

# North Carolina City and County Management Association



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# Officers Manual

June, 2011

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**Preamble**

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**Officers Manual  
N.C. City and County Management Association**

Throughout the 20<sup>th</sup> Century, local government management in North Carolina evolved and grew with the dynamics and complexities of the cities, towns and counties within the Old North State. Over time, the Council/Manager and Commission/Manager form of government clearly became the choice of elected officials for the governance of the day-to-day affairs of municipal and county government. City, town and county managers were subsequently appointed and have flourished in an *environment* of “good government” as North Carolina has developed a very strong reputation of excellence in local government management.

In 1964, the city and county managers of the state determined to advance professionalism within its ranks by the formation of “The North Carolina City and County Management Association.” Since those early and formative years, the Association has matured and devoted itself to improving city and county government management in North Carolina. Throughout the course of this journey the Association has seen the emergence of a number of practices and traditions within its membership and within the organization. From time to time, the Association has recorded many of these “protocols” in an effort to provide for continuity and a connection between the past, present and future of our profession.

In 2001, NCCCMA President Webb Fuller commissioned a committee to more fully identify, document and record the traditions, practices and protocols of the Association into a functional document that could be used by the Association’s officers and membership. The Protocol and Procedures Committee was thus commissioned as an ad hoc committee to establish the written record of these traditions, practices and protocols; develop a calendar of important dates associated with same; and make recommendations associated with codifying policies or policy changes that would arise from the work of the committee.

The committee was chaired by *Dee Freeman*, Executive Director of the Triangle J Council of Governments and a Past President of the Association. Other members of the committee were *Carolyn Carter*, Assistant Raleigh City Manager and a Past President of the Association; *Debra Henzey*, Civic Education Consortium Director at the School of Government on the campus of the University of North Carolina at Chapel Hill; *Rebecca Troutman*, Director of Research for the North Carolina Association of County Commissioners; along with *Charles Archer*, Director of Intergovernmental Relations at the North Carolina League of Municipalities and Secretariat to the Association.

The document that follows, *Officers Manual for the North Carolina City and County Management Association*, is the product of the Protocol Committee’s endeavors. This manual is intended principally for the use of officers of the Association, along with its Secretariat. Otherwise, the manual, and its maintenance over time, is intended to be a repository of the multitude of customs and methods by which the Association advocates managerial professionalism and transacts its business; hence, it is for the entire membership’s use.

## NCCCMA OFFICERS MANUAL

Once established, it is the intent of the committee that the Associations Board of Directors annually update and revise the manual in order to provide for the continual improvement of the Association and the accrual of knowledge about the organization. The committee recommends that the board make the updating of the manual a routine part of its June agenda and that same become a part of its standard operating procedure.

The calendar included within this manual should be very helpful to everyone involved with the activities of the Association. For the officers of the Association, the calendar should prove to be an invaluable tool to assure the timely setting of agendas, completion of tasks, and the planning of business. Members of the Association should find the calendar equally helpful and a device by which to introduce proposals, monitor the work of their Association, and generally be more informed on the operations of the Association.

All recommendations of the committee that require amendments to the Association's bylaws and constitution will be presented to the Board of Directors. It is anticipated that such amendments will be referred to the NCCCMA Bylaws and Constitution Committee for proper review and processing of same before the membership in order to correctly codify all changes that are found to be desirable.

Accordingly, it is the committee's pleasure to offer its report and present the Association with the *Officers Manual for the North Carolina City and County Management Association*. Appreciation is extended to Charles Archer of the League and Rebecca Troutman of the Commissioners Association for their staff support in this endeavor. The committee trust that this document will meet its intended purpose and will serve for many years as a benefit to the Association.

### Protocol and Procedures Committee

Dee Freeman, Chair  
Carolyn Carter  
Debra Henzey  
Rebecca Troutman  
Charles Archer

June 26, 2003

**NC City & County Management Association**

**Constitution**

**ARTICLE I**

**NAME AND CREATION**

**Section 1.** The name of this organization shall be the North Carolina City and County Management Association.

**Section 2.** The Association shall be an unincorporated nonprofit association. The professional conduct of all members of the Association shall be governed by the “Code of Ethics” of the International City/ – County Management Association.

The Executive Committee shall be responsible for enforcing the Code through the Professional Conduct Committee. In the event of a complaint regarding the professional conduct of a member, the Executive Professional Conduct Committee shall conduct an investigation, make findings, and take such disciplinary action consistent with the ICMA/NCCCMA Code of Ethics: Rules of Procedure for Enforcement as adopted and as may be amended, by the membership as it deems appropriate.

**ARTICLE II**

**PURPOSES**

**Section 1.** The purposes of this Association shall be to contribute to the continuing improvement of city and county government in North Carolina; to maintain and develop the professional competence and personal development of its members through discussion and exchange of information, ideas and experience; to maintain and develop relations with organizations devoted to the improvement of local government; and to encourage and support professional general management forms of government in North Carolina.

**ARTICLE III**

**MEMBERS**

**Section 1. ACTIVE MEMBERS.** Any full-time appointed chief administrator of a North Carolina city, town, or county or council of governments holding or eligible to hold full or associate Corporate Membership in the International City/County Management Association may become an active member of the Association upon payment of dues. Any member ceasing to meet these qualifications shall thereby, forfeit active membership in the Association.

Any active member who has completed twenty-five years of membership, upon retiring from active service with a municipality, or county, or council of government shall become a paid-up LIFE MEMBER. Any member who has been an active member for at least fifteen years upon retirement at age sixty-five or later shall become a paid-up LIFE MEMBER. Any member who has retired from active service with a municipality or county municipality, county, or council of government who in the opinion of the Executive Committee has made an outstanding contribution to the development of the profession may be granted a LIFE MEMBERSHIP by vote of a majority of the Executive Committee.

**Section 2. ASSOCIATE MEMBERS.** A person no longer holding office but who has previously been an active member of this Association for at least five years, or a person who has been a corporate member of ICMA for at least five years, or a person who has been a faculty member of a recognized school of public administration in North Carolina for at least five years, may become an Associate Member of the Association upon payment of dues. Associate members may not vote nor hold office.

**Section 3. AFFILIATE MEMBERS.** Any person who is employed in the top administrative position by a unit of local government, or special purpose unit of local government, or individuals holding the top administrative position of a state or federal agency. Affiliate members may not vote or hold office.

**Section 4. LOCAL GOVERNMENT DEPARTMENT HEAD MEMBERS.** Department heads of North Carolina local governments may apply for Association membership with the written endorsement of his or her manager. Local Government Department Head members may not vote or hold office.

**Section 5. STUDENT MEMBERS.** Students enrolled in North Carolina undergraduate or graduate programs may become a member of the Association upon payment of a nominal fee, established as provided for in Article III, Section 7. Student members may not vote or hold office.

**Section 6. HONORARY MEMBERS.** The Association may, from time to time to time upon the recommendation of its Executive Committee elect to honorary Membership in the Association persons who have rendered distinguished service to the profession and to local government and who are neither active nor associate members of the Association. Honorary membership is intended to be highly selective and limited, and shall be determined only upon the unanimous consent of those active members present and voting thereon.

**Section 7. VOTING RIGHTS.** The right to vote upon matters coming before the Association shall be extended to all active members, and each member shall have one equal vote upon each matter submitted for vote to the membership.

**Section 8. MEMBERS NOT-IN-SERVICE.** Membership is not transferable; it shall be in the name of the individual and shall not attach to the position. Any active or associate member of this Association who has resigned or has been removed from this position with a city, town, county or council of governments may retain status as an active or associate member upon approval of the Executive Committee and payment of annual dues. Members not in service shall retain their voting rights and, if a member of the Executive Committee, shall complete the term of office to which they were elected but shall be ineligible to hold any additional office in the Association.

**Section 9. DUES.** The dues of active members shall be based on the annual salary of the member. The dues of associate and cooperating members other membership categories and the dues of members non-in-service shall be determined by majority vote of the membership. The dues of members shall be payable July 1 of each year and shall be prorated for portions of a year for new members. The dues of all members shall be determined by a majority vote of the membership at the annual meeting of the

Association in May, 1984. Any proposed changes in dues after said date shall be presented to each member at least (10) ten days prior to the annual meeting of the Association advising of the time, date and location of the meeting and the reason for any proposed change in dues. A majority vote of members present at the meeting shall be required to change the membership dues.

**ARTICLE IV**

**EXECUTIVE COMMITTEE, OFFICERS, AND DIRECTORS**

**Section 1. EXECUTIVE COMMITTEE:** The Executive Committee shall be the governing body of the Association and shall consist of the officers and directors of the Association.

**Section 2. OFFICERS:** The officers of the Association shall be a President, First Vice President, Second Vice President, and a Secretary-Treasurer, all of whom shall be elected from the active and associate members for one-year terms, in the manner provided in Article V. The Immediate Past President shall automatically serve as an officer, if still an Active Member of the Association.

**Section 3. DIRECTORS:** There shall be five directors. One director shall be the immediate Past President of this Association, who shall serve for a one-year term. Four directors shall be elected from the active and associate members for a one-year term in the manner provided in Article V. There shall be six directors elected from the Active membership for two-year, staggered terms in the manner provided for in Article V.

**ARTICLE V**

**ELECTION OF OFFICERS AND DIRECTORS**

**Section I.** The election of officers and directors shall be held at each annual winter meeting. The President shall for each annual winter meeting appoint a nominating committee from among the membership consisting of three (3) members at least sixty (60) days prior to the annual winter meeting; the names of the nominating committee shall be made known to the entire membership by the Association newsletter, by direct mail, electronic communication, or by announcement in the annual spring meeting. The nominating committee so appointed shall on the first (1<sup>st</sup>) day of the annual winter meeting for which appointed submit its report of nominees for the association officers and directorships to be filled by election, when called for by the President.

Additional nominations may be made from the floor following the report of the nominating committee. The election to fill these offices shall be held during the business session at the annual winter meeting. The nominees receiving the highest number of votes cast for the respective office or directorship for which nominated shall be declared elected thereto. Officers and directors so elected shall be installed and begin their term of office immediately preceding adjournment of the next annual spring meeting following their election. Officers shall serve for a term of one (1) year or until their successors are duly elected and qualified. Directors shall serve for a term of two (2) years or until their successors are duly elected and qualified.

**ARTICLE VI**

**DUTIES OF OFFICERS AND DIRECTORS**

**Section 1. PRESIDENT:** The President shall be the chief executive officer of the Association; shall preside, when present, at all meetings of the Association; shall be the Chairman of the Executive Committee; shall appoint the members of all committees established by the Executive Committee; shall issue the call for all regular or special meetings of the Association and the Executive Committee as provided in Article VII; and shall perform such other duties as may be assigned by the Association or the Executive Committee.

**Section 2. FIRST VICE PRESIDENT:** The first Vice President shall perform such duties as may be assigned by the President, the Executive Committee, or the Association. Upon the absence or inability of the President to perform, the First Vice President shall occupy the position and perform the duties of the President so long as such absence or inability shall continue.

**Section 3. SECOND VICE PRESIDENT:** The Second Vice President shall perform such duties as may be assigned by the President, the Executive committee or the Association. Should the First Vice President have succeeded to the office of President, the Second Vice President shall succeed to the Office of First Vice President and assume the duties and responsibilities. The Second Vice President shall serve as chair and liaison to the Professional Conduct Committee

**Section 4. SECRETARY-TREASURER:** The Secretary-Treasurer shall keep and maintain all records and proceeding s of the Association in books designed for such purpose. An accurate record shall be kept of all monies are received and disbursed by the Association, and shall report at least annually and at such other times as required by the Executive Committee the status of all financial accounts to the Association or its Executive Committee. The Association may contract for secretarial administrative and financial services subject to approval of the Executive Committee.

**Section 5. EXECUTIVE COMMITTEE:** The Executive Committee shall govern the affairs of the Association during the period between annual meetings; shall from time to time make recommendations to the Association concerning the conduct of the business of the Association; may fill, by appointments, any vacancies occurring in any Association office or directorship not otherwise provided for herein, for the balance of the unexpired term of such positions; and may create and establish such standing or special committees as may be required for the orderly conduct of the business of the Association.

The Executive Committee shall meet as soon as practicable upon call of the President to develop a program of work for the Association. The program of work should delineate and satisfy so far as practical the needs of the Association during that year. The Program Committee should be invited to participate in that Executive Session so that the programs to be conducted during the year will be coordinated and reflect the fulfillment of needs outlined by the Executive Committee.

**ARTICLE VII**

**MEETINGS**

**Section 1.** The Association shall meet annually at such timed and places as may be determined by the Executive Committee and such meeting shall, for the purposes of this Constitution, be designated the Annual Meeting.

**Section 2.** There may be such other regular or special meetings of the Association as may be determined by the Executive Committee.

**Section 3.** Regular and special meetings of the Executive Committee may be held at such times and places and in such manner as may be determined by a majority of the committee or call of the President.

## **ARTICLE VIII**

### **AMENDMENTS**

**Section 1.** Amendments to this Constitution may be made by the active voting members of the Association at any annual meeting thereof; provided, that a copy of any proposed amendment has been furnished (including electronic media) to each active member at least ten (10) days prior to the meeting at which such amendment is to be acted upon. An affirmative vote of a majority of those active members present shall be sufficient to carry such amendment.

## NCCCMA “Traditions”

The following is an outline of traditions and procedures of the Association.

### Seminars

- General Information:
  - Database maintained by NCLM should be used for all mailings of seminar related material.
- Winter Seminar – Traditionally held Wednesday through Friday of the first full week of February each year. The School of Government is responsible for coordinating the seminar in participation with the Association’s Program Committee. The Executive Board has indicated a preference of meeting in Chapel Hill rather than RTP (November 14, 2001 meeting). Planning for this seminar should begin no later than September preceding the seminar. Contracts for hotels and other facilities are executed at least two (2) years in advance. The School of Government’s NCCCMA liaison and the Secretariat (NCLM Director of Intergovernmental Relations) are responsible for coordinating the finances of the winter seminar.
- NCCCMA President, ICMA President, and ICMA Southeast Regional Vice President get complimentary rooms at both seminars.
- Summer Seminar –Traditionally held Thursday through Saturday of the third or fourth week in June. There has been a great deal of discussion about having the summer seminar at a different time; however, an earlier time conflicts with local government budget preparations and later time conflicts with other seminars. Now the League and County Commissioner’s Association alternate annually planning the seminar (League odd numbered years & NCACC even numbered years). The location is usually at the coast or in the mountains. Contracts for hotels and other facilities are executed at least two (2) years in advance.
- A golf tournament is traditionally held on the Friday afternoon of the summer seminar. The format is Captain’s Choice with a shotgun start. Usually a Program Committee member coordinates the tournament or a member near the seminar location will coordinate.
- Sponsorships – Effective in 2002, the responsibility for recruiting sponsors for the winter & summer seminars and other associated activities is handled by the Sponsorship Coordinator, which serves on the Program Committee.
- Complimentary Registration for the winter & summer seminars is provided to: a) NCCCMA Secretariat & NCACC staff liaison; b) Executive Directors of NCLM & NCACC; Range Riders (does not include travel, etc); Scholarship recipients; members in transition; life members; The School of Government liaison to NCCCMA; and ICMA staff.
- Invitees to Seminars – The ICMA President, ICMA Executive Director, and ICMA Southeast Vice-President are invited to attend both seminars. Scholarship recipients and new Life & Honorary members are invited to attend the Winter Seminar.
- ICMA Annual Conference – The League (odd numbered years) and NCACC (even numbered years) alternate hosting a hospitality suite at the annual conference. The Association pays the expenses for the staff person from either the League or NCACC. The expenses include:

transportation to & from the conference; accommodations; seminar registration; & meals. The Association pays for the cost of the hospitality suite. The Association also pays the expenses for the current NCCCMA president including: seminar registration, transportation to & from the conference, accommodations, & meals.

### **ICMA Vice-President Rotation**

It is understood and recognized that the following states composed the Southeast Region of ICMA: Virginia, West Virginia, Kentucky, Tennessee, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, and Louisiana.

**Note: There are other states included in the southeast region that may impact this rotation.**

Also, ICMA assures each region one non-CEO as one of its three designated seats on the ICMA Executive Board at any given time. Typically, this is a three (3) year term and not subject to the rotation for Vice Presidents discussed above. The Association is invited to submit nominations to the ICMA Nominating Committee at the appropriate times during the appointment process.

- ICMA Contribution – The Association makes an annual voluntary \$5,000 contribution to the ICMA Endowment Fund. If appropriate, this donation is made in memory of members who passed away in the previous year or in honor of new Life Members. (Include in budget adoption each year)

### **Standing Committees:**

- Appointment Process: The 1st Vice President should begin the process shown as follows:
  - Mail (e-mail via listserv) Committee Interest Form (by March 15<sup>th</sup>)
  - Committee Interest Forms due to Secretariat by April 15<sup>th</sup>
  - May first Secretariat delivers compiled summary in spreadsheet format to the 1<sup>st</sup> Vice-President
  - 1<sup>st</sup> Vice-President drafts committee appointments and contacts prospective committee chairs.
  - In-coming President (usually former 1<sup>st</sup> Vice-President) announces committee appointments and committee charges for the upcoming year at the summer seminar during the business meeting. The Secretariat mails a copy of the Committee appointments & committee charge to each committee chair and committee member. It is each committee chair's responsibility to call meetings and lead the committee toward accomplishing the assigned charge.
- The current Standing Committees are:
  - Civic Education Project;
  - Membership Support;
  - Sustaining Membership/ICMA Relations;
  - Program Seminar;
  - Professional Development;
  - Retirement;
  - Collaboration with MPA Programs;
  - Professional Conduct;
  - Nominating

The committee charges may vary year-to-year depending on the preferences of the Executive Committee and President; however, subject area remains consistent. There may be a need to evaluate the number and types of committees needed following completion of the NCCCMA Strategic Plan.

- Each committee has a chair, vice chair, or 2 co-chairs appointed by the incoming President each June.
- Reports – Each committee is expected to present an interim report at the winter seminar and final report at the summer seminar.

### **Range Riders**

The ICMA Range Rider program was established by the ICMA Executive Board in 1974 to make the counsel, experience, and support of respected, retired managers of the professional available to city and county managers and administrators, assistants, and other ICMA members. Range Riders are retired managers with extensive experience who volunteer their time to provide a unique source of outside counsel to their colleagues.

Currently, ICMA is circulating new draft guidelines for Range Riders. This needs to be adopted or amended and adopted by NCCCMA. **Recommended Action: Clarify this section once the ICMA guidelines are finalized.**

- **How many & assigned territories**
- **Program Objectives**
- **Reporting – 2<sup>nd</sup> Vice President of NCCCMA**
  - **How often**
  - **To Whom**
- **Cost sharing with ICMA**
- **Reimbursement of expenses**
  - **For what**
  - **Process for reimbursement**

### **The Administrator**

The Association's newsletter is published electronically by the end of each month. The newsletter shall include one or two feature stories containing not less than 1,000 word and not more than 2,000 words combined, links to appropriate information found at [www.ncmanagers.org](http://www.ncmanagers.org) (Managers in Transition reports, Range Rider information, etc.), and other pertinent information as deemed appropriate for the membership of NCCCMA.

The NCCCMA membership e-mail address database is used for distributing each month edition of *The Administrator*.

### **Listserv**

The Association presently has an e-mail listserv managed at no cost to the Association by the School of Government. Due to public information statutes, the general public may monitor the messages posted to

the listserv, but are not allowed to actively participate in submitting or responding to questions or issues under discussion on the listserv.

### **Website**

The Association is responsible for managing the Association's web site [www.ncmanagers.org](http://www.ncmanagers.org). The NCLM Finance Department pays (on behalf of NCCCMA) the site host vendor directly effective in April 2002.

### **Agreements with other organizations:**

- **Appendix D - Service Agreement - NCLM & NCCCMA**  
The Association recommends three (3) managers to serve on the League's Board of Directors. Alternate nominees for each three (3) regions are submitted along with a primary nominee. Traditionally, the alternative nominee succeeds to the primary nominee, if eligible the subsequent term. Caucus of municipal members at the June business meeting each year votes these recommendations on. One manager is from the west, one from piedmont, and one from the east. No two (2) members can serve on the League's Board of Directors from the same jurisdiction (in other words, the manager and council member from the same city cannot serve together on the Board). An alternate manager is selected each June.
- **Appendix E - Service Agreement - The School of Government & NCCCMA**  
It is the general purpose of this Agreement to set out the administrative and conference management services to be provided by the School to the Association as a separate organizational entity. It is mutually understood that the School will continue to provide customary services to the localities of the state of North Carolina and to work with local officials of the same state. It is further mutually understood that the School, when providing such customary services, is acting solely for its separate benefit and that of the localities of the state of North Carolina, and not for or on behalf of the Association. This Agreement is intended to cover only those administrative and conference management services provided to the Association as an organization.
- **Appendix F - Service Agreement - Civic Education Project & NCCCMA**  
The purpose of this agreement is to engage professional services to coordinate a statewide effort in North Carolina to promote public education efforts about municipal and county government. This effort includes but is not limited to: educating the public about the Council-Manager form of government; coordinating efforts to expand resources for local governments seeking to implement citizens academies; overseeing content and technology updates of Local Government in North Carolina; facilitating one local government seminar for educators (teachers and 4-H leaders) during the summer and fall 2011; monitoring potential opportunities to partner with and serving as a liaison to the NC Department of Public Instruction; and pursuing all available avenues to strengthen civic education efforts by North Carolina's teachers.
- **Appendix G - Service Agreement - The Alliance for Innovation & NCCCMA**  
This Agreement  
1) Formalizes the affiliate relationship between two organizations: The Alliance for Innovation (Alliance) and North Carolina City and County Management Association (NCCCMA).

2) Documents the basic terms of the relationship, which is intended to provide useful benefits and improved outcomes for all participants.

- Appendix H - Whistle Blower Policy

If any employee reasonably believes that some policy, practice, or activity of the North Carolina City and County Managers Association (“Association”) is in violation of law, or a clear mandate or public policy, a written complaint must be filed by that employee with the President of the Association.

- Appendix I - Affiliation Agreement - ICMA & NCCCMA

Together, ICMA and North Carolina City and County Management Association will: Promote, enforce, and celebrate the highest ethical standards of professional behavior. Raise awareness of the value that professional management brings to local governance and advocate council-manager government. Lead efforts to build sustainable communities by developing a recognized body of knowledge and expertise that focuses on balancing environmental stewardship, economic development, social equity, and financial and organizational viability. Expand the current membership, with an emphasis on attracting the next generation of professional local government managers, including women and minorities, entrants from other careers, and other local government management professionals who are not members of ICMA. Identify opportunities to celebrate our mutual accomplishments and feature them in ICMA and North Carolina City and County Management print and electronic publications. Collaborate on the alignment of the state association logo and the ICMA logo, identifying North Carolina City and County Management Association as a ‘state affiliate of ICMA.’ Collaborate on matters of promotion and defense of council-manager government in North Carolina.

- Appendix J - Service Agreement - "The Administrator"

Write and edit an electronic version (pdf) of *The Administrator* each month to be distributed electronically by the end of each month. The newsletter shall include one or two feature stories containing not less than 1,000 words and not more than 2,000 words combined, links to appropriate information found at [www.ncmanagers.org](http://www.ncmanagers.org) (Managers in Transition reports, Range Rider information, etc.), and other pertinent information as deemed appropriate for the membership of NCCCMA.

Maintain and update, as needed, the NCCCMA membership e-mail address database used for distributing each monthly edition of *The Administrator*.

Make each edition of *The Administrator* available on NCCCMA’s website ([www.ncmanagers.org](http://www.ncmanagers.org)).

### **Insurance**

The Association carries a \$1,000,000 liability insurance policy that also covers officers and directors. This insurance is purchased through NCLM RMS.

### **Scholarships**

The Association awards ten (10) Masters of Public Administration (MPA) scholarships for an annually budgeted amount (in FY 10-11 the amount was \$2,500 per scholarship). The scholarships go to the following universities:

- Appalachian State University – Matt W. Williamson Scholarship
- East Carolina University – Donald B. Hayman Scholarship
- North Carolina Central University – Gordon Whitaker Scholarship
- North Carolina State University – John “Jack” Vogt Scholarship
- Western Carolina University – Jake Wicker Scholarship
- UNC - Chapel Hill – John Milton Gold Scholarship
- UNC - Charlotte – Albert & Gladys Coates Scholarship
- UNC - Greensboro – Marvin Hoffman Scholarship
- UNC - Pembroke – NCCCMA MPA Scholarship
- UNC - Wilmington - NCCCMA MPA Scholarship

The scholarship recipient and namesake are invited to attend the winter seminar.

- MPA Scholarship Time-line: Refer to Task Calendar for process and schedule.

Senior Executive Institute – The Association funds three (3) \$2,500 scholarships (if provided for in the annual budget) to NCCCMA members to attend the Senior Executive Institute at the University of Virginia. Application for these scholarships is competitive and awarded by the Professional Development Committee based upon the following criteria:

- Membership in NCCCMA
- Membership in ICMA
- Years of public service (counted using ICMA method)
- Organization’s ability to pay
- Predictable value of program to professional development of candidate

### **PELA**

It has been the tradition of the Association to grant scholarships to member for other professional development opportunities if the needed existed and funds are available (example: Municipal & County Administration program at the SOG).

- Assistant Manager of the Year Award presented during the Business meeting at the Summer Seminar each year. The Membership Support Committee solicits nominations and makes the presentation. The successful candidate is awarded a \$100.00 cash award and commemorative plaque.

**Appendix A – NCCCMA Life Members**

The following is a list of Life Members as approved by the NCCCMA Executive Committee through February, 2011.

**Recommended Action: Note Life Members that are deceased and begin documenting which year the member was granted “Life Member” status.**

Richard Lane Alexander (deceased) Kelly D. Almond, 2011 Lee Armour (deceased) Andrew (Andy) Atkinson, 2004 Morris Baker, 2004 Numa Baker William R. "Buddy" Baker, 2003 John Barber Leonard Barefoot, 2008 William Batchelor Douglas Bean, 2011 Dempsey E. Benton, Jr. Randall Billings, 2011 Kathryn Billings, 2011 Jerry A. Bittner Bruce Boyette J.D. Brickhouse, 2007 Cy Brooks Don Brookshire, 2010 Doris Bumgarner Steve Carpenter, 2009 William Carstarphen (deceased) Carolyn H. Carter, 2004 Christopher Carter, 2008 Ben Chewning Don Christopher, 2010 Ralph Clark, 2010 Bill Coleman, 2009 Tommy Combs, 2002 Pete Connet, 2010 Cliff Copeland, 2009 William Cowan, 2005 Earl Daniels Marvin Davis, 2008 Wayne Deal, 2002 Neil Emory, 2009 Richard A. (Dick) Fender (deceased) Ray Fogleman, 2005 Richard Foote (deceased) Gerald G. Fox Tom Fredericks, 2005 Dee Freeman, 2009 Webb Fuller, 2006 Robert Gandy, 2009 C. L. Gobble, 2008 W. Paul Graham Reginald Gray Paul Gregory, 2005 Walter B. Hartman, 2010 Jim Haynes, 2010 Joseph Hendrick	Dempsey Herring, 2002 (deceased) Gary Hicks Richard Hicks, 2010 Phil Hinely, 2002 Mary Ann Hinshaw, 2008 James H. Hipp, 2011 Jerry D. Hobbs, 2004 Tom Hogg, 2009 Randolph Holoman Richard Honeycutt, 2008 Cal Horton, 2007 Phin Horton (deceased) Janice Hovis Carl Howie Joseph Huffman, 2011 I. Harding Hughes (deceased) Paul Hughes, 2007 (deceased) Ed Humphries, 2011 Carl Johnson (deceased) Howard Jones Taron Jones Ed Kitchen, 2006 Keith Langdon, 2011 Rick Leary, 2002 John Link, 2007 Sonna Loewenthal, 2005 F. M. Luther (deceased) Vi Lyles, 2005 Neil Mallory, 2007 Kent Matthewson (deceased) Gary McCaskill, 2002 Gene McComb Gary McConkey, 2011 Mildred McDonald Eddie McDuffie, 2002 Charles McGinnis Rick McLean, 2005 David McNeill, 2009 Larry Meadow, 2008 Garry Mercer Michael JaVan Morgan, 2011 Ed Munn, 2007 John Munn (deceased) Jerry Myers, 2009 Jack F. Neel Robert Nicholl David Nicholson, 2006 Sam Noble, 2011 Allen O'Neal, 2006 David Overton, 2004 Annie Parham	Cleveland Paylor Robert Peck Graham Pervier, 2007 Tom Phillips, 2005 Juanita Pilgrim, 2011 Charles Pittman, 2010 Donnie Pittman, 2007 Lewis Price Thomas Ragland Steve Raper, 2011 James Ratchford William Rice Al Richardson, 2002 Bill Richardson, 2006 Jerry Rothrock Tim Russell, 2006 Richard Self, 2005 Robert E. "Bob" Shepherd, Sr. 2003 L. Norman Shronce R. L. Shuford Richard Slozak, 2005 Robert Smith, 2002 (deceased) William G. Stamey (deceased) Richard Stevens O. B. Stokes (deceased) Linda Story, 2010 Clifford Strassenburg, 2002 Bill Stuart, 2007 Will R. Sullivan, 2002 William Sutton Pamela Syfert, 2008 David Taylor Douglas Taylor, 2009 Edison "Ed" Temple, 2003 Bruce Turney (deceased) Gus Ulrich Pete Vandenberg Jim Varner, 2002 Bill Veeder Rod Visser, 2007 Patricia Weaver, 2011 Wilfred Wells (deceased) Jim Westbrook, 2006 Terry Wheeler, 2010 O. Wendell White John E. Whitehurst David Wilkison J. Kyle Williams (deceased) Frank Willis, 2007	John V. Witherspoon Ed Wyatt, 2005 Jerry Yarborough, 2007 Louis Yates Wyman Yelton L. P. Zachary
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**Appendix B – NCCCMA Honorary Members**

The following is a list of NCCCMA Honorary Members approved by the Executive Committee as of June 2011.

Ron Aycock (retired), NCACC Executive Director

James Blackburn, III, Former General Counsel NCCCMA

William Hansell, (retired). ICMA Executive Director

Terry Henderson, Former NCLM Staff, NCCCMA Secretariat

Robert Hester (retired), NCACC Member Service Director

Marvin K. Hoffman, Former, MPA Program Director, Appalachian

Kurt Jenne (retired), SOG Faculty

David Lawrence, (retired), Assistant Director, UNC Institute of Government

David E. Reynolds (deceased), NCLM Executive Director

Jake Wicker, (deceased) SOG Faculty

Jack Vogt, (retired), Assistant Director, SOG Faculty

S. Leigh Wilson (deceased)

**NCLM Executive Director Appendix C – NCCCMA Annual Task  
Calendar**  
*As of May 30, 2003*

<b>Date</b>	<b>Task</b>	<b>Responsible</b>	<b>Notes</b>
July	Mail letters to MPA programs soliciting nominations for scholarships, due October 15 <sup>th</sup> .	Secretariat	Operations Department
	Distribute MIT Report	Secretariat	To be accomplished each month on the 1 <sup>st</sup> & 15 <sup>th</sup> by Admin. Asst.
	Notify Committee Chairs & members of assignment and charge for FY	Secretariat	Advise of interim & final report dates
	Submit quarterly sales tax form for April, May & June	NCLM Finance	
	Mail invoices for new FY dues, past due September 30 <sup>th</sup>	NCLM Finance	
10 <sup>th</sup>	Notify Executive Committee of August Board meeting and draft agenda	Secretariat	
15 <sup>th</sup>	Distribute MIT Report	Secretariat	
<b>August</b>			
1 <sup>st</sup>	Distribute MIT Report	Secretariat	
	Annual audit begins. Presently a different audit firm is conducting the audit, not the League's audit firm.	NCLM Finance with assistance from Secretariat	
15 <sup>th</sup>	Distribute MIT Report	Secretariat	
September	Attend ICMA Annual Seminar – plan hospitality suite	NCLM odd no. years NCACC even no. years	
1 <sup>st</sup>	Distribute MIT Report	Secretariat	
15 <sup>th</sup>	Mail reminder to MPA programs of scholarship deadline	Secretariat	
	Distribute MIT Report	Secretariat	
	Membership dues deadline on the 30 <sup>th</sup>	NCLM Finance	
	Program Committee meeting to plan Winter Seminar	School of Government	
October 1 <sup>st</sup>	2nd notice to unpaid members, 30 days to pay or delete from database	NCLM Finance	
1 <sup>st</sup>	Distribute MIT Report	Secretariat	
	Submit quarterly sales tax form for July, August, & September	NCLM Finance	
	Send letter from President to ICMA	Secretariat	

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	President & Executive Director inviting to Winter Seminar		
	Notify Executive Committee of November Board meeting, if necessary. Prepare agenda	Secretariat	
15 <sup>th</sup>	Scholarship nominations due, forward to Scholarship Committee & coordinate meeting/ seminar call to review and approve	Secretariat	
	Distribute MIT Report	Secretariat	
	Turn over delinquent membership dues accounts to Membership Committee for follow-up	Secretariat	Membership Committee Chair to distribute delinquent list to committee members for personal follow-up.
November	Send letters to Scholarship recipients along with check. Also invite them to attend the Winter Seminar.	Secretariat for President & Scholarship Committee Chair	
1 <sup>st</sup>	Distribute MIT Report	Secretariat	
	Notify Committee Chairs to prepare reports for Winter Seminar	Secretariat	
	Remind Nominating Committee Chair of deadlines	Secretariat	Must be appointed at least 60 days prior to winter seminar as per constitution.
	Monitor progress of Winter Seminar preparations	Secretariat	
	Develop & finalize list of new Life Members - solicit nominees	Secretariat	Listserv, Robert Hester, NCLM Member Services are good resources
15 <sup>th</sup>	Distribute MIT Report	Secretariat	
December	Nominating Committee meets to develop slate of officers for upcoming fiscal year	Nominating Committee Chair	
1 <sup>st</sup>	Distribute MIT Report	Secretariat	
	Monitor progress of Winter Seminar preparation	Secretariat	
	Notify Executive Committee of list of new Life Members for preliminary approval. Order Carolina Cups.	Secretariat	
	Send letter inviting new Life Members to Winter Seminar President's	Secretariat	

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	Luncheon		
15 <sup>th</sup>	Distribute MIT Report	Secretariat	
January	Schedule Program Committee meeting at the end of the Winter Seminar to plan for summer seminar	Secretariat odd # years NCACC Liaison even # years	
1 <sup>st</sup>	Distribute MIT Report	Secretariat	
	Notify Executive Committee of meeting prior to start of Winter Seminar. Draft agenda.	Secretariat	
	Meeting with SOG staff to finalize last minute details, etc. for Winter Seminar	Secretariat, NCACC Liaison, NCLM Finance Liaison, IOG staff	
15 <sup>th</sup>	Distribute MIT Report	Secretariat	
	Submit quarterly sales tax form for October, November, & December	NCLM Finance	
February	Executive Committee meeting in the morning prior to the open of the Winter Seminar	Executive Committee	
1 <sup>st</sup>	Distribute MIT Report	Secretariat	
	Winter Seminar, first Wednesday, Thursday, & Friday.	Membership	Coordinated by SOG.
	Membership Business Meeting during Winter Seminar. Nomination Committee report at opening session.	Secretariat coordinates with President & Executive Committee	
	Program Committee meeting to plan Summer Seminar immediately following close of seminar	Program Committee, Secretariat & NCACC Liaison	
15 <sup>th</sup>	Distribute MIT Report	Secretariat	
	Send e-mail to Committee Chairs requesting budget proposal for next fiscal year. Due March 30 <sup>th</sup> .	Secretariat	
March			
1 <sup>st</sup>	Distribute MIT Report	Secretariat	
	Prepare budget for summer seminar	Secretariat or NCACC Liaison	
	SEI Grant Memo	Secretariat	
	Asst Mgr of Year Award Memo	Secretariat	
	Committee Volunteer Forms	Secretariat	
	Invite ICMA President & Executive Director to Summer Conference	Secretariat	

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	Invite ICMA President, SE Vice Presidents & Executive Director to Summer Seminar	Association responsible for seminar that year	
15 <sup>th</sup>	Mail to membership & e-mail listserv committee interest form	Secretariat & 1 <sup>st</sup> Vice President	
15 <sup>th</sup>	Distribute MIT Report	Secretariat	
	Prepare preliminary budget information	Secretariat & Budget Committee Chair	
April	Submit quarterly sales tax form for January, February, & March	NCLM Finance	
1 <sup>st</sup>	Distribute MIT Report	Secretariat	
	Notify Committee Chairs to remind to prepare year end report for summer seminar	Secretariat	
	Mail Summer Conference Brochure	Secretariat	
15 <sup>th</sup>	Mail/e-mail membership via listserv for nominations for Assistant Manager of the Year award	Membership Support Committee Chair & Secretariat	
15 <sup>th</sup>	Committee Interest forms due back to Secretariat	Membership	
15 <sup>th</sup>	Distribute MIT Report	Secretariat	
	Mail Summer Seminar registration Information	Secretariat or NCACC Liaison	
May	Prepare for June Executive Committee meeting and Business meeting. Include Civic Education budget as separate item.	Secretariat	
1 <sup>st</sup>	Secretariat delivers Committee Interest summary report to 1 <sup>st</sup> Vice President	Secretariat	
1 <sup>st</sup>	Distribute MIT Report	Secretariat	
	Get gift for outgoing president - gavel & something else.	Secretariat	
	1 <sup>st</sup> Vice President drafts committee appointments, contacts prospective committee chairs, and drafts committee charges	1 <sup>st</sup> Vice President	Task to be completed at least 2 weeks prior to the Business Meeting at the summer seminar
15 <sup>th</sup>	Distribute MIT Report	Secretariat	
15 <sup>th</sup>	Assistant Manager Award nominations due to Secretariat	Membership	

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	Coordinate database for summer seminar registrants with NCACC on even numbered years	Secretariat & NCLM Finance
June	Executive Committee meets prior to opening of Summer Seminar	Executive Committee
1 <sup>st</sup>	Distribute MIT Report	Secretariat
	Summer Seminar	Membership
	Business Meeting during Summer Seminar, install new officers, year-end committee reports	
15 <sup>th</sup>	Distribute MIT Report	Secretariat
	ICMA Endowment Funds Contributed	Finance
	Close out fiscal year accounting	NCLM Finance Staff & Secretariat

**Appendix D – Service Agreement**

**Service Agreement**

**Between**

**The North Carolina League of Municipalities**

**and**

**The NC City and County Management Association**

The parties to this Agreement are the North Carolina League of Municipalities, hereinafter referred to as the "League," and the North Carolina City and County Management Association, hereinafter referred to as "Association."

This Agreement shall become effective on July 1, 2011, after being duly approved and executed by the respective organizations, and shall terminate on June 30, 2012. Either party to this Agreement may cancel the Agreement at any time by giving written notice at least ninety (90) days in advance of the intended date of cancellation.

It is the general purpose of this Agreement to set out the administrative, management, and other services to be provided by the League to the Association as a separate organizational entity and the fee schedule for such services. It is mutually understood that the League will continue to provide customary services to its member municipalities and to work with municipal officials. It is further mutually understood that the League, when providing such customary services, is acting solely for its separate benefit and that of member municipalities, and not for or on behalf of the Association. This Agreement is intended to cover only those administrative and other services provided to the Association as an organization.

The League agrees to provide the following services and considerations to the Association:

1. **Basic Affiliation Services**

- a. Use of the Albert Coates Local Government Center or the David E. Reynolds Reynolds Building for meetings and for a permanent mailing address for the Association.
- b. Membership on League policy committees as provided by the League's Bylaws.
- c. Eligibility for affiliate organization positions on the League's Board of Directors as provided by the League's Constitution.
- d. Designation of a League staff member as staff coordinator to: (1) coordinate communications with and delivery of services to the Association; (2) attend Association Board meetings as time and resources permit; (3) attend the Association's winter and summer seminars.

- e. Providing the opportunity for participation in the League's Annual Seminar program by co-sponsoring concurrent sessions or Association functions.
- f. Listing of organization events and activities in League publications as space allows.
- g. Depository for organization minute books at League offices.

2. **Printing and Mailing Services**

The League will provide printing and mailing services for printing affiliate letterhead and envelopes for producing up to four (4) general membership mailings per year, excluding mailings provided with membership, seminar and financial management services. Mailings shall consist of not more than four sheets mailed in a standard #10 envelope.

The Association is responsible for providing camera-ready copy if possible, or typed final copy with detailed instructions on the material to be produced and mailed. All mailings for the Association will be scheduled through the Association's designated staff coordinator with as much advance notice as possible and not less than two weeks prior to the requested mailing date.

The League will reproduce the material provided by the Association by either photocopy or offset press process as League time and resources permit, using standard papers and ink normally stocked by the League. The League will collate, staple, fold and insert the material into envelopes, stamp and seal the envelopes and deliver to the post office.

**Special Projects**

Printing and mailing projects other than routine membership mailings shall be considered special projects. The Association may submit a request for League assistance with special projects that may include printing and mailing. See the description of Special Project Assistance.

3. **Membership Management Services**

- a. Maintain a computerized membership list for the Association linked to the League's municipal data base.
- b. Provide access to the League's municipal data base as a source for potential members and membership solicitations.

- c. Produce and distribute membership brochure to potential members from final copy provided by the Association.
- d. Produce and mail the Association dues statements annually, and mail notices of outstanding dues.
- e. Update Association membership records as dues payments are received and produce computer listing of members and potential members as requested by the Association's president or designee.
- f. Deposit dues receipts in designated bank account or forward to designated Association officer.
- g. Produce mailing labels for membership mailings as requested by the Association's president or designee.

4. **Financial Management Services**

- a. Collect, disburse and account for all moneys of the Association, using a computerized double-entry bookkeeping system. Financial management services do not include filing of any required tax or information returns to the state or federal government, providing investment advice, or providing for external audits.
- b. Provide quarterly financial statements in standard format from League computerized general ledger system to designated officers of the Association.
- c. Invest idle cash and surplus funds of the Association as directed.
- d. Maintain support documents for all receipts, disbursements and financial transactions for a three-year period.

5. **Seminar Management Services (The services listed below are performed in odd numbered years for the Association's summer seminar)**

- a. Provide assistance by staff coordinator as a resource person to the Association's program committee in the seminar planning process.
- b. Produce and mail summer seminar housing, registration and program information.
- c. Provide advance registration of attendees, including collecting and depositing seminar receipts, computerized reports on seminar registration and advance ticket sales for meals and other seminar functions, and revenue totals.

- d. Prepare large-print badges for all attendees and special guests.
- e. Produce seminar program.
- f. Prepare seminar packages with badges, programs, meal tickets and other designated items for all attendees.
- g. Assemble materials and supplies required for on-site registration at seminar.
- h. Provide on-site registration.
- i. Provide post-seminar final registration lists and financial report.
- j. NCLM's Meeting Planner, in consultation with the Association's staff liaison, will be primarily responsible for negotiating and executing a contract for the summer seminar site, with the seminar facility, coordinate the planning of the program and help in the coordination of program participants.

In return for the services listed herein, the Association agrees to pay the League the fees set out below:

- Annual Affiliation Fee \$148.72 annually
- Annual Printing and Mailing Fee \$148.72 annually
- Membership Management/Dues Collection \$6.24 per member
- Financial Management \$12.48 per member
- Website hosting, IT support, and domain name registration \$1,000.00 annually
- Actual cost of postage and supplies, including 4 cents per impression for printing supplies and mail preparation
- Summer Seminar registration fee is \$9.36 per registration processed, plus a 2.5% bank fee for registrations paid by credit card

6. **Special Project Assistance**

Any services requested by the Association in addition to the services set out in this agreement shall be considered special projects. The Association may submit proposals to the League's Executive Director or staff liaison for assistance and services in conjunction with special projects. Proposals should include a description of the relationship of the special project to goals of the Association, benefits of the project to members and/or local government in general, specific assistance and services requested from the League, cost estimates and method of financing the special project. Rates for special project staff time are \$23.40 per hour for administrative staff and \$50.75 for policy staff.

The Association further agrees to support and take no actions in conflict with the legislative goals and policies of the League as adopted at the League's Annual Business Meeting or Legislative Goals Seminar. If the Association has any concerns regarding the League's adopted

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legislative goals and policies or policy development process, the Association further agrees to consult with the League's Executive Director as soon as possible.

\_\_\_\_\_  
W. Lane Bailey  
NC City & County Management Association, President

\_\_\_\_\_  
Date

\_\_\_\_\_  
S. Ellis Hankins  
NCLM Executive Director

\_\_\_\_\_  
Date

**Appendix E – Service Agreement**

**Service Agreement  
Between  
The School of Government  
And  
The NC City and County Management Association**

The parties to this Agreement are the School of Government at the University of North Carolina at Chapel Hill, hereinafter referred to as the “School,” and the North Carolina City and County Management Association, hereinafter referred to as the “Association.” The School and the Association have a long history of working together, and we would reaffirm that relationship here.

This Agreement shall become effective on July 1, 2011, after being duly approved and executed by the respective organizations, and shall terminate on June 30, 2012. Either party to this Agreement may cancel this Agreement at any time by giving written notice at least ninety (90) days in advance of the intended date of cancellation.

It is the general purpose of this Agreement to set out the administrative and conference management services to be provided by the School to the Association as a separate organizational entity. It is mutually understood that the School will continue to provide customary services to the localities of the state of North Carolina and to work with local officials of the same state. It is further mutually understood that the School, when providing such customary services, is acting solely for its separate benefit and that of the localities of the state of North Carolina, and not for or on behalf of the Association. This Agreement is intended to cover only those administrative and conference management services provided to the Association as an organization.

The School agrees to provide the following administrative and conference management services to the Association as long as resources are available to provide said services.

**Administrative Services**

1. Designate a School faculty member as liaison to the Association for: (1) coordination of administrative and conference management services; (2) attend the Association’s board meetings; and (3) attend the Association’s annual conference planning committee meetings (winter and summer).
2. Provide meeting space in the Knapp-Sanders Building based on availability, at the same price rate used for all School clients. If space is not available, School staff will help find another space; the Association will pay for any rental expense.
3. Provide access to the School’s database as a source for potential members and membership solicitations.
4. Administer the city and county manager’s listserv.

5. List the Association's annual conferences in the School's publications and on the School's website.

### **Conference Management Services (Winter Conference)**

1. Coordinate the annual winter conference planning committee meeting.
2. Coordinate and prepare the conference program.
3. Produce and mail the conference housing, registration, and program information.
4. Provide advance registration of the conference, including data management and forwarding conference receipts to the League of Municipalities for deposit.
5. Work with the management of the conference housing site for overall coordination of the conference.
6. Prepare large-print badges for all attendees and provide badge ribbons for officers and special guests.
7. Produce conference materials and prepare conference package for each attendee.
8. Assemble materials and supplies for on-site registration.
9. Coordinate the information technology requirements for the conference.
10. Provide post-conference final attendee lists.
11. Submit financial reconciliation to NCCCMA c/o the Association's secretariat within sixty (60) days of the conference conclusion.

The Association shall be responsible for selecting the conference site, negotiating and executing a contract with the conference facility, satisfying financial and other liabilities associated with said contract, including the possibility of cancellation, planning the program and obtaining program participants, and providing complimentary rooms and registration for School of Government faculty liaison and staff directly involved with the conference.

In return for the services listed herein, the Association agrees to pay the School the following fees:

Winter Conference Administrative Fee \$75 per conference attendee\*

Printing Actual cost

Mailing and labels Actual cost

Travel - state car State reimbursement rate

Travel - personal car State reimbursement rate

Supplies Actual cost

Editorial and design \$25 per hour

The Association will also pay the School for any outstanding receivables as of ninety (90) days after the conference conclusion, which will be written off by the School as bad debt.

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\*Based on \$25 per conference attendee per day. The administrative fee is limited to a total of \$25 for each student attendee at the event.

Any services requested by the Association in addition to the services set out in this agreement shall be considered special projects. The Association may submit proposals to the School's Dean for assistance and services in conjunction with special projects. Proposals will include a description of the project, all parties involved in the project, and how the project will be financed.

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Lane Bailey, President Date  
NC City and County Management Association

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Michael R. Smith, Dean Date  
School of Government

**Appendix F – Service Agreement**

**LETTER OF AGREEMENT**

**Management of the North Carolina City and County Management Association’s  
Civic Education Project**

The purpose of this agreement is to engage professional services to coordinate a statewide effort in North Carolina to promote public education efforts about municipal and county government. This effort includes but is not limited to: educating the public about the Council-Manager form of government; coordinating efforts to expand resources for local governments seeking to implement citizens academies; overseeing content and technology updates of Local Government in North Carolina; facilitating one local government seminar for educators (teachers and 4-H leaders) during the summer and fall 2011; monitoring potential opportunities to partner with and serving as a liaison to the NC Department of Public Instruction; and pursuing all available avenues to strengthen civic education efforts by North Carolina’s teachers.

**EXPECTATIONS AND AGREEMENT**

This agreement is entered into this \_\_\_ day of June, 2011, between the North Carolina City and County Management Association (“the Association”), P.O. Box 3069, Raleigh, NC 27602, and School of Government Foundation (“the Foundation”) representing the North Carolina Civic Education Consortium program of CB #3330, Knapp-Sanders Building, Chapel Hill, NC 27599.

The Civic Education Committee (“Committee”) is a policy and administrative committee of the Association in charge of civic education matters. Except as otherwise indicated, the Committee will be represented by a subcommittee appointed by the Chair of that Committee (“Chair”) and shall be responsible for representing the Association in decisions related to this Agreement. The primary contact for the Foundation will be the Consortium director. The subcommittee should meet quarterly with the Consortium director.

The North Carolina League of Municipalities (“NCLM”) and the North Carolina Association of County Commissioners (“NCACC”) are not parties to this contract but will interact with the Foundation in carrying out certain administrative duties.

The Foundation will provide services to the Association as outlined in this agreement for the period of July 1, 2011 through June 30, 2012, or as may be from time to time amended or extended by mutual agreement.

**FOUNDATION’S RESPONSIBILITIES**

1. GENERAL ADMINISTRATIVE DUTIES

Develop and maintain a work plan for review and approval of the Civic Education Committee;

Maintain the Civic Education Project website, which includes a current list of the key contacts in local government;

Respond on a timely basis to requests for information by interested parties;

Prepare and monitor a project budget, in consultation with the Committee (all financial accounting will be handled by the NCLM); and

Provide all clerical, administrative, and secretarial services as are necessary to support the regular duties and requirements of the contract.

2. COORDINATING AND COMMUNICATING

Coordinate with the NCCCMA Program Committee to provide a session on civic education either at the summer or winter meeting of the Association.

Facilitate local government seminars for educators (to include teachers and other adults who educate youth about government, i.e. 4-H agents) in summer and fall 2011;

Coordinate and recruit for the summer 2012 local government seminar for educators;

Coordinate and oversee content and technology updates of Local Government in North Carolina;

Coordinate efforts to expand resources for local governments seeking to implement citizen's academies;

Oversee the follow up to Nickel Offense Campaign, including: conducting outreach to managers, monitoring income, and generating thank you notes; and

Maintain contact with city/county management associations in other states as well as the International City/County Management Association, the National League of Cities, the National Association of Counties, and various North Carolina groups interested in civic education (i.e., the Cooperative Extension Service) for sharing ideas on teaching civic education.

### 3. MEETINGS

Provide meeting support (i.e., preparation of agendas and meeting minutes) for the Committee as directed by the Chair;

Represent the Project at appropriate meetings of the NCLM, NCACC, and Association.

### 4. REPORTING

Furnish, on a quarterly basis, a report of activities and contacts and an analysis of accomplishments as compared to the approved work plan; this report shall be submitted to the Chair and Secretariat each quarter, along with the request for payment for services.

## ASSOCIATION RESPONSIBILITIES

### 1. GENERAL OVERSIGHT AND DIRECTION

General oversight and direction, and contract administration, will be provided as needed by the Chair on behalf of the Association. The Chair will meet with the Consortium director periodically to review the progress of the contract and to make suggestions for additional tasks *consistent with agreed-upon work plan*.

### 2. EVALUATION AND REVIEW

Evaluation and review of the fulfillment of the contract will be made by the Chair and Committee on a periodic basis and before contract renewal. This evaluation will be based on an annual work plan agreed to by the Committee and the Foundation prior to the beginning of each contract year.

## COMPENSATION

The Association will provide compensation upon presentation and approval of a properly executed request for payment for services and expenses, to include expenses related to the Local Government Seminar.

Requests for payment from the Foundation will be submitted to the Chair and Secretariat. Upon approval and authorization by the Secretariat, NCLM will pay the Foundation's quarterly requests for payment.

The Association will pay the Foundation for the contracted services as outlined in this agreement. Services performed shall be paid upon receipt of quarterly requests for payment. Such amount shall be payable within 10 days of the request/activity report being submitted to and approved by the Secretariat. The amount for personnel services and indirect expenses may not exceed \$41,425.00. Payment of the base and reimbursable will be made on a quarterly basis, upon the receipt of a request for payment.

Unless amended in writing *by mutual agreement of the parties*, the amount of compensation paid by the Association to the Foundation shall not exceed the following budget:

**BASE EXPENDITURES**

Personnel services <sup>1</sup>	\$ 28,000.00
Indirect expenses	1,700.00

**REIMBURSEABLE EXPENDITURES**

Local Government Seminars <sup>2</sup>	4,475.00
Information Technology Support <sup>3</sup>	7,000.00
Travel	200.00
Postage & Printing	50.00
TOTAL	\$41,425.00

<sup>1</sup> Includes project management, administrative support, and 75% of the cost of a graduate assistant (.50 FTE spent on content updates of Local Government in North Carolina and .50 FTE spent on citizens academies).

<sup>2</sup> Assumes one 2-day seminars for a total of 20 educators. Includes participant materials (\$15 per person), mileage reimbursement (\$0.50 per mile for an average of \$100 per person), one night's accommodations (\$75 x 30 participants), and meals (\$50 for 2 lunches, breakfast, dinner, and breaks), staff travel (\$50), and honoraria for speakers (\$200).

<sup>3</sup> IT consulting fee for technology upgrades to Local Government in North Carolina.

**TERMINATION OF CONTRACT**

This agreement may be terminated at any time by any party for any reason upon thirty days' written notice to all parties. If the agreement is terminated early, the Association agrees to pay for base and reimbursable expenditures made by the Foundation before the termination date.

**AMENDMENTS TO CONTRACT**

All amendments to this contract shall be in writing and signed by the respective parties to this agreement.

**OWNERSHIP OF DOCUMENTS**

All documents in whatever form or format produced by the Foundation pursuant to this agreement shall be the sole property of the Association unless expressly released by the Association in writing. The Foundation will have the right to publish information on Association material in appropriate publications.

The terms of this agreement are acknowledged and agreed to by the parties below.

\_\_\_\_\_  
Lane Bailey, President  
North Carolina City and County Management Association

\_\_\_\_\_  
Date

\_\_\_\_\_  
Michael R. Smith, Executive Director  
School of Government Foundation

\_\_\_\_\_  
Date

\_\_\_\_\_  
Kelley O'Brien, Director  
NC Civic Education Consortium

\_\_\_\_\_  
Date

## Appendix G – Service Agreement



### Operating Agreement for an Affiliate Relationship Between The Alliance for Innovation and the North Carolina City and County Management Association

#### Overview

This Agreement

- 3) Formalizes the affiliate relationship between two organizations: The Alliance for Innovation (Alliance) and North Carolina City and County Management Association (NCCCMA).
- 4) Documents the basic terms of the relationship, which is intended to provide useful benefits and improved outcomes for all participants.

#### Objective (s)

##### *Alliance*

The Alliance for Innovation is an international network of progressive governments and partners committed to transforming local government by accelerating the development and dissemination of innovations. We seek out innovative practices, challenge existing business models, exchange knowledge, and provide products and services that help our members perform at the best. Through this partnership agreement the Alliance will be able to increase awareness in North Carolina, stay informed of topics of interest to North Carolina localities, and gain exposure to local government innovations occurring in North Carolina.

##### *NCCCMA*

The North Carolina City and County Management Association (NCCCMA) is the professional association for city and county managers and assistant managers from counties and municipalities throughout the State of North Carolina. One of our primary purposes for existing is to improve the quality of local government. Our members subscribe to a high standard of professionalism, including conformance with the ICMA Code of Ethics. Through this Agreement,

NCCCMA will be able to provide their membership with enhanced learning opportunities, forums for open exchange of ideas, and exposure to national local government innovations.

Term

This Operating Agreement is for an initial one (1) year term, beginning February 3, 2010 and February 3, 2011. On its annual anniversary, the Operating Agreement will automatically renew for uninterrupted one (1) year terms unless either party provides 90 days written notice to the other party stating their desire to modify or terminate the agreement. Modifications will require the signed agreement of both parties and should be brought forward in writing at least 60 days in advance.

The Alliance Agrees to:

- 1) Recognize this affiliate relationship on its website, on its Affiliates Partners page.
- 2) Provide one free complimentary registration to the Transforming Local Government Conference (not included travel or lodging expenses). This registration can be used by the Executive Board, staff or given to a city or county official.
- 3) Share North Carolina's local government success stories with Alliance membership across the United States and Canada.
- 4) The Alliance Regional Director will meet with the NCCCMA Executive Board at least annually to provide an Alliance update, hear topics of interest of the board, and discuss opportunities to serve local governments in North Carolina.
- 5) Upon request, recommend speakers for annual meetings, workshops, conferences, etc.

The NCCCMA Agrees to:

- 1) Promote the Alliance for Innovation to NCCCMA, including the benefits of membership, AFI events and opportunities to participate.
- 2) Recognize this affiliate partnership on the NCCCMA website.
- 3) Share successful North Carolina local government innovation stories with the Alliance for Innovation.
- 4) Provide the Alliance East Regional Director with an associate membership to NCCCMA.
- 5) Provide the Alliance Regional Director with a complimentary registration to the NCCCMA Annual Meeting (not included travel or lodging expenses).

Mutual Relationship:

The parties willingly enter into this agreement. This agreement does not constitute a partnership, but rather an arrangement to work together. This agreement may not be assigned by either party to any other entity, without the approval of the original two parties.

This Agreement is entered into on:

February 3, 2010

Agreed to by:

*NCCCMA OFFICERS MANUAL*

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Karen Thoreson, President  
Alliance for Innovation  
411 N. Central Av.  
Suite 400  
Phoenix, AZ 85004

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Mike Dula, President  
North Carolina City and County Management Association  
PO Box 3069  
Raleigh, NC 27602-3069

**Appendix H – Service Agreement**

**North Carolina City and County Managers Association**

**Whistleblower Policy**

Adopted February 2, 2011

If any employee reasonably believes that some policy, practice, or activity of the North Carolina City and County Managers Association (“Association”) is in violation of law, or a clear mandate or public policy, a written complaint must be filed by that employee with the President of the Association.

The Association will not retaliate against an employee who, in good faith, has made a protest or raised a complaint against some practice of the Association, or of an employee of the Association, or of another individual or entity with which the Association has a business relationship, on the basis of a reasonable belief that the practice is in violation of law, or a clear mandate or public policy.

The Association also will not retaliate against employees who disclose or threaten to disclose to a supervisor or a public body, any activity, policy, or practice of the Association that the employee reasonably believes is in violation of law, or a rule or regulation mandated pursuant to law or is in violation of a clear mandate or public policy concerning the health, safety, welfare, or protection of the environment.

An employee is protected from retaliation only if he or she brings the alleged unlawful activity, policy, or practice to the attention of the Association and provides the Association with a reasonable opportunity to investigate and correct the alleged unlawful activity.

The term “employee” as used in this Policy shall include persons employed by a related organization with which the Association has a contractual relationship.

Appendix I - Service Agreement



*Leaders at the Core of Better Communities*

**AFFILIATION AGREEMENT BETWEEN ICMA & NCCCMA  
(NORTH CAROLINA CITY AND COUNTY MANAGEMENT ASSOCIATION)**

**INTRODUCTION**

This agreement serves as a written understanding of the affiliation agreement between ICMA (International City/County Management Association) and North Carolina City and County Management Association (NCCCMA).

ICMA and North Carolina City and County Management Association seek to be more strategic in efforts to achieve mutual goals.

- The collaborative measures outlined in this agreement will contribute to greater success for both the state association and ICMA in the areas of membership development, professional development, and awareness of the value of professional local government management.
- Working more closely, ICMA and North Carolina City and County Management Association will be able to achieve their full membership potential, reduce duplication of effort, and use existing resources more efficiently.
- This agreement supports ICMA's vision and mission and core beliefs:

***ICMA's Vision***

We are the premier association of professional local government leaders building sustainable communities to improve lives worldwide.

***ICMA's Mission***

To create excellence in local governance by developing and fostering professional local government management.

***ICMA's Core Beliefs***

We believe in...

- Serving as stewards of representative democracy
- Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics
- Advocating for professional management as an integral component of effective local governance and community building with council-manager government as the preferred local government structure
- Building sustainable communities as a core responsibility of local government
- Networking and exchanging knowledge and skills across international boundaries
- Ensuring that local governments and the association reflect the diversity of the communities we serve
- Committing to lifelong learning and professional development
- Building up the quality of the profession and the association through an engaged network of members personally committed to that end

- This agreement supports North Carolina City and County Management Association’s mission, vision, and core beliefs:
  - Build and sustain an active membership
  - Provide/promote professional and personal development
  - Advocate for excellence in local government
  - Strengthen partnerships with other organizations

## **BENEFITS OF AFFILIATION**

### ***Value Statement***

Members of the local government management profession are better served by belonging to both their state association and to ICMA. ICMA and state associations have been long-standing partners on behalf of the profession, providing services and benefits that complement each other.

- ICMA is the standard bearer for ethical conduct in the local government management profession through the ICMA Code of Ethics and assists state associations in promoting the importance of ethical standards. ICMA provides advice to individual members on ethical challenges, offers continuous education through columns, case studies and articles in *Public Management* magazine, and develops educational programs for state conferences.
- ICMA broadens state association resources for members by serving as a virtual research assistant offering leading practices, articles from experts and practitioners, as well as sample ordinances, policies, and reports on issues that cross state borders. ICMA connects members to colleagues across the country with common challenges.
- ICMA offers leadership and management programs drawing on national and international experts geared to different stages of a member’s career. The highly rated annual conference serves all members. Other programs range from those serving the career development needs of emerging leaders to those tailored for seasoned managers. In addition, ICMA offers a nationally recognized Credentialing program that allows members to demonstrate the unique expertise and the commitment to continuing professional development that they bring to their communities.
- ICMA expands a member’s network to those who share values, expertise and experience in local government across the country and around the world. Committees, task forces and advisory groups as well as online discussion groups forge connections beyond state boundaries.
- ICMA adds to the critical peer support network offered through state associations. ICMA members in transition who have been fired or forced to resign and who list their names in the *ICMA Newsletter* hear from colleagues all over the country and beyond. Monthly conference calls and materials offer financial advice, tips on handling job interviews, and further support.
- ICMA advocates nationally for professional local government management as an integral component of effective local governance with council-manager government as the preferred local government structure. ICMA maintains resource materials, data and information as part of this advocacy effort and the Fund for Professional Management provides resources both to support communities seeking to adopt or retain council-manager government and to develop or revise state-wide civics education curricula.

Each section of this agreement lists continuing activities to be provided by ICMA in support of

the North Carolina City and County Management Association as well as areas in which the North Carolina City and County Management Association will share information and maintain linkages with ICMA.

The activities in this agreement are categorized into the outcomes, strategies, and tactics laid out in ICMA's 2008 Strategic Plan:

- 1) Leadership
- 2) Professional Development
- 3) Knowledge Sharing
- 4) Member Engagement and Support

## **SECTION I: LEADERSHIP**

### **LEADERSHIP**

Local government management is a profession of innovative, competent, principled leaders committed to promoting the integrity of local governance, meaningful community participation, and representative democracy. Managers work with elected officials and in concert with citizens, and partners to facilitate community building and engage around issues that cross boundaries and borders. Professional local government managers are dedicated to sustainability; stewardship of public resources; and sound, results-based management principles to help create communities that improve the quality of life for everyone.

Professional local government management attracts and cultivates a diverse and talented group of individuals dedicated to these high ideals. Professional local government managers are the standard-bearers for ethical conduct and the advocates for professional management and principles of sound local governance. ICMA is the association of choice for members of the professional local government management community and a model of effective outreach and collaboration with other associations, institutions, and stakeholders.

### ***Together, ICMA and North Carolina City and County Management Association will:***

- *Promote, enforce, and celebrate the highest ethical standards of professional behavior.*
- *Raise awareness of the value that professional management brings to local governance and advocate council-manager government.*
- *Lead efforts to build sustainable communities by developing a recognized body of knowledge and expertise that focuses on balancing environmental stewardship, economic development, social equity, and financial and organizational viability.*
- *Expand the current membership, with an emphasis on attracting the next generation of professional local government managers, including women and minorities, entrants from other careers, and other local government management professionals who are not members of ICMA.*
- *Identify opportunities to celebrate our mutual accomplishments and feature them in ICMA and North Carolina City and County Management print and electronic publications.*

- *Collaborate on the alignment of the state association logo and the ICMA logo, identifying North Carolina City and County Management Association as a 'state affiliate of ICMA.'*
- *Collaborate on matters of promotion and defense of council-manager government in North Carolina.*

**ICMA will:**

- Make ICMA training sessions on the Code of Ethics and ethical behavior among local government professionals available to the state association, its members, and the local jurisdictions which they serve. (Fee structure variable, based on size of audience and duration of session/s.)
- Involve the North Carolina City and County Management Association in development and execution of public awareness campaign to raise the level of knowledge and understanding of the role and impact of local government, and professional local government management.
- Share information and leading practices on sustainability, environmental stewardship.
- *Reach out to young people, women and minorities, entrants from other careers and other local government management professionals in North Carolina and the North Carolina City and County Management Association who are not members of ICMA.*

**North Carolina City and County Management Association will:**

- Conduct at least one ICMA Ethics training session annually.
- Provide an annual contribution to the Fund for Professional Management in support of ICMA's advocacy work on behalf of professional local government management and the Council/Manager form of government.
- Join with ICMA in the commitment to include the issue of sustainability in a training session in or in the annual conference program for the state membership.
- Actively participate in the development and implementation of ICMA's public awareness campaign by:
  - 1) providing designated state representatives to the advisory process
  - 2) conducting awareness sessions among the North Carolina City and County Association's membership
  - 3) holding (1/2/3) broader Value of the Profession campaign / public awareness events in North Carolina
  - 4) contributing financial support to the campaign
  - 5) disseminating ICMA's Value of the Profession campaign materials broadly in the North Carolina
- *Assist ICMA with identification of and targeted outreach to young people, women, minorities, and entrants from other careers and other local government management professionals in North Carolina who are not members of ICMA.*
- Assist ICMA in preparation for its 100th anniversary in 2014 by identifying, interviewing, and videotaping available members of the first generation of managers in their state.

**SECTION 2:**

**PROFESSIONAL DEVELOPMENT**

Professional local government managers seek continually to improve their capabilities. Renewing themselves through lifelong learning, managers acquire new expertise and develop their leadership skills to build better communities. ICMA serves as a source of professional development for its members throughout their careers in public service.

**ICMA will:**

- Provide advice on the North Carolina City and County Management Association's meeting program development, including issues of program design and leads on speakers
- Provide results of Applied Knowledge Assessment results by state.
- Provide the opportunity for North Carolina City and County Management Association's input to ICMA annual conference planning process through appointment of state-designated representative.
- Conduct ICMA University sessions, at a negotiated fee, at the North Carolina City and County Management Association's annual conference(s) and sponsored training events. (*options: every year; every other year*)
- Exhibit ICMA products and services tailored to state meeting program offerings and interests of members.

**North Carolina City and County Management Association will:**

- Provide information on members' professional development needs, including input for the annual conference
- Collect and share feedback on presentations by speakers at state meetings
- Feature one (1) of ICMA University offerings in the North Carolina City and County Management Association's professional development events in North Carolina each year.
- Set a goal of increasing the number of credentialed managers in North Carolina annually.
- Provide display space at the North Carolina City and County Management Association's annual conference(s).
- Provide host committee support for ICMA annual conferences held in North Carolina.

**SECTION 3:**

**KNOWLEDGE SHARING**

ICMA is the preeminent source for information about leadership and management of local government. ICMA promotes, supports, and engages in sharing member experiences and enthusiasm to create understanding and appreciation of national and global perspectives that can enhance local government, community building, and the effectiveness of public services.

**ICMA will:**

- Provide content links between the North Carolina City and County Management Association's Web site and ICMA.org.
- Host an online discussion tool for members of the North Carolina City and County Management Association via existing or newly developed Web based communications platform.
- Feature state association news updates on ICMA.org

- Engage North Carolina City and County Management Association in interactive features of ICMA's Knowledge Network.

**North Carolina City and County Management Association will:**

- Provide state news updates to ICMA on a quarterly basis
- Link to ICMA News from ICMA.org via RSS news feed.
- Contribute documents (emphasis on innovative / leading practices) for inclusion in ICMA's Knowledge Network.
- Recommend and provide marketing support for ICMA Consulting Services in North Carolina. ]

**SECTION 4:**

**A. MEMBER ENGAGEMENT & SUPPORT**

ICMA fosters an active and engaged membership dedicated to contributing to and improving the association. The association promotes and embraces diversity among its members, including a governing board that reflects ICMA's membership and the communities served. ICMA is a source of personal support and renewal for its members throughout their life in public service. The association is committed to strengthening strategic partnerships on behalf of members and providing the highest quality products and services to its members.

**ICMA will:**

- Actively promote the value of membership in both ICMA and the North Carolina City and County Management Association.
- Provide current lists of ICMA members in North Carolina.
- Propose opportunities to work together on membership recruitment.
- Provide partnership opportunities for recruitment of ICMA members who are not members of the state association.
- Provide ICMA membership information; information about professional development offerings; catalogs of publications, products, and services to the North Carolina City and County Management Association.
- Conduct state officers' roundtable at the ICMA annual conference
- Convene meeting of state secretariats / state association staff at the ICMA annual conference
- Ensure presence of ICMA leadership (ICMA state liaison, board member, and/or executive director) attendance at the North Carolina City and County Management Association's annual conference.
- Conduct annual regional meetings of state leadership to solicit feedback and encourage networking.
- Designate a senior staff member or senior advisor to serve as state liaison to oversee and support the formal relationship.
- Provide information regarding committee openings and rosters (including name, municipality, and state), as well as a list of North Carolina members expressing an interest directly to ICMA in serving on committees.
- Provide one complimentary ICMA conference registration for designated state staff member when matched by state travel stipend.
- Extend a complimentary registration to ICMA annual conference for the Range Rider(s).

- Provide complimentary ICMA annual conference registration when NCCCMA provides a travel scholarship stipend to one or more of their members to attend the conference.

**North Carolina City and County Management Association will:**

- Set a goal of increasing ICMA membership in North Carolina annually.
- Provide ICMA with language regarding the benefits of membership in the North Carolina City and County Management Association so that the value of belonging to both the state and ICMA can be well understood.
- Provide feedback and input on ICMA committee volunteers, executive board nominations, and annual awards program nominations.
- Provide recommendations for service on the ICMA Nominating Committee; follow the guidelines and participate in the ICMA nominations and elections process in support of candidates to serve on the ICMA Executive Board.
- Convene a general session for ICMA leadership to meet with members for an update of ICMA activities as well as the opportunity to interact socially at the North Carolina City and County Management Association's annual conference.
- Ensure that North Carolina City and County Management Association's staff communicate regularly with ICMA state liaison to provide input on ICMA programs and policies and to facilitate the flow of information between the associations.
- Provide complimentary registration for two members of ICMA leadership and staff to attend North Carolina City and County Management Association's annual conference. NOTE: If the ICMA Executive Director attends, he/she will also be provided with complimentary registration.
- Provide an updated list of state officers annually.
- Travel stipend for state staff and/or Range Rider to attend ICMA annual conference.

**B) PERSONAL AND CAREER SUPPORT**

**ICMA will:**

- Provide information and assistance on establishing and maintaining member and partner support networks.
- Make updated career publications available through ICMA's career services initiatives on ICMA.org.
- Conduct outreach to ICMA members known to be in transition.
- Offer complimentary ICMA conference registration and up to three years complimentary ICMA membership for ICMA members in transition.
- Provide support and reimbursement of 50% expenses for agreed-upon individuals to serve as Range Riders.

**North Carolina City and County Management Association will:**

- Foster support networks for members and their families.
- Conduct ongoing efforts to assist members in transition.
- Provide regular updates on North Carolina City and County Management Association's members in transition to ICMA designated staff contact.
- Manage and provide 50% of funding of Range Rider program, provided all costs are identified and mutually agreed upon in advance by the North Carolina City and County Management Association and ICMA, and provided further that the North Carolina City

and County Management Association and ICMA mutually agree upon the person to serve as Range Rider.

- Extend complimentary membership and conference registration for the North Carolina City and County Management Association members in transition for three (3) years.

**SECTION 5: DURATION**

This agreement shall be subject to annual review and approval by the ICMA Executive Director and the Executive Committee of the North Carolina City and County Management Association's Executive Committee.

**Authorizing signatures:**

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Robert J. O'Neill DATE  
Executive Director, ICMA

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Michael Dula DATE  
President, NCCCMA

Appendix J - Service Agreement

**MEMORANDUM OF UNDERSTANDING**

**June 23, 2011**

The purpose of this Memorandum of Understanding is to define the terms and conditions mutually agreed upon by the North Carolina City and County Management Association (“NCCCMA”) and Matt Lail, for the production of *The Administrator*, NCCCMA’s membership newsletter. This agreement may be terminated by either party upon receipt of written notice to terminate by the other party with not less than sixty (60) days notice. Amendments to this agreement shall be approved in advance by both parties.

**Matt Lail will:**

1. Write and edit an electronic version (pdf) of *The Administrator* each month to be distributed electronically by the end of each month. The newsletter shall include one or two feature stories containing not less than 1,000 words and not more than 2,000 words combined, links to appropriate information found at [www.ncmanagers.org](http://www.ncmanagers.org) (Managers in Transition reports, Range Rider information, etc.), and other pertinent information as deemed appropriate for the membership of NCCCMA.
2. Maintain and update, as needed, the NCCCMA membership e-mail address database used for distributing each monthly edition of *The Administrator*.
3. Make each edition of *The Administrator* available on NCCCMA’s website ([www.ncmanagers.org](http://www.ncmanagers.org)).

**NCCCMA will:**

1. Make payment in the amount of six hundred dollars (\$600.00) per distributed edition of *The Administrator*, payable to Matt Lail within ten (10) working days of electronic distribution of the newsletter.

**ACKNOWLEDGED AND AGREED TO:**

\_\_\_\_\_  
W. Lane Bailey, President

\_\_\_\_\_  
Matt Lail

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date