

# AGENDA

12/20/17

## 57th Annual North Carolina City and County Management Seminar

Benton Convention Center, City of Winston-Salem

January 31 - February 1–2, 2018

### WEDNESDAY, JANUARY 31, 2018

#### 9:00-12:00 PRECONFERENCE SESSION

##### **ICMA Workshop** (Salem 3AB)

##### **Fatal Flaws of a Council-Management Relationship**

Presented by Ian McCormick, a management consultant and advisor who provides overviews on good governance and council-management role clarity to urban and rural municipalities and counties. Ian will examine this topic from a series of perspectives and will address:

- The Challenges/Pitfalls of Executive Leadership
- Importance of “Tone at the Top”
- Sources of Landmines
- Why/How Managers Create Own Problems
- Elected Official Expectations of their City Manager
- Where Role Clarity Should Begin
- Signals the Relationship is Not Working
- Thriving and Surviving Strategies
- Assessing the Results of a Healthy Relationship: A Council-Manager Covenant.

##### ***Speaker:***

Ian McCormick, President, Strategic Steps Inc., Alberta, Canada

11:00-12:00 **Orientation for New Managers and Association Members** (Salem 1AB)

12:00 **Registration** (Salem Foyer)

12:00-1:30 **Executive Committee Meeting** (Conference 1)

12:30-1:30 **Civic Education Committee Meeting** (Conference 2)

1:45-2:15 **Welcome and Introductions** (Salem 2)

John Connet, President, NCCCMA, City Manager, City of Hendersonville

Lance Metzler, Program Chair, NCCCMA, County Manager, Rockingham County

2:15-3:45 **KEYNOTE ADDRESS** (Salem 2)

City of Winston-Salem Mayor J. Allen Joines will share his thoughts and perspective on the roles of the manager and elected officials related to city operations, using his experience as a former city employee (Deputy City Manager), and then as he

transitioned into the legislative side of government for the city. His comments will focus on how the manager and elected officials can best work together to accomplish things collaboratively. The backdrop for his comments will be the development of the Innovation Quarter in downtown Winston-Salem.

Mayor Joines will be joined by Dr. Eric Tomlinson, Chief Innovation Officer for Wake Forest Baptist Medical Center and President of Wake Forest Innovation Quarter, who will talk about how and why this concept was derived and tips for local governments on how they could do something like this as well.

***Speakers:***

Allen Joines, Mayor, City of Winston-Salem

Eric Tomlinson, President, Wake Forest Innovation Quarter, Chief Innovation Officer, Wake Forest Baptist Medical Center

**3:45-4:00 Break**

**4:00-5:30 Plenary Session (Salem 2)  
“13 Things Mentally Strong People Don’t Do”**

***Speaker:***

Amy Morin, Psychotherapist and Author

**5:30 Reception (Foyer)**

**THURSDAY, FEBRUARY 1, 2018**

**7:30 Late Registration (Salem Foyer)**

**7:30-8:30 Alumni Breakfasts (Marriott Hotel, Second Floor)**  
ASU (Hearn CD)  
ECU (Hanes Boardroom)  
NCSU (Corpening)  
UNC Chapel Hill (Hearn A)  
UNC Charlotte (Winston)  
UNC Greensboro (Salem)  
UNC Wilmington (Reynolda)  
WCU (Piedmont)

**7:30 Continental Breakfast (Benton Convention Center, Foyer)**

**8:30-10:00 CONCURRENT SESSIONS**

1. **Session I (Winston 2)**

**Speed Networking for MPA Students**

Get career and resume tips in a lively session that borrows the speed dating formula. This is a lively, fast-paced opportunity to expand your network and develop professional connections.

- Students will participate in four or five 10-minute speed coaching sessions. Come with a playful spirit; this is intended to be a high energy, low risk way to get acquainted.

***Moderator:***

Michelle Lancaster, Assistant County Manager, Union County

**2. Session II (Salem 1AB)**

**Listen to Employees, Design a Better Workplace**

One way that cities and counties can attract and retain the best and brightest is by giving employees a voice in the workplace. This panel discusses how local governments can effectively listen to employees, reports trends in research from the Local Government Workplaces Initiative, and shares insights from managers who have acted on employee feedback to improve their workplaces.

***Panelists:***

Leisha DeHart-Davis, Professor, UNC School of Government

Tansy Howard, Assistant City Manager, City of Raleigh

Jaime Laughter, County Manager, Transylvania County

Lloyd Payne, Assistant City Manager, City of Concord

Roger Stancil, Town Manager, Town of Chapel Hill

**3. Session III (Winston 3AB)**

**“Don’t Shoot the Messenger” – Effective Communication Strategies during Crisis Situations**

Effective messaging is always important for local governments, but vital during emergency and crisis situations. This session will share effective messaging strategies and efforts across a variety of communication channels using a case study around the officer-involved shooting incident involving the Charlotte-Mecklenburg Police Department in September 2016.

***Moderators:***

Charles Archer, Account Director, Freese and Nichols, Inc.

Ann Wall, City Manager, City of Greenville

***Speaker:***

Sandy D’Elosua Vastola, Director, Charlotte Communications & Marketing, City of Charlotte

**8:30 – 12:00 CONFERENCE WORKSHOP (Salem 3AB)**

**The War on Opioids: Attacking the Epidemic on Multiple Fronts**

A complex and far-reaching problem requires a multifaceted solution. As the tentacles of the opioid epidemic have spread and devastated families and communities, the social safety net has responded, with some innovative efforts finding lasting impact. This workshop will speak to responses to the crisis from state, county and municipal government, and academic levels.

This “deep dive” session will include comments from Attorney General Josh Stein on the State of North Carolina’s efforts; a presentation from Nashville Police Chief Thomas Bashore on the town’s innovative HOPE Initiative, which seeks to provide safe assistance to those who are struggling to overcome their opiate addiction; a facilitated discussion with managers in counties that have held leadership forums on the issue; and

a look at how the UNC School of Government is trying to help individual communities with treatment models.

***Moderator:***

Lance Metzler, Program Chair, NCCCMA, County Manager, Rockingham County

***Speakers:***

Thomas Bashore, Chief, Nashville Police Department

Kimberly Nelson, Associate Professor, UNC School of Government

Josh Stein, Attorney General, State of North Carolina

***Panelists:***

Tony Brown, County Manager, Halifax County

Mike Downs, County Manager, Cabarrus County

Denise Stinagle, County Manager, Wilson County

Jack Veit III, County Manager, Craven County

**9:00-10:30 MPA Program Director’s Meeting** (Twin City Boardroom)

**10:00-10:30 Break**

**10:30-12:00 CONCURRENT SESSIONS**

1. **Session I** (Salem 1AB)

**Navigating Today’s Water Finance and Governance Challenges and Opportunities**

School of Government Environmental Finance Center Director, Jeff Hughes, will provide an update on emerging local water management and utility trends, challenges, and opportunities. The session will also provide an opportunity for managers to share their experiences, practices, and perceptions related to this essential community, economic, and natural resource through live polling and other structured activities.

***Speaker:***

Jeff Hughes, Director, Environmental Finance Center, UNC School of Government

2. **Session II** (Winston 3AB)

**Shift Happens: Tapping Your Superpowers When You Need Them Most**

Are you at a point of transition and want to expand your capacity to lead in this new situation? You may be a first-time manager, a manager new to North Carolina, experiencing the effects of a reorganization, moving to a new form of government, or find yourself unexpectedly unemployed. No matter what type of transition you are experiencing, extra support can help you tap and build your capabilities to manage through these shifts. [See how](#) results-based [professional](#) coaching works, [learn about the Transition Support Program](#) (executive coaching), and [hear how it is different from other programs](#).

***Moderator:***

Michael Peoples, City Manager, City of Gastonia

***Speaker:***

Lydian Altman, Director, Strategic Public Leadership Initiative, UNC School of Government

***Panelists:***

Rick Rocchetti, CEO, Rocchetti and Associates  
Dale Smith, CEO, Smith Management Training and Consulting Services  
Lib Wanner, Owner, Lib Wanner Coaching  
Founding Members of the North Carolina Government Coaching Group

**3. Session III (Winston 1AB)**

**Large City/County and Small City /County Roundtables**

City/County Managers of large cities/counties (greater than 100,000/200,000 respectively) and small cities/counties (less than 1,500/20,000 respectively) will discuss important topics facing these urban and rural jurisdictions.

***Moderators:***

John Connet, President, NCCCMA, City Manager, City of Hendersonville  
Rodney Dickerson, Secretary/Treasurer, NCCCMA, Town Manager, Town of Garner

Grant Goings, 1<sup>st</sup> Vice President, NCCCMA, City Manager, City of Wilson  
Renee Paschal, 2<sup>nd</sup> Vice President, NCCCMA, County Manager, Chatham County

**12:00-1:30 PRESIDENT’S LUNCHEON**

The luncheon program includes introduction of NCCCMA MPA scholarship recipients, recognition of Life Members, recognition of sponsors, and Memorable Moments in management.

**1:45-3:15 CONCURRENT SESSIONS**

**1. Session I (Salem 1AB)**

**MPA Student Guide to the First Few Years**

Learn what it’s like starting a career in today’s times. Five managers will share experiences and advice about interviews, contracts, council/manager relationships, and what to expect in your few years of management.

***Moderators:***

Brandon Holland, Town Manager, Town of Biscoe  
Patrick Niland, Town Manager, Town of Wingate

***Panelists:***

Sarah Harris, Town Administrator, Town of Booneville  
Tom Hart, City Manager, City of Clinton  
Jaime Laughter, County Manager, Transylvania County  
Megan Powell, Management Assistant, Henderson County  
Alex Sewell, Town Manager, Town of Wadesboro

**2. Session II (Winston 3AB)**

**Is Your Downtown Getting You Down?**

Do your downtown buildings need some TLC? Is the old school building detracting from your downtown’s aesthetic? Tired of that vacant grocery store taking up valuable space in your downtown? This session will give you ideas on how to take matters into your own hands by offering suggestions on how to identify existing assets, engage your community to develop a vision, and how to

invest and/or incentivize investment through creative financing strategies. This collaborative panel will discuss the ins and outs of repurposing downtown buildings including: possible uses, financing tools, tax credits, and purchasing strategies.

***Moderator:***

Drew Havens, Town Manager, Town of Apex

***Panelists:***

Ashley Anderson, Attorney, Sanford Holshouser, LLC

Larissa Harper, Executive Director, Downtown Salisbury, Inc., City of Salisbury  
Downtown Department

Zack Kyle, Assistant City Manager, City of Salisbury

Crystal Morphis, CEO, Creative Economic Development Consulting, LLC

Jim Prosser, Executive Director, Centralina Council of Governments

**3:15-3:30 Break**

**3:30-5:00 CONCURRENT SESSIONS**

**1. Session I (Salem 1AB)**

**Citizens Academies: Building Capacity for Community Engagement**

Citizens academies are education programs conducted by local governments that seek to equip residents with civic knowledge and skills for improved community engagement. These programs also help build trust with participants and improve the pool of candidates for various boards and committees. In this lesson you will learn promising practices from three programs as well as the latest research on program impact.

***Moderator:***

Lance Metzler, County Manager, Rockingham County

***Speakers:***

Jenifer Della Valle, Assistant to the Town Manager, Town of Hillsborough

Peter Franzese, Public Affairs & Project Manager, City of Concord

Ricardo Morse, Associate Professor, UNC School of Government

**2. Session II (Winston 3AB)**

**Promoting Ethical Organizations**

This session examines the ethical expectations for local government administrators. The Code of Ethics of ICMA—and the status of the revision process—will be compared to the 2013 code of the American Society for Public Administration to show how they can be used together to develop a comprehensive set of standards for administrators in local government. The goal for managers is to both prevent unethical behavior and to promote ethical behavior, that is, conduct that upholds and advances the standards contained in professional codes. Often the shortcomings in local government performance represent the failure to act ethically. Methods for promoting ethics in the organization will be explored.

***Speaker:***

Jim Svara, Professor Emeritus, Arizona State University

- 5:15-6:30      Public Executive Leadership Academy (PELA) Reception for Graduates and 2018 Prospective Applicants**
- 5:15-6:30      ICMA Student Chapter Reception**

**FRIDAY, FEBRUARY 2, 2018**

- 7:30              Late Registration**
- 7:30              Continental Breakfast (Salem Foyer)**
- 8:30-9:45      Business Meeting (Salem 1AB)**
- 9:45-10:00    Break**
- 10:00-10:30   State Treasurer Dale Folwell (Salem 1AB)**
- 10:30-12:00   NCLM (Salem 1AB) & NCACC (Salem 3AB) Legislative Updates**
- 12:15-2:30    Program Conference Committee Meeting (Conference 2)**
- 12:15-2:30    NCCCMA Executive Committee (Conference 1)**