

58th Annual North Carolina City and County Management Seminar

February 6–8, 2019 | Benton Convention Center, Winston-Salem, NC

WEDNESDAY, FEBRUARY 6, 2019

9 a.m.–1 p.m. Preconference Session

ICMA Workshop 1: Moving Your Organization toward Higher Performance (Salem 3AB)

All of our organizations, regardless of size or location, are challenged by the same issues—increased demands for services, reduced revenues, negative perceptions of government, and disengaged workers. This workshop will present key concepts of the High-Performance Organization Model and address topics such as leadership, teamwork, and employee development. It will provide opportunities for small group discussion and encourage thinking about next steps to move organizations toward improved performance.

(Practice Groups: 4–Staff Effectiveness, 6–Strategic Leadership)

Speaker: *Brian Bosshardt*, Manager, City of Bedford, TX

12 p.m. Registration (Salem Foyer)

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

1–2:45 p.m. Program Planning Committee Meeting (Conference 2)

Civic Education Committee Meeting (Salem 1B)

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

This session will review NCCCMA resources available to assist members, especially professional development opportunities for new managers and support for managers in transition.

Moderator: *Carl Stenberg*, Professor, UNC School of Government

Speakers: *Jeff Repp*, Manager, Town of Boiling Spring Lakes; Chair, NCCCMA Professional Development Committee

Lydian Altman, Senior Manager, Leadership Curriculum Development, Center for Public Leadership and Governance, UNC School of Government

2:45–3 p.m. Break

3–3:45 p.m. Welcome and Introductions (Salem 2)

Grant Goings, President, NCCCMA; Manager, City of Wilson

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

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

Mike Smith, Dean, UNC School of Government

3:45–5 p.m. Keynote I: When the Battle over Confederate Statues Lands on Your Doorstep—Twice (Salem 2)

Former City Manager of Charlottesville, VA, and current Chapel Hill Town Manager Maurice Jones will provide insight on the challenges of managing a municipality when communities confront the legacy of the Confederacy and the monuments erected to highlight that history. He will offer a firsthand account of the legal, political, and personal battles associated with the ongoing debate about the future of these memorials and their proper place in modern society.

Speaker: *Maurice Jones*, Manager, Town of Chapel Hill

5:15–7 p.m. Reception (Winston/Salem Foyer)

THURSDAY, FEBRUARY 7, 2019

7:30–8:30 a.m. Alumni Breakfasts

Appalachian State University
(Gaines 2 Embassy)

East Carolina University (Conference 2)

North Carolina State University
(Winston 3C)

UNC-Chapel Hill (Gaines 1 Embassy)

UNC-Charlotte (Salem 1C)

UNC-Greensboro (Winston 3A)

UNC-Wilmington (Conference 1)

Western Carolina University
(Winston 1C)

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

8:30 a.m. Late Registration (Salem Foyer)

8:45–10 a.m. CONCURRENT SESSIONS

Session I: The Psychology of Pay (Winston 1AB)

This session explores the latest research on the psychology of pay, pay philosophies and processes, and creative approaches used by NC local governments to address pay issues. Group discussions will address competitive job markets and the role of citizen education on pay.

Moderator: *Leisha DeHart-Davis*, Professor, UNC School of Government

Panelists: *Todd Carpenter*, Deputy Manager, City of Gastonia

Bonnie Hammersley, Manager, Orange County

Lloyd Payne, Manager, City of Concord

Session II: Got Issues? Leverage the Community to Help Solve Them (Salem 3AB)

Is your community dealing with a challenging issue? Sometimes engaging other community organizations is the key to making progress! This session introduces the Collective Impact Model, a structured form of community collaboration. Learn how Transylvania County and Wilkes County/Wilkesboro have successfully used and adapted it to deal with the types of problems that are difficult for any single organization to solve.

Moderator: *Matthew Roylance*, Assistant Manager, Town of Garner

Speakers: *Willow Jacobson*, Professor, UNC School of Government

Jaime Laughter, Manager, Transylvania County

Heather Murphy, Executive Director, The Health Foundation

Session III: The Missing Link: How to Get Started with Affordable Housing (Salem 1AB)

Do you need more housing for your police officers? Teachers? Seniors? Do you want to be a community where people can work and live? Local governments must get involved in the effort to meet the increasing demand for affordable housing in our communities. This panel will provide an overview of how to get started and will address financing strategies, effective partnerships, deal structuring, and overcoming community skepticism.

Moderator: *Drew Havens*, Manager, Town of Apex

Panelists: *Ashley Anderson*, Attorney, Sanford Holshouser

Rhett Fussell, Executive Director, Raleigh Area Land Trust

Gregg Warren, President, DHIC

10–10:15 a.m. Break

10:15–11:30 a.m. CONCURRENT SESSIONS

Session I: Identification of Human Trafficking: The Untapped Potential of Local Government (Winston 1AB)

The managers on the panel will discuss the first steps they have taken to broaden awareness, identify indicators, encourage intervention, and better connect with local service providers.

Speaker: *Margaret Henderson*, Lecturer and Director, Public Intersection Project, UNC School of Government

Panelists: *Scott Elliott*, Manager, Pitt County

Christine Long, Executive Director, NC Human Trafficking Commission

David Parrish, Manager, City of Greensboro

Session II: Economic Development Incentives: A Matrix Approach (Salem 3AB)

This panel will discuss promising practices in the creation of economic development incentives including thresholds, numerical ranking/scoring matrixes, cost-benefit analyses, and illustrations of how requests achieve core objectives. It is designed for towns, cities, and counties of all sizes.

Moderator: *John Eller*, Manager, Davie County

Panelists: *Chris Dillon*, Assistant Manager, Wake County

Kyle Haney, Economic Development Specialist, Forsyth County

Scott Millar, President, Catawba County Economic Development Corporation

Greg Payne, Vice President, Economic Leadership LLC

Michael Peoples, Manager, City of Gastonia

Session III: Preventing Suicides of First Responders (Salem 1AB)

After losing two long-time first responders to suicide and in response to citizens' decreased access to mental health services, Henderson County decided to integrate behavioral health into its overall wellness approach. This session will focus on Henderson County's Wellness Clinic and its new program in behavioral health management.

Moderator: *Megan Powell*, Budget Manager, Henderson County

Speakers: *Jimmy Brissie*, Emergency Services Director, Henderson County

Jamie Gibbs, Clinic Manager, Henderson County

Michael Tui-II, Behavioral Health Counselor, Henderson County

Steve Wyatt, Manager, Henderson County

Session IV: Lead for North Carolina Focus Group (Winston 3B)

NCCCMA is a partner in an exciting initiative to serve local governments and attract young talent to our communities. Lead for North Carolina is a pilot state affiliate of Lead for America, a national nonprofit organization. The mission of LFA is to bridge the gap between local governments and aspiring young leaders through implementing a fellowship program that will place recent college graduates in municipalities and counties across the state for two years. The focus group will address the types of projects Fellows could work on and identify the desirable knowledge, skills, and abilities they should possess.

Conveners: *Grant Goings*, President, NCCCMA; Manager, City of Wilson

Mike Smith, Dean, UNC School of Government

Joe Nail, CEO, Lead for America

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

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

1–2 p.m. CONCURRENT SESSIONS

Session I: Business Meeting (Winston 1AB)

Session II: MPA Student Guide to the First Few Years (Salem 3AB)

MPA students will learn what it's like starting a career today. Managers will share experiences and advice about interviews, contracts, council/commission/manager relationships, and what to expect in the first few years of local government management.

Moderator: *Patrick Niland*, Manager, Town of Wingate

Panelists: *Snow Bowden*, Manager, Town of Erwin

Matthew Christian, Manager, Town of Mt. Gilead

Elton Daniels, Manager, Town of Selma

Michael James, Assistant to the Manager, Union County

Rachel Kelley, Assistant Manager, City of Burlington

2–2:15 p.m. Break

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

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

3:30–5:30 p.m. WORKSHOPS

Mobile Workshop 1: Historic Transformations: A Tale of Two of Winston-Salem's Most Iconic Transformations

Learn about the impressive transformation underway in two of the most iconic locales in Winston-Salem: The Wake Forest Innovation Quarter and the historic Union Station train depot. This mobile workshop will offer the opportunity to learn about the unique histories of these sites and gain insight into how Winston-Salem transformed these formerly dormant and blighted areas into significant community anchors.

Mobile Workshop 2: Partners in Crime Labs: A Local Look at Joint Forensic Services

Forsyth County and the City of Winston-Salem recently consolidated their crime scene and forensic services units. The result is a more efficient, cost-effective, and holistic approach to crime investigation—a showcase for the power of a local government partnership. The tour of the Forensic Services Division will provide an insider's look at some of the efficiencies and improvements the consolidation made possible.

Speakers: *Ben Rowe*, Assistant Manager, City of Winston-Salem

Ronda Tatum, Deputy Manager, Forsyth County

Catrina Thompson, Police Chief, City of Winston-Salem

Workshop 3: Local Government Corruption: Screening and Discussion of *All the Queen's Horses* (Winston 1C)

We will screen the documentary *All the Queen's Horses*, which investigates the largest municipal embezzlement in US history. After the film, there will be a discussion of lessons learned.

Moderator: *Kimberly Nelson*, Associate Professor, UNC School of Government

Workshop 4: Speed Networking for MPA Students (Winston 2)

This is a lively, fast-paced opportunity to network and develop professional connections in four or five 10-minute speed-coaching sessions.

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

5:30–6:30 p.m. Conference Reception (Winston/Salem Foyer)

6–7 p.m. Public Executive Leadership Academy (PELA) Reception for Graduates and 2019 Prospective Applicants (Salem 3C)

6–7 p.m. ICMA Student Chapter Reception (Winston 3B)

FRIDAY, FEBRUARY 8, 2019

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

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

8:15–9:45 a.m. Keynote II: Leadership is a Marathon (Salem 2)

This session is designed to inspire local government leaders to achieve victories in their communities. Matt Jones will share his story of conquering cancer three times, running marathons around the world, and research from his book *Leadership is a Marathon*. It will be upbeat and tailored to the challenges and goals of local government leaders.

Moderator: *Korena Weichel*, Manager, City of Creedmoor

Speaker: *Matt Jones*, Matt Jones International, Austin, TX

9:45–10 a.m. Break

10–11:30 a.m. Mobile Workshop: Historic Transformations: A Tale of Two of Winston-Salem's Most Iconic Transformations

Learn about the transformation underway in two iconic locales in Winston-Salem: The Wake Forest Innovation Quarter and the Union Station train depot. This workshop will offer the opportunity to learn about the histories of these sites and gain insight into how Winston-Salem transformed these formerly dormant areas into significant community anchors.

10 a.m.–12:30 p.m. ICMA Workshop 2: Creating a Life Map: A Year of Living Purposefully (Salem 1AB)

This interactive workshop will help participants step back from the daily bustle to gain clarity on the motivations, passions, and purpose crucial to a happy, fulfilled life. It will be tailored to the work and circumstances specific to the local government environment and include on-site coaching to identify what is working well for participants as well as areas that need improvement.

(Practice Group: 5–Personal Resiliency and Development)

Speaker: *Felicia Logan*, Director of Leadership Development, ICMA