Leaders and Managers: The Need to Be Both

February 12 – 14, 2020
The Omni Hotel
Charlottesville, Virginia

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Wednesday, February 12
10:00 am–5:00 pm Registration and Check-In

1:00–4:30 pm Pre-Conference Workshop: ICMA’s Fatal Flaws of a Council-Management Relationship
Ian McCormack, President, Strategic Steps Inc.
Examine this hot topic from a variety of perspectives, including:
• The Challenges/Pitfalls of Executive Leadership
• Key Distinctions: Council/Mayor Roles
• Importance of “Fit at the Top”
• Sources of Landmines: Why/How Managers Create Their Own Problems
• Council Expectations of their City Manager
• Where Role Clarity Should Begin
• Signs that the Relationship is Not Working
• Survival Strategies, and
• Assessing Results of a Healthy Relationship: A Council-Manager Covenant
(ICMA Practice Areas: 1 Personal and Professional Integrity, 2 Community Engagement, 3 Equity and Inclusion, 4 Staff Effectiveness, 5 Personal Resiliency and Development, 7 Strategic Planning, 8 Policy Facilitation and Implementation, 9 Community and Resident Service)

5:30–7:00 pm Reception at Old Metropolitan Hall

Thursday, February 13
7:30 am–7:45 am Civic Engagement Committee Meeting
Ashlawn & Highlands

7:30–8:15 am Communications and Networking Committee Meeting
James Monroe

8:00 am–5:00 pm Registration

8:30–8:45 am Welcome
James Ervin, President, VLGMA, and Town Manager, Town of Rocky Mount
Tamara Richardson, City Manager, City of Charlottesville

8:45–10:00 am Keynote: Ethical Issues in Local Government
Dr. Michael A. Gilettie, Bioethics Services of Virginia, Inc.
This highly interactive, case-based discussion will consider ethical issues associated with the provision of public sector services. We’ll examine a pragmatic approach to careful ethical analysis and specific local government issues. Topics may include organizational and leadership ethics, managing conflicting expectations from elected officials, staff members, citizens, and other stake holders; maintaining appropriate professional boundaries; and the ethical management of scarce resources. Case studies will be drawn from all departments and areas of public service. (ICMA Practice Areas: 1 Personal and Professional Integrity, 2 Community Engagement, 3 Equity and Inclusion)

10:00–10:15 am Break

10:15–11:45 am Toward Inclusive Excellence
Dr. Kevin McDonald, Vice President for Diversity, Equity and Inclusion, University of Virginia
Explore how organizations can more intentionally weave diversity, equity, and inclusion efforts into their organizational fabrics. (ICMA Practice Areas: 3 Equity and Inclusion, 4 Staff Effectiveness, 13 Human Resources and Workforce Engagement)

11:45 am–12:00 pm ICMA Updates & NACA Updates

12:00–1:15 pm Student / Early Career Professionals: Speed Coaching Lunch
Pat Pate, City Manager, City of Manassas
Stephanie Davis, Program Director, Graduate Certificate in Local Government Management / Graduate Certificate in Public and Non-profit Financial Management, Virginia Tech

1:15–2:15 pm The Economic Outlook for Virginia
Sonya Waddell, Vice-President and Economist, Federal Reserve Bank of Richmond
Get updated on Virginia's economy, in the context of the national and regional economies. Discuss of how regions within Virginia have been performing and what challenges might be on the horizon. (ICMA Practice Areas: 6 Strategic Leadership, 10 Service Delivery, 12 Financial Management)

2:15–2:30 pm Break

Concurrent Sessions
2:30–3:45 pm 1. The Wisdom of the Ancients for Today’s Local Government Managers
Kim Payne, former City Manager, City of Lynchburg
Bob Shpolyansky, former City Manager, City of Staunton
Facilitated by two of VLGMA’s “ancients,” this interactive session will weave timeless principles of leadership into a discussion of issues facing today’s local government managers. Bring your own “wicked problem” to the discussion and share your thoughts on how to be a more effective leader in your community. (ICMA Practice Areas: 1 Personal and Professional Integrity, 2 Community Engagement, 6 Strategic Leadership, 14 Communication and Information Sharing)

2:30–3:45 pm 2. Virginia Tech’s Role in Preparing Virginia’s Local Government Leaders and Managers
Stephanie Davis, Program Director, Graduate Certificate in Local Government Management / Graduate Certificate in Public and Non-profit Financial Management, Virginia Tech
Discover existing professional development opportunities with an emphasis on leadership in this overview of the Graduate Certificate Program in Local Government Management. In this session, you will learn about the model of academic education, professional development, and technical assistance that guides the development of programs for Virginia local governments. Current students of the program will present their studio project. (ICMA Practice Areas: 4 Staff Effectiveness, 13 Human Resources and Workforce Engagement)

3:45–4:00 pm Break

4:00–5:00 pm Lessons Learned: Experiences of a Fiber to the Home Project
G. Chris Brown, City Attorney, City of Harrisonburg
Tom Hartman, Public Works Director, City of Harrisonburg
Kurt Plassman, Information Technology Director, City of Staunton
Red Woodicka, Deputy City Manager, City of Lynchburg
Gaynelle Hart, Public Works Director, City of Lynchburg
Chris Kyle, Vice President for Industry Affairs and Regulatory, Shenandoah Valley

7:00 pm Dinner with Colleagues at Omni

Friday, February 14
8:00 am Continental Breakfast

8:00–8:45 am Member Support Committee Meeting
Ashlawn & Highlands

8:45 am–9:45 am Strategic Planning Committee Meeting
James Monroe

9:45 am–10:00 am Mel Gillis Tribute Video

9:00–10:00 am Cyber Security Risk Management
Chris Ballard, Risk Control Manager, JACORP
Regardless of size, no organization is immune to the ever more pervasive threat of cybercrime, and security is only as strong as its weakest link. This training program offers an introduction to the world of cybersecurity for all employees, not only IT staff, while focusing on the practical steps that individuals and organizations can take in order to avoid being victimized by a cyber attack. (ICMA Practice Areas: 8 Policy Facilitation, 11 Technological Literacy, 14 Communication and Information)

10:00–10:15 am Break

Concurrent Sessions
10:15–11:30 am 1. Managing Through a Recession
Keith Banker, City Manager, City of Galax
Pat Coffee, former County Administrator, Augusta County
Mary T. Price, former County Administrator Shenandoah County
During prolonged periods of economic expansion, it can be easy to forget that recessions will happen again, or that localities and states can be in recession while the rest of the nation hums along. Learn from colleagues about how they lead their jurisdictions through past recessions. (ICMA Practice Areas: 7 Strategic Planning, 8 Policy Facilitation and Implementation, 9 Community and Resident Service, 10 Service Delivery, 12 Financial Management and Budgeting)

10:15–11:30 am 2. What Would Confucius Do? A Case Study
Kim Payne, former City Manager, City of Lynchburg
Bob Shpolyansky, former City Manager, City of Staunton
Using a case study format, Bob and Kim will lead a discussion on a contemporary challenge while attempting to integrate leadership principles of Confucius, Lao-Tzu, and others into an effective approach. This session will complement Thursday’s session on “The Wisdom of the Ancients” but can also be attended alone. (ICMA Practice Areas: 1 Personal and Professional Integrity, 2 Community Engagement, 6 Strategic Leadership, 14 Communication and Information Sharing)

11:30 am–12:15 pm VLGMA Business Meeting (for all members)

12:20–2:00 pm Professional Development Committee Meeting (during lunch)