

# The Administrator

A PUBLICATION OF THE NORTH CAROLINA CITY AND COUNTY MANAGEMENT ASSOCIATION

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## Reflecting on 50 years of leadership

The 2011 N.C. City & County Management Association (NCCCMA)'s Winter Seminar will celebrate the organization's 50th annual seminar with a theme of, "The Gold Standard: Celebrating 50 Years of Local Management Leadership."

The 2011 Winter Seminar will be held February 2-4, 2011, at the Sheraton Imperial Hotel in Research Triangle Park (Durham City and County). See the full agenda in this issue of *The Administrator*.

This coming seminar will offer the rare chance to look back on what the profession has meant to North Carolina's communities for the past decades. As mentioned last month, the President's Luncheon on Thursday, February 3 will feature speakers discussing just that: "Reflections on 50 Years of Professional Local Management." Richard Hicks, retired Farmville town manager, and Graham Pervier, retired Forsyth County manager, will share their experiences at the lunch.

Among the other highlights for the upcoming seminar are keynote addresses by Brad Crone and Paul Shumaker, where they will look back at the recent 2010 elections. Karl Smith from the School of Government will address the elephant in the room: "Will Good times Ever Return? The Economy in 2011." And author Scott Huler will address the need for infrastructure in his address about his book, *On the Grid*, which chronicles the infrastructure needed to make our world run.

And there will be concurrent sessions on everything from the expectations of public utilities, Carrboro's "Better Together" campaign, citizens academies, building human capital, information technology and much more. In addition, there will be networking and educational opportunities for MPA students, prospective Public Executive Leadership Academy (PELA) applicants, Senior Partners (see below) and much more.

### NCCCMA makes memorial contribution

Ashley Westbrook Turton, the daughter of retired Asheville City Manager Jim Westbrook, died tragically on January 10 when her car caught fire at her Washington, D.C., home. Turton was a lobbyist for Progress Energy. She is survived by her husband (Dan Turton, White House deputy director of legislative affairs for the U.S. House) and three small children.

Memorial donations may be made to the Children of Ashley Turton Memorial Education Fund, c/o Ari Strauss, 26 15th St. NE, Washington, D.C. 20002.

The N.C. City and County Management Association recently made a donation to the fund.

## Learn about the Senior Partner program

Those attending the 2011 N.C. City and County Management Association Winter Seminar will be able to learn about one of the best NCCCMA programs you probably have never heard of: the Senior Partner program.

NCCCMA President Lane Bailey, Lenoir city manager, and Gordon Whitaker from the UNC-Chapel Hill School of Government, will lead an orientation session from 8-9 a.m. on Friday, February 4.

In short, the Senior Partner program offers experienced local government managers – or Senior Professional Partners – the chance to serve as mentors to the newer, inexperienced ones. These Senior Partners provide guidance and often just support or encouragement.

The managers who served as Senior Partners in 2010 were: Waynesville Town Manager Lee Galloway, Elon Town Manager Mike Dula; Havelock City Manager Jim Freeman, Lewisville Town Manager Cecil

Wood, Lenoir City Manager Lane Bailey, Cherryville City Manager David Hodgkins and Durham Assistant City Manager Ted Voorhees.

"It is extremely helpful for a new manager who is just testing the waters in his new jurisdiction," Topsail Beach Town Manager Tim Holloman said about the program in a past issue of *The Administrator*. "Having a Senior Partner allows a manager to ask questions without repercussions and in a nonbiased atmosphere."

# Encores, fans and futures

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**D**uring the past year, ICMA members posed some unusual but interesting ethical scenarios. Be mindful of these examples as you head into the new year.

**Q**. I retired from the city management profession with a clear plan to start my own local government consulting business. Because I never expected to be a city manager again, I made some small campaign contributions to candidates who were running for the state legislature. I've now been offered an interim city manager position and wonder what I should do about those campaign contributions.

**A**. Rarely are we clairvoyant about the future. When the best of intentions meets unforeseen circumstances, we can unwittingly land in ethical jeopardy. All members who work in local government, whether as interim or permanent employees, should adhere to political neutrality. Don't make contributions, endorse, or otherwise engage in activity for any candidate running for any elected office.

Now that your encore career plans have

taken another course, it's important going forward to refrain from any political activity. To be completely aboveboard, you could request a refund of your contribution. Also, let your new employer know about the situation so that no one is blindsided if the contributions are disclosed.

**Q**. I have an active presence on Facebook and am "friends" with our city attorney. Now he is getting savvy about social media and asked that I be a "fan" of his law firm. Is this okay?

**A**. The guideline on endorsements advises members to not endorse commercial products or services by agreeing to the use of a photograph, endorsement, or quotation in paid or other commercial advertisements. The "fan" feature in Facebook is a form of advertising and marketing when used by companies.

**Q**. One of the brightest members of council, whose service and work with the city manager inspired her to get her MPA, was just offered her first town manager position. She plans to resign her council seat because she understands that it is incompatible to continue serving on council and be a town manager. But the timing of her resignation from council is an issue because her vote is needed to ensure that a critical policy matter gets approved.



She asked the city manager for advice on whether it would be acceptable to announce her resignation now with an effective date some 90 days in the future so that she can be present for the vote. What advice should the city manager offer?

**A**. A city manager committed to the profession's ethical standards would be acting disingenuously if he put aside what is right just to achieve the outcome he desires. The ends don't justify the means. He should advise the councilmember to resign before she begins work as the town manager.

**Q**. I will be retiring soon as city manager. The city hired an executive recruiter, and I have had no involvement in the recruitment of my successor. When the list of the three finalists was made public, a colleague called to warn me that one of the finalists had prior ethical issues and had been censured by ICMA. He was a bit short on the details but recommended that I follow up on the matter. Do I have an ethical obligation to raise this issue, or should I just assume that the executive recruiter

Continued on page 3

## Calendar of Events

**NCCCMA Winter Seminar**  
February 2-4, 2011  
Sheraton RTP, Durham

**Emerging Issues Forum**  
February 7-8, 2011  
Raleigh

**NCCCMA Summer Seminar**  
June 23-25, 2011  
Sea Trail  
Brunswick County

**NACo Annual Conference**  
July 15-19, 2011  
Oregon Convention Center  
Multnomah County, Ore.

**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@ncclm.org.



## PELA accepting applications

**A**pply now for the Public Executive Leadership Academy (PELA) at the UNC-Chapel Hill School of Government.

PELA is offered in two week-long sessions, provides participants with the opportunity to learn more about themselves as leaders and to gain the necessary skills to lead and successfully manage change in their communities.

This year's sessions will be held July 15-18 and August 8-12 at the School of Government.

PELA is intended for new and veteran municipal and county managers who want to hone their leadership and collaboration skills, as well as assistant managers and key department heads, who are the state's next generation of leaders.

At PELA you will have the opportunity to:

- Learn about issues and challenges you face as a leader
  - Create a framework to think about your relationship with your board and staff
  - Develop tools to diagnose problems and create solutions within your community and organization
  - Exchange ideas with experienced faculty as well as a diverse group of participants
- A select group of 30 participants will be admitted to PELA. The application deadline is May 1.

### Scholarship and Payment Plans

Lodging, most meals and instructional materials are included in the course fee, which may

be paid over two fiscal years. Participants are responsible for their own travel expenses. North Carolina City & County Management Association (NCCCMA) members will receive a \$500 tuition discount. A limited number of scholarships are also available through the NCCCMA and the Local Government Federal Credit Union.

For more information: Visit [www.pela.unc.edu](http://www.pela.unc.edu), or contact Lisa Sheffield at 919.962.3464 or [sheffield@sog.unc.edu](mailto:sheffield@sog.unc.edu)

## 2011 Transforming Local Government Conference Case Study Presenters announced

**T**he Alliance for Innovation proudly announces the Case Study Presenters for the 2011 Transforming Local Government Conference taking place in conjunction with the Florida City/County Management Association's Annual Conference, June 1-3 in Clearwater, Fla.

More than 80 submissions were received from jurisdictions across the country, sharing

their innovation in local government experience.

Among the case studies will be the Town of Cary's "Innovative Communication in a Tech-Savvy Town."

The case studies are presented annually at the Transforming Local Government Conference to share programs that successfully and creatively address important public service

dilemmas and positively impact communities.

The case study presenters are recognized for having shown extraordinary commitment to bringing innovative ideas to life.

For more information, please visit the Alliance for Innovation website: [www.transformgov.org](http://www.transformgov.org) or email Brandi Allen at [conference@transformgov.org](mailto:conference@transformgov.org).

The Alliance for Innovation is an international nonprofit local government association with a mission to network innovative local governments and private companies to bring about cost reductions, service improvements, and productivity increases in the public sector through technologies, processes, and ideas.

The TLG conference highlights the leaders of innovation in the public sector. It is recognized for powerful content that summons free-thinking and fosters unprecedented ideas, all within an oasis of networking and learning. This dynamic conference is unique, using the best tools to guide internal government groups and communities through powerful change initiatives.

## Ethics, continued from page 2

has done a thorough background on this individual?

**A**. ICMA's ethics process is a confidential matter unless it results in a public censure. If there is any information in the background check that hints at serious ethical issues, recruiters are encouraged to delve further and to contact ICMA to determine whether a public censure had been issued. Absent a public censure, the recruiter should ask the member whether the ethical issues identified were ever reported to ICMA and, if so, to produce confirmation of the outcome.

Many individuals who have been privately or

publicly censured pay more attention to their ethical conduct and go on to serve the profession with distinction. As important as knowing whether a violation has occurred is knowing whether someone is forthcoming and truthful about it when asked.

—Martha Peregó  
ICMA Ethics Director  
Washington, D.C.  
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# 50th Annual NCCCMA Winter Seminar

Sheraton Imperial Hotel, Research Triangle Park,  
City and County of Durham

February 2 - 4, 2011

The Gold Standard: Celebrating 50 Years  
of Local Management Leadership

## WEDNESDAY, FEBRUARY 2, 2011

9:00-12:30

### Preconference Sessions

1. Leadership Resilience in Unimaginable Times  
Leadership makes the telling difference during tough times, when managers, elected officials and employees are caught in a negative downward spiral of reacting to the unexpected and bracing for the worst. Learn how you can better “practice psychology everyday” in the art and craft of dealing with people. This session focuses on resiliency and Emotional Intelligence (EQ) skills that performance research shows can explain up to 90 percent of outstanding leadership success. Learn from neuroscience how the human mind really works so you can better handle the ‘Survivors’ Guilt’ work culture, your governing board dynamics, citizen reactions, and your own response under tumultuous conditions of scarce resources, conflict, and polarizing controversies. Assess your own strengths in the four core skills that resilient leadership and rational decision-making require: emotional self-insight, adaptable self-control, empathy, and influence. Moderator: Ken Larking, Assistant County Manager, Moore County (Program Chair). Speaker: Deborah D. Roberts, Professor, Senior Executive Institute, University of Virginia

2. Balancing Your Budgets in Tough Times  
Your elected leaders are facing tough decisions in their upcoming budgets. The easy cuts were made last year and the “low hanging” fruit has been plucked. The downturn in the economy adds additional pressure. In this interactive workshop you will role-play activities based on real-life budget situations designed to help you understand the challenges facing your elected officials, the role they play in the budget process, alternatives to consider when cutting services/programs, and options for generating revenues. Speakers: Doug Bean, Manager of Government Services, Raftelis Financial Consultants, Inc. and Adjunct Lecturer, UNC-CH School of Government; Bill Rivenbark, Professor, UNC-CH School of Government; Dale Roenigk, Director, Benchmarking Project, UNC-CH School of Government; Donna Warner, Director, Local Elected Leaders Academy, UNC-CH School of Government

12:00 Registration

12:00-1:15 Executive Committee Meeting (Royal)

1:30-2:15 Welcome and Introductions (Imperial 4 & 5)

W. Lane Bailey, President, NCCCMA, City Manager, City of Lenoir  
Ken Larking, Program Chair, NCCCMA, Assistant County Manager,

Moore County; Mike Dula, Immediate Past President, NCCCMA, Town Manager, Town of Elon; Mike Smith, Dean, UNC-CH School of Government; Tom Lundy, ICMA President, 2004-2005, NCCCMA President, 1990-1991

2:15-3:00

### Keynote Address (Imperial 4 & 5)

2010 Election Results

On the morning of November 3, 2010, North Carolina woke up to a new political landscape. For the first time in over 100 years both chambers of the North Carolina General Assembly will be controlled by Republicans. How will this change affect the state and what are the likely impacts on local government. Two of the state’s leading Republican and Democrat political strategists will share their observations on the impacts of the 2010 election cycle. Moderator: Kevin Leonard, Director of Government Relations, NCACC; Speakers: Brad Crone, President, Campaign Connections, Raleigh, NC; Paul A. Shumaker, Jr., Founder & President, Capitol Communications, Inc., Raleigh

3:00 – 4:00

### Plenary Session I (Imperial 4 & 5)

Will Good Times Ever Return? The Economy in

2011

The session will describe the state of the economy moving into 2011, the trajectory for local revenues, and the risks and potential upsides that local governments might face. In particular, the session will discuss potential bright spots and what to look for as a sign that economic growth and hence revenues are picking up. Moderator: Bill Coleman, Former Cary Town Manager, Industry Strategist, SAS Institute; Speaker: Karl Smith, Assistant Professor, UNC-CH School of Government

4:00-4:15

### Break

4:15-5:15

### Plenary Session II (Imperial 4 & 5)

On the Grid: On the Grid author Scott Huler will provide insight to his book that chronicles the infrastructure needed to make our world run. This public infrastructure is often out of sight and out of mind. Moderator: Russell Allen, City Manager, City of Raleigh; Speaker: Scott Huler, Author, Raleigh

5:30

### Reception

## THURSDAY, FEBRUARY 3, 2011

7:30

### Late Registration

**7:30-8:30 Alumni Breakfasts**

Appalachian State University (Empire AB) ; North Carolina State University (Empire C) ; University of North Carolina at Chapel Hill (Empire DE); University of North Carolina at Charlotte (Bull Durham B); University of North Carolina at Wilmington (Sandhills); Western Carolina University (Bull Durham A)

**7:30 Continental Breakfast (Imperial Pre-Function Area)****8:30-10:00 Concurrent Sessions**

1. Expectations of Public Utilities and Service Delivery Alternatives (Imperial 6 & 7). The public citizenry expects and demands the provision of affordable water and wastewater services. How can local governments continue to provide these essential services with increased regulations in a difficult economic environment? This session will explore different service delivery methods and what might best fit your community. Moderators: Michael Peoples, Town Manager, Town of Cramerton; Tony Wilder, Deputy County Manager and Tax Administrator, County of Harnett. Speakers: Jeff Hughes, Lecturer and Director, Environmental Finance Center, UNC-CH School of Government; Steve Ward, Public Utilities Director, County of Harnett

2. Better Together: Are You Ready for Change? (Imperial 5) In 2006, the Town of Carrboro initiated the "Better Together" project, an organization-wide initiative designed to empower employees to be creative in their approach to cost effectiveness, strengthen ties across department lines, and boost morale through involvement. This session gives an overview of the project and provides a panel of project team leaders and consultants that will offer different perspectives on this effort. Participants will explore their readiness for such an initiative at both the personal and organizational level. Moderators: Maggie Chotas, Partner, Mulberry Tree Consulting; Betsy Polk, Partner, Mulberry Tree Consulting; Steve Stewart, Town Manager, Town of Carrboro. Panelists: Nancy Emslie, Accounting Officer, Town of Carrboro; Tamara Hayes, HR Analyst, Town of Carrboro; Hugh Miles, Firefighter, Town of Carrboro; Wendell Rodgers, Recreation Supervisor, Town of Carrboro; Anthony Westbrook, Police Sergeant/ Investigations, Town of Carrboro

3. MPA Student-Manager Roundtable I (Imperial 4) They Never Mentioned That In Grad School: Four managers at various points in their careers share what they have learned in their years of service in local government. While some "war stories" may emerge during this session, the intention is for these managers to offer advice and warnings about what prospective managers or those early in their career might encounter in public service. The presenters will relay surprises they experienced that their professors did not mention. The 90 minute session should leave plenty of time for questions and answers from new or aspiring managers. Moderator: Lee Galloway, Town Manager, Town of Waynesville. Panelists: Doug Bean, Manager of Government Services, Rafelis Financial Consultants, Inc., former City Manager of Asheville and Morganton; Gwen Harvey, Assistant County Manager, Orange County, North Carolina; Adrienne Isenhower, Town Manager, Town of Sylva; Ken

Noland, Town Manager, Town of Wilkesboro

**8:30 – 12:00 Conference Workshop**

The Changing Face of Citizen Engagement (Auditorium): In recent years engagement has joined efficiency, effectiveness, and equity as key values-added to community governance by city and county managers. Citizen involvement is neither new nor novel, and covers a wide range of techniques from hearings to community meetings to advisory boards. Yet, these approaches have been criticized as being too government-oriented and focused on information-sharing and consultation and not enough on two-way participation, engagement, and collaboration. Citizens expect greater transparency and accountability, and want their voice to be heard by elected officials and public managers. One way to help do so is to provide a spectrum of ways in which they can participate in the local policy process. This workshop will present four approaches that communities use for public participation (informing, consulting, engaging, collaborating); identify practical steps for enhancing the effectiveness of participative tools; and identify key roles managers should play before, during, and after public engagement. Examples of leading edge practices in cities and counties will be showcased. Moderators and Speakers: Rick Morse, Assistant Professor, UNC-CH School of Government; Carl Stenberg, Professor, UNC-CH School of Government. Speakers: Andrea Arnold, Assistant City Manager, City of Decatur, GA; Terry Bledsoe, Chief Information Officer, Catawba County; Kimball Payne, City Manager, City of Lynchburg, VA; Bill Zell, Town Manager, Town of Aberdeen

**9:00-10:30 MPA Program Director's Meeting (Crown A)  
MPA Assistant Professor's Meeting (Crown B)****10:00-10:30 Break****10:30-12:00 Concurrent Sessions**

1. MPA Student-Manager Roundtable II (Imperial 4). Leading with Integrity – Building an Ethics-Based Career in Public Service: Ethical public government leaders can make a difference in communities they serve. In this session, two experienced city managers share examples of how the ICCMA Code of Ethics shapes decision making in their leadership roles with their respective cities. Speakers: W. Lane Bailey, President, NCCCMA, City Manager, City of Lenoir; Rick Howell, City Manager, City of Shelby

2. Health Care Reform (Imperial 5): This session will cover changes in the recent health care reform laws and how those changes will affect local government entities. Moderator: Terri Parker-Eakes, Interim Town Manager, Town of Winterville. Panelists: Robert Haynes, Associate Director, North Carolina League of Municipalities; Mike Jones, Senior Consultant, Towers Watson, Atlanta, GA; Mark Scherr, Consultant, Towers Watson, Atlanta, GA

**12:00-1:30 President's Luncheon (Empire Ballroom)**

Includes introduction of NCCCMA MPA scholarship recipients, recognition of Life Members, recognition of sponsors and: Reflections on 50 Years of

Local Management Leadership. Speakers: Richard Hicks, Retired Town Manager, Town of Farmville; Graham Pervier, Retired County Manager, Forsyth County

**1:45-5:00 Conference Workshop (Auditorium)**

Capital Planning, Budgeting, and Finance for Smaller Cities and Counties  
 This workshop will address needs and best practices in municipalities of less than 25,000 in population and counties of 100,000 or less. Specific topics covered will include the importance of capital budgeting generally and in fiscally difficult times, organizing the capital budget process, effective use of a multi-year capital improvement program, setting capital project needs and requests into priority, project evaluation, capital reserves and other pay-as-go sources of capital financing, the municipal debt market and debt options available to smaller N.C. jurisdictions, determining debt capacity and capital financing strategies, and authorizing and appropriating money for capital projects. The workshop will make use of a case study to illustrate the use of capital planning procedures and capital financing options. Moderator: John Connet, City Manager, City of Clinton. Speaker: Jack Vogt, Adjunct Professor, UNC-CH School of Government, and Member, N.C. Local Government Commission

**1:45-3:15 Concurrent Sessions**

1. Citizen Leadership Training (Imperial 5): This session will describe how Citizen Leadership Academies have been used to help citizens understand how local government works. The focus will be on the City of Hickory and the Town of Chadbourne. Moderator: Stevie Cox, Town Manager, Town of Chadbourne. Speaker: Mandy Pitts, Communications Director, City of Hickory

2. Building Human Capital: A New Approach to Human Services: Transforming the social safety net to a path to self-sufficiency. This session will highlight successful community partnerships and support services used to advance workforce development and financial sustainability for social services clients. Workshop panelists will describe what works, and what doesn't to encourage upward mobility. Moderator: Mandy Stone, Assistant County Manager/DSS Director, Buncombe County. Panelists: Joe Bryan, President, NCACC & Wake County Commissioner; Ramon Rojano, Human Services Director, Wake County

**3:15-3:30 Break**

**3:30-5:00 Concurrent Sessions**

1. Branding and Marketing: The Keys to Community Success (Imperial 5): Explore the practices of branding and marketing your community and what they can do in terms of economic development, tourism, and community outreach. A solid community identity can help you stand out in this competitive business climate as you attempt to achieve financial stability. Additionally, a successful marketing strategy empowers your citizens and gives you the tools to build a vibrant community. Moderator: Rodney Dickerson, Assistant Town Manager, Town of Garner (Program Co-Chair). Speakers: Bill Crabtree, Public Information Officer, Town of Wake Forest; Brian Hiatt, City Manager, City of Concord; Don

McEachern, President/CEO, North Star Destination Strategies, Nashville, TN

2. Planet of the Apps: Next Generation Government Technology (Imperial 6 & 7): Innovation in technology is not limited to the private sector. There is an "app" for making your organization more efficient, effective, and customer-oriented. Shannon Tufts will share emerging technologies in local government like: cloud computing, Gov 2.0, and others. Lee Worsley will discuss Catawba County's use of social networking tools and Kristoff Bauer will describe his experience with desktop virtualization. Moderator and Speaker: Shannon Tufts, Assistant Professor and Director, Center for Public Technology, UNC-CH School of Government. Speakers: Kristoff Bauer, Assistant City Manager, City of Fayetteville; Lee Worsley, Assistant County Manager, Catawba County

**5:30 Reception – 50th Anniversary Celebration**

**FRIDAY, FEBRUARY 4, 2011**

**7:30 Late Registration**

**7:30 Continental Breakfast**

**8:00-9:00 Leadership for the New Normal: Current and Future School of Government Executive Development Opportunities (Empire C)**

**8:00-9:00 Orientation for New Managers and Association Members, Senior Partner Training (Imperial 6 & 7).** Speakers: W. Lane Bailey, President, NCCCMA, City Manager, City of Lenoir; Gordon Whitaker, Professor, UNC-CH School of Government

**9:00-10:15 Business Meeting (Imperial 4 & 5)**

**10:15–10:30 Break**

**10:30–11:45 NCACC (Imperial 6 & 7) & NCLM (Imperial 4 & 5) Legislative Updates**

Potential issues that could impact local governments in the 2011-12 biennial sessions of the General Assembly will be discussed. Speakers: Ellis Hankins, Executive Director, North Carolina League of Municipalities; David Thompson, Executive Director, North Carolina Association of County Commissioners

**11:45-1:30 Civic Education Committee Meeting (Sandhills)**

**11:45-1:30 Program Conference Committee Meeting (Empire AB)**