

Coates

CONNECTION

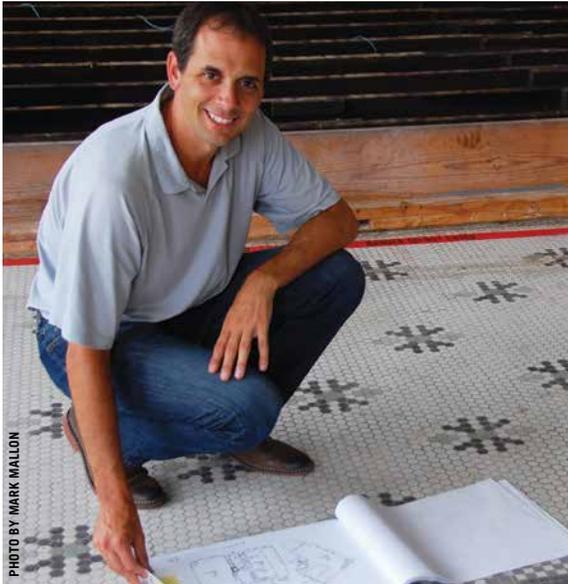


PHOTO BY MARK MALLON

Michael Lemanski, director of the School of Government's Development Finance Initiative, helps communities rise to new economic heights.

ASCENDING

DEVELOPMENT FINANCE
INITIATIVE HELPS COMMUNITIES
SECURE FUNDING *for* ECONOMIC
DEVELOPMENT PROJECTS

AT FIRST GLANCE, Michael Lemanski may not seem like the adventure-seeking, daredevil type. However, when it comes to exploring abandoned buildings and ascending decrepit rooftops, this community and economic development professional enjoys a challenge. Lemanski has spent 10 years as a private developer helping lead a transformation in downtown Durham, but these days he is working with communities across North Carolina.

Lemanski leads the School of Government's Development Finance Initiative (DFI), which helps local governments in North Carolina secure private investment for development projects in distressed areas. At the request of local leaders, Lemanski and

the DFI team (see *DFI: At a Glance* for a list of School faculty and staff involved in DFI) have spent the last two years assessing the economic development needs of 27 North Carolina communities. The DFI team works closely with public officials on plans that help promote jobs, encourage economic development, and resurrect downtown buildings and residential areas.

"DFI's focus is on providing the development and finance expertise necessary," Lemanski explains. "My role is to help North Carolina communities properly assess the risks and create the right environment for private development to occur. Our mission is to help communities achieve their economic development goals."

Tony Sears, Kinston town manager, worked with Lemanski over the last year on a land acquisition strategy to redevelop an old t-shirt factory while also expanding residential development to attract private investors. "Working with the DFI team has been easy," says Sears. "They've brought numerous solutions to the table, and they will see the project through to completion."

Lemanski is currently spending a lot of time in the City of Wilson, continuing to leverage public resources to attract private investment into distressed buildings and neighborhoods. "Engaging in these difficult projects is worth the risk," he says, "because 20 years from now, I envision stronger and more vibrant communities as a result of DFI."

School of Government Foundation

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Coates Connection is published twice a year by the School of Government Foundation. The newsletter is also available at www.sog.unc.edu/node/258.

To learn more about supporting the projects highlighted in *Coates Connection* or other work of the School of Government, contact Tatum Isenberger, director of annual giving and stewardship, at tisen@sog.unc.edu or 919.966.4347.

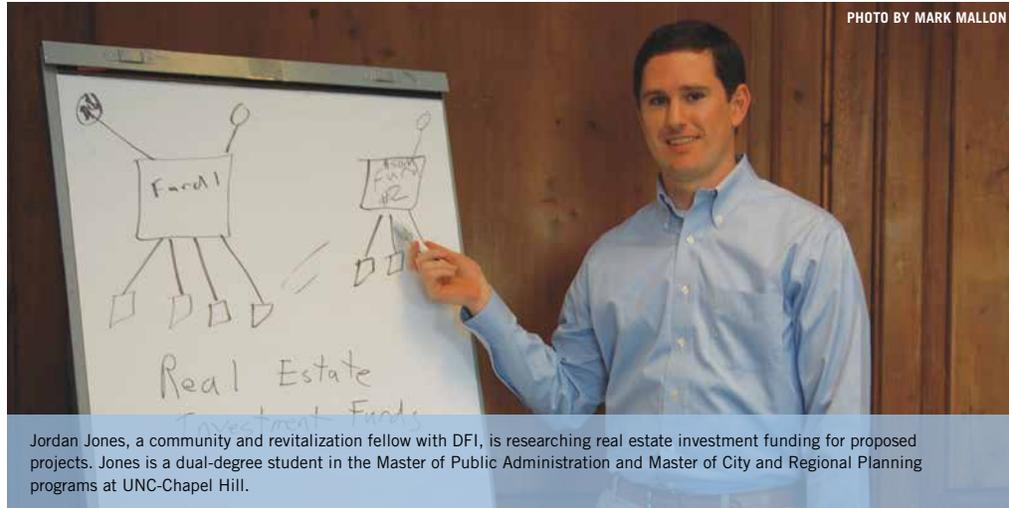


PHOTO BY MARK MALLON

Jordan Jones, a community and revitalization fellow with DFI, is researching real estate investment funding for proposed projects. Jones is a dual-degree student in the Master of Public Administration and Master of City and Regional Planning programs at UNC-Chapel Hill.

DFI AT A GLANCE

PURPOSE

Partnering with local governments to attract financial resources for public economic development and redevelopment projects

SERVICE AREA

North Carolina

SCHOOL OF GOVERNMENT FIELD OF STUDY

Community and Economic Development

CURRENT NUMBER OF DFI PROJECTS

27

HISTORY

In response to requests from public officials for more assistance with public-private partnerships, School of Government faculty members established the Development Finance Initiative in 2010 with generous support from Local Government Federal Credit Union. DFI's mission is to help build sustainable North Carolina communities.

LONG-TERM IMPACT

By facilitating a combination of public and private investment, DFI is helping improve the vitality and long-term sustainability of communities across the state.

DFI TEAM

Michael Lemanski, Director, Development Finance Initiative

Will Lambe, Director, Community and Economic Development Program

Jonathan Morgan, Associate Professor of Public Administration and Government

Tyler Mulligan, Assistant Professor of Public Law and Government

Marcia Perritt, Project Manager

Christy Rauli, Analyst

SELECT DFI PROJECTS

Kinston: Assessment of distressed properties along key commercial corridor; creation of property acquisition strategy and financing tools for redevelopment of target areas

Waynesville and Haywood County:

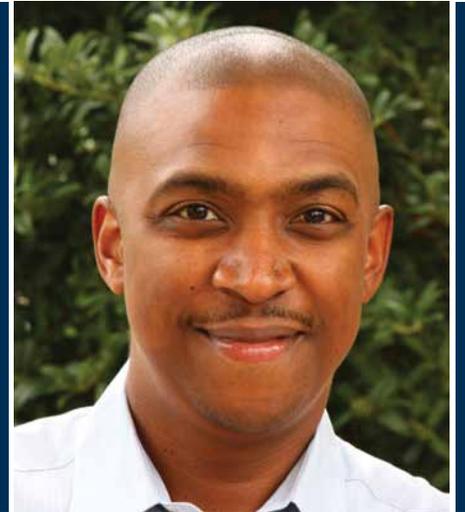
Predevelopment for historic hospital property, including market analysis, programming, and finance options to attract private development partner

Brevard: Site analysis for locating a large manufacturer; assessment of finance tools to attract private investment into an economically distressed neighborhood

Wilmington: Predevelopment for city-owned parking garage, including market analysis, programming, and finance options to attract a private development partner

BETWEEN *the* COLUMNS

WHAT
PEOPLE
ARE
SAYING



Maurice Ferrell, Assistant Director,
Center for Public Technology

“I am glad to have my name associated with this institution because I know how much they do across North Carolina.”

—NC Governor **James Holshouser Jr.** at the announcement of the School of Government’s new Holshouser Distinguished Professorship. The School mourns the loss of this great leader and friend who passed away on June 17, 2013. This professorship honors his legacy of service and leadership.

“We’re preparing to run new water lines in our county, so learning about water and wastewater issues that are impacting my community was priceless.”

—Polk County Commissioner **Keith Holbert**, who attended *Essentials of County Government* in Asheville as well as *Water and Economically Vibrant Communities*, held in Winston-Salem

“The burden was on the state to show it was not discriminating. Now the burden is on the challenger.”

—School of Government faculty member **Michael Crowell** to the *News & Observer* on the impact the US Supreme Court’s Voting Rights Act decision may have on pending legislation in North Carolina

“North Carolina is leading the nation through the Certified Educational Chief Technology Officer program, which just kicked off its fourth year.”

—*WRAL TechWire* article highlighting Center for Public Technology Assistant Director **Maurice Ferrell** and the School’s focus on technology training for K-12 public school leaders

BY THE NUMBERS NOTEWORTHY FIGURES ABOUT THE SCHOOL

7 new faculty members hired to support the School of Government’s mission

To learn more about the School’s faculty, visit www.sog.unc.edu/node/3706.

256 county commissioners attended *Essentials of County Government*

Newly elected and veteran county commissioners attending the 2013 course learned about local government administration and issues that impact their communities.

19 fields of study offered at the School of Government

Each day, government officials contact School faculty members for assistance with public issues ranging from capital finance and land use to juvenile law. With expertise in more than 19 fields of study that encompass more than 225 specialized topics, faculty members are always on call to serve North Carolina’s public officials.

388 people viewed a webinar on *Gun Control and the Second Amendment*

The School is dedicated to making education more accessible for public officials. Visit www.sog.unc.edu for a list of upcoming live and on-demand webinars.

ANNUAL FUND GIVING FUELS INNOVATION

YOUR GENEROUS DONATION
PROVIDES VITAL OPERATIONAL
SUPPORT *as well as* SEED MONEY
for NEW INITIATIVES

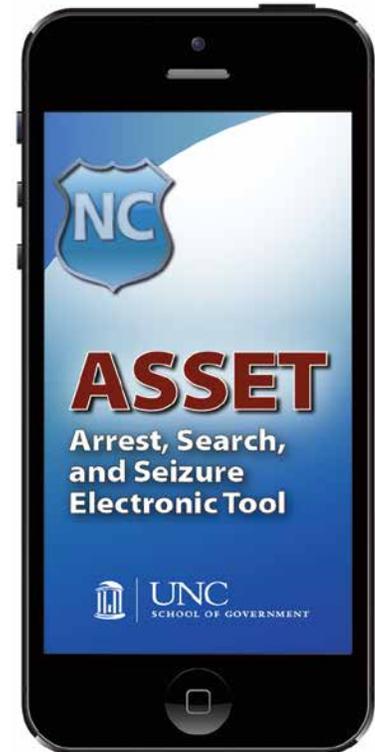
The School of Government's annual fund supports every aspect of the School, from developing innovative technology and programs to providing general operating support. These flexible gifts allow us to develop programs and resources that help North Carolina public officials adapt to a constantly changing environment.

Last year, faculty member Jeff Welty, a recognized expert in the law of search and seizure, requested start-up capital from the School to create a mobile app for North Carolina law enforcement officials. The School's investment allowed Welty to create ASSET (Arrest, Search, and Seizure Electronic Tool), which gives North Carolina law enforcement officers and other criminal justice professionals fast access to vital legal information about issues they confront daily, from search warrants to GPS tracking. Welty hopes the app will help officers follow laws and procedures even in the tense moment of an arrest. The tool has already proven useful: in just 10 months, the app has been downloaded more than 6,000 times.

One of the School's greatest success stories, the Center for Public Technology (CPT), also came about through an investment of unrestricted funds. CPT was established in 2000, in response to local government leaders' need for help understanding and managing information technology. CPT now serves more than 3,325 state and local IT professionals annually and works closely with the North Carolina Local Government Information Systems Association toward a common goal of strengthening communities through the effective and innovative use of information technology.

The collective power of annual gifts has altered the lives of public officials and benefited North Carolina communities. As a donor, you can trust that your annual gift will make a difference.

Innovation and entrepreneurship at the School are made possible by annual unrestricted gifts. To make your annual fund gift today, visit www.sog.unc.edu/node/527.



Annual fund gifts help the School support innovative projects such as faculty member Jeff Welty's ASSET, a mobile app for law enforcement officers.



Jamie Markham, Assistant Professor of Public Law and Government

Faculty member **JAMIE MARKHAM** is creating a mobile app to improve the accuracy and consistency of North Carolina's criminal sentencing process. Markham received UNC-Chapel Hill's 2012 C. Felix Harvey Award for this project. The award included a \$75,000 gift to fund the development of this innovative tool. The sentencing app will help legal practitioners identify the correct sentence that should be given to an offender under the state's structured sentencing law.

According to Markham, the state's structured sentencing law has become increasingly complex, leading to confusion and mistakes in the sentencing process. The new app will help judges and attorneys more accurately calculate criminal sentences and potentially save the state money by reducing court and attorney costs.

GIFTS AND GRANTS

BLACKBURN'S SERVICE HONORED at DEDICATION CEREMONY

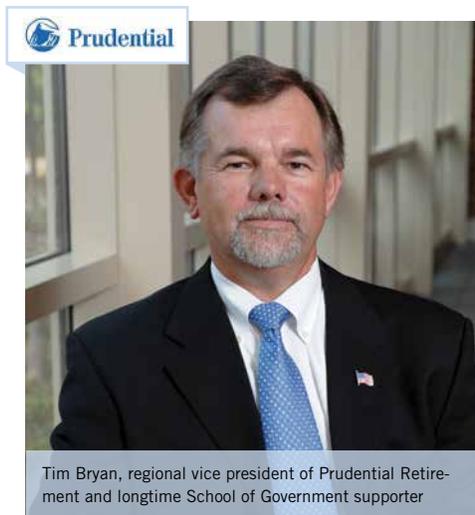
For 25 years, James Blackburn looked after the interests of county government in North Carolina as general counsel and chief lobbyist for the North Carolina Association of County Commissioners. When he passed away unexpectedly in March 2012, the Association of County Attorneys, along with many colleagues, friends, and family members, launched an effort to preserve the memory of his many accomplishments by naming a School of Government seminar room and endowment fund for him. In February 2013, the School hosted a dedication of the seminar room to honor Blackburn's commitment to local government.

DONOR PROFILE

TIM BRYAN *and* PRUDENTIAL RETIREMENT

Tim Bryan is always looking for ways to improve local government by supporting effective leadership. "Elected officials need training in order to make informed decisions, because their choices impact citizens of North Carolina," says Bryan. Through his leadership, Prudential Retirement's most recent contribution to the School of Government helped to launch the *Advanced Leadership Corps*, which is designed to help local elected officials understand the broader challenges of governing, build personal leadership abilities, and learn how to lead and act collaboratively.

The *Advanced Leadership Corps* is a joint venture with the School of Government, North Carolina Association of County Commissioners, and North Carolina League of Municipalities. The specialized program consists of five days of classes held in Chapel Hill, followed by individualized leadership coaching for five to eight months after completion of the



Tim Bryan, regional vice president of Prudential Retirement and longtime School of Government supporter

"I've seen the impact of the programs offered by the School of Government."

course. In addition, participants take part in quarterly phone conferences and interactive online sessions designed to foster continued engagement.

Prudential Retirement has been a contributor to the School of Government for nine years. Bryan cites his previous job experience in the North Carolina Department of State Treasurer as one

*Special
Thank You*

The School of Government offers special thanks to the following contributors of new major gifts of \$10,000 or more made between December 1, 2012, and June 30, 2013.

- BlueCross BlueShield of North Carolina
- Carolinas Credit Union Foundation
- DelHaize America Shared Services Group
- Diane Thompson Westbrook
- Edward A. Wyatt V
- Fidelity Investments
- Local Government Federal Credit Union
- North Carolina Association of County Commissioners
- North Carolina City & County Management Association
- North Carolina Local Government Information Systems Association
- Prudential Retirement
- Judith and Richard A. Vinroot

reason for leading this effort to support the School. "I've seen the impact of School of Government programs, especially in rural and small communities, where local resources can be limited," says Bryan. "The faculty members have a true passion for developing programs that evolve to meet the changing needs of public officials, and that's why we support the School."

SCHOOL OF GOVERNMENT ANNUAL SUMMARY 2012–2013

SUPPORTING PUBLIC SERVICE *in* NORTH CAROLINA

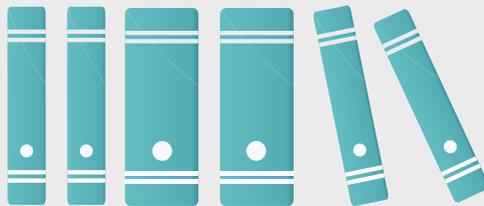
INNOVATIONS AT THE SCHOOL OF GOVERNMENT OVER THE

last year include MPA@UNC, the new online format of the School's Master of Public Administration program; ASSET, a mobile app for law enforcement officials; and the Local Government Federal Credit Union Fellows program, which provides intensive leadership training to mid-level local government officials and those new to leadership roles. This annual overview provides a snapshot of the impact of the School's work. Behind the charts and statistics is the passion and devotion of faculty and staff members, public officials, alumni, and friends who make the School's work possible.



70 INSTRUCTORS

(faculty members and others) taught courses for local government and court officials.



**38,082 COPIES OF 233 SCHOOL
OF GOVERNMENT PUBLICATIONS**

were purchased, including *Notary Public Guidebook for North Carolina* and *North Carolina Crimes: A Guidebook on the Elements of Crime*.



GRADUATE STUDENTS

were enrolled in the Master of Public Administration program for fall 2013, including 53 on campus and 56 in MPA@UNC, the online format.

The School's MPA program is ranked sixth nationally in the specialty area of city management by *U.S. News & World Report*.

**11,023
PUBLIC OFFICIALS**

attended 159 courses, including 19 introduction to government classes.

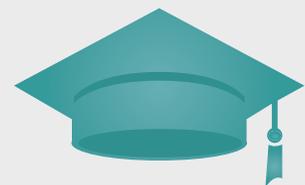


FACULTY

4

MEMBERS

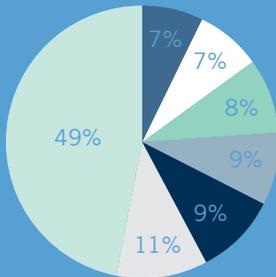
have been named W. R. Kenan Jr. Distinguished Professors in the School's 82-year history. Jessica Smith, professor of public law and government, recently became the fourth to receive one of Carolina's most significant scholarly honors. Former faculty members also honored during their tenure at the School include David Lawrence, Henry Lewis, and Robert Phay.



98 PUBLIC OFFICIALS

graduated from the *Municipal and County Administration* course.

SCHOOL OF GOVERNMENT REVENUES



- State appropriations
- Courses and conferences
- Trust funds and other
- School of Government Foundation support
- Contracted services
- Grant support
- Publication sales

SCHOOL OF GOVERNMENT EXPENDITURES



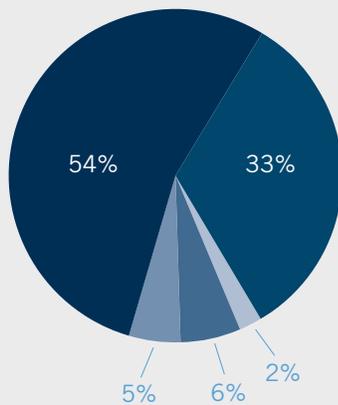
RAY MABUS,

Secretary of the United States Navy, delivered the 2012 Deil S. Wright Lecture to an audience of 200 at UNC-Chapel Hill. This lecture is sponsored by Fidelity Investments and the UNC-Chapel Hill Master of Public Administration Alumni Association.



FACULTY AND STAFF MEMBERS

received the second annual Margaret Taylor Writing Prize. The Taylor Prize was created by private donations to honor the commitment to excellent writing championed by the School's former publications manager.



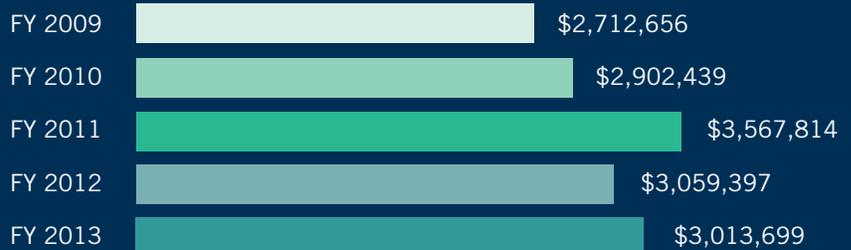
GIVING BY PURPOSE SCHOOL OF GOVERNMENT FOUNDATION

- Unrestricted
- Programs/Initiatives
- Professorships
- Scholarships
- Capital Improvement

21% ↑

TOTAL NUMBER OF DONORS FROM
FISCAL YEAR 2012 TO 2013
SCHOOL OF GOVERNMENT FOUNDATION

YEAR-TO-YEAR GIVING* SCHOOL OF GOVERNMENT FOUNDATION



*Includes voluntary membership dues paid by North Carolina local governments

FIERCE COMPETITION

GIGA 2012 INSPIRES INNOVATION

A \$10,000 prize hung in the balance as faculty member Shannon Tufts approached the podium. As director of the School's Center for Public Technology, Tufts was announcing the winner of the 2012 Government Innovation Grant Award (GIGa), which recognizes North Carolina's top public sector innovator in technology.

Only in its second year, the award sparked fierce competition. Twelve teams presented videos highlighting the innovation and impact of their projects. At the awards ceremony, Tufts proclaimed a tie, causing a stir among the audience as they wondered how the tie would be broken, if at all, and who would walk away with the coveted award.

GIGa competitors are typically passionate about driving technological advances in government and education and leading IT innovation in the public sector. Dan Matthys, communication and information planner for the Town of Cary, had been working for three years on the project he submitted to GIGa: VIP (Virtual Interactive Planner) is an interactive tool that helps citizens navigate the town's complex development process and assists them with decision-making using flash animation, video, and clever programming. It already has reduced the number of calls to front-line staff by 40 percent.

"Our whole team was committed to developing this innovation and putting in the extra time to make sure that Cary is a leader in technology," Matthys said.

Another contestant was Brenda McCombs, technology director for Kannapolis City Schools. As part of their Science, Technology, Engineering, and Mathematics (STEM) curricula, McCombs and instructor Jordan Baker, along with his eleventh-grade engineering students, partnered with Dr. Carol Cheatham from the UNC Nutrition Research Institute to design one-of-a-kind toys for a study to measure developmental and cognitive abilities of 18-month-old toddlers. Working in teams, students at A.L. Brown High School created the toys using a 3-D printer and learned to solve problems encountered during the research by modifying the toys to help meet Dr. Cheatham's research goals.

AND THE WINNER IS...

After enlisting a fifth judge to break the tie, Tufts announced, "...and the winner is Kannapolis City Schools!" As McCombs accepted the award on behalf of Kannapolis City Schools, she thanked the GIGa participants for being inspirational colleagues. "We are honored to be recognized for this unique collaboration. Providing real-world opportunities as part of our students' educational experiences is extremely important."

The GIGa awards are made possible by a generous annual gift from Local Government Federal Credit Union and the NC Local Government Information Systems Association.



GIGa winners accept their prizes (left to right): Dan Matthys representing the Town of Cary, Brenda McCombs representing Kannapolis City Schools, and Charles White representing Lenoir County Schools, also a GIGa award winner.

2012 GIGA WINNERS:

\$10,000 GRAND PRIZE

Imitation Event Design Project
Kannapolis City Schools

\$2,500 PRIZES

Virtual Interactive Planner (VIP)
Town of Cary

Summer Technology
Enrichment Programs
Lenoir County Schools

\$1,000 BEST VIDEO PRIZE

Growing the Farmers Market
City of Conover

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2012-2013

Every GIFT
MAKES *a*
DIFFERENCE

Thank You. With these two words, we convey our sincere appreciation of your generosity. Your gifts help the School of Government—the largest university-based local government training, advisory, and research organization in the United States—continue the work that creates stronger North Carolina communities. Private contributions ensure that our faculty will continue to be innovative and responsive to the needs of public officials. This honor roll celebrates the hundreds of alumni and friends who believe in the School's distinctive mission. We are deeply grateful for your loyal support.

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