

The Administrator

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Summer seminar coming up in June

The 2012 N.C. City & County Management Association's Summer Seminar will be held June 28-30 at the Asheville Renaissance. Go to www.ncmanagers.org to register.

The seminar will feature numerous workshops and guest speakers on topics such as media relations, public safety, city/county consolidation and how local governments are using

emerging technologies to provide better services to citizens and make better uses of limited resources.

The advance registration fee is \$225 for members and \$250 for non-members. To qualify for the advance registration fee, you must register before June 22, 2012. After June 22, you must register on-site. The on-site registra-

tion fee is \$250 for members and \$275 for non-members.

You must reserve your room at the Asheville Renaissance before May 25 to receive the conference rate. Please click on the accommodations tab to access the Renaissance's online registration system and reserve your room at the conference rate.

See the full agenda on Page 4

Peck named top government manager in region

Calvin Peck is valued.

The Bald Head Island manager was recently honored with the Outstanding Manager award by the Cape Fear Council of Governments.

The award was presented at the association's annual banquet in Hampstead.

COG, a regional program administrator established by the state legislature, covers local governments in Brunswick, Columbus, New Hanover and Pender counties. It singled-out Peck for his "efforts to mentor others and engage in regional issues," according to a news release from the village.

"Calvin has always had a heart for the up-and-coming administrators, having served on the UNC-Wilmington Community Advisory Board since its inception, even chairing the committee for a few years," COG executive director Chris May said during the award's presentation. "An (International City/County Management Association) credentialed manager and active member of the N.C. City/County Managers Association, Calvin chairs the Membership Outreach Committee serving the needs of fel-



low managers statewide.

"In addition," May continued, "he serves as the association's outreach contact to the UNC-Wilmington MPA program, where he cultivates striving local government administrators, mentoring them on the importance of public service."

Peck has 13 years of management experience along the coast and will mark his sixth year with the Village of Bald Head Island in October. Previously, he was town manager of Carolina Beach and, before that, town administrator of Murfreesboro.

ICMA needs your help

ICMA needs your help to spread the word to your colleagues! We have a number of volunteer opportunities that will allow members to expand their professional networks and contribute their time and talents to the association's work. We are seeking a group of diverse members to serve on task

forces and committees starting at the Phoenix Annual Conference. Please share these opportunities with your colleagues and invite them to volunteer (<http://icma.org/volunteer>) by May 11:

- Advisory Board on Graduate Education
- Annual Awards Evaluation Panel

- 2012 Annual Conference Evaluation Committee
- 2013 Annual Conference Planning Committee
- Governmental Affairs and Policy Committee

Continued on page 3

The duty of Candor

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Is honesty a sliding scale?

Being candid brings to mind that awkward point in a conversation. It's the moment when someone chooses, perhaps with a bit of trepidation, to cross over into sensitive territory. As in, "Can I be candid with you?"

But candor really equates with being forthright and fair in any discussion, whether it is personal or work related. It is more than just being honest or telling the truth. To be truly candid means that you are not being deceptive in both what you say and what you don't say. Correctly answering the questions asked—that is, not lying—meets the standard of honesty but may fail to meet the higher standard of being candid.

An Honest Example

Consider this example from the for-profit world. Warren Buffett, CEO of Berkshire Hathaway and legendary financial wizard, faced the situation no leader desires: a dishonest sec-

ond in command. Let's face it. Wrongdoing at any level is embarrassing and harmful.

But when it's your handpicked assistant or deputy who is not honest with you, it's harmful and hurtful. You work closely with the second in command to create a relationship built on trust. When that person isn't honest, your trust and confidence are lost.

Your ability to work together successfully is gone as well. After all, as the philosopher Nietzsche remarked: "I'm not upset that you lied to me; I'm upset that from now on I can't believe you."

In the Buffett case, his heir apparent was assigned the task of scouting for potential acquisitions. Final decisions about what to acquire would be made by Buffett and approved by the board of directors. An investment firm suggested several potential opportunities. After researching the list, the Buffett employee selected one company and worked with the investment firm to open the lines of communication.

Buffett's employee then personally purchased a small amount of stock in the company. As talks among the three parties continued, the employee sold the small amount of stock and personally bought \$10 million in stock in the very same company. He then proposed to Buffett that Berkshire Hathaway acquire this company.



During that meeting, Buffett was skeptical about the proposal and inquired how his staff member knew about the company. The aide replied that he owned stock in the company. Period.

That was actually a truthful response. But it lacked the critical information that Buffett required. It lacked the candor demanded of the situation. And given his position in the organization, it is reasonable to conclude that this wasn't just an oversight but an intentional effort to mislead.

How is that conclusion valid? The heir apparent was senior and experienced enough to understand the consequences of not being forthcoming with Buffett about the timing of his stock purchase. Without knowing that his right-hand man violated the company's insider trading policy and therefore tainted the deal, Buffett proceeded with the acquisition.

Cut to the chase. All the information regarding the stock purchase and acquisition efforts was publicly disclosed. The company's reputa-

Continued on page 3

Calendar of Events

2012 NCCMA Summer Seminar

June 28-30, 2012
Asheville Renaissance
Register at NCManagers.org

2012 NACC Annual Conference

August 16-19, 2012
Raleigh Convention Center
Raleigh/Wake County

2012 NCLM Annual Conference

October 21-23, 2012
Charlotte Convention Center

2013 NCCMA Winter Seminar

February 6-8, 2013
Sheraton Imperial RTP

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) 715-3929, fax to (919) 733-9519, or mlail@nclm.org.



City & county expert Jenne passes away

Kurt Jenne, an expert in municipal and county administration at the UNC-Chapel Hill School of Government, and a former Chapel Hill town manager, died on March 24, 2012, at the age of 68.

Kurt John Jenne was born in Weehawken, N.J., but spent his early years in Woodstown, N.J., Occoquan, Va., and then in Frankfurt, Germany, where his father was on assignment for the Central Intelligence Agency. After returning stateside, Jenne graduated from Walter Johnson H.S. in Rockville, Md., and went on to Cornell University in 1967 where he studied history and architecture. Kurt served two years of active duty in the U.S. Army, then moved into the Army Reserves and ultimately became Battalion Commander of Second Brigade of the 318th Infantry at Dublin, Va. He retired from

service in 1992 at the rank of Colonel.

In 1971, Jenne received a Master's in City and Regional Planning from UNC. After working as a city planner in Richmond, Va., he returned to Chapel Hill in 1973 as the first ever director of urban development for the town of Chapel Hill. He supervised planning, inspections and the newly formed transportation department until he was appointed town manager in 1975, at the age of 31.

In 1978 he resigned his position as town manager to become a Mid-Career Fellow in the Woodrow Wilson School of Public and International Affairs at Princeton University. Returning to Chapel Hill in 1979, Jenne earned a Ph.D. in City and Regional Planning and joined the faculty of the School of Government where he served until his retirement in 2002.

During his tenure there, Jenne facilitated strategic planning retreats and hiring processes for city and county managers across the state. Jenne was known and respected for his sensitive and open-minded approach to working with people and communities, his superior facilitative and managerial skills, as well as his candor and good humor. His work in city and county management led to him being named an Honorary Member of the N.C. City & County Management Association.

Jenne is survived by his son, George Jenne of Chapel Hill; his daughter, Clair Jenne of Baltimore, Md.; his sister, Karen Jones and mother, Clair Jenne of Frederick, Md.; his special friend, Margaret Henderson of Hillsborough; and former spouse, Mary Jenne of Chapel Hill.

ICMA, continued from page 1

- ICMA Welcome Ambassadors
- International Committee
- *NEW* Knowledge Network Advisory Group
- *NEW* Library Advisory Committee

- *NEW* Task Force to Develop a Guide on Breaking into Local Government, Continued
- *NEW* Task Force on Manager Evaluations
- *NEW* Task Force on Women in the

Profession

Contact Member & Customer Support at membership@icma.org with questions or comments.

Ethics, continued from page 2

tion is dinged. The heir apparent resigns. A full investigation concludes that the employee did intentionally mislead Buffett.

As noted in the report, for employees in this organization "the duty of loyalty includes a duty of candor, which requires them to disclose to the corporation all material facts concerning corporate decisions, especially decisions from which they might derive a personal benefit."

Acting With Honor and Candor

Clearly, in Buffett's organization being candid is the gold standard and not an option. The same holds true for some professions. For

attorneys, the "general duty of candor" requires them to be honest and forthright with courts. The bar association states that attorneys should also refrain from deceiving or misleading courts either through direct representations or through silence.

Which raises an interesting question: Why don't all professions require or approach candor as a duty? ICMA's Code of Ethic requires members to act with honor and integrity to merit the trust of those we serve. That is an aspirational target. But is it safe to assume then that acting with honor and integrity obligates local government professionals to be forthright and candid?

If a foundation of trust with those we serve is the desired outcome, then being candid about the facts is not an option. The next time you are quizzed about your organization's financials, performance metrics, or community satisfaction with services, just consider this: Are you just answering the question asked? Or are you being candid?

—Martha Perego
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2012 NCCCMA Summer Seminar

June 28-30, 2012

Asheville Renaissance

Thursday June 28, 2012

- 11:00AM - 3:00PM Registration opens/vendor move-in - Asheville Renaissance
11:30AM Pre-Conference Golf Tournament - Country Club of Asheville
5:15PM - 6:00PM Senior partner/new member orientation - Asheville Renaissance
6:00PM - 7:30PM Networking get-together - Asheville Renaissance

Friday June 29, 2012

- 7:00AM - 8:00AM Registration and Exhibits Open - Asheville Renaissance
7:30AM - 9:00AM Opening General Session/Breakfast - Asheville Renaissance
9:15AM - 10:15AM General Session: View from the other side - Asheville Renaissance
10:45AM - 11:45AM Concurrent sessions - Asheville Renaissance
11:45AM - 1:00PM Lunch General Session - Asheville Renaissance
Guest tickets may be purchased separately for \$25.
1:15PM - 4:15PM ICMA Workshop: Ethical Survivor - Asheville Renaissance
1:30PM - 3:30PM Historical Downtown Walking Tour - Downtown Asheville
6:00PM - 7:30PM Networking get-together - Asheville Renaissance

Saturday June 30, 2012

- 7:00AM - 12:00PM Registration opens - Asheville Renaissance
7:30AM - 9:15AM Business Meeting/Breakfast - Asheville Renaissance
9:30AM - 10:30AM General Session: Emerging Technologies - Asheville Renaissance
10:45AM - 12:00PM Legislative Update - Asheville Renaissance