



Friends of the Institute Newsletter

Vol. 3 No. 1 Winter 2004

The Institute of Government

A Message from the Dean

Dear Friends,

Thanks to tremendous support from public officials and friends across the state and nation, the School of Government begins 2004 on a positive note. It is my pleasure to take a moment to extend our deepest appreciation and gratitude to everyone who helped make last year such a success despite the many trials facing our state and nation.

The most visible achievement of the year was the completion, on June 30, of the two-year, \$1-million Knapp Foundation Challenge, with \$1,130,000 in matching gifts and pledges toward the renovation and expansion of our building. In 2003 the total amount in capital gifts, pledges, and cost savings crossed the \$3.5 million mark, leaving only \$500,000 to raise in the coming year to reach our private capital funding goal of \$4 million. A named room makes a great gift!

At long last, the building opened for classes in early January. It did so under a distinguished new name: the Knapp-Sanders Building. Thanks to a successful fundraising campaign and recognition by the University's Board of Trustees, the newly expanded and renovated building will proudly and permanently honor the exceptional service of former Institute of Government director John Lassiter Sanders.

While we welcomed five outstanding new faculty members to the School this year, we also mourned the passing of two irreplaceable men who, in their unique ways, improved the professional lives of thousands of public officials across the state and made North Carolina a better place for all. Warren Jake Wicker, 80, passed away on June 25, and Philip P. Green Jr., 81, died on August 9. Their legacies continue today in the work of the School's faculty and staff and in the halls of state and local government throughout North Carolina.

Continued on page 5

Friend of the Institute Profile

Donald Hayman: "Clear, Concise, and Free of Ambiguity"

By Ed Kitchen, City Manager, Greensboro, and Chair of the North Central Council



Don Hayman

I cannot think of a better friend of the Institute—and of good government in North Carolina—than Dr. Donald Bales Hayman. I first met Don in 1972, shortly after I had completed my undergraduate work at UNC. I was unsure of what I wanted to do with my life and career, and Don urged me to apply to the MPA Program. His advice proved to be some of the most valuable I have ever received, and many other public sector professionals have benefited in similar ways from the counsel of this great public servant.

Don's outstanding work at the Institute began in 1948 and continued until his retirement in 1985. He is appropriately known as the "father of sound public personnel administration" in North Carolina local government, having helped design a modern personnel system for the state that was adopted by the General Assembly in 1949. Throughout his career, Don continued to promote professional practices that revolutionized personnel management in North Carolina's cities and counties.

Don's awards are prestigious and many. He was the first North Carolinian to become an honorary member of the International City Management Association (ICMA), and he received the International Personnel Management Association's Warner W. Stockberger Achievement Award and ICMA's Steven B. Sweeney Award for teaching. Thousands of students and associates owe their success in large measure to Don's wise counsel and his tenacity in placing young professionals in career-building positions. His achievements and resume could easily fill this publication—but that would not be Don's preference. Nor would it be in keeping with his demand for concise communication.

Concise communication was a hallmark of Don's teaching. Whenever his students talk about him, we immediately say, almost in unison, "Clear, concise, and free of ambiguity!" That is the standard Don set in his own work, and he demanded it as well in students' written and oral presentations. Don's students could repeat his admonition as easily as we could recite the names of our own family members—and if we did not heed his words, his critiques were as free of ambiguity as most of us could stand. Don insisted on disciplined thinking, speaking, and writing, and he skillfully transmitted his unwavering standard to his students. Few things have helped me as much in my career as that gift from him.

Don is a model public servant, a devoted family man, and a tireless community contributor. A Rotary leader and District Governor, he is the epitome of Rotary's motto, "Service above self."

In 1981, the Institute's founder, Albert Coates, spoke at an event where Don was receiving one of his many awards. In his usual self-effacing style, Don told the assembled audience that he owed the award and his achievements all to Mr. Coates. Coates replied that he had done only one thing for Don Hayman: "I brought him on the staff of the Institute of Government, got him going, got out of his way, and left him at the mercy of his own genius."

Unfortunately, I never got to know Albert Coates. But I, along with scores of others, will be eternally grateful for his wisdom in offering Donald Bales Hayman an opportunity to share his genius and service with so many. As the late Jake Wicker once said, "Don Hayman is a man who has found his being in his devotion to the larger public good." Jake's statement is clear, concise, free of ambiguity—and totally accurate.

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Institute of Government News

Joe Hunt Wins Henry W. Lewis Award

■ **Joseph E. Hunt** has received the Henry W. Lewis Award from the North Carolina Association of Assessing Officers. The award, named for a past director of the UNC Institute of Government, recognizes contributions of service, leadership, and knowledge to the North Carolina Tax Assessors and the Institute of Government. The North Carolina Tax Assessors is an organization of state and county assessing officials whose mission is to advance property tax assessment administration through professionalism, education, and communication. Hunt joined the Institute of Government in 1983. He is a member and past president of the International Association of Assessing Officers and was awarded Most Valuable Member in 1998. His publications include "Understanding Hotel Appraisals for Property Tax Assessment" in *Assessment Journal*, "Quality in an Assessment System" in *Assessment Digest*, and "How Long Will It Take?" in *Popular Government*.

In 2003 Hunt continued to work with the North Carolina Association of County Commissioners (NCACC) to develop a computerized property tax system for counties. The project participants, which include NCACC, Wake County government, and IIS, Inc., are developing a total-systems approach to property tax administration in the state.

■ **Debra Henzey**, Director of the Civic Education Consortium, was recently appointed to the steering committee of the Civic Mission of Schools Campaign, a national partnership funded by Carnegie Corporation of New York. The steering committee will launch a national advocacy campaign, aimed at state and national policymakers, to promote improved civic education in K-12 schools and state-level advocacy efforts. The Consortium will serve as a model for state partnerships.

■ **Shea Denning** joined the School of Government's faculty last fall. Her areas of expertise at the School are property tax listing, assessment, and collection and other local taxes such as privilege license, occupancy, prepared food and beverage, rental car excise, local ABC, and motor vehicle license. Denning was an assistant federal public defender for the Eastern District of North Carolina before joining the School. Prior to that, she practiced law with the firm of King and Spalding in Atlanta, Georgia. Denning earned her BA in Journalism and Mass Communication and her JD from The University of North Carolina at Chapel Hill.

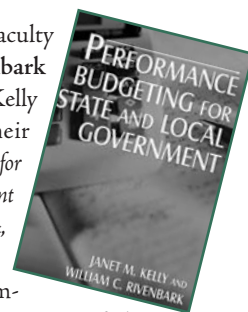
■ **Janet Reno**, attorney general of the United States from 1993 until 2001, spoke to two School of Government audiences on September 26 about her public service career. In the morning, she spoke at the annual Public Law for the Public's Lawyers Conference in

Raleigh. In the afternoon, she addressed students and faculty from the School of Government and the UNC Chapel Hill School of Law. **Richard Whisnant**, Associate Professor, arranged for Reno's appearances. The afternoon address was supported by funding from the Institute of Government Foundation and the law school's William P. Murphy Lecture Series.

■ School of Government faculty member **William C. Rivenbark** and co-author **Janet M. Kelly** recently completed their book, *Performance Budgeting for State and Local Government* (published by M. E. Sharpe, Inc., of Armonk, New York). The book describes performance budgeting as the integration of the components of performance management—planning, performance measurement, benchmarking, and evaluation—into the framework of state and local government budgeting. For more information about the book, visit M. E. Sharpe's Web site at www.mesharpe.com.



Janet Reno



Vogt Receives National Award



A. John (Jack) Vogt

School of Government professor **A. John (Jack) Vogt** has received national recognition for his thirty-year contribution to the field of public finance. The American Society for Public Administration's Association for Bud-

geting and Financial Management presented the Kenneth Howard Career Achievement Award to Vogt at the Budget Association's national conference in Washington, D.C., on September 19. Vogt was recognized for his research, publications, teaching, and service to North Carolina local government officials.

S. Kenneth Howard, for whom the career achievement award is named, was a faculty member at UNC Chapel Hill in the 1960s. Howard held a joint appointment in the Department of Political Science and the Institute of Government and played a key role in establishing the University's Master of Public Administration degree program.

Vogt joined the School of Government in 1973 and has taught budgeting and finance in the Municipal and County Administration

Courses; in programs for newly elected mayors, city council members, and county commissioners; and in special programs for local budget and finance officials. He directed the Municipal and County Administration Courses from 1990 to 1995. Vogt has advised state legislative committees on capital budgeting, and he was recently appointed an advisor to the new standing committee on Economic Development and Capital Planning of the Government Finance Officers Association of the U.S. and Canada. His new book, *Capital Budgeting and Finance: A Guide for Local Governments*, will be published in 2004. Vogt holds a PhD in Public Administration from Cornell University.

For current course and publications information, please visit the School of Government Web site at www.sog.unc.edu.

West Regional Council to Host Community and Economic Development Reception and Forum

By Jim Westbrook, Chair, West Regional Council

The Friends of the Institute West Regional Council invites you to a community and economic development reception and forum on Thursday, April 29, from 5:00 to 8:30 p.m. at Asheville's Grove Arcade Public Market. We are grateful to Progress Energy for sponsoring this informative event focusing on the key economic issues facing western North Carolina.

Asheville Mayor Charles Worley will kick off the evening's events by welcoming the group. Bob Kendrick, President of the Asheville-Buncombe Community Development Corporation, will facilitate an interactive panel discussion featuring innovative community and economic development initiatives and strategies being implemented by the School of Government, Advantage West, Progress Energy, and other organizations. Featured panelists include Anita Brown-Graham and Jesse White from the School of Government; Dale



The Grove Arcade

Carroll, President and CEO of Advantage West; Sandy Jordan, Vice President for Economic Development at Progress Energy; and Mac Williams, Director of Economic Development for the City of Asheville.

We guarantee that you will have a good time networking with old friends and colleagues as you enjoy refreshments and appetizers provided by one of Asheville's finest eateries. And, you will leave with some good ideas and a packet of information, prepared by

our speakers, on potential solutions to our region's economic challenges. You might even win one of the many door prizes that have been generously donated by local businesses!

For all you shopping and historic preservation buffs, we have organized a free tour of the historic Grove Arcade building, led by Aaron Pohl-Zaretsky, Founding Executive Director of the Grove Arcade Public Market Foundation.

You and your significant others are invited to join us at the forum. Tickets to the dinner, tour, and forum are \$10 each and can be purchased from any West Regional Council member, by calling me at (828) 259-5604, or by contacting Kyle Gray at (919) 962-8477 or gray@iogmail.iog.unc.edu. Free parking will be provided for all guests in the nearby Wall Street Parking Garage. Tickets are limited, so call soon. We look forward to seeing you in April!

North Central Council Invades Petty Country

By Ann Shaw, Friends of the Institute North Central Regional Council

Thanks to everyone who helped make the Friends of the Institute North Central Council fall social and dinner with Richard and Lynda Petty such a huge success. We had a crowd of more than 150 friends flowing through the Richard Petty Museum, and Snyder's Farm Restaurant was full. We are grateful to our generous sponsors, including Thomas Built Buses at the gold level, Time Warner Cable at the silver level, and Banc of America Securities and Robert S. Segal, CPA, PA at the bronze level.

I can talk to everyone I know about what special people Richard and Lynda are, but it does not have the same impact as being able to meet them in person and hear them talk about topics close to them—the Victory Junction Gang Camp, racing, and North Carolina. I think we all feel the same way about our contacts at the Institute of Government. The fact that we were able to bring those two special sets of people together for the evening is what put the magic in the air for everyone who attended.



Left photo: Lynda Petty, Ann Shaw, Richard Petty and Mike Smith; Middle photo: Richard Petty and Mike Smith; Right Photo: The Richard Petty Museum

"I appreciate the Institute of Government. Several years ago, I served as chair of the Randolph County Board of Education and the board was very, very divided on an important issue. I think we called the Institute of Government every single day. One group called them one day. Then the other group called the Institute the next day. Thanks to the Institute of Government we resolved the issue and the Institute answered a lot of questions."

—Lynda Petty at the North Central Regional Council's fall social and barbecue in Sophia.

Janet Edwards's Municipal and County Administration Alumni News

The 160-hour flagship Municipal and County Administration Course is designed to provide an in-depth overview of local government to managers and department heads. In this column, Janet Edwards, the longtime coordinator of the course, invites course alumni to get back in touch.



Dear Friends,

Thanks to Vickie Wilson ('96) for taking the time to write an article for this edition. If you would like to write a story about your community or one of your fellow alums, please contact me. You can reach me at (919) 966-6880 or edwards@iogmail.iog.unc.edu.

Sincerely,

Janet

2000s Lori Brill ('03) was recently promoted to Assistant County Manager for Onslow County. "It seems my completion of the County Administration Course was the start of many great things!" said Lori. Matthew L. Delk ('02), Halifax County Manager, was deployed to serve in Operation Iraqi Freedom with the National Guard in November.

1990s Kathie Chastain Cooper ('96), Forsyth County Director of Elections, has been designated the local representative from the State of North Carolina to the Standards Board of the United States Election Assistance Commission. The Standards Board will recommend standards for voting equipment. Kathie is North Carolina's only local government representative on the commission.

**Annual Update Seminar:
Municipal and County
Administration Course
Alumni Association
March 17–19, 2004, at the
Hilton Riverside in Wilmington**

You are invited to attend the Alumni Association's Annual Update Seminar on topics of current and emerging interest to alumni of the School's Municipal and County Administration Courses who are currently working in local government. For more information, contact Janet Edwards at (919) 966-6880 or edwards@iogmail.iog.unc.edu.

A Message from the Director



Greg Allison

We find ourselves again at the beginning of a new year—2004! It is hard to believe that not only are we embarking on a new calendar year, but we are also almost midway through our 50th annual Municipal Administration Course and our 40th annual County Administration Course. I wish you all a happy and prosperous 2004.

This is such an exciting time for the School of Government—and in January, the Municipal and County Administration Course participants got to experience that excitement firsthand. On January 8, 2004, Section I (the "weekend" section, for those of you who have forgotten) took place in our new facility in Chapel Hill. Section II (the "weeklong" section) will be held in the new building beginning on February 9, 2004. This marks the end of six years of meeting at the Holiday Inn in Burling-

ton. As I have said before, the Holiday Inn served us phenomenally well during this time, but it is nice to be back home again. The resources available to us in our new facility will greatly enhance the entire Municipal and County Administration Course experience.

Another big change will provide a valuable benefit for current and future students. Starting this year, participants may elect to receive four UNC continuing education credit hours for successful completion of the course. These credit hours may be applied toward another undergraduate or graduate degree program if the hours are deemed appropriate to that curriculum. The cost—an additional \$300—is quite affordable, and more than one-third of this year's students have opted for the credit. Unfortunately, we were not able to get approval for retroactive awarding of credits, but we are hopeful that future students will see this as a great benefit and a fitting reward for all their hard work and perseverance.

Finally, I want to personally invite all of you to our 22nd Annual Update Seminar for the Municipal and County Administration Courses. This year we are moving back east and meeting March 17–19, 2004, at the Wilmington Hilton. As always, the Alumni Association Board has worked hard to develop a top-notch program, and I certainly hope your schedules will allow you to participate. Please contact Janet Edwards or me if you have any questions or need additional information.

Again, I send best wishes for a happy and prosperous 2004!

Gregory S. Allison
Director, Municipal and
County Administration Course
(919) 966-4376,
allison@iogmail.iog.unc.edu

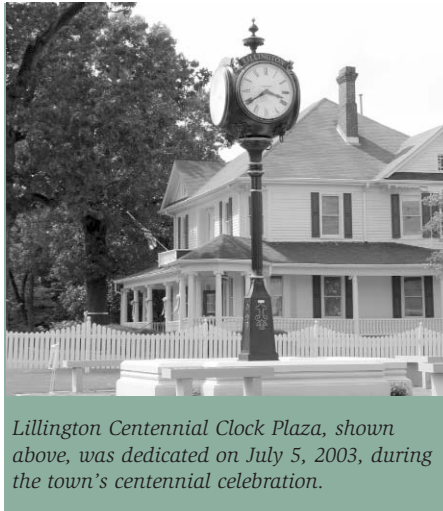
Lillington, N.C. – “The Town of Goodwill”

By Vickie B. Wilson ('96), Lillington Town Clerk/Tax Collector

The Town of Lillington, with a population of approximately 3,000, is located on both sides of the scenic Cape Fear River and is the Harnett County seat. Situated in central North Carolina, Lillington offers a pleasant mix of rural living and metropolitan advantages. Research Triangle Park, the Raleigh-Durham-Chapel Hill metropolitan area, Fayetteville (Fort Bragg and Pope Air Force Base), and Sanford are all nearby.

During my eighteen-year tenure with the Town of Lillington, I have had the opportunity to be involved with a small town that has broadened its municipal boundaries in many ways. Lillington has expanded its commercial and industrial base through several annexations; made various improvements in the municipal services provided to its citizens; and updated numerous ordinances, programs, and policies that regulate the town's activities. I have found myself wearing many different hats over the years, and my roles in these various functions were made substantially easier by my participation in the Municipal Administration Course in 1996.

The Municipal Administration Course



Lillington Centennial Clock Plaza, shown above, was dedicated on July 5, 2003, during the town's centennial celebration.

offered an in-depth look at various facets of local government and the School of Government faculty members provided exceptional and invaluable training on a broad range of topics. I still contact numerous SOG staff members and rely on their expertise.

Another benefit of the course was the network system that participants formed through contact with class members from other coun-

ties and towns. Being from different North Carolina counties and towns with varied positions and departments represented, you certainly have the opportunity to create a set of contacts that you can share information with and depend on far beyond the term of the course.

My employment with local government and the opportunity to work for my hometown has been an awesome experience. It gives me great satisfaction to serve a growing and progressive town with deep-rooted values and principles and caring people.

Equally important are the personal and professional benefits I have gained from attending the Municipal Administration Course and the many other classes offered by the School of Government. I would strongly encourage others to take advantage of these offerings in order to enhance their careers and acquire the background knowledge required to meet the ever-changing local government needs of today and tomorrow. Many thanks to the School of Government for all your programs to educate and train the numerous government employees and officials across the state.

A Message from the Dean, continued

The Friends of the Institute of Government program celebrated a second successful year with the formation of two new councils in the North Central and Northeast regions of the state. The Friends of the Institute Regional Councils now include more than 140 public officials from the mountains to the coast. A Southeast Council is currently being formed and three others are expected in the next twelve to eighteen months. We sincerely thank all of the council members for their commitment and their great work on behalf of the School last year.

The North Central Regional Council hosted a terrific fall social and barbecue dinner with Richard and Lynda Petty for more than 150 of our friends in the Piedmont. Thanks to North Central Council member Ann Shaw for organizing this great event for the School.

In closing, I thank all of the School's clients, friends, and supporters for the help you provide, which makes so many accomplishments possible. As you attend courses, call for assistance, talk with us about your professional education and community needs, and lend your vital financial support, you give the School and its faculty and staff the resources that help us understand and continue to serve the needs of state and local government. We look forward to another remarkable year of service in 2004.

Warm regards,

Michael R. Smith, Dean

Center for Public Technology's Technical Assistance Program

Since 2001, the School of Government's Center for Public Technology's Technical Assistance Program (TAP) has worked with local governments in North Carolina to assist in the selection, use, and implementation of information technology projects to enhance citizen services. Efforts have ranged from assisting cities and counties in developing Strategic Information Technology Plans to helping smaller communities select financial systems. In the wake of the September 11 terrorist attacks, TAP has worked with a team of local IT staff from around the state to develop a series of security best practices. TAP is currently interacting with several federal agencies to focus attention on the need to develop IT security capabilities at the local government level. All of TAP's projects are designed to assist the city or county in the development of internal skill sets under the guidance of TAP consultants. For more information about the Technical Assistance Program, contact Tom Foss at (919) 962-4248 or (828) 322-1331.

Contributing Friends of the Institute

Thank you to all who support the School and Institute of Government. The gifts and/or pledges made to the Institute of Government Foundation between October 1, 2003, and December 31, 2003, are acknowledged below.

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Featured Books of the Quarter

Ann Shaw, Randolph County's Register of Deeds and a North Central Regional Council member, contributed *Randolph County, 1779-1979*, and *The Heritage of Randolph County, Vol. 1*, to the Friends of IOG Knapp Library Book Drive. Our thanks to Ann and to everyone who has donated a book! You may donate a book that documents the unique and fascinating history of your area by sending it to Marsha Lobacz or Alex Hess at Friends of IOG Book Drive, IOG Foundation, Knapp-Sanders Building, CB# 3330, Chapel Hill, NC 27599-3330.

Thank you event sponsors!

We want to thank the following businesses and individuals for their generous sponsorship of three Friends of the Institute of Government regional events that were held last year in Concord, Greenville, and Randleman.

Banc of America Securities
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 Philip R. Dixon Sr.
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 Tri County Communications
 Ward & Smith

East Regional Council Helps Organize Down East Civic Forum

The Friends of the Institute East Regional Council teamed up with the North Carolina Civic Education Consortium and other community leaders to convene the Down East North Carolina Civic Index Community Forum on October 23 at East Carolina University. The Down East Civic Index Forum brought together more than 100 young people and adults from Beaufort, Carteret, Craven, Edgecombe, Greene, Lenoir, Martin, Nash, Pitt, Wayne, and Wilson counties to discuss how citizens, grassroots organizations, and local leaders might use the results of the Index to improve civic education and participation in their communities. We are grateful to the East Council for helping recruit the following generous forum sponsors: Capital Management of the Carolinas; East Carolina University; Philip R. Dixon Sr.; John Minges; RBC Centura Bank (Goldsboro, Morehead City, Rocky Mount,



Bernita Demery, East Council member, facilitates a group discussion during the Down East Forum.

Photo contributed by Greenville's *Daily Reflector*/Jessica Webb, staff photographer

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