

THE ADMINISTRATOR

A PUBLICATION OF THE N.C. CITY & COUNTY MANAGEMENT ASSOCIATION

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SEMINAR TO LOOK AT MANAGERS 'IN THE MIDDLE'

The 52nd N.C. City & County Management Association (NCCCMA) Winter Seminar is coming up Feb. 6-8 at the Sheraton Imperial in Research Triangle Park. The theme of this year's seminar is "Managers in the Middle: Bridging the Public Divide."

This theme is represented throughout the seminar; in fact,

the opening pre-conference workshop, "Interpersonal Leadership and the New Order of Things," will look at situations where leaders are put in difficult, awkward and conflict-laden situations.

From there the seminar will touch on a variety of topics to help managers and assistants be better prepared for the challenges that confront them every day. Among the topics of concurrent sessions are gauging community interest, navigating council-manager relations, interviews, human resources consolidation, even local government retirement.

Of course, one of the key components of this annual seminar is the best practices sharing that takes place, such as networking opportunities, new manager orientation and alumni breakfast meetings involving the various public Master's of Public Administration programs. All of

these are designed to help young and experienced managers alike navigate increasingly difficult professional waters.

The keynote address will be delivered on Wednesday, February 6 by Sen. Peter Brunstetter, Senate Appropriations Chair and former Forsyth County Board Chairman. Brunstetter will provide his perspectives on strengthening the state/local government partnership. He will highlight his expectations for major legislative initiatives impacting local governments in the General Assembly's 2013-14 biennium and reflect on the 2012 elections results and what they might mean to counties and cities.

Go to page 4 for the draft agenda of the 2013 NCCCMA Winter Seminar.

WEBSITE NOW MOBILE

www.NCManagers.org, the N.C. City & County Management Association, is now accessible via mobile phones and tablets.

Now, local government managers can visit the association's website on iPhones, iPads, Androids and more. The entire site is mobile accessible, which should keep you in touch with your association easier and quicker.

THE ADMINISTRATOR

The Administrator is a monthly newsletter of the North Carolina City and County Management Association, a professional association for city and county managers and assistant managers from counties and municipalities throughout the state of North Carolina.

For comments or suggestions, please contact Matt Lail, editor, at 919-819-3979, or email at collards12@yahoo.com.

UPCOMING EVENTS

N.C. City & County Management Association Winter Seminar

Sheraton Research Triangle Park
February 6-8, 2013

N.C. City & County Management Association Summer Seminar

Craven Convention Center,
New Bern
June 20-22, 2013

COOL COMMUNITIES REGISTRATION OPEN

Registration is now open for the [2013 Transforming Local Government Conference](#) (TLG) to be held April 10-12th at the Marriott Marquis in Atlanta, Georgia.

Hosted in partnership with the Georgia City-County Management Association (GCCMA), TLG is recognized for its dynamic content; encouraging freethinking and fostering unprecedented ideas, all within a relaxed and professional networking and learning environment. Participants from across the United States and Canada will convene to learn new and innovative ways to build the future of local government today.

The 2013 conference, Cool Communities, will showcase case studies on economic vitality, organization design, community building and partnerships. Recently, the Alliance for Innovation selected 35 organizations from over 100 applicants to highlight their success stories in Atlanta.

Register by **February 9** to take advantage of the early bird registration rate – a 10% savings- and join your peers as

we explore the building blocks of building a COOL COMMUNITY!

Visit www.tlgconference.org to learn more about the conference, to view the full program, to register and to book your room at the Marriott Marquis.

About the Alliance for Innovation: The Alliance for Innovation is transforming local government through the power of innovation and collaboration. With Arizona State University and ICMA, we serve as the platform for local governments who are passionate about nurturing an innovative culture and building the future of local government today.

About GCCMA: GCCMA is the recognized affiliate organization of ICMA, the professional association of appointed administrators servicing cities, counties, regional councils, and other local government in the State of Georgia.

2013 Transforming Local Government Conference
COOL COMMUNITIES
Atlanta, GA
April 10-12, 2013



ETHICS: IN THE PUBLIC'S BEST INTEREST

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For people working in the public eye, allegations of a conflict of interest are as dangerous as a third rail: not always obvious to the eye but incredibly harmful on contact. In some circumstances, even allegations alone can be lethal to a career. If avoiding a conflict of interest or even the appearance of one is so important to one's survival, why do they go undetected by so many public officials?

Misplaced Reliance on the Law

Part of the blame goes to our good, but in this instance misplaced, reliance solely on the law to guide conduct. State and local ethics laws draw narrow definitions of what constitutes a conflict of interest. ...

The law operates best in an environment of certainty and clarity. For that reason, the laws tend not to address the array of other more ambiguous situations that create conflicts. In the end, conflict-of-interest laws are simply financial disclosure regulations that require public officials to file annual reports detailing sources of income, real estate investments, debts, and other business interests.

A Better Working Definition

There is a significant gap between what the law defines as a conflict of interest for a public official and what a reasonable person may perceive to be a conflict. One municipal attorney described the quandary as balancing conflicts of "interest" versus "allegiance." The first is a strict legal definition; the second is a real situation that calls into question whose interests are being served.

Here is the practical definition of when you have a conflict of interest: when your personal interests or life intersect with your official position. Period. End of story. It may be a minor conflict or a major one. It may, in fact, be an appearance issue rather than an actual conflict of interest. Either way, recognize the situation for what it is and then develop your strategy to address it in an ethical way.

Red Flags

Here are 10 scenarios that should raise the ethical red flag for anyone working in local government.

- The councilmember assigned to lead your contract renewal process wants a job with your organization.
- A family member wants to purchase property from the local government where you serve as manager.
- Your spouse represents a buyer interested in acquiring property from the city.
- Your adult child is applying for a position with your employer.
- You are having conversations about future

employment opportunities with a firm that may bid on a county project.

- You are having conversations about future employment opportunities with a developer whose project is in the approval pipeline with the city.
- A family member works for a vendor who bids on a city project.
- You recommend a personal friend for consideration to do a consulting project for the county.
- A councilmember offers to serve as your real estate agent.
- Purchasing foreclosed properties in your community sounds like a good personal investment.

The ICMA Code of Ethics sets a high standard for disclosure that would be appropriate for all public officials—elected and appointed—to adopt: Disclose any personal relationship in any instance where there could be the appearance of a conflict of interest.

But disclosure doesn't cure all conflicts. If the conflict is significant enough that a reasonable person would question whether you are acting in the public's best interest, disengage from the process early on.

In the end, appearances often trump the facts. And it's far easier to stay out than to get out.

(Edited for space.)

Martha Perego
ICMA Ethics Director
Washington, D.C.

52ND NCCCMA WINTER SEMINAR

FEBRUARY 6-8, 2013

SHERATON IMPERIAL, RESEARCH TRIANGLE PARK

MANAGERS IN THE MIDDLE: BRIDGING THE POLITICAL DIVIDE

WEDNESDAY, FEBRUARY 6, 2013

9:00-12:30 PRECONFERENCE SESSIONS

Workshop I (Imperial 6 & 7)

Interpersonal Leadership and the New Order of

Things: Leaders today are immersed in moments of disruptive change. We have entered a "New Order of Things". Leaders and the organizations they lead are constantly placed in difficult, awkward and conflict-laden situations. What are the leadership fundamentals that we need to work on to thrive in "The New Order of Things"? This session will explore in depth the following topics: 1) An array of "poison darts" that exist in today's leadership environment that we must be aware of because they can easily derail our success; 2) "Interpersonal Leadership" as the antidote for the "poison darts" concentrating on the most important fundamentals for leading people during challenging times such as formal and informal authority, judgment, conflict, understanding emotions and the need for work/life balance. The session will be interactive including the use of case studies to amplify the leadership concepts explored. (Practice Groups: 2- Policy Facilitation, 6- Initiative, Risk Taking, Vision, Creativity, and Innovation; 14- Advocacy and Interpersonal Communication, 17- Integrity and 18- Personal Development). **Speaker:** David Limardi, ICMA Midwest Regional Director

11:00-12:00 Orientation for New Managers and Association Members, Senior Partner Training (Room

101). **Speakers:** Brian Hiatt, President, NCCCMA, City Manager, City of Concord; Carl Stenberg, Professor, UNC-CH School of Government

12:00 Registration

12:00-1:30 Executive Committee Meeting (Royal)

1:45-2:15 Welcome and Introductions (Imperial 4 & 5). Brian Hiatt, President, NCCCMA, City Manager, City of Concord; Ken Larking, Program Chair, NCCCMA, Assistant County Manager, Moore County; Harry L. Jones, Sr., Past President, NCCCMA, County Manager, Mecklenburg County; Mike Smith, Dean, School of Government, UNC-CH

2:15-3:00 KEYNOTE ADDRESS (Imperial 4 & 5)

The State/Local Government Partnership and Examining the Impact of the 2012 Election on Local

Government. Moderator: David Thompson, Executive Director, NC Association of County Commissioners, Raleigh, NC. **Speaker:** The Honorable Peter S. Brunstetter, NC Senate District 31. Senator Peter Brunstetter, Senate Appropriations Co-Chair and former Forsyth County Board Chairman, will provide his perspectives on strengthening the state/local government partnership. He will highlight his expectations for major legislative initiatives impacting local governments in the General Assembly's 2013-14 biennium and reflect on the 2012 elections results and what they might mean to counties and cities.

3:00-3:30 Break

3:30-5:00 Plenary Session (Imperial 4 & 5)

The State/Local Government Partnership and Examining the Impact of the 2012 Election on Local

Government. Panelists: Morgan Jackson, Nexus Strategies, Raleigh, NC; Paul Shumaker, Carolina Strategy Group, Raleigh, NC

5:15 Reception (Imperial Pre-Function Area)

THURSDAY, FEBRUARY 7, 2013

7:30 Late Registration

7:30-8:30 Alumni Breakfasts

Appalachian State University (Empire AB)

East Carolina University (Piedmont)

North Carolina State University (Empire C)

University of North Carolina at Chapel Hill (Empire DE)

University of North Carolina at Charlotte (Bull Durham A)

University of North Carolina at Greensboro (Room 101)

University of North Carolina at Wilmington (Bull Durham B)

Western Carolina University (Sandhills)

7:30 Continental Breakfast (Imperial Pre-Function Area)

8:30-10:00 CONCURRENT SESSIONS**Speed Coaching for MPA Students (Imperial 6 & 7)**

Have career questions about the local government profession? Want advice about options you're considering? Want help with connections to advance your career interests? MPA students will have the opportunity to network one-on-one with up to six city/county managers and assistants in a fun, yet time-sensitive, way!

Moderators: Haley Kadish, ICMA Fellow/Management Analyst; Tom Lundy, County Manager, Catawba County

Session I (Imperial 4)

Tickets, Lunch, Trips: What's legal, what's ethical, and what might cost you your job? NC's Gifts & Favors law applies to all local governments. Come learn how this law affects you, your staff, and your elected officials. Your job just may depend on it! **Moderator:** Charles Archer, Chief Operating Officer, NCLM (retired December 2012).

Speaker: Frayda Bluestein, Associate Dean for Faculty Development/Professor of Public Law & Government, School of Government.

Session II (Imperial 5)

Natural Disasters: Planning & Response This session is intended to provide executive management with an overview of Emergency Management principles as it applies to local government responsibilities. Topics covered include a review of Emergency Management laws and authorities along with a discussion of the local, State and Federal relationships needed for effective planning and response to emergency management issues. A familiarization of the process to receive funding assistance

in the aftermath of a disaster including project formulation and documentation will also be covered.

Moderator: Mike Downs, County Manager, Cabarrus County. **Speakers:** Norma Houston, Lecturer in Public Law, School of Government, Adjunct Professor, School of Law; Wayne Broome, Emergency Management Director, Charlotte/Mecklenburg County; Bobby Smith, Emergency Management Director, Cabarrus County

8:30-12:00 CONFERENCE WORKSHOP (Auditorium)**Delivering Bad News to the Community**

Speaker: Mark Weaver

9:00-10:30 MPA Program Director's Meeting (Crown)**10:00-10:30 Break****10:30-12:00 CONCURRENT SESSIONS****Session I (Imperial 4)****Interviews – Necessary but Not Sufficient: Hiring Emotionally Intelligent Government Leaders.**

Traditionally government organizations rely primarily on the interview for an in-depth assessment of candidates. Interviews have a role, but they are often over-extended: that is to say, employers assume they can learn (often intuitively) more from an interview than is reasonable to expect from this selection tool. This session will set forth what employers should be seeking to learn from candidates; explain the role of emotional intelligence (EQ) in candidate performance; and demonstrate that a mix of tools and methods is essential for accurate and in-depth assessment of candidates. **Moderator:** Rodney Dickerson, Assistant Town Manager, Town of Garner. **Speakers:** Heather Lee, PhD, SPHR, Senior Partner, Developmental Associates LLC, Durham, NC; Steve Straus, PhD., President, Developmental Associates LLC, Durham, NC

Session II (Imperial 5)

Human Services Consolidation. This session will be an overview of the legislation that granted authority to county governments in North Carolina for consolidation of human services (social services, mental health, and public health) and the implementation of the law from

officials in Brunswick and Buncombe counties. **Moderator:** Jeffrey Repp, City Manager, City of Boiling Spring Lakes. **Panelists:** Marty Lawing, County Manager, Brunswick County; Amanda Stone, Assistant County Manager /Social Services Director, Buncombe County; Aimee Wall, Associate Professor of Public Law and Government, School of Government.

Session III (Imperial 6,7)

Local Government Retirement – What Does it

“Really” Mean to Me? Local Government retirement systems across the Country have been viewed by many as a “golden parachute” and a benefit that the private sector does not receive. Also, many retirement systems are broke across the Country and local governments have to fill in the budgetary shortfalls for their retirees. What is the real story for North Carolina and our system? How good a shape are we in? How do we justify to the public that the system is not broke and that it is vital to keep and retain good people in the public sector? This session will give you the information and ammunition that you need to address these issues. **Moderator:** Craig Honeycutt, County Manager, Alamance County. **Speakers:** Greg Ferguson, City Manager, City of Huntersville; Grant Goings, City Manager, City of Wilson

12:00-1:30 PRESIDENT’S LUNCHEON (Empire)

Includes introduction of NCCMA MPA scholarship recipients, recognition of Life Members, recognition of sponsors and **Memorable Moments in Local Management.** **Speakers:** Lee Galloway, Retired Town Manager, Town of Waynesville; Rob Hites, Retired City Manager, City of Statesville

1:45-5:00 CONFERENCE WORKSHOP (Auditorium)

The New Social Contract After four years of hiring freezes, layoffs, benefit reductions, and public sector bashing, what can managers do to reenergize employees and attract the talent they need? This workshop will challenge managers to think outside the fiscal box using case studies of prickly employee negotiations, recruitment challenges, flexible workforce questions, and retention realities. Find out what principles are key to success and

what questions you should be asking your current and future employees. **Speakers:** Beth Kellar, President/CEO, Center for State and Local Government Excellence, ICMA

1:45-5:00 Resume Review Station: Vital Tips to Making that First Contact Count! (Exhibit

Hall/Executive Board Room) Heather A. Lee, Ph.D., SPHR Industrial/ Organizational Psychologist and Partner, Developmental Associates, LLC will provide private, one-on-one resume reviews and give pointers on how to present yourself in a compelling way. It will cover the “do’s and don’ts” and provide useful information on surviving this initial phase of the recruitment process. This session should last approximately 20 minutes. Bring a hard copy of your resume or bring it on USB. Dr. Lee will also have a handout as a “take away”.

1:45-3:15 CONCURRENT SESSIONS

Session I (Imperial 4) Gauging Community Opinion and Building Citizen Engagement for Change

Speaker: Mark Weaver

Session II (Imperial 5) They Don’t Teach You This In School: Navigating The Challenges In

Council/Manager Relations Building on concepts discussed during the council-manager relationship pre-conference workshop, this interactive group discussion will discuss practical and philosophical challenges faced by managers in small and large jurisdictions. Using real-life scenarios and situational critique and assessment, this candid forum will use open-ended examples to outline ethical dilemmas and trust issues encountered between elected and appointed officials and provide possible options and solutions based on the experience and wisdom of peer managers. This session is also suitable for managers not attending the pre-conference workshop. **Moderators:** Dudley Watts, County Manager, Forsyth County; Martha Wheelock, Assistant City Manager, City of Winston-Salem

Session III (Imperial 6,7) Succession Planning:

Cultivating In-House Talent This session will focus on the impacts of losing key long time employees and how local governments have developed succession plans to cultivate in-house talent to attempt to fill those voids. This will be a panel discussion with representatives from both

City and County, as well from an academic perspective. The panelists will provide a brief overview of their efforts and the pros and cons of their programs. **Moderator:** Ron Smith, County Manager, Iredell County. **Panelists:** Tony Caudle, Deputy City Manager, City of Wilmington; Cynthia Eades, Director of Human Resources, Catawba County; Willow Jacobson, Associate Professor of Public Administration and Government, Director, LGFCU Fellows Program, School of Government

3:15-3:30 Break

3:30-5:00 CONCURRENT SESSIONS

Session I (Imperial 4) Reforming North Carolina's Tax Structure—A Legislative Conversation. Senator Bob Rucho and Representative Julia Howard, the chief Senate and House architects of the General Assembly's tax reform initiatives, will share their principles and perspectives on tax reform strategies, and what state actions might mean to county and city revenue streams. Cindy Avrette, a legislative analyst with the finance committees of the House and Senate, will review the history of tax reform in North Carolina. **Moderator:** Rebecca Troutman, Intergovernmental Relations Director, NCACC. **Panelists:** Cindy Avrette, Legislative Analyst, Research Division, NC General Assembly; The Honorable Julia C. Howard, NC House District 79; The Honorable Bob Rucho, NC Senate District 39

Session II (Imperial 5) The Pitfalls of Social Media in Local Government Social media has been heralded as an exciting opportunity for local governments, but it also has potential challenges and risks. This session will cover legal, human resources, and citizen engagement challenges that have emerged with this new form of media. **Moderator:** Ken Larking, Assistant County Manager, Moore County **Speakers:** Bill Greeves, Chief Information Officer, Wake County; Shannon Tufts, Assistant Professor and Director, Center for Public Technology, School of Government

Session III (Imperial 6,7) Encouraging Healthy, Active Lifestyles Locally... The Benefits May Surprise You. Communities across North Carolina are doing amazing things to encourage healthier

food production. In this session, you will hear about three success stories: The creation of a small town farmers market in the Town of Saw Mills; the success of the City of Lenoir's Community Garden, and Cabarrus County's farm incubator program. **Moderator:** Hank Perkins, Town Manager, Town of Lewisville **Panelists:** Lane Bailey, City Manager, City of Lenoir; Jessie Carter, Health Education Supervisor, Caldwell County Health Department; Doug Crawford, Elma C. Lomax Incubator Farm, Concord, N.C.

5:00-6:00 ICMA Credentialing Focus Group (Auditorium). Martha Perego, Ethics Director, ICMA

5:15 Public Executive Leadership Academy (PELA) Reception for Graduates and 2013 Prospective Applicants

FRIDAY, FEBRUARY 8, 2013

7:30 Late Registration

7:30 Continental Breakfast (Imperial Pre-Function Area)

9:00-10:15 Business Meeting (Imperial 4 & 5) NCCCMA President Brian Hiatt will preside over the semi-annual business meeting of the association. Election of officers and directors for FY 13-14 will be considered by the membership.

10:15-10:30 Break

10:30-12:00 NCLM & NCACC Legislative Updates Potential issues that could impact local governments in the 2013-14 biennial sessions of the General Assembly will be discussed. **Speakers:** Ellis Hankins, Executive Director, North Carolina League of Municipalities **(Imperial 6 & 7);** David Thompson, Executive Director, North Carolina Association of County Commissioners **(Imperial 4 & 5)**

12:00-1:30 Civic Education Committee Meeting (Sandhills)

12:00-2:00 Program Conference Committee Meeting (Crystal Coast)