

# THE ADMINISTRATOR

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

OCTOBER 2013, ISSUE 10

## THE IMPACT OF NCCCMA ON A CAREER

**Membership has its** privileges. That old adage may have related to a credit card company, but it could just as well be said about the N.C. City & County Management Association (NCCCMA).

*The Administrator* continues its question-and-answer session with some past presidents of the NCCCMA as they reflect on the 50<sup>th</sup> anniversary of the organization.

This month's question: *What has the NCCCMA meant to you throughout your career? (Edited for space.)*

**Dee Freeman, Life Member:** "The Association was

and is a critical element of the life and career of those of us that serve(d) as managers. It allows us to embrace professionalism in the form of networking, research, and as a connection to ICMA and the broader national-international aspects of city/county/regional management. It now serves me as a connection to friends and colleagues, continued enlightenment, and a method of ongoing contributions as evidenced by participating in the 50<sup>th</sup> anniversary celebration."

**Lane Bailey, Lenoir:** "The Association has provided a great group of friends for me throughout my career. They have served as a support group,

plus a source of good ideas and information. I can't imagine this career without being a member of our Association."

**Pete Connet, Life Member:** "It was and still is a source of forging new friendships and contacts across the state and the nation. I have had the privilege of meeting some very fine managers, not only in North Carolina, but also across the nation through ICMA. When I was a young manager just starting out, there were several of the older, more seasoned managers from larger cities that took me under their wing and helped me with my new career. They always

**Continued on page 4**

## COUNTY ASSOCIATION SEEKS HOST COUNTIES FOR MANAGEMENT FELLOWSHIPS

*By Jason King  
NCACC Associate Director of  
Education*

**The past few years have** seen a wealth of county management knowledge and experience exit the workforce. Having a pipeline of tutored talent ready to take the reins from these veteran professionals is essential to maintaining North Carolina's place as the top state for county government management.

The North Carolina

Association of County Commissioners is committed to helping develop the next generation of county management stalwarts. Through its County Management Fellowship Program, the NCACC seeks to place a handful of recent Master of Public Administration (MPA) program graduates who have interest in North Carolina county management careers into full-time, one- or two-year fellowships with seasoned N.C. county managers.

The program is modeled after the Local Government Management Fellowship administered by the International City-County Management Association (ICMA), which partners with the NCACC on the County Management Fellowship Program.

The Association is currently seeking interested host counties for placements that begin in the

**Continued on page 5**

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

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

Sheraton Research Triangle Park  
February 5-7, 2014

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

Charlotte  
June 19-21, 2014

**ICMA 100<sup>th</sup> Annual Conference**

Charlotte  
September 14-17, 2014

# ENGAGE YOUR COMMUNITY: THE RIGHT AND SMART THING TO DO

**Promoting democracy,** prioritizing for the future, addressing community issues, partnering for service delivery – just a few reasons why citizen engagement is both the right and smart thing to do! Engaging citizens builds a sense of community, strengthens attachments and allows local governments to tackle persistent problems that can only be solved by people working together. Local governments are an essential and often lead partner with citizens in fostering meaningful and effective citizen engagement.

In the fall 2012, the Alliance for Innovation established a framework for collaboration with ICMA’s Center for Management Strategies and Arizona State University to research and disseminate new leading civic engagement practices to local governments. This project brought together civic engagement scholars and practitioners to identify emerging trends, assess best practices, and recommend useful resources.

*This webinar-on-demand showcases the findings from this collaborative effort and includes:*

- Key findings and leading



perspectives on civic and citizen engagement

- Strategies for planning, implementing, and evaluating citizen engagement effort
- Helpful resources and references, including online tools
- Dynamic case studies of engagement in action

This OnDemand product comes with the full webinar. It allows you to have immediate access to the webinar. Watch right away or at your leisure!

Running time: 90 minutes  
**Member Price:** \$75  
**Nonmember Price:** \$125

Click [here](#) to register.

# ETHICS: ICMA ETHICS ENFORCEMENT

*Reprinted with permission from Public Management (PM) magazine, published by ICMA, the premier local governmental management organization, Washington, D.C. Contact the ICMA Ethics Center at 202.962.3521 or visit ICMA.org/ethics.*

**Standards of conduct that** lack any meaningful enforcement are practically useless. Rather than setting a concrete definition of what is appropriate behavior, they get reduced to just mere "suggestions." They are about as effective as voluntary speed limits are in regulating speeding: In other words, they aren't.

ICMA members long ago recognized the importance of establishing and then enforcing the standards. The ICMA Code of Ethics was first drafted in 1924. A rigorous peer review process for adjudicating ethics complaints has been in place for decades. In 2005, a guideline was added to encourage members to report possible violations of the code.

Given the profession's commitment to add teeth to the standards, making sure that the process for enforcing the code is clear and understood is important.

**What constitutes a valid complaint?** Filing a complaint with ICMA is a simple, straightforward process: Put it in writing, clearly outline the alleged misconduct, and support the allegation with documentation. If that threshold

is met, the next test is whether the complaint alleges conduct that, if true, would actually violate the Code of Ethics. If the answer is yes, ICMA will proceed with an ethics inquiry.

Unsure if something is really worthy of review? You can discuss the matter with ICMA staff on a confidential basis. No action is taken until a formal complaint is filed.

**Who complains?** The good news is that ICMA members are the most common source of ethics complaints. That shows a level of commitment by the profession to pay attention and police its own. Complaints also come from elected officials and residents who know about ICMA's standards.

Anonymous complaints get processed as well but only if supported by the requisite documentation. ICMA has a long-standing practice of taking complaints from individuals who do not wish to go on record as the complainant. They are not anonymous, just confidential.

**Is it really confidential?** The entire review process is confidential unless and until it results in a finding by the ICMA Executive Board that a member has violated the code and the appropriate sanction is a public one. Absent that, every ICMA member must maintain confidentiality about the review.

**What about the member's point of view?** The process begins with the assumption of innocence. After all, the information presented may not be accurate. And the member's perspective on what transpired hasn't been heard.

Starting from that position, the member is given the opportunity to review the entire complaint and all documents. The member then has the chance to provide a detailed written response to the ICMA Committee on Professional Conduct. The opportunity to explain what transpired and provide supporting documentation as well as statements from others is key to getting at the facts.

The committee reviews the member's response to the allegation and if the facts are clear, it can draw a conclusion as to whether or not the member's conduct violated the code. If the committee decides that it lacks the necessary information to proceed, the next step is to ask the state association to appoint a fact-finding committee.

**What role does fact finding play?** Members assigned to the fact-finding committee gather the missing information and report back to ICMA in 60 days. They do not determine guilt or innocence. Their efforts may involve interviewing the member at the center of the ethics review; interviewing others; collecting public records; or in the case of legal matters, obtaining court records.

Once all the available facts are collected, the fact-finding committee submits its findings to the ICMA Committee on Professional Conduct for review. This is the final step in the data-gathering process.

**Who decides?** Based on the

**Continued on page 4**

## ETHICS, CONTINUED FROM PAGE 3

information made available, it's the ICMA Committee on Professional Conduct that is solely responsible for determining whether the member violated the code or not. If the committee concludes that the member didn't violate it, the case will be closed.

If the committee concludes that the member did violate the code, it can select from an array of censures, including private censure, public censure, suspension from membership for up to five years, permanent membership expulsion or restriction, and credential revocation. All of the options beyond a private censure

require approval by the ICMA Executive Board.

### Is there an appeal process?

Any sanction can be appealed to the executive board, where the member has the opportunity to address the board in a hearing.

At the conclusion of every review process, ICMA notifies the complainant and the state association president that the matter has been resolved. When a public censure is issued, notice of that action is shared with the news media as well as the appropriate governing body.

Allegations of unethical

conduct by public officials can harm the reputation of individuals, organizations, and the profession. For that reason, ICMA members must be willing to report matters of concern to ICMA in good faith.

You might not have all the facts. Allow an objective peer review process to sort out the facts and reach an independent judgment.

*Martha Perego*  
 ICMA Ethics Director  
 Washington, D.C.  
[mperego@icma.org](mailto:mperego@icma.org)

## IMPACT OF NCCCMA, CONTINUED FROM PAGE 1

encouraged me to call if I had any questions at all or if I had a problem that I had not experienced before. Such men as L.P. Zachary of Raleigh, Tom Osborne of Greensboro, Dave Burkhalter of Charlotte, Wendell White of Charlotte, Wilfred Wells, O.B. Stokes, Lewis Price, and Phin Horton, to name just a few, were always there to help and encourage you.

**John Ed Whitehurst, Life Member:** "It has been the driving force for the forming of mentoring and establishing close friendships with fellow managers."

**Cal Horton, Life Member:** "The members of both the North Carolina and Georgia city and county management associations were my best friendship groups for over 30 years. I am reminded of the concept of *koinonia*, a Greek

notion of an idealized state of fellowship. When one suffered, we all suffered together; when one celebrated, we all rejoiced together. I was never part of a better group of friends and colleagues."

**Jerry Ayscue, Vance County:** "Without question, the Association has been instrumental in providing opportunities for professional development, establishing rewarding relationships and partnerships with other managers, recognizing managerial excellence, offering the chance to 'be at the table' on emerging issues, creating a collective voice for managers, and learning through the experiences of other jurisdictions."

**Jack Neel, Life Member:** "The Association has been my connection point with all the other city managers in North

Carolina. It has been my starting point in any additional municipal education."

**Carolyn Carter, Life Member:** "Our Association has been very important in my life. During my busiest years of working and raising two children at the same time, I guarded my time closely so that I wasn't taking away extra time away from my children so I didn't volunteer for much outside of my daily work. One exception was volunteering for jobs with the Association, which I did because of my belief in what our organization did to support managers throughout the state. It made possible the close working relationships among managers and provided us with an opportunity to learn from each other and to support each other. Involvement in the Association led to friendships

**Continued on page 5**

## MANAGEMENT FELLOWSHIPS, CONTINUED FROM PAGE 1

July 2014 timeframe. Counties selected to participate as hosts will receive NCACC assistance with salary and other potential incentives (handled on a negotiated, individual basis). The NCACC requires a minimum \$35,000 salary and recommends employment benefits and an employment year that follows the fiscal year.

ICMA provides the NCACC with a pool of pre-screened, North Carolina-based applicants from its fellowship program, ensuring high-quality talent for participating counties. The Association will then share those applications with interested host counties, which can then choose which applicants to interview. The host county controls offers of employment, start and completion dates of the fellowship, and other employment details.

ICMA is currently accepting fellowship applications through Dec. 9, 2013, for recent MPA graduates or MPA candidates on track to earn their degree in

spring 2014. Fellowship hopefuls can apply online via ICMA's website, [www.icma.org](http://www.icma.org). From the main page, click on the "Career Network" tab. From the Career Network page, select "Local Government Management Fellowship" underneath the "Career Development" tab. Finalists will be notified in February 2014.

Any interested county will need to demonstrate a commitment to providing a rewarding career experience for the Fellow in the application process by indicating potential projects, activities and responsibilities for the Fellow. A Memorandum of Understanding and host application that provides a detailed work plan are required.

Fellows enjoy a network of mentoring and support through the relationship with the county manager and county employees, as well as a cohort experience with other NCACC fellows and ICMA fellows based in North Carolina. NCACC and ICMA

fellows will be invited to participate in statewide and regional Association events, such as the Annual Conference, County Assembly Day and district meetings, to receive a larger networking experience as well as exposure to state government. The Association will also fund each of its fellows' North Carolina City & County Management Association (NCCCMA) membership dues and seminar registration fees for the year.

The NCACC Board of Directors approved the program in June 2012 to help encourage more young professionals to consider a career in the public sector.

For more information and to submit a host county application, visit [www.ncacc.org/index.aspx?nid=304](http://www.ncacc.org/index.aspx?nid=304) or contact Associate Director of Education Jason King at (919) 715-0045 or [jason.king@ncacc.org](mailto:jason.king@ncacc.org).

## IMPACT OF NCCCMA, CONTINUED FROM PAGE 4

with some of my favorite people on the planet."

**Lewis Price, Lenoir city council:** "The Association afforded me an opportunity to develop a lot of close friendships. Not being a very smart individual, I was able to steal a lot of good ideas from them, bring them back home, and take credit for them.

"The sad part about these friendships is when you get to be my age; many of them have passed on.

"There are a couple of characters still around though that say Charlie Martin and I owe them a \$2.00 bet, which we lost to them on the golf course some twenty-five years ago. Buddy Baker and Ray Fogelman are the culprits and I assume their memories are better than mine, because I don't even remember playing golf with them. I guess if that's the way they feel, it's better to owe them rather than pay them at all."

**Jim Hipp, Life Member:** "It meant that I belonged to a large

professional organization made up of my peers who were/are always there, always supportive, always encouraging, always available and always expecting that as part of the Association, I would perform as a local government manager to a standard that would be reflective of the group as a whole.

"Because of the Association, I never felt alone, my confidence has been buoyed when needed and I have been allowed to contribute to an excellent organization."