



February 2-5, 2021 | Virtual via Zoom

(Updated January 25, 2021)

TUESDAY, FEBRUARY 2

9 a.m.-Noon Pre-conference Session
Workshop: Facilitation Skills for Managers
(Separate registration required)

The word "facilitation" means "to make easy" but when you are trying to guide a group of people with different views and priorities to a clear decision that everyone is committed to implementing, you may feel like there's nothing easy about it! In this interactive session, you will learn techniques to plan and lead engaging and productive meetings, with opportunities to practice new skills and receive feedback. We will also discuss strategies for common challenges facing facilitative leaders, like how to foster open and honest communication from people who report to you.

Addresses ICMA practices 2- Community Engagement, 4- Staff Effectiveness and 8- Policy Facilitation and Implementation.

Speaker: *Peg Carlson*, Professor of the Practice in Public Leadership and Organizational Development, UNC School of Government

WEDNESDAY, FEBRUARY 3

9-10:30 a.m. Opening General Session: State of the Economy

The focus of this session will be on the Coronavirus Economy. Dr. Yandle will cover economic forces affecting the nation, our region, and North Carolina. Dr. Yandle will also address economic impacts to North Carolina's major MSAs.

Speaker: *Dr. Bruce Yandle*, Clemson University, College of Business and Behavioral Sciences, Dean Emeritus

10:30–10:45 a.m. Break

10:45 a.m.–12:15 p.m.
General Session: Inclusive and Equitable Workplaces—Public, Private and Law Enforcement Perspectives

This panel session will include experts from state government, the private sector, and policing who will lead a conversation about diversity, equity, and inclusion in local government.

Panelists: *Patrice Andrews*, Police Chief, Town of Morrisville

David Ellis, County Manager, Wake County

Machelle Sanders, Secretary, NC Department of Administration

Donald Thompson, Founder and CEO, The Diversity Movement, Walk West

THURSDAY, FEBRUARY 4

9–10:30 a.m. Business Meeting

Speaker: *Marc Ott*, ICMA Executive Director

10:30–10:45 a.m. Break

10:45 a.m.–12:15 p.m. CONCURRENT SESSIONS

Session 1: Putting Equity and Inclusion

Resources to Work in Your Community

Now more than ever, managers are working hard to make sure they are providing local government services in an equitable manner with a workforce that looks like the community it serves. Fortunately, there are resources, including ICMA's Equity & Inclusion Toolkit, available to managers that highlight best practices that managers can implement in their organization and community. The panel session will focus on the panelists experiences on addressing diversity, equity, and inclusion issues in their communities and Martha Paige, NCCCMA President, will share her thoughts on how our association is responding to need for diversity, equity and inclusion.

Moderator: Matt Roylance, Assistant Town Manager, Town of Garner

Carl Stenberg, James E. Holshouser Jr. Distinguished Professor of Public Administration and Government, UNC School of Government

Panelist: *Lane Bailey*, City Manager, City of Salisbury

Jamie Justice, Town Manager, Town of Davidson

Martha Paige, Town Manager, Town of Morrisville

Dakisha Wesley, Assistant County Manager, Buncombe County

Session 2: Managing Rural Water Utilities: Exploring Challenges and Long-Term Solutions

This session will provide helpful information for local government water utilities that are struggling financially or struggling to maintain financial viability. Jennifer Haynie with N.C. Environmental Quality will present common challenges and solutions and outline some

potential first steps for leading your utility into the right direction. Longtime County Manager Scott Sauer and City of Shelby Manager Rick Howell will share their experiences and lessons learned from managing rural water utility systems. Attending local government managers are encouraged to invite their utility managers or key staff to also attend this session.

Moderators: *Marcus Abernethy*, Business and Membership Development Services, NCLM

Jason King, Director of Education and Conferences, NCACC.

Panelists: *Jennifer Haynie*, Environment and Special Projects Unit Supervisor, N.C. Department of Environmental Quality, Environment and Special Programs Unit.

Rick Howell, City Manager, City of Shelby

Jon Risgaard, SRF Section Chief, NCDEQ, Wastewater & Drinking Water Funding Programs

Scott Sauer, NCCCMA Senior Advisor and Bertie County Manager, Retired

Session 3: Real Time Intelligence Centers: Tech Transformation in Law Enforcement?

Ubiquitous WIFI, the internet of everything, wireless connectivity, fiber optics and inexpensive camera technology are all merging to create new tools for security and police investigations. This session will take a look into the possibilities of both large and small police departments and sheriff's departments to begin planning for these new tools for policing.

Moderator: *Dudley Watts*, County Manager, Forsyth County

Speakers: *Mark Elliott*, Major, Forsyth County Sheriff's Department.

Anthony Baldini, Fusus, Chief Operating Officer

Session 4: Remote Work Works: The New Post-COVID Workplace

In response to the COVID pandemic, Wake County quickly shifted more than 50% of the workforce to remote working. Many working remotely expressed interest in continuing to do so beyond the pandemic. Rather than reverting to pre-COVID norms, Wake leaders chose to use lessons learned from COVID adaptation to reimagine future operations. The session will share how Wake was able to successfully pivot to remote working and "Wake 2.0" the organizational framework used to create a new workplace and customer-service model with long-term remote work options while achieving county-wide goals ranging from ensuring excellent service delivery with high customer satisfaction to nurturing the health and well-being of employees to reducing the county's carbon footprint.

Panelists: *Angela Crawford*, Human Resources Director, Wake County

John Higgins, Information Systems Director, Wake County

Trinija Martin, Deputy Human Resources Director, Wake County

Johnna Sharpe, Chief Operating Officer, Wake County

Session 5: SPONSOR PRESENTATIONS

Cyber Security Checklist: How Do You Rate?

It is easy to become overwhelmed with cybersecurity needs and requirements. This session will explore how focusing on a few key items can go a long way in keeping your local government safe.

Presenter: *Joe Howard*, Chief Information Security Officer, VC3

Water Rates – Cost vs. Value

Effectively utilize public outreach and education programs to help your public water utility to inform customers and mitigate negative responses to rate changes.

Presenter: *Daryll Parker*, Principal Consultant, Wildan Financial Services

2–4 p.m. MPA Student Speed Coaching Session

FRIDAY, FEBRUARY 5

9–10:30 a.m. CONCURRENT SESSIONS

Session 1: Future of Policing

Issues of racial equity and social justice are dramatically changing the way managers approach their work. Nowhere are these issues more pressing than in law enforcement, where deaths of people of color after police interactions have prompted protests in jurisdictions across the country and raised difficult questions about institutional racism in law enforcement. Our distinguished panelists, including current and former presidents of both the North Carolina and International Association of Chiefs of Police, will share their perspective on how these events and conversations will shape the future of law enforcement.

Panelists: *Gina Hawkins*, Chief of Police, City of Fayetteville

David Hess, Chief of Police, City of Roxboro

Louis Dekmar, Chief of Police, City of LaGrange, GA

Session 2: Agritourism

A presentation on the Visit NC Farm APP and the economic impact on small, rural communities. And discuss how communities are leveraging rural assets and small businesses to bring in unique revenue sources. Assets such as pick-your-own farms, seasonal attractions and wedding/special event venues will be discussed.

Moderators: *Michael Felts*, County Manager, Granville County

Patrick Niland, Assistant County Manager, Union County

Panelists: *Angela Allen*, Tourism Director,
Granville County

Annie Baggett, Agritourism Marketing
Specialist, NC Department of Agriculture

**Session 3: Beyond the Organizational Chart:
Social Networking Analysis in Local
Government Organizations**

Social network analysis is an innovative management tool for revealing the key ingredients in organizational effectiveness: relationships and communications. As opposed to the organizational chart, which depicts the formal structure of the organization, social network analysis determines how work is accomplished by mapping out who talks to whom and who works with whom. This session reports the results of Morehead City, NC's social network analysis, conducted by researchers from the University of North Carolina at Chapel Hill and Florida International University. Attendees will hear about how Morehead City learned that some of its departments were siloed and the steps Morehead City took to improve communications and collaboration.

Speakers: *Leisha DeHart-Davis*, Professor of Public Administration and Government, UNC School of Government

Ryan Eggleston, Manager, City of Morehead City

Session 4: Community Engagement and Lessons Learned from COVID-19

The Novel Coronavirus pandemic of 2020/2021 caused us to rethink how we communicate with, reach out to, and support residents and businesses within community. While many traditional forms of community outreach could not feasibly continue in the same manner, counties and municipalities exhibited flexibility and creativity reaching residents during this challenging time. Learn from the experiences of the Cities of Washington, Burlington, and Durham as they responded to meet the needs

of local businesses and residents with varying levels of digital access by combining the use of digital tools with safe in-person engagement. While the pandemic will end, the lessons learned by these communities during COVID-19 will be helpful to communities of any size interested in building positive relationships with community stakeholders.

Moderator: *Mark Matthews*, Assistant Town Manager, Town of Fuquay-Varina

Panelists: *Alexis John*, Community Engagement Specialist, City of Durham.

Rachel Kelly, Assistant City Manager, City of Burlington

Jonathan Russell, City Manager, City of Washington

10:30–10:45 a.m. Break

10:45 a.m.–12:15 p.m. General Session: Recap of the 2020 Election

The 2020 election is over maybe, now what? Chris Cooper and Michael Bitzer will breakdown the election and what it means for North Carolina.

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

Patrick Niland, Assistant County Manager, Union County

Speakers: *Dr. J. Michael Bitzer*, Professor of Politics & History, Catawba College

Dr. Chris Cooper, Professor of Political Science & Public Affairs, Western Carolina University