

The Administrator

A PUBLICATION OF THE NORTH CAROLINA CITY AND COUNTY MANAGEMENT ASSOCIATION

JANUARY 2012, ISSUE 1

The pressures for managers remain

Local government management – like every other aspect of life – has been affected over the past 15-20 years with the increased use of technology. While the advent of mobile devices, email and social media have aided in mobility and connectivity, it has also presented a significant downside: people are rarely “off” work these days, it seems. Throw into the mix the rise of bloggers, and you have an atmosphere where more and more people seem to have opinions about how effective government is – and are intent on being heard NOW.

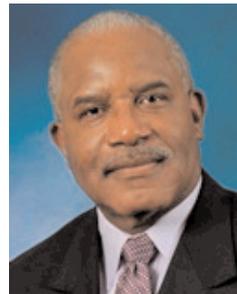
These are just some of the pressures that today’s city and county managers are facing on a day-to-day basis that didn’t exist a couple of decades ago.

“It is important to understand what has NOT changed and that is the responsibility that we have as managers and public servants to work in partnership with our elected officials to help

them achieve success in their individual and collective service to their constituents,” said N.C. City & County Management Association (NCCC-MA) President Harry Jones, Mecklenburg county manager.

Nonetheless, there has been an evolution in the profession.

“One significant area of change for me is how the partnership between the manager and the elected officials has changed. In the ‘good old days,’ the manager and its elected body enjoyed somewhat of an exclusive partnership, and we had what would now be considered a luxurious amount of time to research and communicate facts and recommendations to our



elected officials. That was before emails, Blackberrys, smart phones and the various social media outlets.

“Today, we are in a constant communication mode. While we might compete with different versions of the truth from the various sources providing information to our elected officials, our job continues to be to make sure our elected officials have the full and accurate information they need to make informed decisions.”

As Jones alluded to, there also seems to be more of a fine line when it comes to figuring out “who” managers serve: is it the public, or is it the elected body? Of course, it is both; though that is not always easy to do.

“I have always worked from the fundamental premise that we only exist to serve the citizens of the respective communities we serve,” said

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Galloway is paper’s Person of the Year

Waynesville Town Manager Lee Galloway was recently named Person of the Year by *The Mountaineer* newspaper.

Galloway was honored as the “steady hand behind a countless number of improvements as the Waynesville town manager since 1994.”

The Mountaineer cited a state-of-the-art recreation center, a new fire station and a new police station as significant achievements under Galloway’s watch as manager.

“The projects came in on time and within their budget,” wrote the paper. “During times of shrinking resources, Galloway found recommendations that neither sacrificed services or



relied too heavily on taxpayers. Under his management, town budget public hearings brought no complaints.”

Others agreed.

“Lee has that rare ability to balance

competing interests,” Mayor Gavin Brown told *The Mountaineer*. “He is able to advocate for town employees, town board, citizens, and other interested groups without compromising his principals. In short, his story has been and

always will be Waynesville.”

“He’s professional in everything he does,” said Waynesville Clerk Phyllis McClure. “He expects high quality work, gives his all and expects those around him to do the same. Citizens and employees have been fortunate to have had a manager with such high moral standards who cares about the community and the well-being of employees and their families.”

Galloway is planning to retire this summer.

“But how will I feel July 2 when I wake up and realize I don’t have keys to town hall?”

“It will be an adjustment,” said Galloway.

Gifts and gratuities

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A down economy doesn't equate to an end in gifts to local government employees, especially during the traditional holiday season. The gifts' value and quality may decline, but the practice still happens. Left unaddressed, gifting can be a source of embarrassment for the organization when an employee (or local official) accepts something that calls into question his or her integrity.

The issue of who gets what and how much can also be a distraction and a source of discontent among the staff. Doubt that this is true? Ask your staff. You will hear about the department that eats well in December or the supervisor who regularly keeps the crate of fresh oranges for himself. Trust me; this comes up in ethics training sessions all the time!

The approaching holiday season is a good time for leaders to review the organization's practices and policies for accepting gifts from appreciative residents, local businesses, and vendors.

The best policies or practices should support the organization's values, help staff and officials make good judgments, communicate clear

expectations to all, be uniformly and fairly applied and enforced across the organization, and, in addition, build public trust and confidence in the integrity of the staff and organization. When you have completed the organizational assessment, then consider whether you are the role model for exemplary conduct.

Approaches to Receiving a Gift

Local governments address the challenges of gift giving and receiving in a variety of ways, ranging from a pure values-based approach, which empowers the individual to make the judgment call on the basis of shared values, to a stricter regulatory standard.

Regardless of the approach, it is always important to encourage individuals to think about appearances and how their conduct contributes to an ethical culture. Simply establishing a set of rules without explaining how they support good public service values won't be effective in achieving the desired conduct.

ICMA's Code of Ethics expresses a core commitment to seek no favor and offers this guidance on gifts:

Members should not directly or indirectly solicit any gift or accept or receive any gift—whether it be money, services, loan, travel, entertainment, hospitality, promise, or any other form—under the following circumstances: (1) it could be reasonably inferred or expected that



the gift was intended to influence them in the performance of their official duties; or (2) the gift was intended to serve as a reward for any official action on their part. It is important that the prohibition of unsolicited gifts be limited to circumstances related to improper influence. In de minimus situations, such as meal checks, some modest maximum dollar value should be determined by the member as a guideline. The guideline is not intended to isolate members from normal social practices where gifts among friends, associates, and relatives are appropriate for certain occasions.

Advice on Creating Effective Gift Guidelines

Set reasonable standards. If the policy sets a value limit on gifts, make sure that it passes the reasonable-person standard. Is the gift small enough that a reasonable person would assume it was not a reward or intended to gain favor? In Oregon, the state set the limit at \$50. Acknowledging the ambiguity of the reason-

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Calendar of Events

NCCCMA Winter Seminar
February 1-3, 2012
Sheraton RTP

2012 NCCCMA Summer Seminar
June 28-30, 2012
Asheville Renaissance

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.



Learn about the Senior Partners at the winter seminar

The December issue of *The Administrator* touched on forging relationships with new managers. The NCCCMA's Senior Partner Training program is another vehicle to do that. This program helps pair seasoned

managers with "newbies" in order to make the transition to the profession easier.

On Friday, February 3, during the Winter Seminar, there will be a training session for the program. Speakers will include NCCCMA

President Harry Jones and Gordon Whitaker, professor of public administration and government at the UNC-Chapel Hill School of Government.

See page 4 for the seminar agenda.

Pressures, continued from page 1

Jones. "And we, the managers, serve them through our partnership with our elected representatives."

Navigating these pressures is never easy, but there are resources out there. Along with the NCCCMA there is the International City/County Management Association (ICMA). It is also important for managers to educate the community about the importance of the council-manager form of government. There are resources available to do just that.

"For example, ICMA is currently running a

campaign called 'Life, Well Run' to raise awareness about the contributions professional managers make to improve our communities," said Jones. "I am fortunate to live in a community which values and supports the council-manager form of government. Even though we enjoy very broad support, I do not take this support for granted. I seek out opportunities to speak and participate in public forums on issues and provide citizens information on how I as a manager work in partnership with their elected officials to improve the community and foster rela-

tionships and responsive government.

"All over this country, professional managers are making significant impacts on improving the lives and well-being of the communities we serve. And we need to tell our stories either directly or indirectly through the professional associations, such as ICMA that we are members of."

To learn more about the "Life, Well Run" campaign, go to http://icma.org/en/icma/priorities/life_well_run

Ethics, continued from page 2

able-person standard, some policies set the threshold at zero and permit only token gifts of food that can be shared with others.

Help people make good decisions. Create a framework for decision making, place value limits on gifts, and implement a disclosure requirement. This provides the guidance needed when the issue isn't clear.

The policy in place in the city of Phoenix, Arizona, advises employees: "That while you are the first to decide whether to accept any gift, you must recognize that others will decide if there is 'the appearance of favoritism' for your having accepted a gift." The policy provides a practical list of gifts—examples include Arizona Cardinals football tickets, college tournament tickets, and symphony hall performances—that an employee must declare if accepted.

Be uniform, fair, and aware of roles. A grateful public rightfully acknowledges the contributions of public safety and other frontline service providers. Leaders need to acknowledge the

contributions of all who work to deliver services by establishing and enforcing a uniform policy across the organization.

That said, some employees by virtue of their roles and responsibilities will be held to a higher standard. The city of Decatur, Georgia, expresses it well: although no employee should solicit or accept any gift or gratuity from anyone who has official business with the city, "it is particularly important that managerial employees, contracting officers, inspectors, and enforcement officers guard against any relationship which might be construed as evidence of favoritism, coercion, unfair advantage or collusion."

Lead by example. We work hard to establish credibility and trust with the public and staff by holding ourselves accountable and paying attention to appearances. If accepting a gift creates the appearance of impropriety or sends the wrong message to your staff, your credibility is at risk.

Often the test of whether you should accept

a gift is to simply ask, "Do I really, really want this?" If the answer is yes, you should decline it because your objectivity is already compromised. The best strategy is to just say "no thanks."

Repurpose the effort. In addition to educating staff and officials about gift policies, be proactive to make sure that residents, businesses, and vendors understand the organization's standards. In a period of such dire need, local governments could take the lead in redirecting holiday gift giving—by the business community, in particular—to more urgent causes.

Instead of offering the gift to local government employees, businesses could donate to a food bank, to a student scholarship fund, or to any number of the nonprofit organizations that provide essential services. The list of needs is endless.

—Martha Peregó
ICMA Ethics Director
Washington, D.C.
mperego@icma.org

51st Annual NCCCMA Winter Seminar

The Changing Face of Local Management: New Challenges – New Tools

Sheraton Imperial Hotel, Research Triangle Park, City and County of Durham February 1-3, 2012

Agenda

WEDNESDAY, FEBRUARY 1, 2012

9:00-12:30 PRECONFERENCE SESSIONS

Workshop I (Imperial 6 & 7)

Making Imagination Happen!

Do you have the most imaginative team needed to accomplish your community's aspirations? Join Karen Thoreson, President, Alliance for Innovation to look back and then forward to see what surprises a changed world has brought to local government organizations. What has happened that you never would have expected? And what are your team's aspirations for the future? BE BOLD! This session will look at: Drivers of Change Innovative Organizational Cultures Obstacles to Innovation Steps to help you Encourage Innovation in Your Organization Conversations Starters! Those who participate will be given a follow up guide to start the conversation in their organizations along with an assessment to test readiness for change. **Moderator:** Toni Shope, East Regional Director, Alliance for Innovation, Cornelius. **Speaker:** Karen Thoreson, President, Alliance for Innovation, Phoenix, AZ

Workshop II (Auditorium)

Attracting Private Investment for Economic Development and Community Revitalization

A manufacturing facility sits vacant near Main Street and local leaders want to know their options for rehabilitating the property and putting it back to use. A chamber of commerce urges county commissioners to offer incentives to small business owners who agree to make additional investments in their businesses. A downtown development director seeks city and county assistance in revitalizing a downtown that has been struggling in this economy. Local leaders seek to attract new private investment for a hotel and movie theater into a sagging commercial area. What finance tools can a local government use in these scenarios? In this workshop, participants will: Learn the basics about local government authority to enter into public-private partnerships for economic development and revitalization. Examine revitalization projects in communities around the state and hear about the finance tools that have been used. Learn the essential questions to ask private developers in order to avoid over-committing public resources. Hear how the School of Government's new Development Finance Initiative assists communities with development finance efforts. **Moderator:** Bill Coleman, Retired Town Manager, Town of Cary, Industry Strategist, SAS Institute. **Speakers:** Will Lambe, Director, Community and Economic Development Program, UNC-CH School of Government; Michael Lemanski, Director, Development Finance Initiative, UNC-CH School of Government; C. Tyler Mulligan, Assistant Professor, 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)

Brian Hiatt, First Vice President, CCMA, City Manager, Concord; Ken Larking, Program Chair CCMA, Assistant County Manager, Moore County; W. Lane Bailey, Immediate Past President CCMA, City Manager, City of Lenoir; Mike Smith, Dean, School of Government, UNC-CH

2:15-3:00 KEYNOTE ADDRESS (Imperial 4 & 5)

Moderator: Brian Hiatt, First Vice President, CCMA, City Manager, Concord. **Speaker:** Clark Sutton Gillespy, Vice President, Economic Development/Business Development/Territorial Strategies, Duke Energy Carolinas

3:00-3:30 Break

3:30-5:00 Plenary Session (Imperial 4 & 5)

Elements of a Successful Local Economic Development Program

NC Department of Commerce Secretary Keith Crisco leads a session on economic development success stories in our state. The session will focus on large and small successes, cross boundary partnerships and growing your own businesses. A reactor panel will include perspectives from the NC Community College System, the NC Rural Economic Development Center, and a local economic development corporation. **Moderator:** Ken Larking, Assistant County Manager, Moore County **Speakers:** J. Keith Crisco, Secretary of Commerce Department of Commerce. Panelists: Billy Ray Hall, President Rural Economic Development Center, Inc.; Scott Millar, President, Catawba County Economic Development Corporation; Scott Ralls, President Community College System

5:00 Reception (Imperial Pre-Function Area)

THURSDAY, FEBRUARY 2, 2012

7:30 Late Registration

7:30-8:30 Alumni Breakfasts

Appalachian State University (Empire AB)
East Carolina University (Piedmont)
North Carolina State University (Empire C)

University of North Carolina at Chapel Hill (Empire DE)
 University of North Carolina at Charlotte (Bull Durham A)
 University of North Carolina at Greensboro (Room 101)
 University of North Carolina at Wilmington (Bull Durham B)
 Western Carolina University (Sandhills)

7:30 Continental Breakfast (Imperial Pre-Function Area)

8:30-10:00 CONCURRENT SESSIONS

1. Speed Coaching for MPA Students (Imperial 6 & 7)

Have career questions about the local government profession? Want advice about options you're considering? Want help with connections to advance your career interests? MPA students will have the opportunity to network one-on-one with up to six city/county managers and assistants in a fun, yet time-sensitive, way! **Moderators:** Emily Leik, 2nd-Year MPA Student, UNC-CH MPA Program; Tom Lundy, County Manager, Catawba County

2. Session I (Imperial 4)

Are You Ready for Your Next Job?

Securing a job depends on how you present your accomplishments in the recruiting and screening process. This session will give students, managers in transition, and others who are exploring career options pointers on how to present themselves in a compelling way. It will cover the "do's and don'ts" of resumes and cover letters, and provide useful information on surviving the recruitment process. Please bring copies of your resumes, cover letters, and laptops (optional). **Moderator:** Rodney Dickerson, Assistant Town Manager, Town of Garner. **Speaker:** Heather Lee, Ph.D, SPHR, Senior Partner, Developmental Associates, LLC, Durham

3. Session II (Imperial 5) Courage & Conflict: A New Mind-set for Resolution

Sadly, most people feel inept and uncomfortable addressing conflict. And we tend to avoid dealing with things that make us feel that way. Yet, we all have conflict on a regular basis. This presentation introduces the importance of mind-set as a key to successfully addressing conflict. Among other things, participants will learn about: 3 key mind-set philosophies, 4 different ways we communicate (2 of which are common and ineffective), 1 common mistake that starts or exacerbates conflict, and universal hot buttons we need to know in dealing with conflict. Imagine the freedom and power you would have if you were one of the relatively few people who willingly and effectively address conflict. This short program can help you do that. **Moderator:** Lee Galloway, Town Manager, Town of Waynesville. **Speaker:** Gregg Piburn, Owner, Leader's Edge Consulting, Loveland, CO

8:30-12:00 CONFERENCE WORKSHOP (Auditorium)

Lean Thinking for Government Challenges

This workshop will be a presentation of Lean Thinking and how it provides governments at all levels with new approaches to deal with today's challenges. The workshop will also show project results from local government

agencies that have implemented lean approaches within their organizations and how they have benefited from such process change. **Moderator:** Craig Honeycutt, County Manager, Alamance County. **Speakers:** Ken Hoover, Regional Manager, North Carolina State University – IES, Greensboro ; Annah Poteat-Godwin, Improvement Specialist, North Carolina State University – IES, Kannapolis ; David Yates, Coordinator of Process Optimization, North Carolina State University – IES, Rocky Mount

9:00-10:30 MPA Program Director's Meeting (Crown)

9:30-3:30 A photographer will be available today to take, or update, your photograph for the NCCCMA Directory. (Beside registration table)

10:00-10:30 Break

10:30-12:00 CONCURRENT SESSIONS

1. Session I (Imperial 4)

The Future of Local Government

The Alliance for Innovation's 2011 Big Ideas meeting focused on the Future of Local Government. Scholars and practitioners developed three contrasting and distinctly different views of what the future may bring and how local government should prepare. Karen Thoreson, President of the Alliance for Innovation will lead a discussion on these three Big Ideas and allow participants to discuss and evaluate their own reality. **Moderator:** Toni Shope, East Regional Director, Alliance for Innovation, Cornelius. **Speaker:** Karen Thoreson, President, Alliance for Innovation, Phoenix, AZ

2. Session II (Imperial 5)

Managing in a Small Municipality: Challenges, Opportunities and Rewards

Whether one is seeking their first position in local government, seeking/entering their first management position, or just looking to learn from others who have managed small units of government, this session will provide insight into the challenges and rewards of being a manager in a small unit of local government. Participants will hear from and interact with experienced managers working in this type of setting and they will be invited to share their experiences in this interactive learning workshop. There will also be discussion of the resources available to assist managers working in this setting, such as the NCLM, the UNC SOG, and other state resources. **Moderator:** Dewey Harris, Assistant County Manager, Catawba County. **Panelists:** Joseph M. Moore, II, City Manager, City of Brevard; Carl W. Stenberg, Professor, School of Government; atthew Zapp, Town Manager, Town of Benson

12:00-1:30 PRESIDENT'S LUNCHEON (Empire)

Includes introduction of NCCCMA MPA scholarship recipients, recognition of Life Members, recognition of sponsors and: Memorable Moments in Local Management. **Speakers:** Joel Mashburn, County Manager (retired), Iredell County; David Treme, City Manager (retired), City of Salisbury

1:45-5:00 CONFERENCE WORKSHOP (Auditorium)

Fly by the seat of your pants: The best trait for tough times

Author and psychologist Brad Blanton writes, "The only security we have is in our ability to fly by the seat of our pants." Attendees will learn how to become more resilient, benefiting their professional and personal lives. They will also get a chance to determine how resilient they are, what are their potential opportunities for improvement in that area, and how to become more adaptable. Among other things, participants will: Assess their levels of resiliency, Learn to recognize and respond to the normal cycle of addressing change, Tap into the power of Blank Blank Enterprises and its CEO, Discover how to "fail better," Be introduced to tools that force group and personal action, Borrow the wisdom of that great philosopher (and Denver Bronco quarterback) Tim Tebow, and Create customized and realistic personal action plans based on the workshop. Participants will be able to assess during the workshop how their personal traits help or hinder them in dealing with change themselves. **Moderator:** John Connet, City Manager, City of Clinton. **Speaker:** Gregg Pibum, Owner, Leader's Edge Consulting, Loveland, CO

1:45-3:15 CONCURRENT SESSIONS

1. Session I (Imperial 4)

Communicating the Importance of Local Government

Too many people today see government as an enemy rather than the legitimate institution for addressing public challenges. This session will present ways to reframe the discussion and help clarify and strengthen the role of cities and counties as instruments of the people, by the people, and for the people.

Moderators: Donna Warner, Director, Local Elected Leader Academy, UNC-CH School of Government; Gordon Whitaker, Professor, UNC-CH School of Government. **Speaker:** Elaine Mejia, Senior Program Associate, Public Works

2. Session II (Imperial 5)

Big Ideas Right At Home – Innovation in Local Government

Hear from your North Carolina colleagues about forward thinking projects and creative efforts that have won national awards from ICMA and NACO. Local counties and municipalities will share presentations on their innovative ideas and solutions to issues and problems within their communities. Learn how to save money, build teams and promote collaborative approaches to issues in your community. **Moderators:** Martha Wheelock, Assistant City Manager, City of Winston-Salem; Tony Wilder, Deputy County Manager, Harnett County. **Speakers:** Mick Berry, City Manager, Hickory; Terry Bledsoe, Chief Information Officer, Catawba County; Drew Fioranelli, GIS Specialist, Asheboro; John Ogburn, City Manager, Asheboro; Johnna Rogers, Deputy County Manager, Wake County; Andrea Surratt, Assistant City Manager, Hickory

3:15-3:30 Break

3:30-5:00 CONCURRENT SESSIONS

1. Session I (Imperial 4)

Choosing Civility

This session will explore how Alamance County Public Libraries initiated a Civility

project with its staff, based on P.M. Forni's book Choosing Civility. This project will be carried out into County Government and the community via a Community Read program. We will also discuss how other communities throughout the country are starting to take part in a variety of programs designed to Choose Civility. **Moderator:** Craig Honeycutt, County Manager, Alamance County.

Speaker: M. J. Wilkerson, Director, Alamance County Public Libraries

2. Session II (Imperial 5)

The Changing Face of Grantsmanship

Strategies for winning grants in an austere budget environment. Applying for, implementing, and working with firms that provide grant writing and management services. What do you do when the grants are gone? What happens if you have to send grant dollars back because your municipality can no longer afford the matching funds? **Moderator:** Todd Clark, City Manager, City of Newton.

Speakers: H. Dewitt Blackwell, Jr. AICP, Executive Director, Western Piedmont COG, Hickory ; Dan Gerlach, President, Golden LEAF Foundation, Rocky Mount ; Bill McNeil, AICP, President, McNeil Planning Solutions, Greensboro

FRIDAY, FEBRUARY 3, 2012

7:30 Late Registration

7:30 Continental Breakfast (Imperial Pre-Function Area)

8:00-9:00 Public Executive Leadership Academy Graduates & 2011 Prospective Applicants Meeting (Crown)

8:00-9:00 Orientation for New Managers and Association Members, Senior Partner Training (Imperial 6 & 7). **Speakers:** Harry L. Jones, Sr., President CCMA, County Manager, Mecklenburg County; Gordon Whitaker, Professor of Public Administration and Government, UNC-CH School of Government

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

NCCCMA President Harry Jones will preside over the semi-annual business meeting of the association. Election of officers and directors for FY 12-13 will be considered by the membership.

10:15-10:30 Break

10:30-12:00 NCACC & NCLM Legislative Updates (Imperial 6 & 7)

Potential issues that could impact local governments in the 2012-13 biennial sessions of the General Assembly will be discussed. **Speakers:** Ellis Hankins, Executive Director, North Carolina League of Municipalities (Imperial 6); David Thompson, Executive Director, North Carolina Association of County Commissioners (Imperial 7)

12:00-1:30 Civic Education Committee Meeting (Sandhills)

12:00-1:30 Program Conference Committee Meeting (Empire E)