

# The Administrator

A PUBLICATION OF THE NORTH CAROLINA CITY AND COUNTY MANAGEMENT ASSOCIATION

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## Senior Partners needed

In a little more than two years, the Senior Partner Program – a joint effort of the N.C. City & County Management Association and the UNC-Chapel Hill School of Government – has established itself as a vital instrument for helping new managers get acclimated to new roles, new staff and, in many cases, a new state.

In short, the program offers experienced local government managers – or Senior Professional Partners – to serve as mentors to the newer, inexperienced ones. These Senior



**Holloman**

Partners provide guidance and often just support or encouragement. But for many “newbies,” they have been a God-send.

“For any new manager or manager from another state, I think this program is a must,” said Tim Holloman, former Columbus town manager. (Holloman had the experience of retired Chapel Hill Town Manager Cal Horton at his disposal.) “It is extremely helpful for a new manager who is just testing the waters in his new jurisdiction. Having a Senior Partner allows a manager to ask questions without repercussions and in a nonbiased atmosphere.”

The Town of Marvin’s Mary Jo Gollnitz had more than a decade of progressive local government experience before she became an administrator, “however, there are so many unique and difficult decisions that I had never experienced before.”

Thankfully, she had Granite Quarry Town Manager Dan Peters as a mentor. Gollnitz said

Peters “provided wisdom and personal experiences that have helped me through the rough times. He has been a good sounding board for all kinds of issues. He has made suggestions



**Worsley**

without forcing what he would do on me.”

“I see the value of helping the folks to eliminate the pitfalls that they can step into,” said Peters.

Toby Chappell made quite the transition, from a sergeant with the Raleigh police department to Gates County manager. Having a Senior Partner – in his case, Catawba County Assistant Manager Lee Worsley – at his disposal was significant.

“Having someone that’s been in the business a while a phone call away is really good. You hate to call it a security blanket, but it’s a sense of security knowing that I could call him and feel comfortable that he’s going to give me good advice,” said Chappell.

Chappell transitioned from a job where he was responsible for a handful of employees to being a county manager, “where I’m responsible for millions of dollars and 75 employees.

“The best thing was having someone I could call and bounce ideas off of,” he said. “It gives you an automatic contact. It exposes you to their contacts. Several times I talked to Lee and

had a very technical question, and he would say, ‘let me ask my [blank].’ And he would.”

“There is some tangible value associated with feedback on situations or the sharing of examples, but the biggest value lies in the intangible element of support and understanding,” said Brevard City Manager Joe Moore. “For all of the publicity associated with the job, it can be very lonely. Simply having someone who knows and shares the daily regimen is the biggest value to involvement.”

It’s time well spent, say the Senior Partners.

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## Cancer takes Alexander

Cancer claimed the life of Richard Lane Alexander on December 11, 2009. Alexander was a former Cleveland County Manager and a Life Member of the NCCCMA. He was just 61.

Alexander was a graduate of Gardner-Webb College, UNC Charlotte and the Institute of Government. He started his career in Cleveland County in 1971 as assistant finance director followed by advancing to finance director, assistant county manager and then retiring as Cleveland County manager in 2004.

He is survived by his spouse of 29 years, Hope Humphries Alexander; sons,

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**Gollnitz**

# The key to being ethical?

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**N**ot familiar with Tenet 13 of the ICMA Code of Ethics? Wondering whether you missed an update as the version of the Code hanging on your wall only has 12 Tenets? Are you getting ready at this point to search the website for the holy grail of ethics advice? Well, here it is ... in the conduct of your personal and professional life just adhere to Tenet 13: Don't be stupid!

For those who may be offended by this blunt or seemingly simplistic advice offered on a complex issue, reflect for a moment on the unethical acts committed by public officials, including members of the local government profession, over the course of the past year. Many have as a root cause carelessness, unreasoned thinking, and an exasperating lack of common sense.

How many times upon hearing these stories have you exclaimed, "What were they thinking?" Well, the answer appears to be that they weren't. The price paid for their actions has been steep: public humiliation, embarrassment for the organizations they served, cratered careers, and hurt among their colleagues, friends, and family.

Consider adhering to these Tenet 13 guidelines to stay out of ethical jeopardy:

**Tell the truth, always.** If you have failed to do so or have been subject to misinterpretation, correct the record quickly. Never engage in a cover-up. Remember that those words "under oath" mean something.

**Be crystal clear in your communications.** Whether it is negotiating that next position or giving direction to your staff, your commu-

tion needs to be clear, concise, and free of ambiguity. With regard to job offers, do not say yes until you are satisfied with all aspects of the offer and completely sure that you can commit.

**Use e-mail carefully.** Would you ever send out a snail-mail letter on the city or county letterhead that expresses your anger, tells off-color jokes, makes personal comments to a colleague, or provides an assessment of the competency of others, including your supervisors? Of course not! E-mail is not private. It is just another version of written correspondence, so use it carefully, keep it brief, and focus on business. The same advice applies to using your work cell phone to send text messages.

**Use all electronic communication outlets sensibly.** Again, nothing electronic is private, and friends and fans are not forever! Even if you judiciously limit access to your site, the pictures and comments posted on Facebook and other social media sites can easily be shared with those outside your network. And if they are the least bit sensational, be assured that they will be shared.

**Don't date an office colleague.** It doesn't work. A public sector risk manager offered two rules of relationship management: Rule 1: Never sleep with a subordinate employee. Rule

2: If you break Rule 1, never, never, never stop. While there are often moral dilemmas to consider in personal relationships, dating a subordinate employee creates an enormous risk for the organization that you pledged to protect. And if you happen to be the city or county manager, trust me that there is simply no way to build a structure that gets you arm's length from the issue.

**Manage the stress with healthy choices.** Choosing poor outlets to deal with work and life stress can be devastating for those in public service.

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## Ethics Matter

### Calendar of Events

**NCCCMA Winter Conference**  
Feb. 3-5, 2010  
Sheraton RTP  
Durham County

**NCCCMA Summer Seminar**  
June 24-26, 2010  
Sea Trail  
Sunset Beach

**ICMA Southeastern Summit**  
April 15-16, 2010  
Courtyard Nashville Downtown  
Nashville, Tenn.

**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.

*The*  
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## Senior Partners, continued from page 1

The mentors say they have gotten just as much from the program as the mentees.

"It has been a two-way street," said Goldsboro City Manager Joe Huffman, who mentored Murfreesboro Town Manager Cathy Davison. "Being able to talk with a fellow professional who is not a stakeholder in my community is always helpful in that the person can bring a higher level of objectivity to the discussion."

Davison, who previously worked in Virginia and Michigan, said she has earned a "lifelong friend and mentor" in Huffman, calling him a "wonderful asset for me."



**Galloway**

"He has also provided me guidance in dealing with difficult situations. It is great to be connected to someone who also has real life experience, and is willing to share that experience with a N.C. newbie."

"Tim asked interesting questions and raised issues that required thoughtful discussions," said Horton. "His enthusiasm for our profession was another reminder of how important the work is that we do. I realized in the course of our many telephone calls that I had learned some things of value that I could share in a

coaching environment. ... We became friends. I miss our conversations."

Though the program has been a success, it could still use some help. Gordon Whitaker with the School of Government will be leading an orientation session at the upcoming NCCCMA Winter Seminar for those interested in serving as mentors.

"I would say to any seasoned managers out there who have been in the business 10 years or more that volunteering is one of the best things you can do to help the profession long-term and to help on an individual basis where it makes a real difference," said Holloman, who hopes to see the program have more structure in the future. ("One of my partners was great and the other was not that involved.")

Holloman hopes to be a mentor some day.

"If you volunteer to be a partner, then you should check on your partner at least twice a month, even if you don't hear from that partner. I think an email summary from each conversation should be a mandate for senior partners."

To a person, the Senior Partners say they feel compelled to act as a mentor. And they encourage other experienced managers to do the same.

"Believe it or not, once upon a time, I was a young manager, and I often found the need to consult with managers who had a lot more expe-

rience than I had," said Waynesville Town Manager Lee Galloway, crediting Bob Nicholl (now retired in Dunn) and Martinsville (Va.)



**Horton**

Manager Tom Noland as mentors. "If we look back on our careers, there were likely municipal and county managers who served as role models for us. Most, if not all of us, had managers we respected and went to for advice and guidance, and I would dare say that we are each better managers for those role models who shared their time, their expertise and experiences with us. Being a Senior Partner gives us the opportunity to do the same for the next generation of managers.

"While I do not have all the answers, I thought that maybe serving as a Senior Partner I could help other managers avoid the same mistakes I have made in my career."

"The work requires no preparation, very little time, and is personally satisfying," said Horton. "It is a good way to pay part of the debt that all of us owe to other managers who were kind to us as we were developing our own careers."

*The session on the Senior Partner Program will take place on Friday, February 5 during the Winter Seminar at 8 a.m. It is tentatively scheduled to take place in Imperial 6-7 of the Sheraton Imperial RTP.*

## Ethics, continued from page 2

### Recognize that no one is above the law.

Ditto for work rules. What defense do those who play a leadership role in the organization have if caught driving while intoxicated; circumventing compensation, hiring, or purchasing procedures; or misusing credit cards and other public resources?

**Read the ICMA Code of Ethics.** Do you know how many times members run afoul of the Code because they simply did not know what they had agreed to when they joined

ICMA?

Last, remember the thoughts of writer and philosopher Elbert Hubbard, who said, "Genius may have its limitations, but stupidity is not thus handicapped."

— *Martha Perego, ICMA-CM  
ICMA Ethics Director  
Washington, D.C.  
mperego@icma.org*

## Alexander, from page 1

Matthew Alexander, of Charlotte, and Bill Randolph and wife, Amy Carpenter, of Cherryville; brother, Aaron Alexander and wife, Shirley, of Boiling Springs; sister, Jennifer Packard and husband, Robert, of Surfside Beach, S.C.; grandchildren, Ella Randolph and Sel Randolph, of Cherryville; nieces Kristi Esposito and husband, Stephen, of Surfside Beach, S.C., Kasey Riddick, of Suffolk, Va.; and nephew, Taylor Alexander, of Boiling Springs.

# 49th Annual North Carolina City and County Management Winter Seminar

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

February 3 - 5, 2010

Theme: Charting a Steady Course in a Sea of Change

Register now at [www.ncmanagers.org](http://www.ncmanagers.org)

## WEDNESDAY, FEBRUARY 3, 2010

**9:30-12:30 Preconference Session: ICMA University Workshop (Imperial 6 & 7). Using Right-Brain Thinking to Create Better Communities.** This workshop provides a fast-paced discussion of the three environmental forces (Asia, Abundance, and Automation) and six characteristics (design, story, symphony, empathy, play, and meaning) that Daniel Pink identified in *A Whole New Mind* as essential for leadership as we move from the informational to the conceptual age. This session will examine those leadership characteristics, as well as an additional characteristic particularly significant to local government managers: courage. During the workshop we will identify opportunities and practice skills that increase our ability to strengthen and apply our right brain capabilities. Addresses Practice Group 6: Initiative, Risk Taking, Vision, Creativity, and Innovation

**Noon Registration:** A photographer will be available today to take, or update, your photograph for the NCCCMA Directory. (Located to the left of the registration table)

**Noon-1:30 Executive Committee Meeting (Royal)**

**1:45-2:15 Welcome and Introductions (Imperial 4 & 5):** Mike Dula, President, NCCCMA, Town Manager, Town of Elon  
Wendell Davis, Program Chair, NCCCMA, Deputy County Manager, Durham County; David Cooke, Immediate Past President, NCCCMA, County Manager, Wake County; Mike Smith, Dean, School of Government, UNC-CH

**2:15-2:45 Keynote Address (Imperial 4 & 5):** Governor Beverly Perdue (Invited)

**2:45 – 3:45 Plenary Session I (Imperial 4 & 5): Getting the State's Economy Back on Track—Where We Are, Where We'll Be.** Back by popular demand is Dr. Mike Walden, NCSU's William Neal Reynolds Distinguished Professor of Economics, who will provide a state of the state economic outlook to help local governments prepare for their 2011 budgets. Will employment go up or down? Are sales tax collections on the mend? What economic challenges will the State of North Carolina

face in the upcoming fiscal year? Is a new state economy emerging and how will our public revenue structure respond? Moderator: Rebecca Troutman, Intergovernmental Relations Director, NCACC; Speaker: Mike Walden, Professor, North Carolina State University

**3:45-4:15 Break**

**4:15-5:15 Plenary Session II (Imperial 4 & 5): Leading Change isn't a Spectator Sport.** During these times of unprecedented change, leaders of organizations have the opportunity to refresh the focus and spirit of members of their workforce resulting in a higher-motivated workforce delivering superior service. This session focuses on identifying common scenarios related to managing change initiatives and how to translate the forces for change into a tailwind with practical, tactical and impactful ideas you can begin using tomorrow. Moderator: Carl Stenberg, Professor and MPA Director, UNC-CH School of Government; Speaker: Patrick Ibarra, Co-Founder and Partner, The Mejorando Group

**5:15-5:45 Plenary Session III (Imperial 4 & 5): NC Retirement Systems Update.** Michael Williamson will discuss the Local Governmental Employees' Retirement System (LGERs) employer contribution rate increases. Moderator: Grant Goings, City Manager, City of Wilson; Speaker: Michael Williamson, Deputy State Treasurer & Director, NC Retirement System

**6:00 Reception (Imperial Pre-Function Area)**

## THURSDAY, FEBRUARY 4, 2010

**7:30 Late Registration:** A photographer will be available today to take, or update, your photograph for the NCCCMA Directory. (Located to the left of the registration table)

**7:30-8:30 Alumni Breakfasts**  
Appalachian State University (Empire AB)  
East Carolina University (Royal A)  
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 (Royal B)  
 Western Carolina University (Bull Durham A)

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

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

1) Maverick Thinking: How to Inject Innovation into Your Organization (Imperial 6 & 7). Dramatic change is necessary today to disrupt the status quo and reject the “we’ve always done it that way” approach. This session focuses on providing a series of vitamins that characterize maverick thinking and inject passion and innovation into an organization’s mind-set. New ways to rethink, reconnect, reinvent and redesign organizational strategy, service delivery, the workforce and achieving unprecedented results will be shared. Moderator: Carl Stenberg, Professor and MPA Director, UNC-CH School of Government; Speaker: Patrick Ibarra, Co-Founder and Partner, The Mejorando Group

2) Leadership Development for Local Elected Officials: The Manager’s Role (Imperial 4 & 5). This session will explore best practices and examples of how governing bodies can work together to achieve common goals and objectives. We will also examine the role of the manager in facilitation and implementation. Moderator: Joe Durham, Deputy County Manager, Wake County; Speaker: Vaughn Upshaw, Lecturer, UNC-CH School of Government; Panelists: Vivian Jones, Mayor, Town of Wake Forest; Mark Williams, Town Manager, Town of Wake Forest

**8:30 – 12:00 Conference Workshop: Analyzing and Communicating Financial Condition in Local Government (Auditorium).** This interactive workshop presents a systematic approach for analyzing and communicating financial condition in local government, focusing on the general fund and a water and sewer fund. Moderator: William C. Rivenbark, Associate Professor, UNC-CH School of Government; Speakers: Gregory S. Allison, Senior Lecturer, UNC-CH School of Government; William C. Rivenbark, Associate Professor, UNC-CH School of Government; Dale J. Roenigk, Lecturer, UNC-CH School of Government

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

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

**10:30-12:00 Concurrent Sessions**

1) MPA Student-Manager Roundtable (Imperial 6 & 7): A) The Spirit of Public Service. Speaker: Rashad Young, City Manager, City of Greensboro; B) City vs. County Management – Which One is Truly the Dark Side? The debate between City and County Managers has always

been one of “Which one is easier?” – with City Managers saying they would not want to work where there are elected Department Heads; and County Managers saying that they do not want to get the complaints of “There is a pothole on Main Street.” Hear from Managers who have done both (and survived) and get their unique perspective on which one is truly the “dark side.” Moderator: Craig Honeycutt, County Manager, Alamance County; Speakers: Mic Berry, City Manager, City of Hickory; John Crumpton, County Manager, Lee County; Andrea Surratt, Assistant City Manager, City of Hickory

2) Ethics for Your Board: Developing and Implementing Local Codes of Ethics, and Ethics Training Opportunities (Imperial 4 & 5). In 2009, the North Carolina General Assembly passed legislation that requires local governing boards to adopt codes of ethics and requires elected board members to receive ethics training. This session will provide information about a model ethics code template developed by the School of Government in cooperation with the Association of County Commissioners and the League of Municipalities, as well as advice on developing and implementing local codes of ethics. It will also include a discussion of ethics training opportunities. Moderator: Wendell Davis, Deputy County Manager, Durham County; Speaker: A. Fleming Bell II, Professor, UNC-CH School of Government

**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: Pete Connet, former Manager, Town of Smithfield; Linda Story, former Manager, Town of Granite Falls

**1:45-5:00 Conference Workshop: Navigating a Course to Better Organizational Performance by Capitalizing on Your Human Resources (Auditorium).** This workshop will give participants context for managing their workforce in ways that optimize organizational performance. Many challenges related to human resource management, including the potential for collective bargaining, the ever-increasing cost of employees, succession planning, and daily personnel administration, will be examined in an effort to discover new ways to effectively manage this strategic asset. This session is designed to equip participants with short-term actions and a vision for long-term opportunities to respond to the dynamic requirements of human resource management. Moderators: Drew Havens, Town Manager, Town of River Bend; Roger Stancil, Town Manager, Town of Chapel Hill; Speakers: Terrie Hutaff, Human Resource Development Director, City of Fayetteville; Willow Jacobson, Associate Professor, UNC-CH School of Government; Heather Lee, Associate Professor of Human Resources and Coordinator of Human Resources Program, Peace College

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

1) Health Care Reform (Imperial 6 & 7): Pam C. Silberman of the NC

Institute of Medicine will discuss the effects of any national health care reform initiated by the US Congress and President Obama. In addition, two municipalities will present methods they have used to reduce their employee's health insurance costs. City Manager Harold Owens will discuss the City of Burlington's In House Health Clinic and Town Manager Ken Larking will discuss the Town of Yadkinville's move from a traditional health insurance plan to a Health Savings Account approach to providing employee insurance. Moderator: Rebecca Troutman, Intergovernmental Relations Director, NCACC; Panelists: Ken Larking, Town Manager, Town of Yadkinville; Harold Owens, City Manager, City of Burlington; Pam C. Silberman, JD, DrPH, NC Institute of Medicine

2) Social Media: The New Form of Communication (Imperial 4 & 5)  
This session will introduce local government officials to the fast-growing form of communication called social media. Moderator: Todd Clark, City Manager, City of Newton; Speaker: Brian Bowman, Public Affairs and Marketing Manager, City of Wilson; Panelists: Grant Goings, City Manager, City of Wilson; Lee Worsley, Assistant County Manager, Catawba County

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

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

1) The 2010 Census and Redistricting (Imperial 6 & 7): Many cities and counties now use districts for electing governing board members and thus will need to confront redistricting after the 2010 census. This session will cover the timing and mechanics of the 2010 census, the basics of one-person/one-vote, and how the law and technology have changed since the last round of redistricting after the 2000 census. Particular attention will be paid to voting rights issues. Speakers: Michael Crowell, Professor, UNC-CH School of Government; Bob Joyce, Professor, UNC-CH School of Government; Deborah Stagner, Attorney, Tharrington Smith, LLP

2) Strategies for Orienting Newly Elected Local Officials (Imperial 4 & 5)  
Civic-minded citizens often decide to run for a seat on the city council or county commission without a full understanding of their responsibilities upon taking office. Once they are elected, how can we as managers and staff help them understand and become educated about the scope of these responsibilities. Three managers will share the process they use in orienting newly elected officials in their organizations and a School of Government expert on relations between elected officials and managers will offer suggestions on how these educational efforts can forge better working relationships with these newly elected officials. Moderator: Michael Peoples, Town Manager, Town of Cramerton; Speakers: Tony A. Brown, County Manager, Halifax County; Mike McLaurin, Town Manager, Town of Waxhaw; Lance L. Metzler, County Manager, Montgomery County; Vaughn Upshaw, Lecturer, UNC-CH School of Government

**FRIDAY, FEBRUARY 5, 2010**

**7:30 Late Registration**

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

**8:00-9:00 Public Executive Leadership Academy Graduates & 2010 Prospective Applicants Meeting (Empire C)**

**8:00-9:00 Orientation for New Managers and Association Members, Senior Partner Training (Imperial 6-7).** Speakers: Mike Dula, President, NCCCMA, Town Manager, Town of Elon; Gordon Whitaker, Professor of Public Administration and Government, UNC-CH School of Government

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

**10:15-10:30 Break**

**10:30-11:45 NCACC & NCLM Legislative Updates: Potential issues that could impact local governments in the 2010-11 biennial sessions of the General Assembly will be discussed.** Speakers: David Thompson, Executive Director, North Carolina Association of County Commissioners (Imperial 4); Ellis Hankins, Executive Director, North Carolina League of Municipalities (Imperial 5)

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

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

**11:45-1:30 Training in Tough Times Focus Group (Empire C)**