive.

Speakers: Leslie Mazingo, CEO/Owner, Strategics Consulting

Ron Hamm, Senior Consultant, Strategics Consulting

II. Public Construction Procurement Options in North Carolina (Salem 1AB)

Thinking About a Capital Project? Learn the pros and cons of construction options in North Carolina from experienced public and private executive professionals.

Moderator: Michael Carlisto, Executive VP, Edifice, LLC

Panelists: Jim Powell, Principal, ADW Architects
Mike Pry, Principal, DP# Architecture
Patrick Niland, Deputy Manager, Union County
Brian Pahle, Assistant Manager, City of Hendersonville

Tim Bender, Project Executive, Edifice, LLC

4:45–6:00 p.m. Networking Reception (Foyer)

THURSDAY, FEBRUARY 1

7:00 a.m. Registration Table Opens
(Salem Foyer)

7:30–8:30 a.m. Continental Breakfast (Foyer)

7:30–8:30 a.m. ALUMNI BREAKFASTS

Appalachian State University (Gaines 2)

East Carolina University (Conference 2)

NC Central University (Ardmore 4)

NC State University (Winston 3C)

UNC Chapel Hill (Gaines 1)

UNC Greensboro (Salem 3C)

UNC Charlotte (Salem 1C)

UNC Wilmington (Conference 1)

Western Carolina University (Winston 1C)

8:45–10:15 a.m. CONCURRENT SESSIONS

SESSION I: It's a Tough Business: Emotional Labor in Local Government (Salem 3AB)

This workshop will introduce the topic of emotional labor, the process of projecting one emotion – e.g., calm, courtesy, compassion – while feeling another, e.g., frustration, sadness, or anger. Emotional labor is a valued asset for the organization but can stress managers and employees, leading to adverse health effects. Consequently, session participants will: (1) receive an overview of the concept of emotional labor; (2) learn the importance of emotional labor for employee and organizational health; and (3) acquire organizational and individual strategies for managing emotional labor.

Speaker: Leisha Dehart Davis, Professor of Public Administration and Government, UNC School of Government

SESSION 2: Managers' Lab: Roundtable Problem Solving (Salem 1AB)

The session will provide four (4) moderated conversations for managers to raise questions, provide best practices examples, and develop options for solutions in a small group setting. Moderators will prompt conversations and brainstorming for organic and dynamic discussions of practical topics faced by practicing and prospective managers. The four breakout conversations will include the following topics:

1. Growth Management and Economic Development (moderated by Rodney Dickerson)
2. Board Relations (moderated by Mary Furtado)
3. Organizational Development and Staffing (moderated by Brent Trout)
4. Assistant Manager and Emerging Manager

Moderators: Mary Furtado, County Manager, Catawba County

Rodney Dickerson, Town Manager, Town of Garner

Brent Trout, County Manager, Harnett County
Elton Daniels, Assistant City Manager, City of Rocky Mount

SESSION 3: Making Difficult Funding Recommendations and Building Consensus (Winston 3AB)

How to justify and build community and elected official support around budget recommendations. How to build and make challenging funding recommendations while considering equity as a factor.

Moderator: Scott Attaway, City Manager, City of Lowell or Adam McLamb, Public Works Director, Town of Indian Trail

Panelists: Taiwo Jaiyeoba, City Manager, City of Greensboro

Michael Bryant, County Manager, Mecklenburg County

Adam Mitchell, Town Manager, Town of Fuquay-Varina

Katherine Cathey, County Manager, Person County

10:15–10:30 a.m. BREAK

10:30–11:45 a.m. CONCURRENT SESSIONS

SESSION 1: Manager Employee Agreements: Successfully Negotiating for You and Your Community (Salem 3AB)

The session will address key components of the Employee Agreement between a Jurisdiction and its Manager. The Panel will share examples of favorable contract provisions, practical tips for self-advocacy, and discuss how recent changes in public work environments affect the negotiations. Panelists will share personal experiences and provide an opportunity for questions and discussion.

Moderator: Bill Summers, Town Manager, Town of Knightdale

Panelists: Kyle DeHaven, County Manager, Greene County

Marc Collins, Town Manager, Town of Wendell
Janis Gallagher, County Manager, Pitt County

SESSION 2: State of the System: What's New with LME/MCOs and BH/IDD Services (Salem 1AB)

More than 22 years ago, the NC General Assembly put in motion a plan to dramatically change the landscape for the delivery of mental health, developmental disability and substance use disorder services at the state and local levels. A November 1, 2023, Secretarial Directive consolidating area authorities into four surviving LME/MCOs (Alliance, Partners, Trillium and Vaya) and readying the state for the eventual launch of NC Medicaid Managed Care Behavioral Health and Intellectual/Developmental Disabilities Tailored Plans represents the latest turn in the teardown and rebuild of the system through the scope of Medicaid transformation. In this session, Secretary Kody Kinsley and key NC DHHS staff will discuss the state of LME/MCOs and the shift to Tailored Plans.

Moderator: Kevin Leonard, Executive Director, NCACC

Speaker: Kody Kinsley, Secretary of Health & Human Services, State of North Carolina

SESSION 3: Organizational Resilience–Leading Your Organization through Headwinds caused by Rapid Change (Winston 3AB)

In these times of accelerating change, the ability to quickly retool how we get things done may be one of the most important skills for city and county managers. Leading organizations which have a natural reluctance and resistance to change could be one of the biggest challenges facing us today. In this new era of work, cultural change for recruitment and retention of employees is crucial, requiring managers to find ways to communicate more effectively with a rapidly changing workforce, break down traditional silos, and encourage continuous improvement. Our panel will share their experiences with developing change management initiatives and leading their organizations to successfully embrace necessary changes.

Moderator: Lee Worsley, Executive Director, Central Pines Regional Council

Panelists: David Ellis, County Manager, Wake County

Bo Ferguson, Deputy City Manager, City of Durham

Nick Scheuer, Town Manager, Town of Canton

11:45 a.m.–1:15 p.m. PRESIDENT'S LUNCH (Salem Ballroom)

1:15–1:30 p.m. BREAK (Foyer)

1:30–3:00 p.m. Business Meeting (Winston 3AB)

1:30–3:00 p.m. MPA STUDENT SESSION MPA Student and Emerging Local Government Managers (Salem 3AB)

This session will feature an interactive panel discussion geared towards MPA candidates and early career professionals. A diverse group of panelists will provide insightful views, positions, and perspectives on skills and training needed to succeed in local government. The panelists who are currently in local government will

discuss the skills they see as important as they make hiring decisions. Lisa Ward, an executive recruiter, will share what she hears from mayors and elected officials on what they are looking for when they are seeking candidates for CAO and executive level positions, as well as providing expert guidance on resumes and/or cover letters.

Moderator: Quentin McPhatter, Assistant City Manager, City of Gastonia

Panelists: Lisa Ward, Senior Associate, Mercer Group Associates

Jonathan Blanton, Town Manager, City of Mount Holly

Brandon Holland, Leadership Coach

Keith Lane, Director of Budget & Management Services, Durham County

3:00–3:15 p.m. BREAK (Foyer)

3:15–4:45 p.m. CONCURRENT SESSIONS:

1. NCLM Update (Salem 1AB)
2. NCACC Update (Winston 1AB)
3. Speed Networking for MPA Students & Emerging Local Government Managers (Winston 2)

4:45–6:00 p.m. Networking Reception (Foyer)

FRIDAY, FEBRUARY 2

8:00 a.m. Registration Table Opens (Salem Foyer)

8:00–9:00 a.m. Continental Breakfast (Foyer)

9:00 a.m.–12:00 p.m. Coaching for Results Workshop (Winston 3AB)

Separate Registration Required \$50 (Waiting list)

A successful leader is one who can effectively coach and develop staff to take initiative, resolve conflict, develop productive working relationships, and reach their highest potential. While most managers can master the technical aspects of their job, the harder part is knowing how to help others develop and flourish, solve their own problems, and have the tough

conversations when things are not going well. This interactive workshop will teach participants to use a coachlike leadership mindset approach and offer the opportunity to practice key skills to help advance the growth of team members.

Moderator: John Hodges, Assistant Town Manager, Town of Garner

Speakers: Eleanor Green, Adjunct Faculty, UNC School of Government

Dale Smith, Adjunct Faculty, UNC School of Government

9:00 a.m.–12:00 p.m. MOBILE WORKSHOPS

Meet at Convention Center front entrance. Please note both mobile workshops are located approximately 0.3 miles or 2 blocks from the Convention Center. Moderate walking is required. (Only select one mobile workshop):

Mobile Workshop 1: Cutting Edge Technology in Law Enforcement

Walk a couple of blocks to the Forsyth County Public Safety Building and learn about Sheriff Kimbrough's Real Time Intelligence Center and Drone as a First Responder pilot project. Participants will tour the facility, learn about the video streaming network, and see this Village of Clemmons program operate remotely. As calls are dispatched, drone operators in the RTIC dispatch drones to assist officers responding to calls. Forsyth County currently is licensed to operate BLOS (beyond line of sight) in this area.

Presenters: Anna Joyner, Sergeant, Real Time Crime Center, Forsyth County Sheriff's Office
Brian Mullin, Sergeant, Drone First Responder, Forsyth County Sheriff's Office

Dudley Watts, County Manager, Forsyth County

Mobile Workshop 2: Celebrate Collaboration: Redevelopment in Downtown Winston-Salem

Walk a couple of blocks to the Merschel Plaza, a center city redevelopment project highlighting City/County/Nonprofit collaboration.

Participants will hear the story of a successful project that has taken many years (and overcome many challenges) to revitalize the

core of downtown Winston-Salem with a new park, hotel, apartments, condos, and a museum. The collaboration and cooperation that developed through this project ultimately led to its success. The Kaleideum museum is opening in mid-February, so participants will be able to get a sneak peak of this brand new \$40M+ museum.

Presenters: Ben Rowe, Assistant Manager, City of Winston-Salem

Damon Sanders-Pratt, Deputy Manager, Forsyth County

12:00–2:30 p.m. Program Committee Meeting and Lunch (Winston 1AB, Invitation Only)

Updated December 6, 2023