

# THE ADMINISTRATOR

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

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## CELEBRATING 50 YEARS OF PUBLIC SERVICE

**The North Carolina City & County Management Association (NCCCMA)** is entering a truly “golden” era: the association’s 50<sup>th</sup> anniversary!

In May of 1964, city and county managers from across North Carolina gathered in Wrightsville Beach to organize a merged version of the two groups, forming the N.C. City and County Managers Association. The initial officers included President William

Veeder, Charlotte city manager; Vice President J. Harry Weatherly, Mecklenburg County manager; and Secretary-Treasurer Jack Neal, Roxboro city manager.

According to a June 1964 issue of *Popular Government*, the conference was attended by about 50 city managers and 10 county managers and “was addressed by Orin F. Nolting, Director, The International City Managers Association.”

Fifty years later, the association – and the profession – is as strong as ever. That’s worth celebrating.

Throughout the rest of 2013 and into 2014, the NCCCMA will pay tribute to this milestone. Look for regular historical perspective in *The Administrator*. The year’s events will conclude with a celebration at the 2014 Summer Seminar, to be held June 19-21 in Charlotte.

## DULA, PAST NCCCMA PRESENT, SUCCUMBS TO CANCER

**Mike Dula, Elon town** manager and past president of the N.C. City & County Management Association and a friend to many in the profession, passed away on June 30, 2013, after a long battle with cancer. He was 63.

Dula, who was born in Rutherford County, is survived by his wife of 42 years, Brenda Hollingsworth Dula, and his daughter, Adrienne (Andrew)

Isenhower of Knoxville, Tenn. (who has worked in local government in Lenoir and as the Sylva town manager); and his mother, of Forest City.

Dula was the Elon town manager for 23 years. He graduated from Appalachian State University with a Master’s



degree in geography and planning and was very involved with the ASU Local Government Alumni Association. He was also a member of the International City Management Association.

“He always seemed to have the answers,” Elon Mayor Jerry Tolley told the *Times-News*. “In 23 years, I don’t think I ever got a phone call complaining about how Mr. Dula handled a situation.”

## 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](mailto:collards12@yahoo.com).

## UPCOMING EVENTS

### 99<sup>th</sup> ICMA Annual Conference

Boston  
September 22-25, 2013

### 2014 N.C. City & County Management Association Winter Seminar

Sheraton Research Triangle Park  
February 5-7, 2014

### 2014 N.C. City & County Management Association Summer Seminar

Charlotte  
June 19-21, 2014

# WORSLEY: A ‘TREMENDOUS HONOR’ TO LEAD NCCCMA

## Durham County Deputy

Manager Lee Worsley was sworn in as the newest president of the N.C. City & County Management Association (NCCCMA) during the organization’s recent summer seminar. The event was held in New Bern in June.

At the same time, Worsley was saddened by the fact that his friend, Holly Springs Town Manager Carl Dean, would not get to fill the role that was slated to be his. Dean, who was scheduled to become president, passed away unexpectedly on May 2.

“It is a tremendous honor to become President of the North Carolina City/County Management Association,” said Worsley. “At the same time, I would ask all of our members to continue to keep the family of Carl Dean, and especially his daughter Jamie, in our thoughts and prayers. I know that Carl was very excited about becoming President of the Association and I will certainly keep Carl in my thoughts as the year goes by.

“We can all honor Carl’s

memory by giving a donation to the Jamie Dean College Fund either through the Association or through the State Employees’ Credit Union.”

People are already giving to the fund. So far, the membership has raised more than \$4,500 through the Summer Seminar golf tournament (more in *The Administrator*) and from fundraising.

Worsley will lead NCCCMA through a momentous 12 months – an honor that’s not lost on him.

“This will be an exciting year for this Association, we are celebrating our 50th year as a combined city and county association and we are quickly approaching the time when we will host the ICMA Conference in Charlotte/Mecklenburg County in September 2014. I want to thank each of you for the important work you do each day in our communities and invite you to contact me anytime if you have thoughts or concerns about the Association.”

## PROFESSIONAL PARTNERS PROGRAM: A RESOURCE FOR NORTH CAROLINA MANAGERS

*Note: Ethics will return next month.*

### **“You’re going to be lonely.”**

Retired Greensboro city manager Ed Kitchen heard these words from a colleague when he first became a manager nearly 20 years ago. He says they



proved to be true.

After taking office as Greensboro’s city manager

two years ago, Denise Turner-Roth quickly realized the unique position occupied by local government managers. “Prior to serving as manager, I didn’t understand that phrase about being lonely,” she says. “I do now. No one other person, no matter how close they may be to me, fully understands all that I have to balance.”

One thing that has helped Roth is the professional partnership she has formed with Kitchen. They are participating in the NC City and County Management Association’s Professional Partners Program.

The program is part of the UNC School of Government’s orientation for new city and county managers. It connects new managers—or those new to serving in the state—with seasoned North Carolina managers.

Roth says it’s not just complex issues she consults Kitchen about. It’s also things that may seem mundane on the surface, but that have real impact in the daily running of a large organization.

Kitchen says, “You have so many different sources of sometimes conflicting information that you have to sort through, and so many different constituencies you have to successfully deal with. The manager is the one who spends 24/7 thinking about all of it, and there are not many people with whom he or she can discuss the issues of the community.”

“To have Ed as a checkpoint on administrative issues that I’m processing or weighing in on has been very helpful,” says Roth. “As managers, we are constantly faced with having to make that

final call. Some will be considered right, and some wrong, but we can always benefit from having as much information as possible. It is difficult to get unbiased input from your staff or board or constituency groups, regardless of their intent to the contrary. But a mentor, ideally, has the best interest of good government and your success as their priority.”

And the benefit works both ways,



according to Kitchen. “I feel that I’m giving back, maybe continuing to help the community. My ultimate objective,” he says, “is to do whatever I can to help Denise succeed in her role.”

It helps to bounce things off someone who has traveled the same road of discovery, but who recognizes that each manager is unique. “As a senior partner,” says Kitchen, “I have to be careful not to recommend that

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## NCLM'S HANKINS TO RETIRE

### **Ellis Hankins, North**

Carolina League of Municipalities executive director, recently announced his plans to retire. Hankins will remain with the League through January 2014.

Hankins is only the fifth full-time executive director in the

League's 105-year history. He first joined the League staff in 1982 as assistant general counsel, was promoted to associate general counsel, then general counsel and chief legislative lobbyist in 1987. He left the League to work as a lawyer in private practice in

1993 and returned to the League in 1997 as executive director.

"It has been a great privilege to work for great public servants across North Carolina. I'm very proud of what the League has helped our municipal membership accomplish."

## SENIOR PARTNERS, CONTINUED FROM PAGE 3

Denise do things the way I might have. I am no longer the manager, and I realize that the issues and people she is dealing with are significantly different than those I experienced."

Mentoring and being mentored is not new to either Kitchen or Roth. Both have mentored others informally, and both have had mentors in their careers.

"But this partnership is different," Roth says. "This is about my professional development as a manager, a role in which every aspect of my individuality comes in to play."

### **About the Professional Partners Program**

The North Carolina City and County Management Association sponsors the Professional Partners Program as a key part of the School of Government's

orientation for new city and county managers in North Carolina.

### **A resource for new managers**

New managers or managers new to the state need to learn quickly about local government in North Carolina, the role of the manager in that system, and the resources available to support the state's manager network. Working with a senior partner can provide a new manager with a wealth of information about management issues and practices in the state.

### **An opportunity for seasoned managers**

By sharing the professional insights and knowledge gained through years of experience, veteran managers can contribute not only to a colleague's personal and professional growth, but also to

the legacy of good governance in our state.

### **How does it work?**

Professional partnerships are initiated by a new manager's request to the School of Government. The School identifies an appropriate professional partner from a roster and invites that senior partner to contact the new manager to establish the mentoring relationship.

### **For more information**

Visit the Professional Partners Program website at [www.sog.unc.edu/node/805](http://www.sog.unc.edu/node/805) to download the Professional Partners Guide or contact Carl Stenberg at 919.962.2377 or [stenberg@sog.unc.edu](mailto:stenberg@sog.unc.edu).

## DURHAM: ANATOMY OF COOL

**In Durham, what might** have appeared to be a Herculean task at first (the conversion of a tobacco/mill town whose core businesses had long ago gone by the wayside into a trailblazing 21st century incubator of small businesses specializing in high tech and bio tech innovation with downtown as a destination full of dining and entertainment) is actually a story of good investment, planning, and partnership. In a city made famous by a movie celebrating its baseball (Bull Durham and the Durham Bulls) it is another baseball film - Field of Dreams - that best sums up its story- "If you build it, they will come."

Durham has a history of renovating and repurposing buildings, mills and warehouses (Brightleaf Square in the 80's, Carolina Theatre in the early 90's, Liggett and Myer's warehouses in the early 2000's) but the City center still languished. Parrish Street, once nationally known as America's Black Wall Street had become emblematic of the neglect and lack of interest for which Downtown Durham had become known.

Ten years ago, the City of Durham and Durham County made a bet that the renovation of the American Tobacco Campus (16 acres and 11 rentable buildings) in Downtown Durham, by Capitol Broadcasting Company, would be the start; they built parking garages for \$42 million to support the complex and provide a great neighbor to the Durham Bulls Athletic Park, built in the 90's. ATC anchored their development with large tenants like McKinney, Duke University, and Burt's Bees. A Downtown Fund was enhanced from the tax revenue that was generated

from this partnership.

One of the five strategic goals for Durham is to have a Strong and Diverse Economy. In focusing on this goal, the city's Office of Economic and Workforce Development has strengthened its partnerships with not only businesses like Capitol, but also with organizations like Downtown Durham Inc. (which we partially fund) and the Greater Durham Chamber of Commerce to bring about a sea change.

In 2010, a group consisting of Office of Economic and Workforce Development staff, Greater Durham Chamber of Commerce reps, Downtown Durham Inc. reps and private developers (small, medium, and large) met to devise a way to implement the recommendations of the City Center Retail Market Analysis. . What they developed essentially revised Durham's economic development policy in a major way. It provided the means for grants to small developers and property owners seeking to revitalize vacant and underutilized buildings. It also provided a way for small businesses to access capital to create or improve retail spaces.

Durham is focused on growing small businesses through partnership and on looking for ways to respond to business needs. Staying nimble and not dictating from "on high" has been the key element that buttresses this community's economic vitality.

With the intent to create a strong, diverse, and vibrant downtown, Durham established a public-private partnership to create thriving businesses in areas that had become blighted. By providing grants to incentivize businesses in

targeted areas to rehabilitate buildings through the building Improvement Grants and Retail and Professional Service Grants and by encouraging business owners to beautify their exteriors through Sign and Façade Grants, the City is creating long lasting partnerships. These partnerships help to support neighborhood vitality and provide that intangible factor that led The New York Times describe the Raleigh-Durham area as the "axis of cool" and to include Durham in the top 41 places to visit in the world.

The financial investment is one part of the story. The ability to respond and actively look for ways to make connections is the other.

The City, through its donation of necessary parking, has supported innovative programs like the Bull City Startup Stampede™ (developed by Downtown Durham, Inc. and the Greater Durham Chamber of Commerce). Bull City Startup Stampede™ is a nationwide competition for entrepreneurs to receive support for 60 days in the form of free office space and furniture with access to accelerator programs, investors and support organizations. The Stampede is in its third year and has resulted in 15 new companies being funded and thriving in Downtown Durham.

American Underground, located in the basement of American Tobacco Campus, houses multiple accelerators, startups and incubators, all feeding off each other's energies and expertise.

Another example of how deep the synchronicity runs is Bull City Burger and Brewery.

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## DURHAM, CONTINUED FROM PAGE 5

Roger's Alley, LLC, the owner of 107 E. Parrish Street, received a Building Improvement Grant. Bull City Burger and Brewery, a brand new locally sourced restaurant, was the tenant of this building and received a Retail and Professional Services Grant and a Sign and Façade Grant. In the case of this building and business, the City's investment was \$92,500, which leveraged a private investment of \$974,739.

When Bull City Burger and Brewery started looking to hire qualified staff, the Office of Economic and Workforce Development met with them about the "Greener Tomorrow Culinary Arts" job training program. This program, a partnership between North Carolina Central University, the Office of Economic and Workforce Development and SEEDS, a local educational community garden, was designed to provide

occupational skills training for young parents aged 16 – 24 concentrating on gardening, hospitality and culinary services. Bull City Burger and Brewery employed several people as a result of its participation in this program.

By focusing first on an anchor, the American Tobacco District consisting of the Durham Bulls Athletic Park, the Durham Performing Arts Center and the Campus itself, and then supporting smaller businesses and the revitalization of the rest of Downtown Durham, the City of Durham has helped create the conditions that are now making it possible for businesses of all sizes to find a home in Downtown Durham thus creating the momentum Durham needs in order to continue moving forward!

To learn more about the city of Durham, please visit <http://durhamnc.gov>.

### About

*North Carolina City and County Management Association and the Alliance for Innovation are partnered in efforts to provide members of both organizations exposure to national innovations along with sharing the innovative initiatives and projects of North Carolina local governments.*

*The Alliance is a network of local governments driving innovation throughout their organizations. You can learn more about the Alliance for Innovation and or the joint Alliance and ICMA Knowledge Network at [www.transformgov.org](http://www.transformgov.org) or contact our Regional Director, **Toni Shope**, at [tshope@transformgov.org](mailto:tshope@transformgov.org).*

## COTTON, GILBERT & WHITAKER HONORED

**During the 2013 NCCCMA** Summer Seminar, the association once again recognized outstanding assistant managers for their contributions.

Earning the Assistant Manager of the Year Awards for 2013 were **David Cotton**, Onslow County assistant manager, and **Danny Gilbert**, Lenoir assistant city manager. The awards were presented during the seminar's business meeting.

Also honored during the seminar was UNC-Chapel Hill

School of Government professor **Gordon Whitaker**, who was recognized with Honorary Membership in the association.

Whitaker joined the Institute of Government in 1997, but he has worked with Institute faculty since coming to UNC-Chapel Hill as a political science professor in 1973. He teaches courses in the MPA program in organization theory and in public management and leadership. In 1997 he helped organize North Carolina's Civic Education Consortium and received the International City/County Management Association's Award for Local Government

Education. In 2005 he received the Ned Brooks Award for Public Service, presented by the Carolina Center for Public Service. In addition to teaching and consulting, Whitaker directs the Public Intersection Project to improve working relationships between governments and their community partners: businesses, nonprofit organizations, philanthropies, and faith communities.

Congratulations to all three on well-deserved honors!

## GOLF TOURNEY SUPPORTS JAMIE DEAN COLLEGE FUND

### The Carolina Colours Golf

Club in New Bern was the gathering place for 56 golfers (and duffers) to compete in the annual NCCCMMA Memorial golf tournament June 20<sup>th</sup>. This year's event, sponsored by McGill Engineers raised a total of \$2885 for the Jamie Dean Scholarship fund in memory of long-time member Manager Carl Dean.

Participants enjoyed food and fellowship during a pre-round buffet as well as on course beverages underwritten by Municipal Benefits Services. Special thanks go out to tournament directors Steve Wyatt and Megan Piner of



Among those enjoying the golf during the summer seminar were: (left to right) Richard Olsen, Jeff Repp, Mike Epperson and Steve Allen.

Henderson County for their work in making this one of the most successful outings in recent years. While the on-course competition was keen, everyone left the day as a winner as

friendships were renewed and memories made, all in pursuit of a working cause.

Next year the tournament moves to the Charlotte Metro Area as the prelude to the 2014 conference. Make plans to be part of the action!



Left: Joel Storrow (right), President of McGill Engineers, with Steve Wyatt. Right: Golf tourney programs and trophies.



## Nominating Committee Report 2013 - 2014 Executive Committee

<b>President</b>	Lee Worsley, Deputy County Manager – Durham 200 East Main Street, 2 <sup>nd</sup> Floor, Old Courthouse, Durham, NC 27701 919.560.0000; <a href="mailto:lworsley@dconc.gov">lworsley@dconc.gov</a>
<b>Immediate Past President</b>	Brian Hiatt, Manager – Concord PO Box 308, 26 Union St. S, Concord, NC 28026-0308 704.920.5215; <a href="mailto:hiattb@concordnc.gov">hiattb@concordnc.gov</a>
<b>First Vice President</b>	Tasha Logan, Assistant Manager – Rocky Mount PO Box 1180, Rocky Mount, NC 27802 252-972-1111; <a href="mailto:tasha.logan@rockymountnc.gov">tasha.logan@rockymountnc.gov</a>
<b>Second Vice President</b>	Scott Hildebran, Manager – Blowing Rock PO Box 47, Blowing Rock, NC 28605-0047 828-295-5200; <a href="mailto:brtownmanager@bellsouth.net">brtownmanager@bellsouth.net</a>
<b>Secretary/Treasurer</b>	<b>Craig Honeycutt, County Manager – Alamance</b> 124 West Elm Street, Graham, NC 27253 336- 228-1312 <a href="mailto:craig.honeycutt@alamance-nc.com">craig.honeycutt@alamance-nc.com</a>

### Directors – Terms Expire June 2015

Alison Melnikova, Assistant Manager – Waynesville  
PO Box 100, Waynesville, NC 28786-0100  
828-456-2002; [townmanagerassistant@townofwaynesville.org](mailto:townmanagerassistant@townofwaynesville.org)

Grant Goings, Manager - Wilson  
PO Box 10, Wilson, NC 27894-0010  
252-296-3363; [ggoings@wilsonnc.org](mailto:ggoings@wilsonnc.org)

Dewey Harris, Assistant Manager – Catawba County  
PO Box 389, Newton, NC 28658-0389  
828-465-8205; [dharris@catawbacountync.gov](mailto:dharris@catawbacountync.gov)

### Directors – Terms Expire June 2014

Kenneth Noland, Manager – Wilkesboro  
PO Box 1056, Wilkesboro, 28697-1056  
336-838-2660; [townmanager@wilkesboronorthcarolina.com](mailto:townmanager@wilkesboronorthcarolina.com)

Terri Parker, Manager - Winterville  
PO Box 1459, Winterville, 28590-1459  
252-215-2340; [terri.parker@wintervillenc.com](mailto:terri.parker@wintervillenc.com)

Renee Paschal, Assistant County Manager – Chatham County  
PO Box 1809, Pittsboro, 27312  
919-545-8300; [renee.paschal@ncmail.net](mailto:renee.paschal@ncmail.net)