

The Administrator

A PUBLICATION OF THE NORTH CAROLINA CITY AND COUNTY MANAGEMENT ASSOCIATION

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Members encouraged to take 'high road'

Because of losses within the investment portfolio for 2008, the state retirement systems is – for the first time since 1983 – recommending an increase in the state retirement employer contribution rate.

That rate increase was recommended because of actuarial analysis of the system. The retirement system's trustees have approved the increase; it will take affect on July 1, 2010.

The N.C. City & County Management Association (NCCCMA)'s Retirement ommittee, led by Wilson City Manager Grant Goings, is going to recommend that NCCCMA members

“take the high road” in their discussions with this rate increase and “embrace the increase,” not bash it. This increase is slated to add 1.55 percent of payroll to municipal and county budgets.

This topic will be addressed at the upcoming NCCCMA 2010 Winter Seminar, slated for Feb. 3-5 at the Sheraton Imperial Research Triangle Park. In fact, Goings will introduce Michael Williamson from the retirement system during the seminar's Plenary Session III on Wednesday, at 5:15 p.m. Williamson is scheduled to explain the analysis that led to this rate

increase.

In addition, Goings will again bring up this subject in more detail during the business meeting on Friday from 9-10:15 a.m., and it is likely to also be addressed during the N.C. League of Municipalities' and N.C. Association of County Commissioners' breakout meetings on Friday from 10:30-11:45 a.m.

Also, please note that Gov. Beverly Perdue has confirmed that she will address the membership with a keynote address on Wednesday from 2:15-2:45 p.m.

Apply now for PELA

The Public Executive Leadership Academy (PELA) will kick off again with classes from July 11-16 and August 8-13 at the Rizzo Conference Center and the School of Government in Chapel Hill.

PELA provides participants with the opportunity to learn more about themselves as leaders

and to gain the necessary skills to lead and successfully manage change in their communities.

PELA is intended for new and veteran municipal and county employees who want to hone their leadership and collaboration skills, as well as assistant managers and key depart-

ment heads, who are the state's next generation of leaders.

A select group of 30 participants will be admitted to PELA. Applications are now available. The deadline to apply is May 1.

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ICMA Awards nominations now accepted

ICMA's Annual Awards program honors creative contributions to professional local government management and increases public awareness of the value of professional management to the quality of life in our communities. Award nominations will be accepted through March 12.

ICMA's Annual Awards Program is divided into the Professional Awards, which recognize

individual achievement by chief administrative officers, assistant administrators, and others, and the Program Excellence Awards, which are presented to local governments and their chief administrators in recognition of their creative and successful programs.

Professional Awards

ICMA Professional Awards recognize individ-

ual achievement that may have been accomplished through tenure with a number of local governments or organizations. Nominators may nominate an individual to only one Professional Award category per year.

- Award for Career Excellence in Honor of

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Encores, fans and failures

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.

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

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

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

Now that your encore career plans have

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

that it is incompatible to continue serving on council and be a town manager. But the timing of her resignation from council is an issue because her vote is needed to ensure that a critical policy matter gets approved.

She asked the city manager for advice on whether it would be acceptable to announce her resignation now with an effective date some

Ethics Matter

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

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

QOne of the brightest members of council, whose service and work with the city manager inspired her to get her MPA, was just offered her first town manager position. She plans to resign her council seat because she understands

90 days in the future so that she can be present for the vote. What advice should the city manager offer?

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

QI will be retiring soon as city manager. The city hired an executive recruiter, and I have had no involvement in the recruitment of

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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.



ICMA Awards, continued from page 1

Mark E. Keane recognizes an outstanding chief local government administrator who has fostered representative democracy by enhancing the effectiveness of local elected officials and by consistently initiating creative and successful programs.

- Award for Career Development in Memory of L. P. Cookingham recognizes an outstanding local government administrator who has made a significant contribution to the career development of new talent in professional local government management.

- Assistant Excellence in Leadership Award in Memory of Buford M. Watson, Jr. recognizes a local government management professional who has made significant contributions toward excellence in leadership while serving as an assistant (regardless of title) to a chief local government administrator or department head.

- Academic Award in Memory of Stephen B.

Sweeney recognizes an academic leader who has made a significant contribution to the formal education of students pursuing careers in local government.

Program Excellence Awards

ICMA Program Excellence Awards are presented to local governments and their chief administrators in recognition of their innovative and successful programs. Each Program Excellence Award category may have multiple recipients.

Awards are presented to local governments for each of three population ranges: under 10,000; 10,000-49,999; and 50,000 and greater.

- Community Health and Safety Awards recognize the local government programs or processes that demonstrate innovation, excellence, and success in the community's safety, health, and/or wellness, including enhancement

in the quality of life for the disadvantaged.

- Community Partnership Awards recognize the programs or processes that demonstrate innovation, excellence, and success in multi-participant involvement between and/or among a local government and other governmental entities, private sector businesses, individuals, or nonprofit agencies to improve the quality of life for residents or provide more efficient and effective services.

- Community Sustainability Awards recognize the innovative local government programs or processes that demonstrate innovation, excellence, and success in balancing that community's social, economic, environmental, and cultural needs.

- Strategic Leadership and Governance Awards recognize the innovative and successful local government programs or processes that have significantly affected a local government organization's culture or strategic direction.

For more information, go to ICMA.org and click on "Awards" for more information.

PELA, continued from page 1

The course fee for 2010 is \$4,200 and may be paid over two fiscal years. Members of the North Carolina City and County Management Association (NCCCMA) will receive a \$500 tuition discount. Tuition includes housing and meals; however, participants are responsible for

their own travel expenses.

Each hour of participation in PELA counts toward the ICMA Voluntary Credentialing Program and will satisfy the 40 hours of professional development required annually for ICMA credentialed managers. Continuing Education

units also are available at an additional cost.

For more information, go to www.pela.unc.edu or contact Gail Wilkins, program manager, at 919-962-9754 or wilkins@sog.unc.edu.

A limited number of scholarships are available through NCCCMA and the Local Government Federal Credit Union.

Ethics Matters, continued from page 2

my successor. When the list of the three finalists was made public, a colleague called to warn me that one of the finalists had prior ethical issues and had been censured by ICMA. He was a bit short on the details but recommended that I follow up on the matter. Do I have an ethical obligation to raise this issue, or should I just assume that the executive recruiter has done a thorough background on this individual?

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

Many individuals who have been privately or publicly censured pay more attention to their ethical conduct and go on to serve the profes-

sion with distinction. As important as knowing whether a violation has occurred is knowing whether someone is forthcoming and truthful about it when asked.

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

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

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

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: Mick 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)