

# The Administrator

A PUBLICATION OF THE NORTH CAROLINA CITY AND COUNTY MANAGEMENT ASSOCIATION

JANUARY 2009, ISSUE 1

## Emerging Issues Forum to focus on infrastructure needs in N.C., nation

On February 9-10, the Institute for Emerging Issues at N.C. State University will host the 2009 Emerging Issues Forum, *Changing Landscapes: Building the Good Growth State?* at the Raleigh Convention Center. Among the nationally-known speakers at this forum will be Sen. Christopher Dodd, David Brooks of the *New York Times*, Burce Katz with the Brookings Institution and Kenneth Livingstone, former mayor of London, England.

Sen. Dodd will speak on *The National Infrastructure Imperative*. As chairman of the Senate Banking, Housing and Urban Affairs Committee, Dodd co-sponsored the National Infrastructure Bank Act of 2007. It is a bipartisan measure that addresses the critical needs



of our nation's major infrastructure systems.

In addition to stressing the importance of infrastructure investment, Dodd will highlight new methods of funding infrastructure projects of substantial regional or national significance more effectively with public and private capital.

*The Times'* Brooks will speak about the broader topic of economic and social transformation through the lens of infrastructure investment and community design. Are our plans for

infrastructure investment and development consistent with the rapid changes in the world around us? How will we live in the years ahead? More importantly, how will we want to live? What will be the impact of technological and economic change on our choices?

As mayor of London, Livingstone was instrumental in improving London's vast infrastructure

See Forum, page 3

## Early Local Census Bureau Open House to be held in Fayetteville

More than \$300 billion in federal funds are distributed to states and local communities each year based on census results. The money might go to such projects as road paving, school programs, job training, fire fighting, special community services and research. Government at all levels use census numbers for planning, as do businesses.

County managers are important key officials in local government as are the mayors and con-

gressional representatives in the 17 county areas assigned to this office. The event, scheduled for January 28, 2009, at 11 a.m., will present the opportunity for concerned officials to meet and gain a clear picture of the 2010 Census and have the opportunity to ask critical questions of Census Bureau officials in attendance.

Go to <http://www.ncmanagers.org/calendar/FayEarlyCensus.asp> for more information.

### Seminar agenda begins on page 4

The agenda for the upcoming 2009 NCCMA Winter Seminar can be found on pages 4-6. The seminar will be held February 4-6, 2009, at the Sheraton Imperial, Research Triangle Park.

# Focus on the fundamentals

*Reprinted with permission from Public Management (PM) magazine, published by ICMA, the premier local government management organization, Washington, D.C. Contact the ICMA Ethics Center at 202/962-3521 or visit ICMA.org/ethics.*

**A**t the beginning of this new year, local government leaders may well face significant challenges in delivering ethical, transparent democracy. Limited financial resources at every level of government are likely to force difficult choices about services, commitments, and investments in the future.

Although opportunities and innovation may result as well, it will no doubt be a tough period. Successfully navigating staff, organizations, and communities through challenging times requires leaders to focus on the fundamentals, that is, on ethics. Building a strong ethical foundation is the key to success. During periods of uncertainty, it's prudent for managers to take steps to ensure that the foundation is rock solid.

Is there agreement about the core values that will drive decision making and policies? Do we demonstrate respect for the unique roles and responsibilities of elected officials, staff, and residents? In the push for results and accountability, is it clear to all that how we achieve our goals is as critical as getting there?

Consider these steps to promote an ethical culture:



- **Renew your commitment to the profession's values.** Commitment is more than hanging the ICMA Code of Ethics on the wall (although that isn't a bad idea). It is a dedication to the highest standards of honor and integrity in all public and personal matters in order to merit the respect and confidence of those we serve. It is unwavering integrity.

- **Engage elected officials.** Use council orientations and goal-setting sessions to encourage elected officials to understand how their conduct and commitment to public service values contribute to ethical government. Take the time to enlighten them about the ICMA Code of Ethics and the values that guide professional local government managers.

- **Set organizational values.** If the organization lacks a code of ethics or statement of values, implement a process that engages elected officials, staff, and residents in the definition of core values and acceptable conduct. If you have a code of ethics, is there clarity and agreement on the core values that drive critical decisions? Organizations or teams with shared values produce the best results.

- **Ethics training.** It's a myth that good people always make wise choices. Regular training builds awareness of common ethical issues, provides tools and strategies for effective problem solving, and, yes, can even inspire someone to do the right thing when

faced with a difficult ethical dilemma.

- **Welcome the dialogue and the dissenter.** Make sure that individuals have formal and informal opportunities to raise any ethical concerns they may have about conduct or decisions in the organization. Create a safe environment for those seeking advice or raising a warning.

- **Transparency, transparency, transparency.** Clear and regular communication, complete and accurate disclosure of the facts, taking responsibility for decisions and outcomes, and a focus on transparent processes all work to build trust with those we serve.

As Dave Childs, ICMA senior adviser and assistant county manager, Washoe County, Nevada, notes, "We are all experiencing a time of extreme stress in our organizations. A key result is that our employees are justifiably worried about the stability of their jobs, about their personal finances, and ultimately about their own future. In uncertain times, it is imperative that we provide our employees something solid

**See Ethics, page 3**

## Calendar of Events

**Early Local Census Bureau  
Open House**  
January 28, 2009  
Fayetteville

**Emerging Issues Forum**  
February 9-10, 2009  
Raleigh Convention Center

**NCCMA 2009  
Winter Conference**  
February 4-6, 2009  
Sheraton Imperial, Research  
Triangle Park, Durham County

**NCCMA 2009  
Summer Conference**  
June 25-27, 2009  
New Bern/Craven County

**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.



# Be sure to post your internships online

Just a reminder: The N.C. City/County Management Association's website, [www.ncmanagers.org](http://www.ncmanagers.org), offers local government entities — and prospective managers and assistants — the opportunity to post internship opportunities online, completely free of charge.

This feature of the webpage can be found at <http://www.ncmanagers.org/infoexchange/internships.asp>.

If you have an internship description to publish, please send it to [mlail@ncml.org](mailto:mlail@ncml.org).

Here is the latest notice available: *Seeking an internship as Assistant or Deputy Manager for a local government town or city or county government. I have 6 years experience at the department-head level in local government and recently completed a Master's in Business Administration. I am highly qualified and am*

*willing to provide a resume for review upon request. I am seeking to transition into senior management and would like to work closely with a manager to shadow their experience and learn from it.*

*Salary not required. Only need expenses covered. If you are interested, please call Brian at (860) 319-4058.*

## Forum, continued from page 1

network, securing substantial funding for transportation and housing programs. He oversaw the modernization of the entire bus service, and as a result London has been the only city in the world to achieve a 5-percent shift from car usage to public transport.

During his tenure, London grew by nearly 8 percent, or 600,000 residents. How did he mitigate the impact on the city's built infrastructure of such an influx of people? How did he work to maintain a high quality of life for London's residents, both new and old? Mayor Livingstone will share the innovative ways he built new and maintained existing infrastructure including, for example, the use of public private partnerships.

Katz is an innovative leader in the field of progressive urban policy. His vision and impassioned insights are helping reshape and revitalize many of our nation's cities. He is the founding director of the Metropolitan Policy Program (MPP) at the Brookings Institution, an initiative that over the past decade has helped cities grow in more inclusive and sustainable ways.

At the forum, Katz will discuss how the economic and institutional collaboration forged by the creation of regions will play a significant role in our ability to create resilient communities.

Also expected to speak at the forum, among others, is Andrés Duany, a founding principal at Duany Plater-Zyberk & Company (DPZ) and author of *The New Civic Art* and *Suburban Nation: The Rise of Sprawl and the Decline of*

*the American Dream*. He is a founder of the Congress for the New Urbanism. Established in 1993 with the mission of reforming urban growth patterns, the Congress has been characterized by *The New York Times* as "the most important collective architectural movement in the United States in the past fifty years."

Attendees are also slated to hear from new N.C. Gov. Beverly Perdue, as she addresses *A New Vision for North Carolina*. The forum will end with a message from the Institute's founder, former Gov. James B. Hunt Jr.

Go to <http://www.ncsu.edu/iei/forum/2009/> for more information on the Emerging Issues Forum, and to register.

The Institute for Emerging Issues (IEI) is a public policy, think-and-do tank that convenes leaders from business, non-profit organizations,

government and higher education to tackle some of the biggest issues facing North Carolina's future growth and prosperity. Through research, ideas, debate and action, it prepares leaders to address North Carolina's future challenges and opportunities. North Carolina has long been a model state in the Southeast, with a legacy of forward-thinking leadership and effective collaboration.

The annual forum is IEI's signature event at which leaders from around the state, the country and the world convene to discuss and debate the challenges that we face. This is an opportunity for IEI to present to North Carolina its work thus far and to obtain feedback and further direction from the audience of over 1,000 people.

## Ethics, continued from page 2

to hold on to.

"And, to that end, what could be more important than having every employee be totally sure of the values and ethics of their workplace and their organization? As the leaders of our organizations, we need to redouble our efforts to bring that sense of stability and grounding to all of the dedicated employees who serve the public each and every day. Building a solid ethical

foundation is one of the keys to providing that stability and restoring confidence. And now is the time to begin."

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

# 48th Annual North Carolina City & County Management Seminar

Sheraton Imperial Hotel, Research Triangle Park

## *GPS for Managers: Guiding Public Service in a Changing World*

**WEDNESDAY, FEBRUARY 4, 2009**

**9:00-12:30 ICMA Concurrent Preconference Sessions**

**ICMA University Workshops**

1. *Essential Management Skills* (Imperial 5).  
Workshop Leader: Mark Levin, City Administrator, City of Maryland Heights, MO.
2. *Using the Baldrige Award in Local Government* (Imperial 6 & 7). Workshop Leader: Charles Schwabe, Director, Management Services, ICMA

**12:00 Registration**

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

**1:45-2:15 Welcome and Introductions** (Imperial 3 & 4). David Cooke, President, NCCCMA, County Manager, Wake County; Wendell Davis, Program Chair, NCCCMA, Deputy County Manager, Durham County; Randy McCaslin, Immediate Past President, NCCCMA, Assistant City Manager, City of High Point; Mike Smith, Dean, School of Government, and Vice Chancellor for Public Service and Engagement, UNC-Chapel Hill

**2:15-3:15 Keynote Address** (Imperial 3 & 4). Mayor Cory Booker, Newark, New Jersey. "How to Change the World with Your Bare Hands."

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

**3:30-4:30 Plenary Session 1** (Imperial 3 & 4)  
*Surviving Political Change in North Carolina.* How has North Carolina weathered past political change? How will the new administrations in Raleigh and Washington, DC impact our state and local governments? Join two veteran political observers as they discuss handling political change – past and present. Moderator: Charles Penny: Assistant City Manager, City of Rocky Mount. Speakers: Rob Christensen, Reporter and Columnist, *The News & Observer*,

Raleigh; Thad Beyle: Thomas J. Pearsall Professor of Political Science, UNC-Chapel Hill

**4:30 – 5:30 Plenary Session 2** (Imperial 3 & 4).  
*Adjusting Annual Budgets and Capital Plans to Current Financial Challenges.* This session will address the budget challenges that N.C. state and local governments are currently confronting and the changes being made to annual budgets and capital plans to respond to the challenges. Boardman will discuss state income and sales tax shortfalls and summarize the actions taken by the Governor and the General Assembly to keep this year's budget in balance and plan for next year's budget. He will also comment on state intergovernmental revenues that support local governments. Jack Vogt will provide an overview of the revenue challenges cities and counties are facing, identify budget cutting and balancing strategies, and discuss the annual budget challenges in five cities and three counties. David Cooke will provide an "inside" view of what Wake County is doing to keep this year's budget in balance and plan for the coming year. Moderator: David Cooke: President, NCCCMA, County Manager, Wake County. Speakers: Evan Rodewald, Principal Fiscal Analyst, Budget Development, Fiscal Research Division, N.C. General Assembly; A. John "Jack" Vogt: Professor of Public Finance and Government, UNC-Chapel Hill, School of Government

**5:30 Reception** (Imperial Pre-Function Area)

**THURSDAY, FEBRUARY 5, 2009**

**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); Western Carolina University (Bull Durham A)

**7:30 Continental Breakfast** (Imperial Pre-

Function Area)

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

1. *Positioning Local Government as a Destination for Generation Y* (Imperial 3). Navigating beyond compensation and life balance is essential for competitive positioning as an employer of choice among today's young talent. This session will explore maneuvers that local government can use to rank high among the "dream jobs" of today's 20-something employees. Moderator: Marqueta Welton: Director of Human Resources, Durham County Speakers: Donna Dyer: Director of Career Services and Alumni Relations, Duke University Sanford Institute of Public Policy; Willow Jacobson: Assistant Professor of Public Administration and Government, School of Government, UNC-CH; Michael McGinnis: Human Resources Director, Orange County; Debra Chestnut Reed: Director of Human Resources, City of Monroe

2. *The Role of Local Governments in Emergency Management – Strengthening Capabilities* (Imperial 4). In the last short session, the NCGA directed the NC Division of Emergency Management in consultation with the N.C. Association of County Commissioners to examine ways to strengthen North Carolina's emergency management capabilities at the local level. This session will cover the results of the study *Strengthening North Carolina's Emergency Management Capabilities* (12/08) and include a discussion of the report from the perspectives of the State, and coastal and mountain communities. Moderators: Scott Elliot: County Manager, Pitt County; Michelle James: Town Manager, Town of Kure Beach. Speakers: Doug Hoell: Director, NC Division of Emergency Management; Rocky Hyder: Emergency Services Director, Henderson County, President, NC Emergency Management Association; Warren Lee: Emergency Services Director, New Hanover County

3. *Putting Service First – The Approach Three Cities Are Taking to Create a Culture of Service Excellence* (Imperial 5-7). Salisbury, Concord and Lenoir – three distinctly different communities in size, location and demographics that share a common goal of providing excellent customer service in every area of the city. Salisbury developed the model – now Concord and Salisbury are applying a similar approach to focus on service. This session will highlight their shared approach, including employee involvement and ownership, developing a "One Team" philosophy and the lessons learned in making the process work city-wide.

Moderator: David Treme: City Manager, City of Salisbury. Speakers: Lane Bailey: City Manager, City of Lenoir; Pepper Bego: Neighborhood Program Manager, City of Concord; Joe Eagle: Interim Human Resources Director, City of Salisbury; Brian Hiatt: City Manager, City of Concord; Adrienne Isenhour: Planner/Development Coordinator, City of Lenoir; Lisa Linker: Police Sergeant, Customer Service Unit, City of Concord; Brian Moore: Supervisor, Sanitation Division, City of Salisbury; Tom Westall: Consultant, Lead for Life; Rob Winkler: Parks and Recreation Director, City of Lenoir

**9:00-10:30 MPA Program Director's Meeting**  
(Park Boardroom)

**MPA Assistant Professor's Meeting**  
(Crown A)

**Senior Partners Meeting** (Crown B)

**9:30 – 3:30** A photographer will be available today to take or **update your photograph** for the NCCCMA Directory. (Located to the left of the registration table)

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

**10:30-12:00 Business Meeting** (Imperial 3 & 4)

**10:30-12:00 MPA Student-Manager Roundtable** (Crystal Coast Ballroom). Three managers, early in their careers, will discuss their experiences interviewing with the city council for a manager's position, meeting department heads and the public. Moderator: John Ogburn: City Manager, City of Asheboro. Speakers: Adam Mitchell: Town Manager, Town of Ayden; Michael Peoples: Town Manager, Town of Cramerton; Joshua Ray: City Manager, City of Whiteville

**12:00-1:30 President's Luncheon** (Empire Ballroom). Includes introduction of NCCCMA MPA scholarship recipients, recognition of Life Members, recognition of sponsors and Memorable Moments in Local Management. Speakers: Neil Emory, former Manager, Harnett County; Dee Freeman, Secretary, North Carolina Department of Environment and Natural Resources, former Executive Director, Triangle J Council of Governments; Cal Horton, former Manager, Town of Chapel Hill

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

1. *So What Do I Do Now?* (Imperial 3). You are approaching retirement or have recently retired. How

will you make your retirement years productive and satisfying? What do you want to do? What are you permitted to do? Learn about the retirement system and restrictions placed upon retirees by the retirement system and federal regulations. Learn about retirement options – interim managerial posts, working in the private sector or as a consultant or for non-profits or doing volunteer work in the community and more. Moderators: Lee Galloway, Town Manager, Town of Waynesville; Tony Wilder, Assistant County Manager, Harnett County. Speakers: Jerry Fox, Retired Manager, Mecklenburg County; Diane Juffras, Associate Professor of Public Law and Government, UNC-CH, School of Government; Michael Williamson, Deputy State Treasurer & Director, NC Retirement System; Hartwell Wright, Human Resources and Employee Relations Consulting Manager, NCLM

2. *Going Green Can Put GREEN\$ In Your Budget* (Imperial 4). Hear a panel review the advantages of energy efficient efforts and LEED/sustainable building design and their positive impact on your bottom line. Get an update from the State Energy Office on how you can benefit from performance contracting and the recently enacted Renewable Energy and Efficiency Portfolio Requirements (SB3). Learn how high performance buildings are saving energy, water and money. Moderator: Rodney Dickerson: Assistant Town Manager, Town of Garner. Speakers: Mark Forestieri: Project Manager II, Facilities Design and Construction, Wake County; Jyoti Sharma: Senior Director, Facilities Design and Construction, Wake County Public Schools; Larry Shirley: Director, NC State Energy Office

3. *Blogs – Love ‘Em or Hate ‘Em – They’re Here to Stay!* (Imperial 5 - 7). This session will discuss blogs and how they can positively or negatively affect local governments. You will hear from local government officials who have their own blogs and from those who have been the subject of blogs. Learn how they deal with the rumors, untruths and innuendos of serving in the public fishbowl. Moderator: Craig Honeycutt: City Manager, City of Laurinburg. Speakers: Ryan Davidson: Management Analyst, Wake County Sheriff Department; Tasha Logan: Assistant City Manager, City of Goldsboro; Erskine Smith: Assistant City Manager, City of Mooresville

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

**3:30-5:00 Durham Downtown Revitalization Tour.** Seminar participants will have the opportunity to

take a revitalization tour of downtown Durham. Tour stops will include the Durham Bulls Athletic Park, American Tobacco Historic District, downtown streetscape project and numerous other historic renovation ventures. The tour culminates in a reception at the LEED certified Durham Performing Arts Center, North Carolina’s largest and newest cultural arts venue.

**5:00 Reception at new Durham Performing Arts Center**

**FRIDAY, FEBRUARY 6, 2009**

**7:30 Late Registration**

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

**7:30-8:45 Public Executive Leadership Academy Graduates & 2009 Prospective Applicants Meeting** (Empire AB)

**7:30-8:45 Orientation for New Managers and Association Members** (Imperial 6-7) Speakers: David Cooke: President, NCCCMA, County Manager, Wake County; Gordon Whitaker: Professor of Public Administration and Government, UNC-CH School of Government

**7:30-8:45 Local Elected Leaders Academy Focus Group** (Imperial 5)

**9:00-10:30 NCACC & NCLM Legislative Updates.** Potential issues that could impact local governments in the 2009-10 biennial sessions of the General Assembly will be discussed. Speakers: David Thompson, Executive Director, North Carolina Association of County Commissioners (Imperial 3); Ellis Hankins, Executive Director, North Carolina League of Municipalities (Imperial 4)

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

**10:45-12:00 CLOSING SESSION** (Imperial 5, 6 & 7). David Limardi: President, ICMA, City Manager, Highland Park, IL

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

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