

# THE ADMINISTRATOR

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

NOVEMBER 2014, ISSUE II

## REGISTER NOW FOR WINTER SEMINAR

**We are just a couple of** month away from the 2015 N.C. City & County Management Association (NCCCMA) Winter Seminar, which will be held February 4-6, 2015, at the Sheraton Imperial in Research Triangle Park/Durham County. Attendees can go ahead and register for this great event, simply by going to the Association's website ([www.ncmanagers.org](http://www.ncmanagers.org) .)

This year's seminar will again feature preconference

workshops: ICMA University: Leadership and Management in a (Permanent) CRISIS; and Mark Weaver: Social Media for Government Leaders 2.0-Taking the Next Steps

The seminar will be going green again in 2015. There will not be any printed handout material in the packets, but there is an app available that will provide you with what you need for the conference material, the NCCCMA Event app!

The Sheraton Imperial has a block of hotel rooms for the seminar at just \$108 per night. The block rate cut-off date is January 12, 2015. Reserve your hotel room by calling 919-941-5050 or online at <http://bit.ly/11USYIQ> .

Look for more information about the seminar coming up in future issues of *The Administrator*, as well as on the NCCCMA website.

## TIME TO NOMINATE GOOD PEOPLE FOR DIRECTOR SPOTS

**It is time again to** submit names of those city and county managers and assistants whom you believe would be good candidates for N.C. City & County Management Association director spots.

The NCCCMA Nominating Committee must present a slate of candidates for consideration to the board to the membership at the winter conference, which will be held February 4-6, 2015, at the Sheraton Imperial in Research Triangle Park/Durham County (see above). The committee will present its slate of officers to

the membership during the opening session and again during the business meeting. The vote will occur during the business meeting, with the successful candidates to be sworn in at the business meeting of the summer conference, which will be held June 18-20, 2015, at the Hilton Riverside in Wilmington.

The Nominating Committee is comprised of Immediate Past President Lee Worsley, Durham County deputy manager; and Past Presidents Brian Hiatt, Concord city manager; and Harry Jones, Life Member.

The committee is looking to recommend three directors to serve a two-year term expiring in June 2017. The nominees should represent two municipalities and one county. The committee is also looking for someone to fill the slot of Secretary/Treasurer (a county member). Please submit the names to the nominating committee members.

Lee Worsley can be reached at [lworsley@dconc.gov](mailto:lworsley@dconc.gov), Brian Hiatt can be reached at [hiattb@concordnc.gov](mailto:hiattb@concordnc.gov) and Harry Jones can be reached at [hj@windstream.net](mailto:hj@windstream.net) .

## THE ADMINISTRATOR

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

For comments or suggestions, please contact Matt Lail, editor, at 919-819-3979, or email at [collards12@yahoo.com](mailto:collards12@yahoo.com).

## UPCOMING EVENTS

### 2015 NCCCMA Winter Seminar

Sheraton RTP

February 4-6, 2015

### 2015 NCCCMA Summer Seminar

Wilmington Riverside

June 18-20, 2015

## RESOURCES TO TELL THE *LIFE, WELL RUN* STORY

**If you're looking for good news on the local government front, the [Life, Well Run](#) website is continually updated with new resources, videos, and success stories that reflect the value professional local government management brings to communities. Here are a few to check out:**

- The new [Student Resource](#) page includes a "Roadmap to Local Government" a slide share presentation designed with the help of ICMA student chapter leaders to help guide undergraduates or even high school students along the path to local government service.
- There are more than 90 entries on the community [success story map](#). Two recent stories include an environmental success story centered in [River Falls, Wisconsin](#), and one that features improvements to the water utility in [O'Fallon, Missouri](#), with the help of Siemens. Share your success story and help us fill up the map by contacting us

at [lifewellrun@icma.org](mailto:lifewellrun@icma.org).

- Community-produced video using the *Life, Well Run* video templates are another great way to showcase the many ways local government managers and staff members keep life running smoothly. Recent entries have arriving from North Carolina include Fayetteville, Cabarrus County, and Durham. They can all be found in the [video resources](#) area of the website.
- Don't forget to link to us via social media. Our [Facebook](#) likes have grown to more than 2,000 and we have more than 1,100 [Twitter](#) followers.

In addition to sharing your success stories and videos, feel free to share your ideas on additional resources we can provide to help share *Life, Well Run* with students, community leaders, and residents.

## ETHICS: WHAT'S THE OTHER 'E' IN ECONOMIC DEVELOPMENT?

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**[G]ood economic** development strategy is [critical] to the local government mission. Whether the strategy includes revitalizing a community's main street, attracting jobs, building more robust retail options, or all of the above, it's all about making the community a place where people thrive—where they live, work, and play.

### The Question of "What"

The devil is in the details of course. Imbedded in those strategies are ethical values that reflect the unique norms and culture of a community. The leadership challenge is to engage the residents and the business community to make sure that there is some level of agreement on the values so that the right strategy is implemented.

Will success be measured in just the total number of jobs created? Or does the community want to attract employers willing to pay a living wage? In real estate markets where property tax revenues rise as housing values continue to escalate,

how much investment in affordable housing is enough?

Are big box stores welcome to fill the retail gap, or are they viewed as an anathema? Is the use of public funds for athletic stadium development appropriate economic development? The list of questions is almost endless.

The high-level questions of which values take precedent are tough to address. Why? Because they most often require us to debate what the ethicist Rushworth Kidder called "right versus right" dilemmas—that is, situations in which the competing principles are both valid and right.

### The Question of "How"

A well-crafted strategy driven by values is critical. But at the ground level, the challenge for local government managers and their staff members working on these issues is far more basic. It's the how.

How do we accomplish our goals? How do we make sure that our conduct builds trust with our community? How do we navigate the private sector's interest in confidentiality? How do we ensure that there is transparency?

So what advice is there for local government professionals to ethically and

successfully navigate the economic development process? Consider this:

Be transparent and a good communicator. The private sector's values of confidentiality and privacy do not trump the public's right to know. The local government manager needs to keep the governing body informed about potential projects or expressions of interest.

If there is a need to stress confidentiality at that stage, the manager should so inform the governing body. The International Economic Development Council, an association for professionals who are involved in various aspects of development, recommends this in its code of ethics: "Professional economic developers shall openly share information with the governing body according to protocols established by that body. Such protocols shall be disclosed to clients and the public."

Be objective and avoid "capture." The desire to build good working relationships with the development community can backfire. In communities where a lot of development is taking place with only a few dominant players, local government staff can get too close to the developers.

**Continued on page 4**

## ETHICS, CONTINUED FROM PAGE 3

The same can occur in a smaller, tight-knit community. Building an effective working relationship is helpful in the long run, but maintaining an objective, fair, and impartial relationship is way more important. Even the appearance that staff is too close or deferential to the development community can undermine the public's trust.

In government, it's known as "regulatory capture." It's when the regulator gets too cozy with the company he or she is supposed to monitor. So be professional but keep an

arm's length, and remember your obligation to serve the public's interests.

Seek no favor. Don't leverage information learned during the initial phases of an economic development process for personal gain. That would be all the information about intent that has yet to be disclosed in the public domain.

On the theory that we learn from each other's tough experiences, I would encourage you to share your strategy for navigating the

ethical challenges related to economic development. You can send your story—confidentially if desired—to me at my e-mail address listed below.

*Martha Perego*  
*ICMA Ethics Director*  
*Washington, D.C.*  
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## SIGN UP FOR NCCCMA NEWS UPDATES

**One of the key points** of membership in the NCCCMA is keeping up to date with the latest goings-on across the state (and beyond) with respect to local government management.

One way to do that is to sign up for the News Service offering via the NCCCMA website. NCMangers.org is pleased to offer a news aggregate service for its readers. Sign up today and receive these links straight to your email inbox. These news links are culled from a variety of newspapers and websites from across the state and nation using key words pertinent to our profession. However, please note that NCCCMA is not responsible for the content or tone of the subject matter in these articles. Signing up is quick.

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News Signup

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