

# The Administrator

A PUBLICATION OF THE NORTH CAROLINA CITY AND COUNTY MANAGEMENT ASSOCIATION

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## NC Go! to present transportation summit and candidate forum

**N**C Go!, a transportation policy organization made up of chambers of commerce, regional transit systems, construction industry associations and consulting engineers to comprehensively address the many facets of transportation policy, is hosting a Transportation Summit and Candidate Forum on April 15 at the Embassy Suites Hotel and Conference Center in Cary.

The forum will include opening remarks by Brad Wilson, chief operating officer for Blue Cross and Blue Shield of N.C. Wilson is the chair of the 21st Century Transportation Committee.

Following Wilson's comments will be a panel discussion featuring experts on finance, freight, transportation policy, public transportation, tourism and more.

Breakout sessions will then delve into innovative financing, safety and more.

Janet Kavinoky, director of transportation

infrastructure in the Congressional and Public Affairs Division at the United States Chamber of Commerce, is slated to give the keynote address following lunch.

The forum is slated to wrap up with a gubernatorial candidate forum following Kavinoky's address.

This forum is limited to the first 325 registrants. Registration cost is \$45, which includes lunch and refreshments. The registration deadline is March 26.

To register, go to [www.ncgo.org/event\\_registration](http://www.ncgo.org/event_registration).

NC Go! is the only diverse, statewide group of organizations, businesses and individuals fighting to ease traffic congestion and improve the state's transportation infrastructure. Its members include AAA Carolinas, the Research Triangle Foundation, Charlotte Area Transit System (CATS), Triangle Transit Authority (TTA), N.C. Public Transportation Association,

local chambers of commerce, regional transit systems, construction industry associations, and consulting engineers. The coalition includes more than 75 members who serve more than 25,000 businesses, associations, organizations and transit agencies and more than 6 million employees, transit riders and drivers in North Carolina.

North Carolina faces a \$65 billion shortfall in projected needs and available funds over the next 25 years. As the state's population has increased, highway construction, repairs, maintenance and bridgework have been underfunded. As a result, road construction and maintenance is inadequate to serve the increasing number of vehicles. Rural North Carolina often loses economic opportunities because of a lack of roads.

**Be sure to go to page 3 for a full agenda for the upcoming NCCCMA Winter Seminar.**

## Peoples the youngest to earn ICMA recognition

**C**ramerton Town Manager **Michael Peoples**, 32, recently became the youngest person to receive credentialed manager status from the International City/County Management Association (ICMA).

"It's one of those career achievements I've been looking forward to," Peoples told the *Gaston Gazette*.

Joining Peoples as recently credentialed managers are **Gwendolyn P. Harvey**, Orange

County assistant manager, and **Charles Penny**, Rocky Mount assistant manager. Wendell Manager **David Bone** and **Andrew Grant**, assistant town manager of Cornelius, are now candidates for the designation.

The ICMA Voluntary Credentialing Program is a means of defining and recognizing an individual ICMA member who is a professional local government manager qualified by a combination of education and experience, adher-

ence to high standards of integrity and an assessed commitment to lifelong learning and professional development. The program offers an opportunity for interested ICMA members to quantify the unique expertise they bring to their communities.

There are currently more than 1,050 ICMA Credentialed Managers across the nation.

For a complete list of those credentialed, go to [www.icma.org/credentialed](http://www.icma.org/credentialed).

# Using the ICMA Code of Ethics to showcase professionalism

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Looking for a way to shine a light on your profession's values and commitments? You can start by making sure that you have a copy of the ICMA Code of Ethics hanging on your wall. It makes a statement about your values and your professionalism. Don't keep it a secret. Share it with your elected officials, especially those who are newly elected. Talk with your staff about the values it represents.

Take the example of Linda Kelly, recently appointed as town manager, Fairfax, California. She wrote about the ICMA Code of Ethics in her weekly newspaper column last summer. The town had recently adopted council-manager government, so Kelly felt it was important to showcase the values and standards that guide town managers.

Kelly started thinking about the importance of the ICMA Code of Ethics last year after she attended a new local government manager workshop conducted by Jan Perkins, ICMA



senior adviser, and Kevin O'Rourke, city manager, Fairfield, California. O'Rourke had encouraged attendees to hang a copy of the ICMA Code of Ethics in their offices as a constant reminder and to use it as a "talisman to ward off bad behavior at city hall."

When Kelly reflected on this advice, she also considered the long history of the profession. "Many residents may not know of the support systems that local government managers rely on in our profession. I'd like to make you aware of the top professional organization for city and county managers, the International City/County Management Association, of which I am a member," Kelly wrote. Using information from ICMA's Web site, Kelly gave readers a snapshot of ICMA, the profession's values, and its commitment to enforce the ICMA Code of Ethics, including all 12 tenets, in her column.

Longtime managers agree with Kelly that reminding members of the community that their manager belongs to ICMA and is committed to the ICMA Code of Ethics sets a tone for their

leadership. Brunswick, Maine, Town Manager Don Gerrish recalls his first ethics education pep talk with his senior staff some 19 years ago.

"I had received two free tickets to the cinema in the mail, good for a year. The next day, I asked my staff how many of them had received free tickets. They all raised their hands. Then I told them, 'We'll return the tickets tomorrow.'

"One department head objected, 'We've always used these tickets,' he complained.

"Not anymore," I said. "Imagine how it would look if there were a code violation and a fire? The public might assume that we looked the other way because we had taken free tickets."

Gerrish makes sure all of his elected officials get a copy of the ICMA Code of Ethics every couple of years. He says it helps them understand the profession's values. It also gives him a framework within which to discuss sensitive issues privately with individual elected officials.

Gerrish gave the example of an elected official who might invite him to dinner or who wants to give him tickets to an event. He is able to thank them for the kind invitation, while explaining that he must decline.

"I can explain that it creates an appearance

See Ethics, on page 5

## Calendar of Events

### NCCMA Winter Conference

January 30-Feb. 1, 2008  
Sheraton Imperial  
Research Triangle Park

### NCCMA Summer Conference

June 19-21, 2008  
Crowne Plaza  
Asheville/Buncombe County

### ICMA Annual Conference

September 21-24, 2008  
Richmond, Virginia

**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@ncm.org.

*The*  
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A PUBLICATION OF THE NORTH CAROLINA CITY AND COUNTY MANAGEMENT ASSOCIATION

# 2008 NCCCMA Winter Seminar agenda

Sheraton Imperial Hotel, Research Triangle Park

January 30-February 1, 2008

## WEDNESDAY, JANUARY 30, 2008

### 9:00-12:30 Concurrent Preconference Sessions

*My Most Experienced People Are Retiring: How Do I Build a Succession Plan?* (Imperial 5). Workshop Leader: Rona Vrooman, ICMA University.

*Stepping Up to the Plate Without Crossing the Line: A 21st Century Model of Democratic Leadership for Public Executives.* (Imperial 6-7). Workshop Leader: Phillip Boyle, President, Leading and Governing Associates.

12:00 **Registration**

12:00-1:30 **Executive Committee Meeting** (Crown)

1:45-2:15 **Welcome and Introductions** (Imperial 3-4). Randy McCaslin, President, NCCCMA, Assistant City Manager, City of High Point; Wendell Davis, Program Chair, NCCCMA, Assistant County Manager, Durham County; Neil Emory, Nominating Committee, NCCCMA, County Manager, Harnett County; Mike Smith, Dean, School of Government, and Vice Chancellor for Public Service and Engagement, The University of North Carolina at Chapel Hill.

2:15-3:15 **Keynote Address** (Imperial 3-4). *Ethical Leadership*. Speaker: Curtis Branscome, CEO, Stone Mountain Memorial Association, Georgia; former City Manager, Decatur, Georgia; Past President, ICMA.

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

3:30-4:15 **Plenary Session I** (Imperial 3-4). *The Rise of the City/County Manager Reconsidered*. Speaker: Richard Stillman, Professor, University of Colorado, Denver; Editor-in-Chief, Public Administration Review.

4:15-5:00 **Plenary Session II** (Imperial 3-4). *Practitioner's Perspectives on the Profession*. Moderator: Wendell Davis, Assistant County Manager, Durham County. Speakers: Eric Peterson, Town Manager, Town of Hillsborough; Tom Lundy, County Manager, Catawba County; Pam Syfert, former City Manager, City of Charlotte. Reactor: Richard Stillman, Professor, University of Colorado, Denver.

5:00 **Reception** (Imperial Pre-Function Lobby)

## THURSDAY, JANUARY 31, 2008

7:30 **Late Registration**

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

Appalachian State University (Empire A & B)  
North Carolina State University (Empire C)  
University of North Carolina at Chapel Hill (Empire D)  
University of North Carolina at Charlotte (Empire E)  
Other MPA Programs (Bull Durham)

7:30 **Continental Breakfast** (Imperial Pre-Function Lobby)

8:30-10:00 **Concurrent Sessions**

*Growth: Johnston County Citizen Involvement* (Imperial 3). The Johnston County Board of Commissioners voted last year to ask community leaders to participate in a 39-member blue ribbon committee to make recommendations regarding land-use planning and other items related to growth. Panelists will discuss this process, as well as the concrete issues pertaining to growth raised during the process. Moderator: Rick Hester, County Manager, Johnston County. Speakers: Tony Braswell, County Commissioner, Johnston County; Sammy Jackson, Area Vice President, First Citizens Bank; Harold Keen, President/CEO, KS Bank.

*Government Communication 2.0: Figuring Out Blogs, Podcasting, Wikis, and Whatever's Next* (Imperial 4). Most cities use email and websites to share information with citizens. However, in our ever changing world, those communication techniques are being joined by blogs, wikis, RSS feeds and podcasting to name just a few. Designed to be fun, informative and fast-paced, this seminar will offer practical advice on how local governments can successfully use these techniques. (This session addresses Technological Literacy as defined by ICMA's Practices for Effective Local Government Management.) Moderators: Lee Galloway, Town Manager, Town of Waynesville; Doug Hewett, Assistant City Manager, City of Fayetteville. Speakers: Shannon Schelin, Director, UNC-CH

Center for Public Technology; Sally Greene, Council Member, Town of Chapel Hill; Mark Kleinschmidt, Council Member, Town of Chapel Hill; Myron Pitts, Columnist, *The Fayetteville Observer*.

*Incentives as a Catalyst for Economic Development...Or Not* (Imperial 5-7). Incentives continue to be a controversial tool for economic development. Speakers will discuss their positive experiences with incentives at the local government level. There also will be a discussion of the downsides and misconceptions, and alternate tools that can be used for economic development. Moderator: Rodney Dickerson, Assistant Town Manager, Town of Garner. Speakers: Ken Atkins, Executive Director, Wake County Economic Development; Lane Bailey, City Manager, City of Lenoir; Dr. Michael Sanera, Research Director & Local Government Analyst, John Locke Foundation.

9:00-10:30 **MPA Program Director's Meeting** (Royal A)  
**MPA Assistant Professor's Meeting** (Royal B)

9:30-10:30 **Preparing to Mentor New Managers: Orientation for NCCCMA Senior Partners.** Gordon Whitaker, Professor, School of Government (Bull Durham)

10:00-10:30 **Break**

10:30-12:00 **Business Meeting** (Imperial 3-5)

10:30-12:00 **MPA Student-Manager Roundtable** (Crystal Coast). *Internships: An Important Tool for Succession Planning*. It's never too soon to start grooming the next generation of professional managers. Does your jurisdiction offer internship opportunities for MPA students? Find out why internships are important, how your jurisdiction can benefit, examples of internship programs available in the state and with ICMA and what makes an internship attractive to today's students. Moderator: Tom Lundy, County Manager, Catawba County. Speakers: Ben Shivar, Assistant Manager, Town of Cary; Creighton Avila, ICMA Fellow, Catawba County; Mary Griffin, NCSU, MPA Program Student; Laura Jensen, UNC-CH, MPA Student; Megan Piner, ASU, TACCM Program Student; Timmothy Tibbs, NCCU, MPA Program Alumnus & Planning Director, Town of Elizabethtown.

12:00-1:30 **President's Luncheon** (Empire). Includes introduction of NCCCMA MPA scholarship recipients, recognition of Life Members, and recognition of sponsors.

**Memorable Moments in Local Management.** Speakers: John Link, former County Manager, Orange County; H. Lewis Price, former City Manager, City of

High Point; Pam Syfert, former City Manager, City of Charlotte (invited).

1:45-5:00 **Conference Workshop** (Imperial 3). *Building a Culture of Ethical Behavior in Your Organization*. Workshop Leader: Martha Perego, ICMA University.

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

*Water – Will We Have Enough for the Future?* (Imperial 4). The panel will discuss water resource planning, the impact of water policy and planning for water allocation. Moderator: Jeff Morse, Town Manager, Town of Valdese. Speakers: Richard Hein, Climatologist/Meteorologist, NOAA-National Climate Data Center; Jeff Lineberger, P.E., Manager-Hydro-Licensing, Duke Energy; John Morris, Director-Division of Water Resources, NC Department of Environment and Natural Resources.

*Citizen Informed Performance Measurement* (Imperial 5). Local government performance measures often are developed by staff with little input from citizens. The NCLM and SOG have undertaken a project to demonstrate and evaluate the value of gathering and incorporating citizen input into the performance measures utilized by local governments. This session will explain the process and assess its effectiveness in developing performance measures in the six demonstration cities. Moderator: Craig Honeycutt, City Manager, City of Laurinburg. Speakers: Maureen Berner, Associate Professor, UNC-CH, School of Government; Bob Boyette, City Manager, City of Marion; Karl Knapp, Research and Policy Manager, N.C. League of Municipalities; Anne-Marie Knighton, Town Manager, Town of Edenton.

*Healthcare Initiatives in Local Government* (Imperial 6-7). This session will focus on local government initiatives in healthcare including a city nurse program, employee health clinics and nurse practitioner programs. Speakers will discuss initiatives within their organizations and provide advice on how to implement them in yours. Moderator: Tony Sears, City Manager, City of Randleman. Speakers: Gary Jackson, City Manager, City of Asheville; John Ogburn, City Manager, City of Asheboro

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

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

*Everybody Talks about Climate Change, Emissions and Being Green, and Now They Want ME to Do Something about It!* (Imperial 4). The media runs stories about climate change, emissions and sustainability. Organizations approach City/County managers pushing solutions or requesting they participate in programs. Councils and Commissions pass motions

to have staff study these issues. This session will help you understand more about resources and Parties of Interest, as well as legislative and legal issues. Moderator: David Bone, Town Manager, Town of Wendell. Speakers: David Hohns, NC Account Executive-Building Efficiency Business, Johnson Controls, Inc.; Frank Shepard, P.E., Manager-NC Energy Services, Siemens.

*Collective Bargaining – What If It Becomes Law?* (Imperial 5). Experts will share information concerning federal and state legislation that would mandate collective bargaining with certain employee unions, explain the Governor's mandate for state agencies to "meet and confer," and discuss the mechanics of collective bargaining that impact your ability to manage your organization. Moderator: Andy Hedrick, Town Manager, Town of Fuquay-Varina. Speakers: Charles Archer, Associate Director for Operations & Federal Relations, N.C. League of Municipalities; Dale Iman, City Manager, City of Fayetteville; Andrew Romanet, General Counsel, N.C. League of Municipalities.

*Mental Health in Your City and County - Best Practices to Help Your Citizens While Protecting Your Community* (Imperial 6-7). North Carolina is undergoing a mental health reform revolution as services are being pushed out of the institutions into your communities. Inadequate preparation leads to increased homelessness, higher jail admissions, and stressed police and sheriff resources. Come learn some innovative strategies to reduce local government costs of service delivery and interaction while improving mental health community treatment. Moderators: Laura Blackmon, County Manager, Orange County; Rebecca Troutman, Intergovernmental Relations Director, NC Association of County Commissioners. Speakers: Martha Are, Homeless Policy Specialist, NC Department of Health and Human Services; Lieutenant Christopher M. Hoina, Field Operations Commander/CIT Coordinator, Town of Cary Police Department; Amanda Stone, Assistant County Manager, Buncombe County.

5:00 **Reception** (Imperial Pre-Function Lobby)

## FRIDAY, FEBRUARY 1, 2008

7:30 **Late Registration**

7:30 **Continental Breakfast**

7:30-8:45 **Public Executive Leadership Academy Graduates & 2008 Prospective Applicants Meeting** (Imperial 4)

7:30-8:45 **NCCMA Civic Education Committee and North Carolina Civic Education Consortium Roundtable Session** (Imperial 3)

7:30-8:45 **Orientation for New Managers and Association Members** (Imperial 5). Speakers: Randy McCaslin, President, NCCMA, Assistant City Manager, City of High Point; Gordon Whitaker, Professor, School of Government

9:00-10:30 **Plenary Session. NCACC & NCLM Legislative Update.** Potential issues that could impact local governments in the 2008-09 biennial sessions of the General Assembly will be discussed. Speakers: Ellis Hankins, Executive Director, North Carolina League of Municipalities (Imperial 4) David Thompson, Executive Director, North Carolina Association of County Commissioners (Imperial 3).

10:30-10:45 **Break**

10:45-12:00 **Closing Session** (Imperial 5-7). *Building a Legacy: The 21st Century Local Manager.* Speaker: Jim Keene, Director of Strategic Issues and ICMA West; President, Alliance for Innovation, Berkeley, California.

12:15-2:30 **Civic Education Committee Meeting** (Sandhills)

12:30-2:30 **Program Conference Committee Meeting** (Crown)

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## Ethics, continued from page 2

that I might favor one elected official over another, which is easier to understand in the context of the ICMA Code of Ethics."

As we reflect on our resolutions for the new year, why not think about taking initiative to be more open with the community about our professional values. As Kelly puts it: "Having the Code of Ethics makes a big difference to us out

here on the front lines."

Copies of the ICMA Code of Ethics suitable for framing are available at no cost to ICMA members. To request a copy, contact ICMA Customer Services at 202/962-4262; e-mail, customer.contactcenter@icma.org.

*To read more ICMA ethics advice on political activity, go to <http://icma.org>, click on "ethics," and select the ethics resource pages.*

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