

Coates Connection

SPRING/SUMMER 2012

School of Government, UNC-Chapel Hill

GORDON WHITAKER: TEACHER MENTOR ADVISOR



Professor Gordon Whitaker was named a member of the Order of the Long Leaf Pine in November 2011 during the Public Administration Conference in Chapel Hill.

Hundreds of students, local government officials, and university colleagues will attest that few individuals in North Carolina have done as much to contribute to excellence in public service as Gordon Whitaker, professor of public administration, who retires from the School this summer after four decades in the classroom.

After attending Cornell College, Whitaker served with the Peace Corps in Somalia. He subsequently earned an MA and PhD from Indiana University. He joined the Institute of Government in 1997, but he has worked with Institute faculty since coming to UNC-Chapel Hill as a political science professor in 1973. He directed the Master of Public Administration (MPA) program from 1980 to 1992, while it was part of the UNC Department of Political Science.

“We are doing important work at the School of Government,” Whitaker says. “The [MPA] students want to learn, and I like getting people to think about how to organize and manage organizations.”

Whitaker created the Public Intersection Project to improve working relationships among governments and local businesses, nonprofit organizations, philanthropies, and faith communities. “The boundaries between government, business, and nonprofits are more blurred, as there is not a sense that government needs to produce all things,” he explains.

Whitaker believes civic engagement is a continuing practice throughout one’s life. “The great thing about living in a democracy,” he says, is that “people are engaged in governing themselves, letting government know what they need, and working with government to get things done.”

HIGHLIGHTS OF A PUBLIC SERVICE CAREER

- Created *Managing in North Carolina* website for city and county managers (www.sog.unc.edu/node/143)
- Organized the 2011 Manager’s Budget Forum
- Wrote *Local Government in North Carolina*, an introduction to civics used by North Carolina public schools
- Instrumental in the creation of the NC Civic Education Consortium
- Received the International City/County Management Association’s Award for Local Government Education and the Carolina Center for Public Service’s Ned Brooks Award for Public Service

Local Government Officials Receive Awards for Innovation and Distinction



At the first Government Innovation Grant Awards (GIGa) luncheon on January 27, 2012, Catawba County Systems Analyst **Stephen Lackey** accepted the the 2012 GIGa Award in recognition of the implementation of a Building Permit QR (Quick Response) Codes system. For more information about GIGa, visit www.cpt.unc.edu/giga.html.

GIGa awards are sponsored annually by Local Government Federal Credit Union and North Carolina Local Government Information Systems Association (NCLGISA).



Jeffrey Morris Dulin, deputy chief of the City of Charlotte Fire Department, received the George C. Franklin Award during the April 20 graduation ceremony for the 2011–2012 Municipal Administration course of the School of Government. The North Carolina League of Municipalities presents the award each year to the class member with the most distinguished record.



Rebecca Lamphiear, economic services administrator, Department of Social Services, Gaston County, received the Edwin M. Gill Award during the April 20 graduation ceremony for the 2011–2012 County Administration course of the School of Government. The North Carolina Association of County Commissioners presents the award each year to the class member with the most distinguished record.

SCHOOL OF GOVERNMENT FOUNDATION

Board of Directors

PRESIDENT

Maurice R. Smith

VICE PRESIDENT

Susan Patterson

DIRECTORS

Kenneth Lee Carter Jr.
Curtis Clark
Robert J. Crumley
Franklin E. Freeman Jr.
Emily Williamson Gangi
S. Ellis Hankins
Jimmie B. Hicks Jr.
Elizabeth Keever
J. Edward Kitchen
Jeffrey S. Koeze
Charles B. Neely Jr.
David F. Thompson
James L. Westbrook Jr.

EXECUTIVE DIRECTOR

Michael R. Smith, *Dean*

SECRETARY

Thomas H. Thornburg,
*Senior Associate Dean and
Director, NC Judicial College*

TREASURER

Bradley G. Volk, *Associate Dean
for Administration*

ASSISTANT EXECUTIVE DIRECTOR

Ann C. Simpson, *Associate
Dean for Development*

Coates Connection is

published twice a year by the School of Government at UNC-Chapel Hill. The newsletter is also available at www.sog.unc.edu/node/258.

Please send comments about this newsletter to Ann Simpson at 919.966.9780 or simpson@sog.unc.edu.

FAQ

FREQUENTLY ASKED QUESTIONS FROM SCHOOL OF GOVERNMENT CLIENTS



Christopher B. McLaughlin

This question was answered by faculty member Chris McLaughlin, assistant professor of public law and government, who may be contacted at 919.843.9167 or mclaughlin@sog.unc.edu. He specializes in law of property taxes and other local taxes, as well as ethics and professional responsibility for government attorneys. He is a frequent contributor to the Coates' Canons Local Government Law Blog, available at canons.sog.unc.edu.



What's going on with Internet sweepstakes?



Pseudo-video gambling dens known as Internet sweepstakes parlors have popped up all over North Carolina in the past several years.

A criminal ban was enacted by the General Assembly in 2010, but a substantial portion of that ban was struck down in trial court before it became law. The state appealed the decision and the NC Attorney General advises local governments not to enforce the new law until the courts resolve the issue. Until then, Internet sweepstakes remain legal. Or at least not clearly illegal. Some municipalities have attempted to use zoning and tax ordinances to discourage Internet sweepstakes parlors in their jurisdictions. While local regulation and taxation of Internet sweepstakes is fine, a de jure or de facto local ban on these businesses risks violating the state constitution.

Court cases involving Lumberton and Fayetteville are testing the limits of a city's authority to tax Internet sweepstakes parlors. Both cities enacted relatively steep taxes on the parlors. Sweepstakes operators challenged the taxes, alleging that cities do not have the authority to tax Internet sweepstakes parlors and, even if they did, the taxes in question were unconstitutionally high. A Court of Appeals ruling in favor of Lumberton provided solid support for the authority of cities to tax Internet sweepstakes parlors. But it leaves open the possibility of another plaintiff proving that a tax as steep as those in Lumberton and Fayetteville amounts to an unconstitutional prohibition of Internet sweepstakes businesses.

It will be years before we know if Internet sweepstakes parlors are here to stay. In the meantime, cities can continue to tax these businesses but need to be careful not to levy so heavy a tax as to effectively prohibit them from operating profitably.

Recent Gifts & Grants

The School of Government could not operate or offer such a broad range of services without generous annual support from individuals, local governments, corporations, foundations, professional associations, and other organizations. Each issue of *Coates Connection* highlights one or more recent gifts or grants. Support the School of Government by making a gift online at www.sog.unc.edu/node/90.

FACULTY RESEARCH ADDRESSES PUBLIC HEALTH SERVICES DELIVERY



The Public Health Systems Research team: (seated, L to R): Aimee Wall, Margaret Henderson, Neil Dermody, Dayne Batten; and (standing, L to R): Rob Moore, Melissa Markiewicz, Greg Whisenhunt, Lydian Altman, Jill Moore, and Johanna Foster. Foster. Not pictured: Gene Matthews, Maureen Berner, and Tonya Walton.

Does the way a local public health agency is organized affect the quality of its service delivery or community health outcomes? A \$200,000 grant from the Robert Wood Johnson Foundation (RWJF) has helped the School find out. RWJF committed \$2.7 million to fund 11 new public health services and systems research projects with guidance from a National Coordinating Center at the University of Kentucky.

School of Government faculty members Maureen Berner, Jill Moore, and Aimee Wall coordinated North Carolina's research in partnership with the NC Division of Public Health and NC Institute for Public Health.

"North Carolina is an excellent setting for a natural experiment in public health service delivery," Wall said. "We have many different types of local agencies across the state—single-county health departments, multi-county health departments, consolidated human services agencies, a public health authority,

and a public hospital authority. We have an excellent opportunity to learn about our system and share our state's experiences with others."

"These are trying times in public health and any form of public service," said F. Douglas Scutchfield, MD, director of the National Coordinating Center. "Learning how best to cope with the changing environment at the state and local levels—in health departments generally and in specific programmatic areas such as maternal and child health—is the goal of these projects."

For more information and to view the report on this research, visit www.sog.unc.edu/node/2115, or contact Aimee Wall at 919.843.4957 or wall@sog.unc.edu.

ENVIRONMENTAL FINANCE CENTER LAUNCHES WATER UTILITY FINANCING STUDY

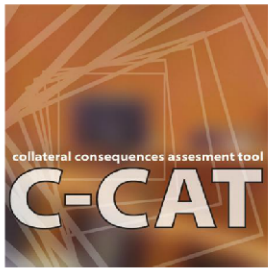
The UNC Environmental Finance Center (EFC) has received \$250,000 from the Water Research Foundation in Denver, Colorado, to help water utilities address current and future financial challenges.

The economic recession, reductions in water demand, weather variability, and other factors all characterize the "new normal" under which water utilities now operate. The EFC, in partnership with Rafelis Financial Consultants Inc., will work to define a resilient business model for water utilities using integrated financial and management practices, systems, and processes adapted for this new environment. Twenty-six utilities throughout the United States and Canada will participate in the research.

For more information, contact Jeff Hughes, EFC director, at 919.843.4956 or jhughes@sog.unc.edu.

Additional Gifts & Grants

C-CAT: COLLATERAL CONSEQUENCES ASSESSMENT TOOL



In collaboration with the NC Office of Indigent Defense Services, the School of Government has created the Collateral Consequences Assessment Tool (C-CAT), which for the first time links criminal convictions to all

collateral consequences stemming from a conviction. Collateral consequences can include the loss of professional licenses, federal or state benefits such as financial aid for education, public housing benefits, and certain property rights, among others.

Because the criminal statutes seldom identify collateral consequences, judges, prosecutors, defense attorneys, and defendants are frequently unaware of them. Finding them is cost- and labor-intensive, and the unintended results can be devastating. C-CAT fills this knowledge gap by consolidating into a single database the numerous collateral consequences of North Carolina criminal convictions currently scattered throughout thousands of statutes and regulations.

C-CAT will be available later this summer. The School is grateful for the following donors, without whom the development of C-CAT would not have been possible:

Florence Rogers Charitable Trust
Richard J. Reynolds III and Marie Mallouk Reynolds Foundation
Womble Carlyle Sandridge & Rice
Tharrington Smith LLP
Franklin Edward Freeman Jr.
The Fund for Justice and Education, American Bar Association
Donald Beskind and Wendy Robineau
Joseph Blount Cheshire
DeWitt Frank McCarley
Adam Stein
Patterson Harkavy LLP
Claire J. Rauscher

For more information, contact Whitney Fairbanks, civil defender educator, at 919.962.9594 or fairbanks@sog.unc.edu.

The School of Government could not maintain its outstanding level of service without generous annual support from individuals, businesses, and foundations. We offer special thanks to the following contributors of new gifts made between October 2011 and March 2012 of \$10,000 or more.

ERSKINE B. BOWLES

James E. Holshouser Jr. Distinguished Professorship

FIDELITY INVESTMENTS

Deil Wright Lecture Series

GOLDEN LEAF FOUNDATION

Community-Campus Partnership

LOCAL GOVERNMENT FEDERAL CREDIT UNION

*Local Government Scholarship
Development Finance Initiative
LGFCU Fellows Leadership Program*

E. A. MORRIS CHARITABLE FOUNDATION

James E. Holshouser Jr. Distinguished Professorship

NC CITY-COUNTY MANAGEMENT ASSOCIATION

Gordon Whitaker Scholarship

Z. SMITH REYNOLDS FOUNDATION

Indigent Defense Manual

GEORGE AND SYLVIA ROUNTREE III

James E. Holshouser Jr. Distinguished Professorship

IN MEMORIAM



Robert W. Bradshaw Jr.

The faculty and staff of the School were saddened to mark the passing of Robert W. Bradshaw Jr. on January 20, 2012. Bob was a founding partner in the Charlotte law firm of Robinson Bradshaw & Hinson, and he was actively involved throughout his life in local, state, and national politics. Bradshaw was honored at the School in 2009 by Richard and Judy Vinroot, who made a commitment to create the Bradshaw Distinguished Professorship and Bradshaw Public Administration Fellowship to support outstanding faculty members and Master of Public Administration students, respectively.

SCHOOL of GOVERNMENT

News & Notes



James M. Markham

The 2011 Justice Reinvestment Act resulted in substantial changes to criminal sentencing and corrections in North Carolina. In November 2011, faculty member **Jamie Markham** conducted a two-session webinar about the Act for 1,800 people on behalf of the Department of Corrections. Markham's informative website with links to the legislation, a free webinar, summary charts, and relevant blog posts can be found at www.sog.unc.edu/node/2044.



Kenneth L. Joyner

Lecturer **Ken Joyner** has been elected to the executive board of the International Association of Assessing Officers. Joyner teaches property tax administration and mass appraisal at the School.



Jeffrey S. Koeze

Jeffrey S. Koeze, Jimmie B. Hicks, and James L. Westbrook have joined the School of Government Foundation Board of Directors. Koeze, a former member of the School's faculty, is managing director of Koeze Company in Grand Rapids, Michigan. Hicks is a partner in the New Bern law firm of Sumrell Sugg Carmichael Hicks & Hart and is past president of the County Attorneys Association. Westbrook retired in 2005 after 11 years as Asheville city manager, and continues to provide consulting services for local governments.



Jimmie B. Hicks



James L. Westbrook

Susan Patterson, Sanford city attorney, and J. Edward Kitchen, vice president of the Bryan Foundation of Greensboro, were both re-elected to serve a second term on the board.



David W. Owens

Faculty member **David Owens** has published *Land Use Law in North Carolina, Second Edition*. Land use and development regulation is one of the most visible and controversial powers of local government. This book is an authoritative legal reference for attorneys, judges, planners, real estate developers, and citizens interested in development regulation. To order, visit the School's online bookstore at www.sog.unc.edu/pubs.



Ricardo S. Morse



John B. Stephens

Faculty members **Rick Morse** and **John Stephens** earned an honorable mention and a \$1,000 award for a teaching simulation, "Peace Park," in a national competition for collaborative governance teaching materials. The Maxwell School for Public Service at Syracuse University sponsors the an annual competition through the Program for the Advancement of Research on Conflict and Collaboration (PARCC). Winning cases and simulations are available for download at www.e-parc.org. "Peace Park" has been used in the School's Public Executive Leadership Academy and in other teaching for the last four years.



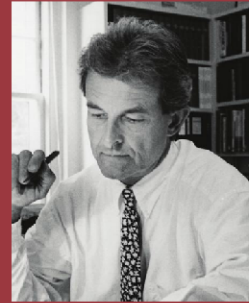
Trevor Fleck



Claire Long

MPA students **Trevor Fleck** and **Claire Long** have been selected as 2012 Presidential Management Fellows. This highly selective two-year program with the executive branch of the federal government seeks outstanding men and women from diverse social and cultural background and a variety of academic disciplines and career paths. Fellows work at a federal agency and receive training on leadership, management, policy, and other topics.

IN MEMORIAM



Kurt John Jenne

The faculty and staff of the School mourn the loss of Kurt John Jenne, professor of public law and government from 1979 until his retirement in 2002, who died on March 24, 2012.

Jenne served as the first director of urban development for the Town of Chapel Hill and in 1975 became town manager at the age of 31.

During his tenure at the School, Jenne facilitated strategic planning retreats and hiring processes for city and county managers across the state. He was known for his sensitive and open-minded approach to working with people and communities, his superior facilitative and managerial skills, and for his candor and good humor.

Donations in Kurt's memory may be made to the Diversity Scholarship, School of Government Foundation, Campus Box 3330, Chapel Hill, NC 27599-3330.



UNC
SCHOOL OF GOVERNMENT

THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

KNAPP-SANDERS BUILDING
CAMPUS BOX 3330
CHAPEL HILL, NC 27599-3330

Nonprofit Org.
US Postage
PAID
Permit 216
Chapel Hill NC

Change Service
Requested

Civic Education Consortium moves to UNC Program in the Humanities



North Carolina
CIVIC EDUCATION
CONSORTIUM

After 15 years at the School of Government, the NC Civic Education Consortium recently moved to the Program in the Humanities and Human Values in the UNC-Chapel Hill College of Arts and Sciences.

The Consortium and the Program in the Humanities have collaborated frequently to provide public school teachers with lesson plans and resources on civic education. The change in location allows the Consortium to continue this important work and take advantage of new opportunities to expand with increased financial and operational resources.

The Consortium's former director, Kelley O'Brien, has remained at the School in a new position as director for strategy and innovation. Consortium project directors Christie Hinson and Paul Bonnici transitioned with the Consortium to the Program in the Humanities.

Fidelity Investments sponsors Wright Lecture Featuring Erskine Bowles



Erskine B. Bowles

Erskine Bowles made a strong call for reducing the federal deficit in "Time of Reckoning: Facing Facts About the Federal Deficit," the 2011 Deil S. Wright Lecture presented at the School on November 3. Drawing upon his experience as co-chair of the National Commission on Fiscal Responsibility and Reform, Bowles emphasized the need for the United States to drastically cut the national

deficit to improve the economy.

Bowles serves on the Committee for a Responsible Federal Budget and has served as director of the U.S. Small Business Administration, deputy chief of staff and chief of staff in the Clinton administration, and president of the University of North Carolina system (2006 – 2010).

The Deil S. Wright Lecture Series is proud to welcome the annual sponsorship of Fidelity Investments, which joins the UNC-Chapel Hill MPA Alumni Association in annually presenting informative and provocative speakers.