

59th Annual NORTH CAROLINA CITY & COUNTY MANAGEMENT ASSOCIATION WINTER SEMINAR 2020

February 5–7 | Benton Convention Center, City of Winston-Salem, NC

WEDNESDAY, FEBRUARY 5

9 a.m. Registration (Salem Foyer)

10 a.m.–1 p.m. Preconference Session

ICMA Workshop: The Role of Managers in Building an Ethical Organization
(Salem 3AB)

Building a culture of ethical behavior in the organization is one of a leader's most challenging yet essential jobs. The local government environment is complicated. We are all faced with ethical dilemmas in our jobs, and knowing the right thing to do is not always easy or clear. This workshop will offer a framework through which leaders can foster an ethical workplace and effectively deal with difficult situations that arise.

(Practice Groups: 1—Personal and Professional Integrity)

Speaker: *Martha Perego*, Director of Member Services and Ethics, ICMA

12–1 p.m. Civic Education Committee (Conference 2)

12–1:30 p.m. Executive Committee Meeting (Conference 1)

1:45–2:45 p.m. Lead for North Carolina Information Session (Salem 1B)

1:45–2:45 p.m. Sustaining Membership/ICMA Relations Committee
(Twin City Boardroom)

2–2:45 p.m. Orientation for New Managers and Association Members (Salem 1A)

2:45–3 p.m. Break

3–3:30 p.m. Welcome and Introductions (Salem 2)

Rodney Dickerson, President, NCCCM; Manager, Town of Garner
Bo Ferguson, Program Chair, NCCCM; Deputy Manager, City of Durham
Grant Goings, Past President/Nominating Committee Chair, NCCCM; Manager, City of Wilson
Mike Smith, Dean, UNC School of Government
Lane Bailey, Regional Vice President, ICMA; Manager, City of Salisbury

3:30–5 p.m. Keynote I: Strong Towns (Salem 2)

Strong Towns President and Founder Charles L. Marohn Jr. highlights some of the powerful stories in his book, *Strong Towns: A Bottom Up Revolution to Rebuild American Prosperity*, and uses those insights to highlight a path to community prosperity. Using an innovative, hands-on approach, Marohn will showcase why so many towns in North America are struggling financially despite decades of robust growth. Part community conversation, part lecture, this presentation is the catalyst you need for your city or county to become financially stronger.

Opportunity for book purchase and signing following the presentation.

Speaker: *Charles L. Marohn Jr.*, President, Strong Towns

5–7 p.m. Reception (Winston/Salem Foyer)

THURSDAY, FEBRUARY 6

7:30 a.m. Late Registration (Salem Foyer)

7:30–8:30 a.m. Alumni Breakfasts

Appalachian State University
(Winston 1AB)

East Carolina University (Salem 1A)

North Carolina State University
(Winston 1C)

UNC-Chapel Hill (Winston 2)

UNC Charlotte (Winston 3C)

UNC Greensboro (Conference 2)

UNC Wilmington (Twin City Boardroom)

Western Carolina University
(Conference 1)

7:30 a.m. Continental Breakfast (Salem Foyer)

8:45–10 a.m. CONCURRENT SESSIONS

Session I: Moral and Ethical Failures—When Ethics Collapse (Salem 3AB)

This session will explore the environment in which fraud is likely to occur and the impact on the organization when upper management is the wrongdoer. Panelists will provide information on how to identify when wrongdoing has crossed over into a criminal act, how and when to share information with the media, and lessons learned.

Moderator: *Michael Felts*, Manager, Granville County

Panelists:

Jim O'Neill, District Attorney, Forsyth County

James C. Wrenn, Attorney, Hicks & Wrenn, PLLC

Dudley Watts, Manager, Forsyth County

Session II: What's Changed? The Evolving Expectations Elected Officials Have of their Managers (Salem 1BC)

Are board member expectations of managers different today than they were 10 or even five years ago? This session draws upon the insights of managers who have observed and adapted to the changing environment of board/manager needs. New and experienced managers wishing to sharpen their awareness, understanding, and toolbox of approaches with their boards will not want to miss this session.

Moderator: *Randy Harrington*, Manager, Town of Holly Springs

Panelists:

Charles Penny, Manager, City of Statesboro, GA

Kim Eagle, Manager, Gaston County

Session III: Is Your Local Government Fiscally Healthy? Are you Sure? (Winston 3AB)

This session will cover the Unit Assistance List of the Local Government Commission (formally known as the Watch List) and present basic financial metrics to monitor the financial condition of a local government. Two or three case studies will follow, giving managers the opportunity to draw conclusions for financial trends and benchmark data.

Speaker: *Bill Rivenbark*, MPA Director, UNC School of Government

10–10:15 a.m. Break

10:15–11:30 a.m. CONCURRENT SESSIONS

Session I: How Can You Make a Difference? Improving Diversity and Inclusion in the Profession (Salem 3AB)

This session will explore how local government managers can use research on issues of diversity, equity, and inclusion to improve their organizations and the local government management profession. Researchers from UNC, Appalachian State, and East Carolina will cover lessons learned on gender and racial diversity in the profession. A discussion will follow on how professional associations and managers can reduce barriers to diversity.

Moderator: *Rob Carty*, Director of Career and Equity Advancement, ICMA

Panelists:

Kathryn Webb Farley, MPA Director, Appalachian State University

Leisha DeHart-Davis, Professor, UNC School of Government

Kim Nelson, Professor, UNC School of Government

Casey Fleming, Assistant Professor, East Carolina University

Session II: Homelessness in Our Communities—A Wicked Problem (Salem 1BC)

Many communities in North Carolina are dealing with an increasing number of homeless individuals living on streets and/or camping on private property. Citizens are looking to their local governments to deal with this issue, but, unfortunately, there is no easy answer. Panelists will discuss how they are dealing with the legal and practical issues of homelessness in their communities.

Moderator: John Connet, Manager, City of Hendersonville

Panelists:

Hal Hagwer, Manager, City of Sanford

Chuck Watts, Attorney, City of Greensboro

Tim West, Housing Project Supervisor, City of Winston-Salem

Session III: Sponsor Presentations (Winston 3AB)

Moderator: *Adam Lindsay*, Manager, Town of Clayton

Session IIIA: Tackling Environmental Challenges in Your Community

Every community has eyesores that could benefit from repurposing or redevelopment. The stumbling blocks to making this happen are often the environmental knowns (and unknowns) associated with these properties. This presentation covers the challenges associated with such properties, ways to limit environmental liabilities, and the administrative and financial resources available to local units of government to overcome these challenges.

Speaker: *Darin McClure*, President, Mid-Atlantic Associates Inc.

Session IIIB: Game Changer! Turning Spaces into Great Places in your Community

Communities across the country are transforming traditional parks, greenways, main streets, and town centers into vibrant destinations for residents and visitors. Discover the use of placemaking design principles and creative financing techniques to create signature projects in your community that provide social and cultural benefits as well as stimulate your local economy.

Speakers:

Mike Norris, Director of Land Planning and Recreation, McGill Associates

Gary Jackson, Business Services Manager, McGill Associates

11:30 a.m.–1 p.m. PRESIDENT'S LUNCHEON (Salem 2)

The program includes introduction of NCCMA MPA scholarship recipients, "Assistant Manager of the Year" Award presentation, recognition of Life Members and sponsors, Memorable Moments in Management, and the Civic Education Consortium update.

1–2 p.m. CONCURRENT SESSIONS

Session I: NCCMA Business Meeting (Salem 3AB)

Session II: What to Expect When You're Expecting (to Change the World)—A Guide to the First Few Years in Local Government (Salem 1BC)

MPA students will hear what it's like starting a career in local government. A panel of local government professionals will share experiences and advice about assessing job opportunities, landing your first job, and navigating the first few years in local government after graduate school.

Moderator: *Kelly Baker*, Administrative Services Director, City of Salisbury

Panelists:

Becky Hawke, Assistant Manager, Town of Matthews

Brian Pahle, Assistant Manager, City of Henderson

Will Doerfer, Manager, Town of Liberty

2–2:15 p.m. Break

2:15–3:30 p.m. Legislative Updates: NCLM (Salem 3AB) **and NCACC** (Salem 1BC)

3:30–4:30 p.m. MPA Directors Meeting (Twin City Boardroom)

3:30–5:30 p.m. Mobile Workshop: Reinventing an Underutilized Asset—The Smith Reynolds Airport Case Study

Smith Reynolds Airport, located less than 10 minutes from downtown Winston-Salem, has a storied history. As late as the 1960s, it was the most active airport in North Carolina. After losing airline service, growth at Smith Reynolds stagnated before local leaders identified it as a key underutilized asset in its economic development strategy for the region, county, and community. This session provides a case study on how a community identifies, plans around, and executes strategies to maximize underutilized community assets.

Moderator: *Dudley Watts*, Manager, Forsyth County

Panelists:

Kyle Haney, Economic Development Program Administrator, Forsyth County

Mark Davidson, Airport Director, Forsyth County

Mark Owens, CEO and President, Winston-Salem Chamber of Commerce

Opportunity for discovery flights for anyone who is interested. Cost is \$45 for a seat on the aircraft, and each flight lasts 15–20 minutes.

3:30–4:45 p.m. CONCURRENT SESSIONS

Session I: Regional Councils of Government in North Carolina—How They Can Be Used to Make a Local Government Manager's Job Easier (Winston 3AB)

For more than 50 years, the 16 regional councils of government in North Carolina have existed to serve as natural extensions of municipal and county government. This session will explore how regional councils of government provide value, opportunities in North Carolina for more effective use of regional councils, and the responsibility of local governments to support and strengthen their regional councils of government.

Moderator: *Lee Worsley*, Executive Director, Triangle J COG

Panelists:

Anthony Starr, Executive Director, Western Piedmont COG

Sarah Thompson, Executive Director, Southwest Planning Commission COG

Matthew Dolge, Executive Director, Piedmont Triad Regional Council

Session II: Speed Coaching for MPA Students (Winston 2)

Moderator: *Michelle Lancaster*, Deputy Manager, Union County

4:45–6 p.m. General Reception (Foyer)

Music by SEWA Beats

5:15–6 p.m. Public Executive Leadership Academy (PELA) Reception, for graduates and those interested in applying for the 2020 class (Salem 1A)

FRIDAY, FEBRUARY 7

7 a.m. Senior Advisor Breakfast (Marriott 3 Private Dining Room)

7:45 a.m. Late Registration (Salem Foyer)

7:45 a.m. Continental Breakfast (Salem Foyer)

8:30–9:45 a.m. Keynote II: Setting Yourself and Your Followers on Fire! (Salem 2)

One of the greatest challenges we all face is keeping ourselves motivated. This is particularly difficult and extremely important for leaders. It's easy to lose enthusiasm and get burned out, stressed out, and checked out. This high-energy session will give you six steps for getting the fire back in your life and some quick tips for keeping yourself up. It will also provide corresponding steps to keeping your team motivated; in this tight labor market, we must keep our best people motivated or risk losing them.

Speaker: *Denise Ryan*, Motivational Speaker and Trainer, FireStar

9:45–10 a.m. Break

10–10:30 a.m. Speaker: Josh Stein, Attorney General, North Carolina Department of Justice (Salem 2)

10:30 a.m.–12:30 p.m. Mobile Workshop: Winston-Salem and the Rise of the Entrepreneur (Meet at Convention Center front entrance, Cherry St. and Fifth St.)

Winston-Salem's local economy, once dominated by major titans of the tobacco and textile industries, is undergoing a dramatic transition. Attendees will learn about the array of local institutions working to support Winston-Salem's goal of becoming the best city in the country to launch a start-up business.

Speaker: *Evan Raleigh*, Assistant Manager, City of Winston-Salem

10:30 a.m.–12:30 p.m. Workshop: Helping Your New Board Get Off to a Good Start (Salem 3AB)

This topic attracted a standing-room-only crowd at the ICMA Conference in Nashville, so we're bringing it home specifically for North Carolina managers. It will focus on the role of the manager in supporting newly elected officials' ability to effectively lead and govern their organizations and communities. Attendees will learn how to provide an engaging and informative orientation for new board members and help board members in their transition from campaigning to governing.

Speakers:

Lydian Altman, *Patrice Roesler*, and *Carl Stenberg*, Center for Public Leadership and Governance, UNC School of Government