



# Friends of the Institute Newsletter

Vol. 2 No. 4 Fall 2003

The Institute of Government

## A Message from the Dean

Our faculty and staff are completing their final move into the School of Government's new Knapp-Sanders Building this fall. We will welcome the first group of local government professionals to the new building on Tuesday, January 6, for Jack Vogt's Budgeting and Financial Planning school. Thank you for your patience and support during our building renovation and expansion project.

In December the first of over four hundred inscribed bricks will be installed on the walkway connecting the new parking deck to our building. It's not too late to buy your brick—the final batch of pavers will be installed late next year. Contact Kyle Gray at (919) 962-8477 or gray@iogmail.iog.unc.edu if you would like to buy a brick.

I hope you can join us at the North Central Regional Council's Fall Social and Dinner with Richard and Lynda Petty on December 2 from 5:00 to 8:30 P.M. at the City of Randleman's new community center. An article by Ann Shaw, who arranged for the Pettys to speak at the dinner, provides more details about this exciting evening (see page 7). We look forward to celebrating with you and our friends from across the region.

Your support of the School's mission is gratifying.

With warm regards,

Michael R. Smith, Dean

## Friend of the Institute Profile

### Dick Hoyle: A Longtime Friend of the Institute of Government

By John Jackson, Attorney, Fayetteville

Lee County Attorney Kenneth R. "Dick" Hoyle Sr., a longtime friend and supporter of the Institute of Government, is also a dedicated servant of his region. County manager Bill Cowan praises Dick's enduring service to the county: "I have been in county government for many years, and I have never met anyone I respect more than Dick. In addition to being an excellent attorney, he is a good and caring person, compassionate, someone you can depend on for anything. He is just a remarkable man."

Even before his fifty-plus years as attorney for the town of Broadway and for Lee County, the citizens of his area were well accustomed to having members of the Hoyle family serving them in the legal profession. Dick's father was a lawyer in Sanford for more than forty years, as was Dick's brother, James Womble Hoyle.

After receiving his B.S. (1948) and J.D. (1951) degrees from the University of North Carolina at Chapel Hill, Dick returned to Sanford to practice law. When his mother was widowed, he said, he chose to come back "because that's what I always thought I would do."

Dick first attended the Institute's Municipal Attorneys' Winter Conference shortly after he became town attorney for Broadway in 1953. Over the past fifty years, he has attended a number of Institute courses: "I have consulted with the Institute's faculty members on many occasions," he said. "Dean Mike Smith assisted me with litigation early in his career as a faculty member at the Institute." Dick continued to serve as Broadway's attorney for thirty-eight years, until 1991. "Broadway's council members and mayors were very fine people to work with," he said. "They had fine boards, and they worked harmoniously together."

Hoyle expanded his local government law practice in 1960 when he also became Lee County's attorney on a retainer basis. In 1991 he gave up his general practice to join the Lee County legal staff full time. "The opportunity came at a time when I felt it was the right step to take. It is difficult to practice solo now if you have any kind of trial practice."

Dick found that his work as a full-time county attorney was very different from his general practice. "You run into things like the Fair Labor Standards Act, which you don't encounter as much in general practice," he said. "I have very few dealings with criminal law anymore. Most of my responsibilities are advisory matters about personnel and things like that, which I did not do in private practice." Dick believes Lee County has been blessed with leaders "who have the interest of our county at heart."

Fortunately, Dick has no plans, at least for now, to leave the profession he loves. "As long as my health is good and I continue to satisfy the Lee County Board of Commissioners, I will enjoy my work," he said.

Among Dick's many career honors are his election as president of the North Carolina State Bar and his later induction into the North Carolina Bar Association General Practice Hall of Fame. "I enjoyed serving on the state bar board, and I was honored when they selected me as president," he said.

A brick paver honoring Dick Hoyle has been placed in the School of Government's new Walk of Fame.



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# Institute of Government News

## Welcome New Faculty Members!

- Willow Jacobson has joined the School of Government faculty as an assistant professor of public administration and government. Jacobson specializes in human resource management, organizational theory, and public management. Previously she worked in the area of human resource management in the Government Performance Project and the New Jersey Initiative at the Alan K. Campbell Institute of the Maxwell School, Syracuse University. She has also assisted with strategic planning for a community collaborative in California and in the Oregon state government.
- Jonathan Q. Morgan joined the School of Government's faculty this summer. He specializes in state, local, and regional economic development. Prior to coming to the School, Morgan worked for Regional Technology Strategies, Inc., an economic and workforce development consulting firm located in Carrboro. He has also served as director of economic policy and research for the North Carolina Department

of Commerce and as research and policy director for the North Carolina Institute of Minority Economic Development.

- Carl W. Stenberg joined the School of Government faculty in August to continue building the Institute's public leadership offerings for local government managers and department heads. Before joining the School, Stenberg was dean of the Yale Gordon College of Liberal Arts at the University of Baltimore. He has also served as director of the Weldon Cooper Center for Public Service at the University of Virginia.

- Adjunct Professor Jesse White recently became a member of the North Carolina Rural Center's Jobs Initiative Working Group and has been asked to serve on the national selection committee for the Truman Scholarships.

- The International City/County Management Association (ICMA) recently published an IQ Report written by several School faculty members. Entitled "Account-

ability in Local Government–Nonprofit Relationships," the report addresses the diverse and complex accountability demanded in such relationships and suggests strategies for establishing mutual expectations between the two types of organizations. Gordon Whitaker, Lydian Altman-Sauer, Frayda Bluestein, and Margaret Henderson were the lead authors of the report. Anita Brown-Graham contributed a section on special considerations for dealing with faith-based organizations. Former faculty member Maureen Berner and MPA graduate Matt Bronson ('99) contributed a sidebar on mutual accountability practices in Charlotte. Copies of the report are available through the SOG Publications Sales Office or through the ICMA Web site.

For current course and publications information, please visit the School of Government Web site, [www.sog.unc.edu](http://www.sog.unc.edu).

## School of Government's 2003 Staff Excellence Awards

By Kay Spivey, Director of Human Resources, School of Government



Marsha Lobacz (left) and Kelly Medlin

SOG's 3rd Annual Staff Excellence Award reception was held in July to honor this year's recipients, Marsha Lobacz and Kelly Medlin. Marsha excels in her work for the School's library and in her relations with the University, other state agencies, and the citizens of North Carolina. In answering reference questions, providing referrals, and gathering information for research projects, she has been on the front line in projecting an enormously positive image of the School. Marsha uses a multitude of resources—sometimes from the far

reaches of the world or obscure corners of the Internet—with an easy grace, producing material for library patrons, faculty research, and student projects. Whether she is helping plan and implement the multistage move to the new library or teaching sessions on the Internet for client groups, Marsha exemplifies the kind of staff service and dedication this award was intended to recognize.

Kelly does an outstanding job of managing all accounting functions for the Institute of Government Foundation as well as for the incredibly complex array of School projects. She is fully informed and always helpful in all her interactions with School colleagues, other UNC Chapel Hill employees, and representatives of client organizations. Kelly exercises excellent judgment and is consistently aware of the importance of maintaining and promoting the School's reputation for sound financial management. Often her efforts result in financial savings for the School. Kelly's dedication, persistence, and attention to detail are essential elements of the excellence she brings to all facets of her work.

## Upcoming Program for Mayors and Council Members



Early next year the School of Government and the North Carolina League of Municipalities will offer Essentials of Municipal Government, a program for new and experienced mayors and council members, city managers, attorneys, and clerks. The program will feature core sessions on leading and governing, municipal law, public finance and budgeting, legal and ethical responsibilities, effective council meetings, and mayor/council/manager roles and responsibilities. In addition, there will be concurrent workshops concerning zoning, annexation, and land use; communicating with the public; the environmental responsibilities of cities and towns; and capital planning. The program will be offered in five locations: January 14–16 in Wilmington, January 20–22 in Greenville, February 11–13 in Greensboro, February 18–20 in Duck, and February 25–27 in Asheville. For more information, contact Monica Glover at [glover@iogmail.iog.unc.edu](mailto:glover@iogmail.iog.unc.edu) or (919) 843-6518.

# A Tribute to Phil Green

By Richard D. Ducker, Professor, School of Government

On August 9, 2003, North Carolina and the University lost a legendary figure with the death of Philip P. Green Jr. Green's career at the Institute of Government marked an era of remarkable growth, development, and change in North Carolina. Throughout it, he served as the state's pre-eminent authority on community planning and land development law. His publications defined the topic; his teaching inspired and informed attorneys, planners, and inspectors; and his consulting provided the help that allowed local governments to act responsibly in resolving the controversies that have characterized planning and zoning in this state. He was also one of the most widely respected and loved faculty members in the Institute's history.

At the end of December 1988, Albert Coates Professor of Public Law and Government Philip P. Green Jr. retired from the Institute of Government after almost forty years of continuous service to North Carolina government officials and the general public. His accomplishments were truly remarkable. A born leader ready to take charge wherever he was needed, Phil was active in professional affairs, civic affairs, university affairs, military affairs, and the affairs of his church and college fraternity. In the early 1950s he planned the first Institute course for in-service planners and the first organized training for planning and zoning board members. In 1958 he and a colleague organized and conducted the first North Carolina Planning Conference, an annual tradition that has been repeated every year since then. His drive and keen intellect allowed him to draft over one hundred bills adopted by the North Carolina General Assembly, including the Coastal Area Management Act and much of the state's zoning and planning enabling legislation. He wrote over a hundred publications and articles on planning, land development regulation, and code enforcement.

In 1963 Phil was selected as a Fulbright Fellow to study at the London School of Economics

and Political Science. Another highlight in Green's career came in 1980 when he was the first faculty member to be named the Albert Coates Professor of Public Law and Government, which was also the first endowed chair established at the Institute of Government. Before he retired, Phil Green received the Distinguished Service Award of the North Carolina Chapter of the American Planning Association—an award that is now named in his honor. Similar honors were bestowed on him by the North Carolina Municipal Attorneys Association, the North Carolina Building Inspectors' Association, and the North Carolina Association of Zoning Officials.

Yet, even more than his many professional achievements, I remember Phil Green as a kind, humorous person. Knowing him was such a treat. His generosity was remarkable; he was always willing to take time to help the people he served. As my mentor, he was also very generous with his time to me, a junior faculty member fortunate enough to work with him closely for thirteen years. I shall not forget the time he used his Coates Professorship stipend to send me to a national planning conference, or his willingness to finance several planning education programs out of his own pocket.

Anyone who knew Phil well understood how much of a sports fan he was. He followed collegiate and professional football and basketball closely. Because of his seniority as a university faculty member, he was entitled to one of the best courtside seats in Carmichael Auditorium when the Tar Heels played basketball there. That position allowed him to use his resonant voice to cheer on his favorite team and, as he put it, "to ensure that the referees and opposing team players hear what I have to say."

In 1982, on the day after the UNC men's basketball team won the national championship, a massive campus celebration was planned for the team. That same day, the North Carolina



Phil Green

Planning Conference was being held at the Knapp Building. A group of planners approached Phil and pointed out the conflict: Should they attend the conference session he was presenting or welcome the team back? Phil's response was simple: If he were in their shoes, he would surely know what to do.

In the final reckoning, it was as a coach, mentor, and advisor that Phil Green's influence was greatest. He guided and inspired as well as informed. He cajoled, commiserated, assisted, and laid down the law—but always with perspective, good will, and humor.

In the days before listservs, e-mail, or even computers, being a planner or a planning board member put you truly out on the frontier alone. There were relatively few sources of help, but a telephone call or letter to Phil Green was one thing you could do to help save your hide. In those days, when it came to North Carolina planning and zoning law matters, Phil Green was the hub of the wheel. He once said that the most satisfying part of his work was helping those whose jobs were the most difficult—because they were the ones who appreciated it the most.

One of his great contributions, then, was to energize those in planning-related work: to provide them with the confidence and insight they needed to do their jobs well and to make all of us remember that public service is very important work and well worth doing. If the greatest use of a lifetime is to spend it creating something that outlasts it, Phil's life was indeed well spent. The excellence of his work and spirit will be with us for years to come.

## Northeast Council's Upcoming Forum

Post-Hurricane Isabel Economic Development and Recovery

By Norma Mills, Co-Chair, Northeast Regional Council

On Thursday, February 19, from 6:30 to 8:30 P.M., the Friends of IOG Northeast Council will host a reception and forum on post-Hurricane Isabel economic development and the recovery issues facing eastern North Carolina. The forum will be held at the Sanderling Hotel in Duck in conjunction with the School's Essentials of Municipal Government course for new and

experienced mayors and council members, city managers, attorneys, and clerks. It will bring together public and private leaders to discuss how communities in our region can develop a recovery plan to repair and strengthen the public infrastructure and promote the long-term health and welfare of small businesses and citizens. You and all other friends of the Institute of Govern-

ment from eastern North Carolina are invited. A reception starting at 6:30 P.M. will provide attendees with good company, beverages, and an assortment of the Sanderling's best reception fare. You can reserve your ticket for the Northeast Council's Reception and Economic Recovery Forum by contacting Kyle Gray at (919) 962-8477.



# 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,

Thank you **Steve Randone** ('96) and **Chris Coudriet** ('03), for taking the time to write two great articles 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](mailto:edwards@iogmail.iog.unc.edu).

*Janet*

## Jake Wicker Scholarship Available!

The UNC Chapel Hill Office of Scholarships is seeking undergraduate applicants for the 2003–2004 **Jake Wicker Scholarship**. The \$1,000 scholarship is awarded annually to an enrolled first-year student of the University who has at least one parent serving as a full-time employee of a city or county government in North Carolina. The parent must have been continuously employed by that government for a minimum of five years immediately preceding January 1 of the year for which the scholarship is awarded. The scholarship is awarded on the basis of relative financial need and academic promise.

To apply, send a letter of application to Wicker Scholarship, UNC Chapel Hill Office of Scholarships, PO Box 1080, Chapel Hill NC 27514. For additional information, call Virginia S. Malek at (919) 962-9490.

## Brunswick County Creates an In-House Central Permitting Program

By **Steve Randone** ('96), Brunswick County MIS Director

I graduated from the Institute's County Administration Course in 1996. The course has been very beneficial to my county government career. When I took the course, I was the Brunswick County GIS director and was subsequently promoted to the post of MIS director. My first project was to initiate and manage the development of a computer application for central permitting.

The Municipal and County Administration Course was instrumental to the success of this project, which has greatly benefited Brunswick County's taxpayers. The course's in-depth overview of various government departments' operations gave me a clear understanding of their processes and relationships with one another. And the Institute's faculty members have continued to give me valuable insights.

Approximately seven years ago, at the request of the public and the county commissioners, Brunswick County initiated planning for a central permitting department. County officials realized that a central processing program that could be used by numerous departments would eliminate redundant data input, standardize data entry, take advantage of new technology, merge with other databases, be expandable for future development, and be user friendly.

The Brunswick County central processing program consists of numerous modules that

streamline the county's permitting procedures for GIS; zoning; contracts; building, electrical, mechanical, and environmental health inspections; code enforcement; storm water; and fire inspections. In January 2001, development of the central processing program began with re-establishment of the Brunswick County Central Permitting Steering Committee, which brings together everyday users and the Computer Services developers. Brunswick County went live with the program on November 4, 2001.

We can now share data among various departments within the county to provide employees with the resources they need to make accurate decisions that benefit the public. The county departments currently utilizing this program are GIS, Central Permitting, Planning, Code Enforcement, Building Inspections, Health, Solid Waste, Utilities, Emergency Management, Fire Marshal, and Tax.

Since the new central processing program was implemented, staff time required to issue a permit has been reduced by half and data entry errors have become almost nonexistent. Members of the public can now have all their permitting needs handled within one department, and both county staff and the public have access to information concerning parcels and permits from within numerous depart-



*The Brunswick County Central Permitting Committee members—from left to right—are (back row) **Matt Stuart, Steve Randone, David Stanley;** (center row) **George Laverick, Pauline Benton, Nita Galloway;** (front row) **Judy Holden, Cyndi Hendricks, Ellen Gales;** (not pictured) **Leslie Bell, Delaney Aycock, Mike Reed, Boyd Williamson, Scott Garner, and Glenn Weddle.***

ments. Report capabilities have expanded, and the tasks of billing and balancing have been made easier for the user.

The next step is to enable the public to access the central processing system via the Internet. For more information about the Brunswick County Central Permitting System, contact me at 1-800-822-1526 or [srandone@brunscoco.net](mailto:srandone@brunscoco.net).

## N.C. Local Government Federal Credit Union Awards Scholarship

Patsy King, Nash County's Director of Development for Public Utilities, has been awarded a full-tuition scholarship from the N.C. Local Government Federal Credit Union (LGFCU) to attend the County Administration Course for 2003–2004. "I have been waiting a long time to attend the Institute's County Administration Course," says Ms. King. "The Credit Union's scholarship provided an added incentive for Nash County to send me to the course. I have already learned a lot about local government finance and in particular the operation of enterprise funds."

The LGFCU began its tuition scholarship program in January 2002 to enable members to

attend Institute of Government classes, conferences, and seminars. The goal of the program is to promote the career development of Credit Union members who are local government employees. If you are an LGFCU member, you may apply for these scholarships at several times during the year. Scholarship applications and deadline information are available on the Credit Union's Web site, [www.lgfcu.org](http://www.lgfcu.org), or from the LGFCU administrative offices, (800) 344-4846 or by e-mail at [Info@LGCU.org](mailto:Info@LGCU.org).



Patsy King

## North Carolina Benchmarking Project

Performance measurement is no longer a novel management technique among local governments in North Carolina. It is a viable tool for monitoring the effectiveness and efficiency of service delivery. Many municipalities have embraced the internal application of a performance measurement system as a way to save money and improve services. However, local officials are also interested in comparing their performances and costs with those of other jurisdictions. Herein lies the challenge: Is it possible to legitimately compare the performances of two different jurisdictions? The North Carolina Benchmarking Project has enabled participating municipalities to overcome the difficulties of doing so and to realize the true benefits of performance management.

The North Carolina Benchmarking Project is a consortium of fourteen local governments, the North Carolina Local Government Budget Association, and the Institute of Government, which are all engaged in comparative performance measurement. Since its inception in 1995, the project has served as a tool for training, application, and sharing of information about performance measurement among a host of North Carolina local governments. Service areas included in the project are refuse collection, recycling, yard waste collection, police, fire, fleet maintenance, building inspections, street maintenance, and emergency communications. Today, the project continues to facilitate cost savings and increased service capacity in participating jurisdictions and to set the standard for benchmarking design and implementation in North Carolina.

For more information about the North Carolina Benchmarking Project, please visit our Web site (<http://ncinfo.iog.unc.edu/programs/perfmeas/index.html>) or call **Bill Rivenbark**, Project Director, at (919) 962-3707 or **Matthew Dutton**, Performance Measurement Coordinator, at (919) 962-9180.



## WOW: Windows on the World Brings the World to Rural Eastern North Carolina

By **Chris Coudriet ('03)**, County Manager, Washington County



The WOW Building

Washington County and the Town of Roper are committed to improving citizens' access to information technology in our community and in rural North Carolina. Led by Mayor Bunny Sanders, Roper's leaders set out to establish a truly public access center to offer the most current information technology functions to the citizens of Roper and Washington County.

The Windows on the World (WOW) technology center, created in large part through the efforts of Mayor Sanders, provides citizens with an information technology resource unlike anything else in rural North Carolina. The Town of Roper, Washington County, and the U.S. Department of Agriculture jointly financed WOW's construction costs because each entity recognized the importance of bringing access to information technology to traditionally underserved communities. The WOW center, which opened its doors in September 2003, is a state-of-the-art facility that offers Internet access, the latest computer technology, and postsecondary educational opportunities to the people of Washington County and the entire Albemarle region.

Traditionally, our region has had limited access to information technology resources. Now, through WOW's digital library and computer terminals linked to high-speed Internet, citizens have extraordinary access to information. They can, for example, find out about a different culture or visit an art gallery

online; novice computer users can learn basic personal computer techniques to improve their skills in the workplace; and advanced users can learn how to create a Web page to market a small business product or service. The possibilities are endless.

Because of cooperative relationships between the state's university and community college systems and WOW, people in the region can participate in a college class from the technology center instead of commuting to a university or community college campus. It is conceivable that a student could attend the first two years of college at WOW and earn credits from a state college or university. WOW's one hundred-seat auditorium and twenty-seat digital classroom linked to the information highway make this kind of interactive distance learning possible.

The presence of WOW will also stimulate the creation of new businesses in Washington County and the expansion of existing businesses and industry in the region. Through the force of information technology, it will help attract new people to the area. Because of WOW, the landscape of opportunity for the people of Washington County, Roper, and the entire Albemarle region is brighter than ever.

WOW, which will have its grand opening on November 21, is open Monday through Friday, 9:00 A.M. to 8:00 P.M., and on Saturdays from 10:00 A.M. to 2:00 P.M. For further information, contact Mayor Bunny Sanders at (252) 793-5527 and [wowecdc@mchsi.com](mailto:wowecdc@mchsi.com) or visit WOW's Web site at [wowe-cdc.com](http://wowe-cdc.com).

# 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 July 1, 2003, and September 30, 2003, are acknowledged below.

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## Friends of IOG Knapp Library Book Drive

By Alex Hess, Librarian, School of Government

The Friends of IOG regional councils have joined forces with the Institute of Government's librarians—Marsha Lobacz and me—to launch a book drive to expand the Joseph P. Knapp Library's collection of books chronicling the history of North Carolina's counties and municipalities. The expanded holdings will benefit the state by providing historians, government researchers, and citizens with a more complete record of the development of North Carolina's counties and towns, from the precolonial era to the present. The goal of the regional councils is to help the IOG library acquire at least one book on every county and municipality in the state.

Please encourage your friends and colleagues and the local historians of your communities to

donate copies of any book that documents the unique and fascinating history of your area. You may donate a book by sending it to Marsha or me at Friends of IOG Book Drive, IOG Foundation, Knapp Building, CB# 3330, Chapel Hill, NC 27599. If you have questions, you can contact me (919-966-4172) or Marsha (919-962-4139). Your help with the Friends of IOG Book Drive will be greatly appreciated. Donations will be individually acknowledged on a certificate placed on the inside front cover of each book. Your gift will also be recognized in the Friends of the Institute Newsletter!

Financial support for the Knapp Library is also needed. Each year, the library acquires the new journals, serials, and books needed to help the Institute's professors and clients better

### Featured Book of the Quarter

*Anne-Marie Knighton, Edenton's Town Manager and a Northeast Council member, contributed Edenton: An Architectural Portrait to the book drive to expand the Institute's Knapp Library collection. Our thanks to Anne-Marie and to everyone who has donated a book!*



serve North Carolina. The cost of these publications has increased dramatically over the past five years in some tough economic times. A generous gift from the Institute's former director and professor has enabled us to create the Henry W. Lewis Library Acquisition Fund. Your contributions to the fund will help the Knapp Library acquire new resources to meet the needs of North Carolina's state and local officials. You can make a gift to the Lewis Fund by completing the gift form on page 7.



# Richard and Lynda Petty to Speak at the North Central Council's Fall Social

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



Richard and Lynda Petty

Richard and Lynda Petty will be the featured speakers at the Friends of the Institute North Central Regional Council's Fall Social and Barbeque Dinner on Tuesday, December 2, from 5:30 to 8:00 P.M. at the City of Randleman's Community Center and the new Richard Petty Museum. Dean Mike Smith and the North Central Council will host this memorable evening with Richard and Lynda, who will speak about their family's commitment to public service in Randolph County through their tenures as county commissioner and school board member, respectively. They will also talk about their support of the Victory Junction Gang Camp—a medical camp for children and their families living with chronic and/or life-threatening illnesses.

You and all Friends of the Institute of Government from Alamance, Caswell, Davidson, Davie, Forsyth, Guilford, Randolph, Rockingham, and Stokes counties are invited to attend

this wonderful event to celebrate public service and the School of Government. We are thankful to the City of Randleman for hosting our dinner at their new community center. Snyder Farms Restaurant will cater a fantastic home-style dinner of chicken, barbecue, and all the fixings.

The Richard Petty Museum, adjacent to the community center, will be open from 3:30 to 6:00 P.M. for self guided tours. You will be provided with a free ticket to the museum when you purchase a ticket to the event. The museum features racing memorabilia, trophies, artifacts, and other items collected by Richard Petty during his thirty-five-year racing career.

The North Central Regional Council invites you to join us in December. Tickets to the dinner and the museum are \$10 and can be purchased from any North Central Regional Council member, by calling me at (336) 318-6960, or by contacting Kyle Gray at (919) 962-8477 or gray@iogmail.iog.unc.edu. Tickets are limited, so do call quickly. We look forward to seeing you in December!

## Change the Date!

### West Council's Community and Economic Development Forum in Asheville

The Friends of the Institute West Regional Council's Community and Economic Development Forum, sponsored by Progress Energy, has been moved to Thursday, April 29, from 5:00 to 8:30 P.M. at Asheville's Grove Arcade Public Market. Join an interactive panel discussion about the key economic issues facing western North Carolina with representatives from the School of Government's new Community and Economic Development Program, Advantage West North Carolina, Progress Energy, and other organizations. Contact Kyle Gray at (919) 962-8477 or gray@iogmail.iog.unc.edu if you would like to attend.

## Friends of the Institute of Government Gift Form

Yes! I want to make a gift of \$ \_\_\_\_\_

Please indicate the amount of your gift to one or more of the following designations on the line(s) provided below:

\$ \_\_\_\_\_ IOG Foundation Capital Improvement (Designation #0587)

\$ \_\_\_\_\_ Henry W. Lewis Library Acquisition Fund (Designation #0509)

\$ \_\_\_\_\_ John Sanders Tribute (Designation #0518)

\$ \_\_\_\_\_ Jake Wicker Memorial (Designation #0585)

\$ \_\_\_\_\_ N.C. Local Government Wing Campaign  
(Designation #0511)

\$ \_\_\_\_\_ MPA Program Renovations and Furnishings  
(Designation #0516)

(Please make your check payable to the IOG Foundation.  
Indicate the gift designation number(s) on the memo line.)

I prefer to make a gift with annual payments of  
\$ \_\_\_\_\_ for \_\_\_\_\_ year(s).

How frequently would you like reminders sent to you?

Annually \_\_\_\_\_ Semi-Annually \_\_\_\_\_ Quarterly \_\_\_\_\_

Begin reminders: \_\_\_/\_\_\_/\_\_\_

Please return your completed gift form and payment to:

**Institute of Government Foundation**

CB# 3330 Knapp Building

The University of North Carolina at Chapel Hill

Chapel Hill, NC 27599-3330

Gifts are credited to the IOG Foundation's Capital Improvement Fund. These gifts are used solely for the benefit of the School of Government and are tax deductible.

### Gift benefits

- Receive the Friends of the Institute quarterly newsletter
- Receive invitations to regional events

### Credit card gifts

Please charge my gift of \$ \_\_\_\_\_ to:  MasterCard  Visa

\_\_\_\_\_ Exp. Date

Signature \_\_\_\_\_

Date \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP: \_\_\_\_\_

Phone number: \_\_\_\_\_ E-mail: \_\_\_\_\_

### Online gifts

To view other giving options and make a gift online, visit our Web site at [www.sog.unc.edu](http://www.sog.unc.edu) and click "Giving to the School."

*Thank you for your generous support!*

## Local Government Wing Campaign Update

The campaign to raise \$900,000 in gifts from counties and municipalities to name a new wing in the School Government's building is more than three-quarters of the way toward meeting its goal. The campaign, launched in 1999 by the North Carolina League of Municipalities and the North Carolina Association of County Commissioners, has raised \$756,878 in donations or pledges from 62 counties, 222 municipalities, and a number of individuals. Thank you to all of the local governments that have made gifts to this campaign.

### Recent gift!

Willie Best, Guildford County Manager, presents Institute faculty member David



Lawrence with a check for the county's contribution to the North Carolina Local Government Wing Campaign. The presentation took place at the August meeting of the Friends of the Institute North Central Regional Council in Greensboro.

## Popular Government Special Issue: Perspectives on Poverty in North Carolina



In the Spring/Summer 2003 issue of *Popular Government*, Editor John Rubin and Guest Editor Anita Brown-Graham present historical, political, demographic, socioeconomic, cultural, and educational perspectives on the solutions being implemented to combat poverty in our state. The articles in this special issue describe the past and present shape of poverty in North Carolina and suggest strategies that public officials, business leaders, nonprofit organizations, citizens, and others might pursue to combat it. If you are not a subscriber, you can visit the *Popular Government* Web site, at <https://iogpubs.iog.unc.edu/iog.asp?page=pg>, to view or purchase the poverty issue.

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# Friends of the Institute Regional Councils

### East Regional Council

Edward Askew, Director of Support Services, Greenville Utilities Commission  
 Henry Boyd, Magistrate, Belhaven  
 Jim Brown, V.P. Public Finance, RBC Centura Bank  
 Danette Carter, Retired Finance Officer, Martin County  
 Don Christopher, Town Administrator, Williamston  
 Wayne Deal, Retired County Manager, Nash County  
 Bernita Demery, Director of Financial Services, Greenville  
 Philip Dixon, Attorney, Pitt County  
 Denny Garner, Commissioner, Greene County  
 Walter B. Hartman Jr., City Manager, New Bern  
 Jimmie B. Hicks Jr., Attorney, New Bern  
 Mary Ann Hinshaw, County Manager, Carteret County  
 Fred N. Holscher, City Attorney, City of Washington  
 Ben Hollowell, Town Attorney, Bayboro  
 Larry Meadows, County Manager, Jones County  
 Debra P. McGowan, Director of Human Resources, Pitt Community College  
 E. B. Parker, County Attorney, Wayne County  
 Charles Penny, Assistant City Manager, Rocky Mount  
 Vernon Rochelle, City Attorney, Kinston  
 William Smith, Sheriff, Lenoir County  
 Albert S. Thomas Jr., Attorney, Wilson  
 Frederick E. Turnage, Mayor, Rocky Mount  
 Corinne Webb Geer, Retired Town Manager, Beaufort  
 Neil Whitford III, Town Attorney, Beaufort

### Northeast Regional Council

Lois C. Askew, Clerk to the Board, Washington County  
 Drewery N. Beale, Mayor, Roanoke Rapids  
 Mark Biberdorf, County Manager, Gates County  
 J. D. Brickhouse, County Manager, Tyrrell County  
 Carl Classen, Town Manager, Southern Shores  
 Luther C. Copeland Jr., County Manager, Chowan County  
 Gayle T. Critcher, Finance Officer, Washington County  
 Webb Fuller, Town Manager, Nags Head  
 William C. Griffin Jr., Senior Resident Superior Court Judge, Williamston  
 Wayne Jenkins, County Manager, Northhampton County  
 Randy Keaton, County Manager, Pasquotank County  
 Anne-Marie Knighton, Town Manager, Edenton  
 Alfred W. Kwasikpui, Chief Judge District Court, Jackson  
 Zee Lamb, County Manager, Bertie County

Norma Mills, County Attorney, Dare County  
 John Morrison, County Attorney, Currituck County  
 Russell Overman, Town Manager, Ahoskie  
 Dianne S. Pierce, Clerk, Elizabeth City  
 Lynne W. Pike, Clerk of Superior Court, Elizabeth City  
 Harvey Raynor, County Attorney, Hyde County  
 Robert Spivey, Mayor, Windsor  
 Anne Thomas, Health Director, Dare County  
 Todd W. Tilley, Magistrate, Hertford  
 Frederick L. Yates, Mayor, Winfall

### North Central Regional Council

D. Kelly Almond, City Manager, Reidsville  
 Fred Parker Baggett, City Attorney, High Point  
 Willie Best, County Manager, Guilford County  
 Terry L. Bralley, County Manager, Davie County  
 Cyrus Brooks, Retired City Manager and former City Councilman, High Point  
 Bob Hyatt, County Manager, Davidson County  
 Fredrick G. Johnson, School Attorney, Stokes County  
 Allen Joines, Mayor, Winston-Salem  
 J. Edward Kitchen, City Manager, Greensboro  
 Graham Pervier, County Manager, Forsyth County  
 Douglas Pungler, School Attorney, Winston-Salem  
 Tom Robinson, County Manager, Rockingham County  
 W. Eugene Russell, County Attorney, Rockingham County  
 Ann Shaw, Register of Deeds, Randolph County  
 John W. Shore, Social Services Director, Guilford County  
 Wanda P. Smith, Clerk to the Board, Caswell County  
 Becky Smothers, Former Mayor, High Point  
 Junior Teague, N.C. State Representative, Liberty  
 Henry P. Van Hoy II, Town Attorney, Mocksville  
 Robert Ward, City Attorney, Burlington

### Southwest Regional Council

Lane Alexander, County Manager, Cleveland County  
 Raymond Allen, City Manager, Albemarle  
 Joyce Allman, Finance Director, Concord  
 Marvin Bethune, County Attorney, Mecklenburg County  
 Robert A. Collier Jr., Retired Superior Court Judge, Statesville  
 David Dear, Finance Director, Cleveland County  
 Shirley Fulton, Attorney, Charlotte  
 Harley Gaston, Retired Recalled District Court Judge, Gastonia

Fletcher Hartsell, State Senator, Cabarrus County  
 Harry Jones, County Manager, Mecklenburg County  
 Al Jones, Mayor, Mooresville  
 Joe Ketchie, Tax Collector, Iredell County  
 Joe L. Kiser, State Representative, Lincoln County  
 Susan W. Kluttz, Mayor, Salisbury  
 DeWitt McCarley, City Attorney, Charlotte  
 Rick McLean, Town Manager, Mooresville  
 Frank McGuirt, Retired Sheriff, Union County  
 Scott Padgett, Mayor, Concord  
 Barbara Pickens, Sheriff, Lincoln County  
 Chase Boone Saunders, Attorney, Charlotte  
 L. Ashley Smith, City Attorney, Gastonia  
 Chris Wease, County Manager, Anson County  
 Barry Webb, City Manager, Belmont

### West Regional Council

Charles Abernathy, County Manager, McDowell County  
 Karen Andrews, Town Manager, Rutherfordton  
 Stan Boyd, Director of Engineering Services, MSD, Buncombe County  
 Bob Boyette, City Manager, Marion  
 Nancy Brooks, Retired Finance Director, Buncombe County  
 Chris Callahan, Town Attorney, Lake Lure  
 Chris Carter, City Manager, Hendersonville  
 Walter Clark, Town Attorney, Canton  
 Mike Decker, Town Administrator, Franklin  
 Marlene Hyatt, Senior Resident Superior Court Judge, Waynesville  
 Bill Gibson, Executive Director, Southwestern Region A Council of Governments  
 Leon Killian, County Attorney, Haywood County  
 Larry Leake, County Attorney, Madison County  
 John Lewis, Retired Town and County Manager, Rutherfordton  
 Rodney Locks, Council Member, Brevard  
 David Neumann, County Attorney, Transylvania County  
 Rachel Ramsey, Retired Magistrate, Polk County  
 Brenda Oliver, Mayor, Sylva  
 Ronald K. Payne, Superior Court Judge, Asheville  
 Thomas H. Thompson, Clerk of Superior Court, Hendersonville  
 James Westbrook, City Manager, Asheville  
 Dennis Jay Winner, Senior Resident Superior Court Judge, Asheville





# Friends of the Institute Newsletter

Vol. 2 No. 3 Summer 2003

The Institute of Government

## A Message from the Dean

Dear Friends,

We were all saddened by Jake Wicker's passing in June. During his forty-seven-year tenure at the Institute of Government, Jake was a true friend and mentor to our faculty and staff and to countless state and local government officials. Our deepest condolences go out to his wife, Marie Peachee Wicker, daughters Beth Wicker Walters and Jane Fields Wicker-Miurin, and son Thomas Alton Wicker. Jake's commitment to teaching and learning will continue as we welcome the first group of students to the new Jake Wicker Classroom starting in January 2004.

I am pleased to announce that the School has met the Knapp Foundation's \$1-million challenge grant. We are indebted to the tremendous generosity of the Knapp Foundation of St. Michaels, Md., for challenging the School to match their \$1-million gift to the Joseph P. Knapp Library.

We are also grateful to our friends for their contributions of time and money over the past two years. As of June 30, 2003, professional associations, foundations, businesses, counties, individuals, municipalities, and other friends have provided \$1,130,843 in gifts and pledges to the Institute of Government Foundation! We simply could not have exceeded the challenge goal without your help.

The campaign gained steam, even through the state's worst economic recession in over ten years, thanks, in large part, to the hard work of our Friends of the Institute Regional Councils. We extend our deepest thanks and appreciation to the council members who contributed so faithfully to our campaign efforts.

With the successful completion of the Knapp Challenge campaign, the School of Government is well positioned to continue its important mission of improving the lives of North Carolinians by improving state and local government. We look forward to celebrating with you and our friends from across the state at our building dedication in the summer of 2004.

Sincerely,

Michael R. Smith, Dean

## Friend of the Institute Profile Jake Wicker: Reflections on a Life

By Frayda S. Bluestein, Professor, School of Government

On June 25, 2003, Jake's body gave out and a life filled with joy and hard work ended. Not until the press started to call for comments did I realize that I'd never really thought about, or tried to describe, what was unique about Jake. When the Institute began the campaign to raise money to name a classroom after him, all we had to do was mention his name. We didn't have to make a pitch. People all around the state knew who Jake was and what he meant to them. How could I describe in a "sound bite" why that was? Why was he so special?

The first challenge is that as a member of the Institute of Government faculty I am surrounded by an extraordinarily gifted faculty and staff who have a sincere dedication to public service and great warmth and collegiality toward each other, their students, and the Institute's clients. But I had a special connection with Jake, because I was hired to fill the vacancy created by his first "retirement." I've always been careful not to say that I was hired to replace him (though I did inherit his phone number). I knew there could never be another Jake. But I observed immediately the love and respect that Jake's client groups felt for him, and I was fortunate that they transferred those feelings to me from the very beginning—due in large part, I'm sure, to his efforts on my behalf.

I think what made Jake so special was the breadth of his interests, the depth of his knowledge, and the immense good will he created and fostered. During his long career at the Institute, he developed expertise in a range of subjects probably unmatched by any other faculty member. He taught in almost every program in the local government field and was responsible for planning and organizing the courses for newly elected officials and the municipal and county admin-



Jake Wicker and Frayda Bluestein at Jake's classroom dedication

istration courses—our most fundamental and wide-ranging programs in the local government area. His co-editorship of the "textbooks" on municipal and county government reflected his interest in and comprehension of the "big picture" of local government.

In addition to this breadth of interest, Jake's innate intellectual ability helped him become an expert in legal and technical subjects—notwithstanding his lack of formal training in these fields. He had a drive to learn and an interest in all things functional and practical that probably had its roots in his childhood on the farm. Using his naturally interactive approach, he drew knowledge from public officials that, combined with his strength of intellect and drive, resulted in an extraordinary level of client service. He not only worked evenings and weekends to respond to inquiries and finish projects, reports, or programs, but he also showed up first thing in the morning to make the coffee. And that dedication illustrates Jake's most lasting and extensive contribution: good will.

I recently gained a significant insight into how Jake fostered so much good will toward the Institute of Government. It's fairly well known that while Jake was

*Continued on page 3*

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# Institute of Government News

■ Joseph Ferrell recently received the University of North Carolina at Chapel Hill Faculty Council's 2003 Thomas Jefferson Award and was one of four recipients of the 2003 C. Knox Massey Distinguished Service Award in



Joseph Ferrell

recognition of his "unusual, meritorious or superior contributions" to the university. Ferrell, who joined the Institute of Government's faculty in 1964, specializes in property tax law, general county government, the General Assembly, and the North Carolina Constitution.

■ Bob O'Neill, Executive Director of the International City/County Management Association (ICMA), will deliver the 2003 Deil Wright Lecture at the Knapp Building at 11 A.M. on October 2, 2003. The lecture-

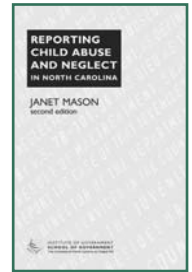
ship honors Deil S. Wright, Alumni Distinguished Professor of Political Science and Public Administration, by annually presenting leading speakers from the field of public administration.

■ In the fall, the Institute will publish Anne Dellinger's *Public Schools and Pregnant and Parenting Adolescents*, third in a series of legal guides for adolescents, their families, and the professionals who serve them. Through the generosity of the School and the Z. Smith Reynolds Foundation, twenty thousand North Carolinians received copies of the first two guides. These guides and other resources are available at <http://www.adolescentpregnancy.unc.edu>.

■ Jack Vogt has written *Capital Budgeting and Finance: A Guide for Local Government*, which will be published by the International City/County Management Association this fall. The book presents numerous models

used by local government for capital budgeting and addresses multiyear capital planning and priority setting, pay-as-you-go capital financing, debt, bond ratings, planning debt, interest rate and yield calculations, selling debt, and multiyear financial forecasting.

■ The second edition of Janet Mason's *Reporting Child Abuse and Neglect in North Carolina* is now available. Prevent Child Abuse North Carolina has obtained a grant to distribute free copies of the book to schools and to numerous social service, educational, medical and public health, and judicial agencies across the state. See the School of Government's Web site at <http://www.sog.unc.edu> for ordering information.



## School of Government Building to Be Renamed

Charlotte Observer columnist Jack Betts once observed of John Lassiter Sanders, "He has quietly and steadily influenced public life, informed public debate and enriched the public's appreciation of North Carolina. He did not come to the task with a personal agenda. Instead he came to it with a scholar's curiosity, a perfectionist's style and a sense of time and place about North Carolina."

It is a pleasure to announce that a very special honor and tribute will be tendered to John Sanders, who shaped the growth and direction of the Institute of Government as its director, and who continues to serve in the public arena as an unparalleled source of advice, education, and wisdom. The Trustees of the Knapp Foundation and the Trustees of The University of North Carolina at Chapel Hill have followed the successful completion of the Knapp Challenge by recognizing John's long and extraordinary service to the Institute of Government, the University, and the State of North Carolina. At its dedication in 2004, the expanded home of the School of Government will be renamed the Knapp-Sanders Building.

As director of the Institute of Government for twenty-four years (1962-73 and 1979-92), John's clear vision and unwavering commit-

ment to high standards resulted in a remarkable tenure, evident in the continuing success of the Institute and the recent creation of the School of Government, which now houses the Institute. Local, state, and university officials continue to seek John's counsel and guidance. His professional awards and accolades are numerous. By extending himself as a mentor to student leaders, he has helped to shape the successful professional and personal paths of countless young men and women. He remains a steady, guiding influence and friend for many as they make their own contributions at local, state, national, and international levels.

In 1962, when John first became director, the Institute had nineteen faculty members. Under his guidance and the continued leadership of the School's current dean, Mike Smith, today's faculty of forty-three and a supporting staff of sixty keep pace with the demands of courses, projects, and research

### Knapp-Sanders Building

Constructed in 1956. Renovated and expanded in 2003.

Named in honor of

Philanthropist and publisher Joseph Palmer Knapp

and

Educator and Institute of Government Director John Lassiter Sanders

Plaque to be mounted on the building upon its completion

that now include local government law, community and economic and development, public finance, public management and administration, environmental law, dispute resolution, planning, information technology management, civic education, and social services.

To make a special gift in honor of John Sanders, please use the gift form at the end of this newsletter or make a gift on-line at [www.sog.unc.edu](http://www.sog.unc.edu). Gifts will be used to help complete the renovation, expansion, furnishing, and landscaping of the Knapp-Sanders Building.

## SOG Staff Members Receive Star Heels Awards

By Kay T. Spivey, Director of Human Resources

Six School of Government employees were recipients of University Star Heels Awards in June 2003. The Star Heels Award Program was created by a gift to the University from TIAA-CREF and allows individual departments to present gift certificates from several local and university establishments to deserving employees. The following employees were honored for the outstanding service they render to the School's clients and colleagues:

- Veronica Bellamy, Human Resources Assistant
- Brian Newport, Program Coordinator
- Robby Poore, Graphic Designer
- Steve Rogers, Printing Supervisor
- Kerstin Lindgren, Program Coordinator
- Ernie Thompson, Printing Equipment Operator

## Publications Staff Receives Editing and Design Awards

The Society for Technical Communications has presented three publishing awards to the School in recognition of its excellent treatment of technical material. Motor Vehicle Law and the Law of Impaired Driving in North Carolina, by School faculty members Ben F. Loeb Jr. and James C. Drennan, was recognized with a Distinguished Award in Technical Publishing at the national competition, where judges were especially impressed by the fact that the School offers this publication in both paperback and searchable CD-ROM format. This publication later received a Best in Show award in the society's international competition.

Popular Government, edited by outgoing editor John Rubin, also received a Distinguished Award in Technical Publishing from the society. The judges evaluated an entire volume of the magazine and praised the overall effectiveness of its layout and design. They also commented on how well the design accommodates a wide variety of technical material without sacrificing its appealing format.

Congratulations to the entire Publications staff for their award-winning work on these Institute publications.

## Save the date!

### Community and Economic Development Forum in Asheville

The Friends of the Institute West Regional Council invites you to a community and economic development forum on Thursday, November 13 from 5:00 to 8:30 P.M. at Asheville's Grove Arcade Public Market. Join an interactive panel discussion about the key economic issues facing western North Carolina with representatives from the School of Government's new Community and Economic Development Program, Advantage West North Carolina, and others. Contact Kyle Gray at (919) 962-8477 or gray@iogmail.iog.unc.edu if you would like to attend.

*Wicker, continued from page 1*

very good at many things, he was not good at throwing things away. When retiring or moving to a new office, Jake avoided throwing things away by delivering to his colleagues the books and papers he thought might be of interest to us. When I arrived, my office came complete with a phone, a desk, a computer, and six boxes from Jake. I never went through them in depth until our most recent move. It was a truly remarkable experience. They were filled with files, papers, studies, program information, and (most interestingly) correspondence regarding all of this work. This collection was the documentation of a career of gracious, intelligent communication about matters involving local government. In sum, it was the record of one man's work, work that didn't just provide public service and bestow knowledge, but created good will. We sometimes talk about the "good will" of an institution, but we know, of course, that good will is created by individual human interaction. Jake's natural affinity for these interactions and his many years of service resulted in a volume of good will that is easy to feel but impossible to measure.

Jake loved his work, at least in part because he loved working with people. He acknowledged often during our many conversations how much personal satisfaction he gained from his work with public officials. His was not a self-satisfaction derived from knowing that he had all the answers and could bestow them on those less well-informed. He thrived on the interactions—the give-and-take—both inside and outside the classroom. His pleasure in this exchange was evident and contagious. Those who knew him through his work at the Institute will remember him as a teacher or colleague and a friend. He knew that, and it brought him great joy. He might have said that he got more than he gave from his work. He would, of course, be wrong. But we can take great solace from knowing that this was a man who did not regret the many hours he devoted—before and after retirement—to this work and to these people in North Carolina.

When Jake told me about his diagnosis of terminal cancer, he expressed his feelings of being at peace with himself and his life by telling a story attributed to St. Francis. The story is that one day, St. Francis was hoeing his

garden. Someone asked him, "What would you do if you knew you only had one day to live?" He replied, "I would keep hoeing my garden."

There is still much work to do in the garden, and I for one will enjoy doing it with inspiration from the life and work of Jake Wicker.

### Jake Wicker Memorial Celebration

Jake Wicker's family extends a warm invitation to everyone who knew Jake to attend a service to celebrate his life at 3:00 P.M. on Saturday, September 13, at Binkley Baptist Church in Chapel Hill. You are encouraged to send your favorite Jake Wicker jokes to Beth Wicker at WWicker@nc.rr.com. The family will compile a booklet of his jokes to share with everyone at the celebration. In honor of what would have been his eightieth birthday on September 9th, "gifts" of a nonperishable food item(s) for the Interfaith Council food pantry would be in keeping with his lifelong love of service to his community.



# 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,

Thank you Kent Montgomery ('89), Director of the Parks and Recreation Department for the City of Wilson, and Corinne Webb-Geer ('85), for taking the time to write two great articles 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

## Course News from Greg Allison



Greg Allison

It is hard to believe that we are just a few short weeks away from the start of the 50th Annual Municipal Administration Course and the 40th Annual County Administration Course. But before I talk about plans for the upcoming year, I would like to take a few moments to recap the highlights of our 2002–2003 offering of the administration classes.

On April 17, 2003, sixty-one municipal officials from across the state graduated from the 49th Annual Municipal Administration course. At the same time, thirty-one county officials graduated from the 39th Annual County Administration course. This proved to be an exciting year. These classes survived some unusual obstacles and events, most notably the crippling ice storm of December 2002 and commencement of the Iraq conflict, which resulted in the deployment of one of the class participants (Matthew Delk, Halifax County Manager). But, as always, lasting personal and professional friendships were made, and many graduates have pledged to become active members of the Municipal and County Administration Alumni Association.

As they have for many years, both the North Carolina League of Municipalities (NCLM) and the North Carolina Association of County Commissioners (NCACC) presented awards to, respectively, the municipal and county students who performed the most

distinguished work throughout the year. Both awards are based on class participation and evaluations from classmates and the Institute of Government faculty who teach the course. This year, the George Cooper Franklin Award, given by the NCLM, was awarded to **Richard Worsinger**, Director of Utilities for the city of Rocky Mount. The Edwin M. Gill Award, given by the NCACC, was awarded to **Bruce Gledhill**, Director of Solid Waste Services for Mecklenburg County. While there were many worthy potential recipients of the awards, these gentlemen certainly earned their recognition, and I would like to congratulate them yet again on their accomplishments.

The 2003–2004 offering of the administration courses will begin on September 4, 2003. Though the courses will start at the Holiday Inn in Burlington, we are hopeful that we will be able to move the classes back to the new School of Government building in early 2004. September 4 actually marks the beginning of Section I ("the weekend section") of the courses; Section II ("the weeklong section") begins on September 29, 2003.

Again this year, approximately a hundred participants will receive 160 hours of training in topics ranging from animal control to zoning and everything in between. We are particularly excited about being able to offer, for the first time, four hours of UNC college credit for successful completion of the course. Many students in the past have expressed interest in using the course as an elective in other degree programs they are pursuing. They can now

### 1990s

Carolyn Lane ('91), Town Clerk, Town of White Lake will be retiring on December 31, 2003.

### 2000s

Paul Spruill ('00) became the Beaufort County Manager in July. Brenda Clark ('01), Deputy Clerk, Town of White Lake, became a Certified Municipal Clerk in April and was married on July 19. "Yes, after eighteen years, the Lord has sent me the right guy. Prayers do work!" said Brenda.

### What Our Friends Say about the Institute

*"The IOG is one of our University's most valuable assets, and it is essential to the effective functioning of local government. The training provided by the Institute is invaluable and touches all aspects of local government, which in turn touches all aspects of the lives of our constituents. I cannot envision local government functioning well without the Institute—we are indeed fortunate to have it in our state."*

—Norma Mills, Co-Chair, Friends of the Institute Northeast Council



receive the credit hours, which should be transferable to most degree programs in the UNC system or at other universities.

In closing, I would like to take the opportunity to thank Janet Edwards, the administration courses' tireless program coordinator, for making my first year as director of the courses such a joy (and relatively easy!). Her hard work and devotion are the heart and soul of the courses, and both faculty and students realize the tremendous contribution she makes to their success. We both look forward to the new and exciting course year ahead.

Sincerely,

**Gregory S. Allison** ('95)  
Director, Municipal and County Administration Course  
(919) 966-4376 and Allison@iogmail.iog.unc.edu

# Baseball Museum in Wilson: If You Build It, They Will Come

By Kent Montgomery ('89), Director of Parks and Recreation, City of Wilson



Several years ago I was sitting in the stands at Fleming Stadium talking with some of Wilson's most enthusiastic sports fans while watching the Wilson Tobs. Local businessmen Ed Fulford, Lee Gliarmis, and I struck up a conversation about a baseball museum. North Carolina has a rich baseball history and has produced some of the best and most famous players in the nation, including Rick Ferrell, Buck Leonard, Catfish Hunter, Luke Appling, Enos Slaughter, Gaylord Perry, and Hoyt Wilhelm. Fleming Stadium has also hosted numerous baseball legends like Richie Ashburn, Robin Roberts, and Ted Williams. Yet, none of us knew of a baseball museum anywhere in the state.

We decided that day to develop a plan to build a baseball museum at Fleming Stadium. We didn't know exactly how we were going to accomplish this goal, but we were excited and committed to it. The skills I learned through the Institute's Municipal Administration course helped me navigate the initial challenges we faced. In particular, the course taught me how to work more effectively with the city's building, utility, and public works departments. Over the years, I have come across other park directors who do not have good working relationships with these departments. I can say that I have great relationships with the other departments in Wilson, which helped us as we began to organize support for the museum.

Our first step was for Ed Fulford and Lee Gliarmis to propose the idea to Wilson's mayor and City Council to obtain their preliminary

approval. We then formed a committee to plan the details of building a North Carolina minor league baseball museum. The focus changed very quickly from a minor league baseball museum to a baseball museum that will cover all aspects of baseball history in North Carolina—from the Little League to the major leagues.

After the museum committee refocused its efforts, the City of Wilson contributed \$100,000 in seed money to begin construction, which helped us get started. We broke ground for the facility in November of 2001 and finished construction by the end of the summer of 2002. Since then, we have been busy collecting memorabilia of all kinds. The North Carolina Baseball Museum will offer visitors over 3,328 square feet of exhibits about North Carolina's baseball history.

We soon found out that even though we had built a museum, we did not know how to operate it. We invited Christine Dwyer, Director of the Museum of the Stanly County Historic Preservation Commission in Albemarle, N.C., to teach us the ropes. She educated us in the many aspects of museum management, including setting up display cases, lighting, loan donation agreements, and inventory, to name only a few.

We organized the museum as a nonprofit organization under state law and established an advisory board. We have some very good people on the board. They include Bob Harris, the voice of the Duke Blue Devils; Woody Durham, the voice of the North Carolina Tar Heels; Clyde King, former Yankee pitcher;

Betty McCain, former Secretary of the North Carolina Department of Cultural Resources; Danny Talbott, University of North Carolina baseball and football legend; and Tommy Byrne, another former Yankee pitcher. Talbot and Byrne are both in the North Carolina Sports Hall of Fame.

We financed construction of the museum through a variety of sources. The city continues to provide support for improvements. We also started a Walk of Fame brick campaign and have sold about ninety bricks and are still seeking contributions from individuals, businesses, and others. In May 2003, we hosted our first annual golf tournament to generate funds for the building and raised about \$8,300.

We would like to open the museum in late summer this year while the Wilson Tobs summer collegiate baseball team is still playing and after we get all the display cases in place. Eventually, the museum will be open year-round and will be run by volunteers. But we are not going to rush the opening of this wonderful project. We want it to be right. Ten years from now we want to sit in the stands watching the Tobs play and say with a little pride, "That's some kind of baseball museum over there!"

I invite you to visit the museum the next time you're in Wilson to see what's taking place. You can reach me at (252) 399-2262.

## What Our Friends Say about the Institute

*"I started as the County Attorney seventeen years ago, and the commissioners asked me to resolve an issue related to our county jail in my first week.*



*The first person I called at the Institute was Mike Smith, who was the expert on jail law in North Carolina. He taught me everything I ever wanted to know about jail law in about two phone conversations."*

—Harvey Raynor, Co-Chair, Friends of the Institute Northeast Council

## Recent Municipal/County Administration Graduate Honored

By Corinne Webb-Geer ('85), Friends of the Institute East Regional Council member

The Carteret County Council for Women awarded Kathy Townsend ('02), City Clerk for the City of Havelock, the Distinguished Woman in Government Award for 2002. Ms. Townsend served as interim city manager and interim planning director in Havelock while she continued to fulfill her normal duties as city clerk. Among her many accomplishments was a major role in the planning and construction of Havelock's new tourist center, which she will serve as director. She was co-chair of the Sand Dunes Chapter of the American Business Women's Association annual golf tournament and is presently a member of the Carteret County Council for Women and publicity co-chair for the Coastal Women's Fair.

The annual award recognizes women in

Carteret County who exemplify the high standards promoted by the council. To be a recipient, a woman must demonstrate high achievement in her specialized field of endeavor and in her interpersonal relations. The categories for which a candidate can be nominated are the arts, education, volunteerism, business/professions, journalism, government, and the overall award, the Jean Nelson Award.

# 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 April 1, 2003, and June 30, 2003, are acknowledged below.

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## Lawyers Mutual and Tharrington Smith Support Judicial Education Fund

Lawyers Mutual Liability Insurance Company of Cary and the Raleigh law firm of Tharrington Smith, LLP, recently announced important lead gifts of \$25,000 and \$10,000, respectively, to the Institute of Government Foundation's endowment to enhance continuing education programs for North Carolina court officials.

The Campaign for Judicial Excellence seeks to raise at least \$500,000 to support special topic seminars on current issues of importance in the courtroom; an annual Judicial

Sentencing Seminar; national speakers for annual conferences; new reference materials in audio, video, and CD-ROM formats; professional development for faculty members and peer trainers; and enhancement of current programs. To date \$180,000 in gifts and pledges has been raised toward the goal.

We thank Tharrington Smith and Lawyers Mutual for their generous contributions, which will help to improve North Carolina's judicial processes for decades to come.

## Dixon Odom PLLC Pledges to Name a Classroom

In April, Dixon Odom PLLC's executive committee approved a \$30,000 pledge to the Knapp Challenge Campaign to name a classroom at the School of Government. "The Institute of Government continues to be a valuable resource to state and local governments across the state. Our firm's gift recognizes the importance of this great institution to our state," said Randy Brodd, Partner, Dixon Odom.



# East Regional Council Helps Organize Down East Civic Index Forum

By Bernita Demery and Phil Dixon, Friends of the Institute East Regional Council



The Friends of the Institute East Regional Council has teamed up with the North Carolina Civic Education Consortium and other community leaders to help organize the Down East North Carolina Civic Index Community Forum. The forum, entitled "A Conversation on Citizenship," will be held Thursday, October 30 from 5:00 to 8:15 P.M. at the Murphy Center on the campus of East Carolina University in Greenville. The Down East Civic Index Forum will bring together 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.

The Civic Education Consortium developed the North Carolina Civic Index in response to a lack of comprehensive and meaningful measures of civic engagement in North Carolina. In January, a statewide telephone survey contacted nearly 1,600 nonvoting youth (ages 13–17) and adults to learn about

their civic skills, behavior, knowledge, attitudes, and opportunities. The information gathered from the surveys and other existing measures of civic engagement were used to create the North Carolina Civic Index—the first-ever statewide assessment of adult and youth civic education and engagement.

The Down East Forum will be the first opportunity for our region to come together and discuss the results of the Civic Index. The evening will begin with a reception featuring several local civic education programs. Facilitators from the Consortium will then present the statewide and regional results of the Civic Index. Next, breaking up into small groups of attendees by county, we will discuss the findings as we enjoy a barbeque dinner. The goal for each group will be to identify county-specific strategies for improving civic participation and education. Members of each group will create a simple action plan outlining how they will implement their solutions.

The Friends of the Institute East Regional Council members will help recruit representatives from key organizations in their counties

to attend the Civic Index Forum. We want to thank East Carolina University and Pitt County Commissioner John Minges for sponsoring this important regional event.

The Civic Education Consortium will also convene Civic Index Forums at three locations in western North Carolina, September 23, 24, and 25; in the Cape Fear region, October 2; the Triangle, October 23; the Charlotte-Metro area, October 16; and the Triad, October 9. This fall, to ensure that all communities have the opportunity to benefit from a conversation about citizenship, the Consortium will publish the Community Forum Tool Kit. The kit will provide guidance for communities that want to host their own forums.

For more information about the community forums, please contact **Leslie Anderson**, Special Consultant to the Civic Education Consortium, at 828-252-4913 or [lesliea@ioa.com](mailto:lesliea@ioa.com) or **Kelley O'Brien**, Civic Index Project Director, at 919-960-4226 or [obrien@iogmail.iog.unc.edu](mailto:obrien@iogmail.iog.unc.edu). Web site: [www.civics.org](http://www.civics.org)

## Friends of the Institute of Government Gift Form

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To view other giving options and make a gift on-line, visit our Web site at [www.sog.unc.edu](http://www.sog.unc.edu) and click "Giving to the School."

*Thank you for your generous support!*

# Northeast Council Meets



Members of the new Northeast Council

The Northeast Regional Council convened its first two meetings in Edenton and Nags Head in May and June to plan activities for the coming year. Norma Mills, County Attorney of Dare County, and Harvey ("Butch") Raynor, County Attorney of Hyde County, will serve as co-chairs of the Northeast Council. The council's top "friend-raising" and fund-raising priorities for the coming year are (1) to organize regional training sessions with Institute of Government faculty members and (2) to achieve 100-percent participation by the region's local governments in the campaign

for the North Carolina Local Government Wing of the Knapp Building.

The new Northeast Regional Council joins the East, North Central, Southwest, and West Regional Councils, which are composed of 107 leaders from the fifty-four counties surrounding Asheville, Edenton, Greensboro, Greenville, and Charlotte. The School plans to recruit council members for the other regions of the state. Please contact Kyle Gray at (919) 962-8477 or gray@iogmail.iog.unc.edu if you are interested in serving as a regional council member.

The Institute of Government  
CB #3330 Knapp Building  
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# Friends of the Institute Regional Councils

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Neil Whitford III, Town Attorney, Beaufort

## Northeast Regional Council

Lois C. Askew, Clerk to the Board, Washington County  
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## North Central Regional Council

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Terry L. Bralley, County Manager, Davie County  
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## Southwest Regional Council

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Julia Tipton, Magistrate, Yancey County  
James Westbrook, City Manager, Asheville



# Friends of the Institute Newsletter

Vol. 2 No. 2 Spring 2003

The Institute of Government

## A Message from the Dean

The end of the Knapp Building renovation and expansion project is in sight! I'm pleased to announce that our contractors plan to complete the renovated sections of the Knapp Building this fall, when the staff and faculty will move into their permanent offices. Our goal is to open the School's doors to you and other friends from across the state early next year and to have our building dedication in June 2004!

We are also headed down the home stretch in our Knapp Challenge Campaign to help meet our expansion and renovation expenses. We have now raised \$844,000 in gifts and pledges from individuals, counties, municipalities, professional associations, businesses, and foundations toward meeting the Knapp Foundation's \$1-million challenge grant. Thank you to everyone who has already made a gift to the campaign.

It's not too late to contribute! All gifts and pledges made to our capital campaign by June 30 will be matched dollar-for-dollar by the Knapp Foundation. I hope you will join me in meeting the challenge by filling in and returning the gift form on page 7.

On April 3 we enjoyed a great night in Concord at the Southwest Regional Council's social and barbecue dinner. I want to thank our Southwest Regional Council members for organizing this special night and extend our appreciation to Food Lion for generously sponsoring the event.

Your ongoing support of the Institute, the School, and our mission to serve North Carolina is gratifying.

Sincerely,

Michael R. Smith, Dean

## Friend of the Institute Profile A Surprise: Linda McVey Retires!

By Mike Smith, Dean, School of Government



Linda McVey

Among all the employees who make the School of Government a great place to work and a welcoming, productive place to come to for continuing education, Linda McVey is exceptional. On Monday, March 31, 2003, Linda "officially" retired from our professional staff. It was an occasion for celebration and for long looks back over three decades with fondness, laughter, and, always, memories of her care for colleagues and clients alike.

When Linda told me she was finally going to retire, I gave her many opportunities to change her mind. I was in total denial. I just could not imagine this organization without Linda. But she was determined to go through with it.

Linda embodies the kind of spirit that has made us so successful. For many years now, she has been the Institute's and the School's heart and soul. She does whatever it takes to get the job done—always—and puts the interests of public officials ahead of her own.

She has helped thousands of local government officials and mentored not only her staff colleagues, but faculty members as well. In 1997 Linda was nominated by her colleagues and won the University's prestigious Chancellor's Award for her exemplary service to the University and the people of North Carolina. If you judge a person's career by the number of people helped and the number of lives touched, then Linda is in a class by herself.

Over her thirty-one-year career, Linda served in many professional and support roles within the School. In 1971, arriving as a nineteen-year-old "Stenographer I," she quickly gained the respect of her co-workers and faculty supervisors. As she moved through the roles of alcove secretary, program coordi-

nator, and residence hall manager, her reputation for expertise, innovation, fairness, and good humor grew. In her latest role as manager of the Facilities and Instructional Support Division, she was responsible for recruiting, training, and mentoring many dozens of employees. She also did a superb job of handling the day-to-day maintenance, repairs—and occasional flood—of the School's aging building.

On March 26, friends, family, current and former colleagues, clients, and well-wishers assembled in the School's new atrium to bid farewell to Linda at a lively retirement celebration. I want to quote just a few of the wonderful recollections and sentiments expressed at that party.

Ken Everhart of the North Carolina Wildlife Commission spoke about her long-term work with the Institute's wildlife officers training program. For over thirty years, he said, "Linda has known everyone who has come to work with us."

Dick McMahan, a former faculty member, recalled that from the moment he met nineteen-year-old Linda, it was obvious that she loved people. "When you came to the Institute," he said, "Linda got to know you. She and several others worked to create the most helpful and committed staff in the University."

Janice Smith, who worked with her all of her thirty-one years, noted that Linda "set a high standard for all of us."

Faculty member Jim Drennan commented on Linda's move from being a co-worker to a staff supervisor: "It's not easy," he observed. "It takes great management skills and compassion to make the transition successful. Linda has all that, and a great sense of mission" that makes her work outstanding. "She made this place more fun to work in. And," he added, "she was the best softball pitcher we ever had." I'll second that!

*Continued on page 3*

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# Institute of Government News

- **David Ammons** was recently appointed to the Urban Management Education Committee of the National Association of Schools of Public Affairs and Administration (NASPAA).
- In recognition of his longtime successful work in the field of ethics, **A. Fleming Bell, II** has been selected as a 2003–2004 Ethics Fellow by the Institute for the Arts and Humanities in the College of Arts and Sciences. He will participate in a series of intensive faculty seminars during the fall semester and will receive a stipend to assist him in his research and writing.
- **Carolyn Boggs**, SOG Program Coordinator, graduated from UNC Charlotte's Certificate Program in Meeting and Event Planning in March. The program prepared Carolyn to take the Certified Meeting Planners examination.
- **Anita Brown-Graham** organized the Institute of Government's first Community Development Academy to assist over seven-hundred community development government officials and consultants with their work on issues such as community outreach and applying for and administering community development block grants. School of Government faculty members **Fleming Bell**, **Maureen Berner**, **Frayda Bluestein**, **Margaret Henderson**, **David Lawrence**, **David Owens**, and **John Stephens** taught in the academy, which was convened for two sessions in January and February.
- **Lydian Altman-Sauer**, **Margaret Henderson**, and **Gordon Whitaker** recently published a revised version of "Strengthening Local Government—Nonprofit Relationships: What We Learned from the Interviews"—which originally appeared in *Popular Government* (Winter 2001 edition)—in *Azienda Pubblica*, an Italian academic journal.
- **Milton Heath's** chapter on the life of Institute founder **Albert Coates** from *The North Carolina Century: Tar Heels Who Made a Difference, 1900–2000* (Howard E. Covington Jr. and Marion A. Ellis, coeditors, 2002) was reprinted in the Spring 2003 issue of *The North Carolina State Bar Journal*.
- **John Rubin** will complete his tenure as editor of *Popular Government* with the Spring/Summer 2003 special issue on poverty (**Anita Brown Graham**, guest editor). **John Stephens** will become the magazine's new editor.
- In March **Dean Mike Smith** was formally inducted into the UNC Chapel Hill Order of the Golden Fleece. Dean Smith was honored for his extraordinary vision, unflinching

*Continued on page 5*

## First Annual Southwest Regional Council's Spring Social and Dinner Held in Concord

By **Joyce Allman** and **Mac McCarley**, Friends of the Institute Southwest Regional Council members



*The Food Lion Auto Fair*



**Rick Anicetti** (l) President and CEO of Food Lion. **Mac McCarley** (center), chair of the Southwest Regional Council, served as master of ceremonies for the evening. **Don Miller** (r), President of Penske Racing South, speaks about his auto racing career.



We want to thank the 170 friends and supporters of the School and Institute of Government who attended the First Annual Friends of the Institute Southwest Regional Council's spring social and barbecue dinner on April 3 at Lowe's Motor Speedway. The afternoon started with many participants arriving early to enjoy the Food Lion Auto Fair with complimentary tickets provided by Lowe's Motor Speedway.

Food Lion, the exclusive sponsor of the event, treated all who attended to good food and drinks as we celebrated the School of Government and public service with Mike Smith, Dean of the School of Government, and Don Miller, President of Penske Racing South.

Rick Anicetti, President and CEO of Food Lion, Scott Padgett, Mayor of Concord, and racing legend Humpy Wheeler kicked off the evening by welcoming the group to Concord. "Food Lion is proud and delighted to sponsor

this School of Government event," said Anicetti. "The School of Government's programs and activities strengthen our local governments and provide valuable information for businesses of all sizes. Food Lion is pleased to support this important work."

Mike Smith then provided the group with an optimistic forecast for public service in North Carolina. Mike praised noted historian Stephen Ambrose for observing through his long study of American history that optimism is always justified when citizens are confronted with difficult challenges. "I believe that there are incredibly good reasons for everyone here tonight to be optimistic as we continue to work together as partners to improve the lives of our fellow North Carolinians by working to improve government," said Smith.

Next, Don Miller spoke about the challenges of coming to North Carolina in the early 1990s to start his company, Penske Racing

South, Inc., with driver Rusty Wallace in Mooresville. "One thing I learned from Roger Penske was that when you start a new business you have to get involved in your community so that opportunities do not pass you by. We started our business in Mooresville with a promise to the community that we were going to get involved with everything that went on in the town," said Miller. Don has been an active member of Mooresville's community and serves as Chair of the N.C. Auto Racing Hall of Fame, which is located in Mooresville.

We are grateful to the ten businesses and other organizations that donated fifteen door prizes, including a thirteen-inch color television set and a \$250 savings bond! Thank you BFI Waste Services, Capital Management of the Carolinas LLC, Concord Mills Corporation, Concord Regional Airport, Food Lion Store #203, Lowe's Motor Speedway, S & D Coffee, Salomon Smith Barney, Signet Golf Associates, and Wachovia Bank's Concord branch.

For those of you who missed out on our first social, mark your calendars! The second Annual Friends of the Institute of Government Spring Social and Barbecue Dinner will be held on April 1, 2004. We look forward to seeing you at our 2004 event!

# New County Commissioners Schools

By Monica Glover, Program Coordinator, School of Government



Swain County Commissioners David Anthony, Glenn Jones, Genevieve Lindsay, and Jeff Waldroup and county administrator Linda Cable work together at the Dillsboro school in February.

The School of Government, in conjunction with the North Carolina Association of County Commissioners (NCACC) and the Western Carolina Local Government Training Program, recently offered a revised County Commissioners school, "Leading and Governing: Essentials of County Government for County Commissioners." During January and February, the School convened four regional training sessions for over two hundred commissioners and other county officials

in Durham, Hickory, New Bern, and Dillsboro. Remarkably, 94 percent of all North Carolina's newly elected county commissioners—along with other veteran commissioners, managers, and clerks—attended the schools.

The schools for newly elected county commissioners have been an Institute of Government staple since 1951. The revised curriculum for this year's school focused on governing and offered county officials a glimpse of North Carolina's changing economic, demographic, and cultural geography. Phillip Boyle, faculty member and County Commissioners Schools director, helped revise the content for this year's course.

Led by School of Government instructors Susan Austin and Donna Warner, School faculty, NCACC staff members, and various seasoned commissioners, the participants learned about their roles in governing their counties. The three-day school opened with an interactive forum presented by guest lec-

turers Ferrell Guillory, Director of UNC Chapel Hill's Program on Southern Politics, Media, and Public Life; and James Johnson Jr., Distinguished Professor of Management for UNC Chapel Hill's Kenan-Flagler Business School and Director of the Urban Investment Strategies Center at the Kenan Institute of Private Enterprise. School participants also gained insight into making the transition from running for an elected position to governing with other colleagues. Commissioners and other county officials took part in hands-on sessions in law, finance, legal requirements, and effective governing relationships.

Craven County Commissioner Lee Kyle Allen, who attended the New Bern School, commented: "I've been a commissioner for eight years and have attended four of these programs. This is a valuable tool for new and veteran commissioners. It is also valuable for anyone who works in county government. I like the new format, which provides interaction between attendees. For veteran commissioners these programs are refresher courses in changing legislation."

*McVey, continued from page 1*

At the beginning of this article, you might have noticed that I put quotation marks around the word "officially" to describe Linda's retirement. I did so because Linda, although "officially" retired, is not gone. Another of her unique qualities is that she considers working thirty hours a week—instead of the fifty or sixty hours of days past—to be relaxing. So, for the time being, she remains the *go-to* person here at the School and will help us through the completion of our construction, the moving of staff and faculty into permanent space, the setting up and testing of classrooms, and, ultimately, the public dedication of the School of Government into full-time, long-term service. I truly don't think we could do all of this without her.

It has been my good fortune to have known Linda McVey as a friend and a colleague. All of us at the School join with her clients, friends, and associates across the state in congratulating Linda on her exceptional career. We wish her the best in "retirement" and the enjoyment of many happy hours with her family and her first grandchild, Maddrie Grace Allen, born April 14, 2003.

## The Linda McVey Professional Development Fund

By Pat Langelier, Associate Dean, School of Government

In recognition of Linda McVey's long and dedicated service to the School of Government, a fund was recently established to provide resources to enhance the professional development of all School of Government staff. When Linda retired in March 2003 after thirty-one years, she had served in many professional and support roles within the School. In her latest role as manager of the Facilities and Instructional Support Division, Linda has been responsible for recruiting, training, and mentoring many dozens of employees. The Linda McVey Professional Staff Development Fund will provide support School staff members can use to pursue additional work-related training and education and enhance their professional advancement opportunities within the School. Examples of the kinds of supportable expenses include memberships in professional organizations, costs associated with professional development courses and programs (both inside and



Linda McVey (center) and family at her retirement party in March.

outside of the university), training offered by the School for its employees, special events honoring employees, and employee awards. Linda McVey has contributed immeasurably to the School of Government workplace through her devotion to duty and the genuine care she has shown for clients and colleagues. The Professional Staff Development Fund reflects Linda's extraordinary performance and her own professional growth throughout an exemplary career. For more information or to contribute to the Fund, please contact Ann Simpson at 919-966-9780 or [simpson@iogmail.iog.unc.edu](mailto:simpson@iogmail.iog.unc.edu).

# Janet Edwards's Municipal and County Administration Alumni News

The 180-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 long-time coordinator of the course, invites course alumni to get back in touch.

Dear Friends,

I am pleased to announce that we will be accepting applications for the 2003–2004 Municipal and County Administration Course starting in June. We are excited about our return to the Knapp Building during the 2004 spring semester. Please contact me if you would like me to mail you a course application.



Thank you Mike Shalati ('01), County Manager, Union County, for taking the time to write a short article about Union County for this edition of my column. Please contact me if you would like to write a future story about your community or one of your fellow alums. You can reach me at (919) 966-6880 or edwards@iogmail.iog.unc.edu.

Sincerely,

Janet

**1980s** Mary Ann Hinshaw ('89) became Manager of Carteret County in January. Previously, Mary Ann served as Halifax County's Deputy Manager. Along with Sylvia Butterworth ('82), Mary Ann was instrumental in organizing the Municipal and County Course Administration Alumni Association in 1992. Ron Niland ('80) has teamed up with fellow alum Amy Beroth ('91) to start the All American Association, a private consulting firm specializing in municipal services. Ron's twenty-two years of experience as a municipal manager, Amy's background as a municipal personnel director, and the knowledge and skills they both acquired from participating in the Institute's Municipal Administration Course have proven invaluable resources in starting this new business.

**1990s** Frank W. Clifton Jr. ('97) became the City Manager of Casselberry, Florida, in April after leaving his post in Cabarrus County.

**2000s** We had a great turnout of new and seasoned alumni at the Friends of the Institute of Government Southwest Regional Council's Spring Social and Barbecue Dinner in Concord on April 3, thanks to the recruiting efforts of fellow alums Joyce Allman ('86), Finance Director for the City of Concord, and Mac McCarley ('78), City Attorney for the City of Charlotte. Municipal and County Administration Course alumni attending the event included Paul Campbell ('02), Director of Engineering, City of Concord; Michael Downs ('91), Public Safety Services Director, Cabarrus County; Pam Dubois ('01), Finance Director, Cabarrus County; Brenda Freeze ('93), City Clerk, City of Charlotte; Rodger Lentz ('02), Planning Manager, City of Concord; Phil Cowherd ('87), Budget Analyst, City of Charlotte; Mike Wilson ('00), Finance Officer, Cabarrus County Water and Sewer Authority; Don Cummings ('01), Human Resource Director, Cabarrus County; David Treme ('02), City Manager, City of Salisbury; and Harry Weatherly ('93), Finance Director, Mecklenburg County.

## Ann Suggs Retires

By Charlene Brummitt,  
School of Government

Ann Suggs, an investment officer for Wake County, ended thirty-seven years of service in February. The School of Government would like to congratulate Ann on her retirement and for her service to Wake County. Ann taught in the Institute's Cash Management Course for a number of years and was always the hit of the week. She brought to the class an interesting look at daily investing for local government. Thank you, Ann, for your time and dedication. We wish you the best in your new endeavors.



Ann Suggs, investment officer for Wake County, is shown at her retirement party in February. She is being congratulated by Jack Vogt, School of Government faculty member and former director of the Municipal and County Administration Course.

### What Our Friends Say about the Institute

*"The most impressive thing about the Institute of Government is the amount of information that faculty members provide to help us make good decisions. Over the years, Bill Campbell has been a lifesaver to North Carolina's registers of deeds. To have that one strong voice at the top to tell all one hundred counties what to do is so important."*



—Ann Shaw, Register of Deeds and Friends of the Institute North Central Council member

### Please send me your stories!

Please send news regarding job promotions, professional awards, or activities with other alumni in your area to Janet Edwards at the e-mail address or telephone number above.



## N.C. Civic Education Consortium

The School's N.C. Civic Education Consortium program was recently recognized as a model civic education program. The Consortium was the only state-based program invited to participate in the White House Forum for History, Civics, and Service in May. Director Debra Henzey explained the Consortium's successful partnership model for civic education reform and how service learning can be an effective civic education teaching strategy. In addition, Governor Mike Easley nominated the Consortium for recognition at the 2003 conference of the Southern Growth Policies Board as an innovator in leadership development and civic engagement.

The Consortium will release the results of its statewide Civic Index at a press conference in Raleigh on May 19. The first Civic Index will include several measures of adult and youth civic attitudes, actions, skills, knowledge, and opportunities. The Civic Index results will be available at [www.civics.org](http://www.civics.org) after May 19, 2003. For more information on the Civic Index, which was developed by the Consortium's Public Support Work Group chaired by Ran Coble, contact Kelley O'Brien at [obrien@iogmail.iog.unc.edu](mailto:obrien@iogmail.iog.unc.edu) or (919) 960-4226.

*Institute of Government News, continued from page 2*  
commitment, and exemplary work helping members of the University community to fulfill Edward Kidder Graham's promise to "answer the calls for help from the residents of North Carolina." The Order of the Golden Fleece is the University's oldest and highest honorary organization. MPA Student **Stephanie Schmitt** was also inducted into the Golden Fleece in recognition of her campus-wide leadership for graduate students.

■ **Jesse White** has joined the School as an adjunct professor to help plan and structure the School's new program in economic development. White formerly served as the Federal Co-Chairman of the Appalachian Regional Commission and as Executive Director of the Southern Growth Policies Board.

## Union County on the Move

By **Mike Shalati ('01)**, Manager, Union County

Union County is one of the fastest growing counties in the Carolinas. This rapid growth has created challenges in both economic development and provision of the infrastructure needed to support it. In dealing with these issues as manager of this great county, I have implemented the valuable knowledge I acquired through the County Administration Course.

To foster economic development in this dynamic, growing region, the Union County Board of County Commissioners has adopted as its number-one priority partnering with the private sector to develop industrial parks. This goal will be accomplished through the county's three-year action plan, which also envisions working closely with appropriate organizations to improve the vital infrastructure of water, sewer, and transportation systems. To meet these needs, we are currently doubling the capacity of our eighteen-million-gallon per day water treatment plant, doubling the capacity of one of our wastewater treatment plants, and providing two additional water storage tanks and several water and sewer line extensions.

Residential growth in Union County has far outpaced commercial and industrial growth over the past several years. In response to this rapid growth, we have integrated beneficial Smart Growth requirements into the county's land use ordinance; these require developers to provide adequate

green space and amenities in all new residential developments.

The demand for housing continues and has had a major impact on the need for public schools. During the past two years, the Union County Board of Commissioners' strong commitment to our public school system has funded the construction of several new elementary, middle, and high schools. With the recent passing of the county's largest-in-history bond referendum, the county will be constructing several additional schools in 2003.

The continued growth of the county has also created the need for other facilities. Major projects currently underway or in planning include a Judicial Center, an Agri-Services Center, and a one-stop center for obtaining permits. The new Judicial Center will house all court-related functions and/or offices. Because agriculture plays a very important role in the economy of Union County, the planned Agri-Services Center will house all agriculture-related offices and provide adequate meeting space for various events. The development of a one-stop permitting center will unite the inspections, planning, environmental health, public works, and stormwater management departments in one convenient location to increase the ease of conducting county business.

In addition to providing community and infrastructure support, we have invested time, effort, and resources in improving our citi-



*Mike Shalati, County Manager,  
Union County*

zens' quality of life through the expansion and construction of new library facilities in different parts of the county. We have also acquired and begun construction of a new recreational park for residents of the eastern region of our county.

As you can probably conclude, the knowledge acquired from the County Administration Course has helped me tremendously in envisioning and implementing these great projects for our county at a time when resources are limited by state budget problems. In addition, the Institute continues to be a valuable training resource for two of our county employees, Richard Black, Director of Planning, and Wesley Baker, Internal Auditor, who are currently attending the County Administration course.

# 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 January 1, 2003, and March 31, 2003, are acknowledged below.

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N.C. Association of Clerks of Superior Court  
N.C. Association of County Attorneys  
N.C. Association of County Directors of Social Services  
N.C. Association of County Finance Officers  
N.C. City and County Management Association  
NCLGISA  
North Carolina Government Finance Association  
North Caroliniana Society

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Town of Winfall  
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Caswell County  
Lenoir County Detention Center  
Lenoir County Sheriff's Office  
Rockingham County  
Stanly County  
Swain County  
Transylvania County

**Foundation**  
Knapp Foundation

## Wicker Tribute Steering Committee Reaches Goal!

The Jake Wicker Steering Committee came together at the School's open house to celebrate reaching its goal of \$300,000 in generous gifts and pledges from professional associations, municipalities, counties, the School of Government, friends, colleagues, co-workers, and other admirers to name the largest classroom in the School the Jake Wicker Classroom. Thank you to all who have made gifts to the Wicker Tribute!

## North Carolina Local Government Wing Campaign Update

This campaign was launched by the N.C. League of Municipalities and the N.C. Association of County Commissioners to raise \$900,000 in gifts from counties and municipalities to name a new wing of the Institute of Government's renovated building. Since the campaign began in 1999, over two hundred counties and municipalities and a number of individuals have donated or pledged \$593,000.

## City of Newport Makes a Memorial Gift

The City of Newport's commissioners approved a gift to the School's Knapp Challenge Campaign in memory of Beverly McCarvill, who served as Town Clerk for seventeen years. Ms. McCarvill received much of her professional training at the Institute of Government. Between 1988 and 1994, she attended three sessions of the Municipal and County Clerks School as well as the Privilege License Tax Conference and the N.C. Tax Collectors Conference. Ms. McCarvill passed away in 1999.

IN MEMORY OF  
BEVERLY MCCARVILL

# Knapp Foundation Challenge Campaign Nearing Goal

The Knapp Challenge goal is within reach! \$844,000 in gifts and pledges from individuals, counties, municipalities, associations, businesses, public agencies, and other foundations has been donated toward meeting the Knapp Foundation's landmark \$1-million challenge grant. Thank you to all our contributors! The Friends of the Institute Regional Councils have focused their efforts on helping to meet the Knapp Challenge goal. By June 30, 2003, the grant, the largest private gift in the Institute's history, must be matched by additional private and public contributions.

You can help the School in two important ways between now and June 30. First, you can make a gift! Contributions of any amount are welcomed and appreciated. If you would like to make a gift, please complete the form on page 7 and mail your gift today. You may also make your gift online at [www.sog.unc.edu/development/gift.html](http://www.sog.unc.edu/development/gift.html). The second way you can help is to spread the word about the campaign among your friends and colleagues who support the School and Institute of Government. We will need their help to close out the Knapp Challenge Campaign. We look forward to celebrating with you and our friends from across the state when we reach that goal.

**\$ 1,000,000**

**\$ 844,000**



## Create Your Own Place in History

Buy a brick to help meet the Knapp Challenge! Your name will be permanently engraved on a brick paver when you make a \$250 gift to any of the designations on the pledge form below. Your brick will be placed on a walkway joining the Institute's new Knapp Building to the main parking area. Join your friends and colleagues who have already marked their place in history by purchasing over three hundred bricks! Contact Kyle Gray at (919) 962-8477 or [gray@iogmail.iog.unc.edu](mailto:gray@iogmail.iog.unc.edu) to reserve your brick today.

## SOG Open House and Tour

The School of Government's faculty and staff and the Institute of Government Foundation Board of Directors welcomed a group of friends and supporters to the Knapp Building on the first day of Spring. Dean Mike Smith greeted a group of about a hundred friends, who took self-guided tours of the Knapp Building throughout the afternoon.



*Dean Michael R. Smith welcomed the group to the Knapp Building and one of the School's new classrooms.*

# Friends of the Institute of Government Knapp Challenge Campaign Gift Form

Yes! I want to make a gift of \$\_\_\_\_\_ to meet the Knapp Challenge.

Please indicate the amount of your gift to one or more of the following capital designations on the line(s) provided below:

\$\_\_\_\_\_ IOG Foundation Capital Improvement (Designation #0587)

\$\_\_\_\_\_ Jake Wicker Tribute (Designation #0580)

\$\_\_\_\_\_ N.C. Local Government Wing Campaign  
(Designation #0511)

\$\_\_\_\_\_ MPA Program Renovations and Furnishings  
(Designation #0516)

\$\_\_\_\_\_ Nanette Mengel Garden (Designation #0588)  
(Please make your check payable to the IOG Foundation-Capital Improvement. Indicate the gift designation number(s) on the memo line.)

I prefer to make a gift with annual payments of \$\_\_\_\_\_ for \_\_\_\_\_ year(s).

How frequently would you like reminders sent to you?  
Annually\_\_\_\_ Semi-annually\_\_\_\_ Quarterly\_\_\_\_  
Begin reminders:\_\_\_/\_\_\_/\_\_\_

Please return your completed gift form and payment to:

**Institute of Government Foundation**

CB# 3330 Knapp Building  
University of North Carolina  
Chapel Hill, NC 27599-3330

*Gifts are credited to the IOG Foundation's Capital Improvement Fund. These gifts are used solely for the benefit of the School of Government and are tax deductible.*

### Gift benefits

- Receive the Friends of the Institute quarterly newsletter
- Receive invitations to regional events

### Credit card gifts

Please charge my gift of \$\_\_\_\_\_ to:  MasterCard  Visa

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Signature \_\_\_\_\_

Date \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP: \_\_\_\_\_

Phone number: \_\_\_\_\_ E-mail: \_\_\_\_\_

### Online gifts

To make a gift online, visit our Web site at [www.sog.unc.edu](http://www.sog.unc.edu) and click "Giving to the School."

*Thank you for your generous support!*



## Clerk's Certification Institute Holds Graduation

By A. Fleming Bell, II, Professor, School of Government

On April 10, twenty-seven city and county clerks and deputy or assistant clerks, along with one Council of Governments secretary, graduated from the Institute of Government's one-year clerks' certification institute. This course, which is sanctioned by the International Institute of Municipal Clerks (IIMC), fulfills a major part of the participants' educational requirements as they work toward the IIMC-conferred designation of Certified Municipal Clerk (CMC). This year's class featured students from across the state and from jurisdictions small and large, with the largest number of participants coming from smaller municipalities.

Perseverance, even through an ice storm, was one of the participants' distinguishing characteristics. Another unique aspect of this year's program was the efforts of Program Coordinators Charlene



2002-03 graduates of the Institute of Government's clerks' certification institute.

Brummitt and JoAnn Plummer, who worked in "tag team" fashion to make certain that the course went off without a hitch. The Institute of Government has been conducting certification classes for clerks since 1980; we estimate that there are currently more than 150 active clerks in North Carolina who have received the CMC designation.

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## Friends of the Institute Councils

### East Regional Council

Edward Askew, Director of Support Services, Greenville Utilities Commission  
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Danette Carter, Retired Finance Officer, Martin County  
Don Christopher, Town Administrator, Williamston  
A. P. Coleman, Council Member, Wilson  
Wayne Deal, Retired County Manager, Nash County  
Bernita Demery, Director of Financial Services, Greenville  
Philip Dixon, Attorney, Pitt County  
Denny Garner, Chair, Greene County Board of Commissioners  
Jimmie B. Hicks Jr., Attorney, New Bern  
Ben Hollowell, Town Attorney, Bayboro  
Larry Meadows, County Manager, Jones County  
Debra P. McGowan, Director of Human Resources, Pitt Community College  
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Vernon Rochelle, City Attorney, Kinston  
William Smith, Sheriff, Lenoir County  
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Corinne Webb Geer, Retired Town Manager, Beaufort  
Neil Whitford III, Town Attorney, Beaufort

### North Central Regional Council

D. Kelly Almond, City Manager, Reidsville  
Fred Parker Baggett, City Attorney, High Point  
Cyrus Brooks, Retired City Manager and Former City Councilman, High Point  
Roger C. Cotten, County Manager, Guilford County  
Bob Hyatt, County Manager, Davidson County  
Allen Joines, Mayor, Winston-Salem  
J. Edward Kitchen, City Manager, Greensboro  
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Wanda P. Smith, Clerk to the Board, Caswell County  
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### Southwest Regional Council

Lane Alexander, County Manager, Cleveland County  
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Robert A. Collier Jr., Retired Superior Court Judge, Statesville  
David Dear, Finance Director, Cleveland County  
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Joe L. Kiser, N.C. State Representative, Lincoln County  
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### West Regional Council

Charles Abernathy, County Manager, McDowell County  
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Bob Boyette, City Manager, Marion  
Nancy Brooks, Retired Finance Director, Buncombe County  
Chris Callahan, Town Attorney, Lake Lure  
Chris Carter, City Manager, Hendersonville  
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Leon Killian, County Attorney, Haywood County  
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Jackie Messer, Retired City Clerk, Waynesville  
David Neumann, County Attorney, Transylvania County  
Rachel Ramsey, Retired Magistrate, Polk County  
Brenda Oliver, Mayor, Town of Sylva  
Julia Tipton, Magistrate, Yancey County  
James Westbrook, City Manager, Asheville  
Edward Askew, Director of Support Services, Greenville Utilities Commission



# Friends of the Institute Newsletter

Vol. 2 No. 1 Winter 2003

The Institute of Government

## A message from the Dean

Dear Friends,  
As we begin a new year, I want to thank the School of Government faculty and staff members for their ongoing commitment to providing top quality teaching, advising, research, and publishing services for North Carolina's public officials. The Friends of the Institute of Government's efforts to generate additional public and private support for the School have been successful over the past year because our clients and friends value the knowledge and expertise of our faculty and staff.

Thanks to our supporters from across North Carolina, we have now raised \$642,000 in gifts and pledges from individuals, counties, municipalities, professional associations, businesses, and other foundations toward meeting the Knapp Foundation's \$1-million challenge grant to help meet our expansion and renovation expenses. Last year, the Friends of the Institute's regional councils made the Knapp Challenge the focus of a two-year campaign to generate support for the School.

Thank you to everyone who has already made a gift to the campaign. We need your help to raise the remaining \$358,000 by June 30, 2003. I hope you will join me in giving to the Friends of the Institute campaign by completing and returning the gift form on page 7. Your gift will be matched dollar-for-dollar by the Knapp Foundation.

We enjoyed a great night in Greenville at the East Regional Council's November social and barbeque dinner to honor Senators Bob Martin and Ed Warren for their exemplary public service to eastern North Carolina. I want to thank our East Regional Council members for organizing this event and to thank Janice Faulkner in particular for her eloquent and funny remarks about the senators.

I look forward to seeing many of you at our next Friends of the Institute event, to be hosted by the Southwest Regional Council on April 3 from 5:00 to 7:30 P.M. at Lowe's Motor Speedway in Concord. The council's social and dinner, led by Joyce Allman and Mac McCarley, will have a distinctive NASCAR flavor. Mac's article on page 3 provides more details about this event.

Finally, I invite you all to the Knapp Building open house and "hard hat" tour on Friday, March 21 at 1:30 P.M. Please come out to tour the School's new library and Local Government Wing and get a behind-the-scenes look at your new building under construction.

Your ongoing support of the Institute, the School, and our mission to serve North Carolina is gratifying.

Sincerely,  
*Michael Smith*

Michael Smith, Dean

## Friend of the Institute Profile Michael Williamson

### Everyone's from Waynesville

By Chip Killian, Friends of the Institute West Regional Council



Michael Williamson

We all know that North Carolina is a state of small towns, or at least it was that kind of state in 1969 when I finished law school after living at the Institute of Government for the last four years of my seven-year stay in Chapel Hill. I wasn't back in Waynesville too many years before I met Mike Williamson, a recent UNC graduate who had landed a job as assistant to the city manager. Mike's first job was negotiating easement agreements for a new sewer line, and I was one of the property owners who saw his negotiating skills at first hand. You just knew this young man had a bright future in public service.

My business partner, George Teague, loves to tease me by saying I think everyone's from Waynesville. Well, everyone is from Waynesville—and Robbins, Rock Ridge, Little Washington, Mt. Gilead, Tar Heel, Murphy, and Manteo. North Carolina is that kind of state, but our collective experiences at the Institute of Government over the past fifty years (for some) has made this state of small towns a state of good governments. I can speak from personal experience. My uncle Zeb Alley, a former assistant director of the Institute, helped me get a job there. I have told friends that working and living at the Institute and having access to my own private library was like having a scholarship without being very smart.

I lost track of Mike Williamson when he left Waynesville, although I knew he had gone back to graduate school. He came back into my life in 1994 when Judge Danny Davis learned that I had an upcoming meeting with Governor Jim Hunt; the judge asked me to give the Governor Mike's résumé and put in a good word for him. I did, and soon after that Mike was hired and returned to the state.

Mike would tell you he really isn't from Waynesville. He's from Fine's Creek. Nevertheless, lots of towns want to claim him these days. As deputy state treasurer for retirement systems since March of 2001, he oversees retirement programs with a combined asset value of over \$56 billion that cover more than 600,000 employees.

Like me, Mike had the good fortune to bump into the Institute of Government. While in graduate school, Mike was a research assistant at the Institute and took many of his courses there on his way to earning a Master of Public Administration degree from UNC Chapel Hill. Among his professors were assistant directors Don Hayman and Jack Vogt. (Faculty members were all referred to as assistant directors at that time. I believe Dr. Albert Coates handed out these titles to ensure his beloved staff members the highest possible status within the university.)

After completing his course work at UNC, Mike was recruited by Professor Ken Howard, who had been director of the MPA Program and an assistant director at the Institute before leaving for Wisconsin to become state budget director. While in Wisconsin, Mike first

*continued on page 2*

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# Institute of Government News

■ For her weekly “Legal Issues” program broadcast to China, Voice of America reporter Wei Hu interviewed **Bob Farb** about his Spring 2002 *Popular Government* article, “The Fourth Amendment, Privacy, and Law Enforcement.” Farb was a panelist on the broadcast with two other lawyers: Ronald M. George, chief justice of the California Supreme Court, and Arthur Kinoy, professor emeritus at Rutgers University

Law School. The September 24, 2002, broadcast was translated into Chinese and is posted on the Voice of America Web site at <http://www.voanews.com/Chinese>.

■ **Cheryl Howell** was recently appointed to a special task force formed by the North Carolina Bar Association to address the issue of *pro se* litigants in the court system. Chaired by Judge Anne Salisbury and attorney Victor Boone, the task force is charged with developing a plan to

make the court system more accessible to litigants without lawyers and to provide legal assistance to litigants who lack the resources to hire counsel. Cheryl also was reappointed to a second three-year term on the Family Court Advisory Committee, a committee formed by the North Carolina Administrative Office of the Courts to coordinate implementation of the family court pilot project currently operating in eight of the state’s judicial districts.

## Environmental Finance Center

What is the best way to get capital financing to pay for environmental infrastructure? Do our rates and user fees cover the costs of providing service in a fair and equitable manner? Are our environmental programs managed as efficiently and cost effectively as possible? These are common questions for many local public officials with environmental management responsibilities. They are also the focus of one of the School of Government’s newest local government resources, the Environmental Finance Center.

The Environmental Finance Center at UNC Chapel Hill ([efc@unc](mailto:efc@unc)) is one of a group of university-based centers that provide support and information on the finance and management of environmental programs and services (water resources, solid waste management, air quality, and land conservation). The [efc@unc](mailto:efc@unc) was begun in 1998 as a

joint venture of the Institute of Government and the Office of Economic Development at UNC Chapel Hill. Faculty and students working with [efc@unc](mailto:efc@unc) concentrate on helping local governments throughout the southeastern United States improve the financing and delivery of environmental programs and services. The [efc@unc](mailto:efc@unc) provides training and policy analysis support to public and private sector environmental practitioners on a variety of topics, including environmental cost accounting, rate setting, and the development of sustainable cost recovery and institutional management systems.

For more information about [efc@unc](mailto:efc@unc), see [www.efc.unc.edu](http://www.efc.unc.edu) or call Institute faculty member **Richard Whisnant**, Director, at (919) 962-9320, or **Jeff Hughes**, Associate Director, at (919) 843-4956.

*Williamson, continued from page 1*

served as a budget and management analyst in the Wisconsin Division of State Executive Budget and Planning under Ken, and later as a policy advisor to the governor and executive assistant in the Department of Veterans Affairs. Mike then returned to local government, serving as chief of staff to the mayor of Madison for five years before becoming assistant to the chancellor and, later, director of the Office of Quality Improvement at the University of Wisconsin-Madison. One of his many accomplishments while in Wisconsin was becoming a Total Quality Management (TQM) guru under Chancellor Donna Shalala, later secretary of health, education, and welfare in the Clinton administration. His TQM implementation plan for public sector organizations has become a national model in government and education. Mike is a “productivity” kind of guy.

It’s a little warmer in Waynesville than in Wisconsin, and it’s even warmer in Raleigh.

After fifteen years in Wisconsin, Mike returned to North Carolina in 1994 to become assistant director of the Institute of Government management group. He was assigned to Governor Hunt’s office as state quality director and, three years later, on loan from the IOG, became deputy secretary for operations/chief of staff at the N.C. Department of Environment and Natural Resources. He served in that capacity for four years before accepting his present position.

It has been personally rewarding to learn more about Mike Williamson. It would not be a stretch to say that the career of this man from Waynesville has been greatly influenced by the Institute of Government. He is doing an outstanding job for our state employees. The work he has done and is doing is a fulfillment of the dreams of Albert and Gladys Coates. As we like to say in Waynesville, we “claim” Mike Williamson.

## What Do Friends Say About The Institute?

*“The Institute has touched a lot of people across the state. At the invitation of Jake Wicker, I attended the Institute’s school for new council members, and I learned a lot. Over the years, the Institute has not only provided me with an opportunity to acquire greater knowledge but to continually grow as an effective elected official.”*



—**A. P. Coleman**, City Council member and Friends of the Institute East Regional Council member

## Institute Staff Members Reach Service Milestones

**By Kay T. Spivey,**  
Director of Human Resources

Each year for the past twenty years, the Institute of Government’s faculty members have hosted an appreciation luncheon to honor permanent staff employees who have reached total state service milestones of five, ten, fifteen, twenty, twenty-five, or thirty years. On November 20, 2002, the faculty honored the following employees whose state service totals 130 years as of fiscal year 2001–2002:

**Janice Bolick**

Program Coordinator, thirty years;

**Jean Coble**

MPA Program Manager, thirty years;

**Linda McVey**

Facilities and Instructional Support Division Manager, thirty years;

**Katrina Hunt**

Publications Marketing and Sales Manager, twenty years;

**Patricia Connor**

Receptionist, ten years;

**Lucille Fidler**

Associate Editor, five years;

**Lisa E. Strader**

Program Coordinator, five years.



# Southwest Council's Spring Social and Dinner at Lowe's Motor Speedway

By Mac McCarley, Chair, Friends of the Institute of Government Southwest Regional Council



Don Miller

Start your engines! You are graciously invited to attend the Friends of the Institute Southwest Regional Council social and dinner on Thursday, April 3, from 5:00 to 7:30 P.M., at the Lowe's Motor Speedway in Concord. Join the event's featured speakers—Mike Smith, dean of the School of Government, and Don Miller, president of Penske Racing South Inc.—in celebrating public service and the School of Government.

Concord Mayor Scott Padgett and racing legend Humpty Wheeler will kick off the night with a rousing welcome to the Speedway Club. Mike Smith will then inform us about the School of Government's efforts to engage public officials and citizens throughout the state. Next, Mooresville Mayor Al Jones will introduce Don Miller, who will talk about his thirty-two-year motor sports career and his commitment to public service and civic involvement in Mooresville.

I promise you that Don Miller alone will be worth the price of admission. Don and partners Roger Penske and Rusty Wallace formed Penske Racing South in 1990. Currently, Don focuses most of his time on furthering the career of Ryan Newman and developing the Penske racing legacy. Don's relationship with the Penske organization began in 1971 when he left his sales manager position at National Engines & Parts Company to become the vice president of Penske Products. In 1980 Don and partner Roger Penske started Competition Tire West. In 1983 Don became president of Motorsports International, serving in that position until he relocated to North Carolina in 1990 to head the newly formed NASCAR operation owned by Penske, driver Rusty Wallace, and himself.

Don's association with Wallace dates back to the late 1970s when Wallace was a young racer on the move up the competitive ladder. Through the years, Don has served as his mentor, coach, agent, advisor, and partner. It was Don who convinced Wallace to focus on winning the 1983 American Speed Association title. After Wallace was successful in doing so,

Don helped him put together the deals that launched Wallace's career path toward Winston Cup stardom.

Although Don is better known for his management and technological accomplishments in motor sports, he was also a successful competitor, enjoying a career as a record-setting drag racer in the 1960s and 1970s and as a vintage roadster land-speed record holder in the 1990s. Don resides in the Mooresville area with his wife, Patricia.

Please make plans now to attend this exciting opportunity to enjoy an evening of good company and good barbeque. Tickets to the dinner and social are \$10 and can be purchased from any Southwest Regional Council member or by contacting Kyle Gray at (919) 962-8477 or [gray@iogmail.iog.unc.edu](mailto:gray@iogmail.iog.unc.edu). The Speedway is also offering a limited number of complimentary tickets and parking vouchers on a first-come, first-served basis to the Food Lion AutoFair (featuring Corvettes and STU Cobras) from 3:00 to 5:00 P.M. before our event. If you would like one of these free tickets, contact Kyle at the above number as soon as possible.

## Jake Wicker Classroom Dedication

By Charlene Brummitt, Chair, Jake Wicker Tribute Steering Committee

Thank you to everyone who came to the Jake Wicker Classroom dedication on October 19. Over 120 of Jake's friends, family members, and colleagues enjoyed an absolutely beautiful fall day celebrating Jake's life and career.

Dean Mike Smith welcomed the group to the first large event held in the atrium of the School of Government's new North Carolina Local Government Wing. The big surprise of the afternoon came when Mike announced that the School of Government would make a 25 percent contribution toward the Wicker Tribute Steering Committee's goal to commemorate Jake's exceptional service to the Institute of Government.

We were thrilled when Ellis Hankins, executive director of the North Carolina League of Municipalities, presented Jake with the Governor's Order of the Longleaf Pine in recognition of his exemplary record of service to the state. The Order of the Longleaf Pine is among the most prestigious awards presented by the governor.



*Jake—joined by Frayda Bluestein, Charlene Brummitt, Mike Smith, wife Peachee Wicker, son Thomas Wicker, daughters Fields Wicker-Miurin and Beth Walters and granddaughter Mary Elizabeth Walters—cuts the ribbon to his classroom.*

Jake then came to the podium to thank his family, colleagues, and the current and former directors of the Institute of Government—Albert Coates, Henry Lewis, John Sanders, and Mike Smith—for their support throughout his career. "I am deeply honored that a classroom is being named for me," Jake said. "The University has three major functions: teaching, research,

and service. In the Institute, these three purposes are beautifully meshed in the classroom. Thus I am specially honored to have one named for me." You can read the full text of Jake's speech on the Friends of the Institute Web page at [www.iog.unc.edu/friends](http://www.iog.unc.edu/friends).

I want to thank all the members of the Jake Wicker Tribute Steering Committee and everyone who helped make this day possible for Jake and his family. We have now raised \$295,000 in gifts and pledges from colleagues, friends, local governments, professional associations, the School of Government, and others toward the Wicker Tribute's \$300,000 goal. Thank you to all who have already made gifts to the Wicker Tribute. Others can help us reach the goal by making a gift today! If you would like to contribute, simply check the box for the "Jake Wicker Tribute" on the form on page 7 and mail your gift. We look forward to seeing you in the Jake Wicker Classroom in 2004.

# Janet Edwards's Municipal and County Administration Alumni News

The 180-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 long-time coordinator of the course, invites alumni to get back in touch.



Dear Friends,  
I want to thank Joyce Allman ('86) and Al King ('86) for taking the time to write short articles for this edition of my column. Please contact me if you would like to write a future story about your community or one of your fellow alums. You can reach me at (919) 966-6880 or [edwards@iogmail.iog.unc.edu](mailto:edwards@iogmail.iog.unc.edu).

Sincerely,  
*Janet*  
Janet

## Please send me your stories!

I want to thank our alumni for sharing their stories in the winter issue of the Friends Newsletter. I need your help to feature special interest stories about Municipal and County Administration Course alumni in our spring issue. Please send any alumni news regarding job promotions, professional awards, or activities with other alumni in your area to Janet Edwards at the e-mail address or phone to the left.

## A Message from the Director



Greg Allison

First, let me wish all of you a happy and prosperous 2003. It is hard to believe that we are almost midway through this year's offering of Municipal and County Administration, let alone already into 2003!

As many of you know, renovations to the School of Government building are progressing rapidly, and we are very hopeful that at least part of next year's Administration course will find its way back to Chapel Hill. The Holiday Inn in Burlington has served us well, but it will be nice to be "back home." I was fortunate enough many years ago to attend the Administration course at the Institute of Government, and I firmly believe that the setting adds to the experience.

Speaking of the building project, I would like to take this opportunity to thank Ashley Ruffin, president of the Municipal and County Administration Course Alumni Association,

and the association's board for initiating a partnership with the Wicker Tribute Steering Committee this past December. This joint effort honors Jake Wicker, former long-time director of the Municipal and County Administration Course (what an impossible legacy to follow!) by encouraging course alumni to contribute to the campaign for the Warren Jake Wicker Classroom in the newly renovated School of Government building. The board set a goal of \$20,000, and within one short month we have raised almost \$11,000 from course alumni! This is an awesome testament not only to Jake but also to the generosity and commitment of our students.

I challenge all of you who have not yet taken the opportunity to join the tribute to do so. The Alumni Association Board has challenged all alumni to pledge a tax-deductible contribution of at least \$34 (\$1 for each year of Jake's directorship). This donation may be paid over a three-year period at \$11.33 per year. And, of course, larger donations are greatly appreciated!

Please contact me, Janet Edwards, or Kyle Gray at the School of Government if you need any additional information.

I also want to personally invite all of you to our Twenty-First Annual Update Seminar for the Municipal and County Administration Course. We are fortunate to have the opportunity to hold this year's update in the western part of the state. The update is scheduled for February 26-28, 2003, at the Renaissance Asheville Hotel. The Alumni Association Board has worked hard to develop a top-notch program, and I certainly hope your schedules will allow you to participate. Again, contact me or Janet Edwards if you have any questions or need additional information.

I send sincere greetings for a happy and prosperous new year!

**Gregory S. Allison** ('95)  
Director, Municipal and County Administration Course  
(919) 966-4376 [Allison@iogmail.iog.unc.edu](mailto:Allison@iogmail.iog.unc.edu)

## Upcoming Event

**Annual Update Seminar: Municipal and County Administration Course Alumni Association**  
February 26-28, 2003, Renaissance Asheville Hotel

You are invited to attend the Alumni Association's Annual Update Seminar on topics of current and emerging interest to alumni of the Institute's Municipal and County Administration Course who are currently working in local government. For more information, contact Janet Edwards: telephone (919) 966-6880; fax (919) 966-2867; or e-mail [edwards@iogmail.iog.unc.edu](mailto:edwards@iogmail.iog.unc.edu).

## 1980s

A group of Orange County government public officials including Roscoe Reeve ('88), Manager and GIS Director; Gwen Harvey ('80), Assistant County Manager; Dianne Reid ('00), Economic Development Communications Director; Janet G. Sparks, Child Support Enforcement Director; and David Cannell ('93), purchasing agent, have teamed up to buy a brick for the Jake Wicker Tribute.

UNITED ALUMNI OF  
ORANGE COUNTY  
GOVERNMENT

## 1990s

Barbara Cumbee ('92), who served as Town Clerk of Boiling Spring Lakes for more than twenty-eight years, retired in December. During Ms. Cumbee's tenure, Boiling Spring Lakes' population grew from 740 in 1974 to 3,131 last year. "The Institute's schools and courses have been helpful to me throughout my career," says Ms. Cumbee, who became a Certified Municipal Clerk in 1993.

## 2000s

Justin B. Hembree ('00) is now the Town Manager of Taylorsville.

# My Hometown City of Goldsboro's New Compost Facility

By Al King ('86), Mayor, Goldsboro

The City of Goldsboro has taken a new approach to handling two of its waste streams: residential tree limb yard waste and biosolids (sludge) generated at the wastewater treatment plant. In 1997 the City Council made the decision to build a modified in-vessel compost facility to convert these waste streams into a beneficial end product: compost. The compost will be of very high quality and suitable for golf course, horticultural, and agricultural uses.

Construction of the compost facility began in May 2001 and was completed by the end of December 2002 at a cost of \$7 million. It is capable of producing thirty thousand cubic yards of compost annually. The facility, which has been built on twenty-five acres of land, consists of three buildings: the amendment building, the compost building, and the cure building.

Tree limbs are collected by the city from in front of city residences and hauled to the compost facility to be made into wood chips with a large horizontal grinder. These wood chips are kept dry by storing them in the amendment building. Later they are used as one of the two ingredients of the compost mixture. The second

ingredient is dewatered biosolids "cake," a product of the wastewater treatment plant. The city's advanced tertiary biological wastewater treatment plant uses microorganisms to remove pollutants from the wastewater. As the microorganism population grows, it is necessary to "harvest" the excess microorganisms (biosolids).

Disposing of the excess biosolids has always been a problem at wastewater treatment plants. In the past, they were most commonly spread on top of solid wastes or incinerated. Due to the potential environmental liabilities associated with these disposal methods, the city has selected a more environmentally friendly solution—composting.

The wood chips and the biosolids cake are mixed together by two large pieces of equipment called agitators. A computer system tracks the temperatures created in the composting process and controls the blowers forcing air through pipes under the compost bays to provide oxygen to the microorganisms busily breaking down the compost.

At the completion of the composting process, a heavy-duty loader moves the compost material from the back end of the compost bays



*The superintendent of Goldsboro's new compost facility oversees operations in the control room. A compost agitator is in the background.*

to the cure building. The compost is left in the cure building for a minimum of thirty days to cool down and stabilize. It is then put through a rotating trommel screen to sort it into various piles by size and customize it for various market destinations. A beautiful compost product has been made from two city waste streams!

For more information about the City of Goldsboro's compost facility, contact Karen Brashear, Goldsboro's Public Utilities Director, at (919) 735-3329 or [kbrashear@ci.goldsboro.nc.us](mailto:kbrashear@ci.goldsboro.nc.us).

## Concord Alum Begins His Retirement on New Year's Day 2003

By Joyce Allman ('86), Friends of the Institute Southwest Regional Council member

At the stroke of midnight on December 31, 2002, C. D. Lyons ('86) officially retired as director of the Concord Parks and Recreation Department. C. D. chose a fitting day to end his noteworthy public service career, which began over forty-four years ago when he joined the U.S. Air Force.

After completing his military service in the early 1960s, C. D. found his public service calling when he was hired as an assistant director at the Roanoke County Parks and Recreation Department in his native state of Virginia. In this position, he started Roanoke County's first communities-in-schools program and the first recreation program that targeted underserved populations within the community.

Luckily for us, his good work in Roanoke led him to North Carolina and to the City of Concord, where he became director of the city's Parks and Recreation Department in

1979. There, C. D. faced the initial challenge of finding a way to transfer money from the department's enterprise funds, which were created to collect vending machine revenues, to the city coffers. Not surprisingly, he turned to an Institute of Government publication on enterprise funds for guidance in the matter.

His relationship with the Institute of Government grew stronger through the years, and he eventually enrolled in the Institute's Municipal Administration Course in 1985. "The course improved my understanding of how the city's finance, planning, and public works departments function. My effectiveness in working with these departments improved as a result," says C. D.

One of C. D.'s proudest achievements during his tenure in Concord came in 1992 when he successfully negotiated a land swap between Cabarrus County Schools and the City of

Concord. C. D. proposed that the school system trade twenty-two acres of its land, including a dormant middle school, for thirty acres of the city's land. As a direct result of this win-win agreement, the city created on its newly acquired property the Hartsell Park Recreation Center—with a renovated gymnasium, classrooms, and a metal and woodwork shop—while the county school system was able to build a new elementary school on the land it received from the city.

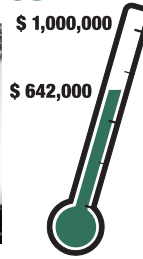
C. D.'s focus on customer service, effective programming, and quality facilities has helped Concord develop a first-class Parks and Recreation Department. As C. D. begins the New Year and his retirement, he looks forward to relaxing for a few months. His future plans include volunteering with the Special Olympics and other organizations in his community.



# Contributing Friends of the Institute

## Knapp Foundation Challenge Update

So far, \$642,000 in gifts and pledges has been contributed toward meeting the Knapp Foundation's landmark \$1-million challenge grant. By June 30, 2003, the grant, the largest private gift in the Institute's history, must be matched by additional private and public contributions from individuals, counties, municipalities, associations, businesses, public agencies, and other foundations. **Thank you to all our contributors!** The Friends of the Institute Regional Councils have decided to focus their efforts on helping to meet the



Knapp Challenge. Contributions of any amount are welcomed and appreciated. If you would like to make a gift, please complete the form on page 7 and mail your gift today.

## School of Government Open House and "Hard Hat" Tour

You are invited to spend the first day of spring in Chapel Hill! On Friday, March 21, from 1:30 to 4:30 P.M., join the School of Government's faculty, staff, and the Institute of Government Foundation Board of Directors for a "hard hat" preview and tour of the new School of Government building, currently under renovation. Dean Michael R. Smith will welcome guests at 2:00 P.M., and guided tours will follow throughout the afternoon. Light refreshments will be provided. Please contact Beth Graves at (919) 962-8786 or [graves@iogmail.iog.unc.edu](mailto:graves@iogmail.iog.unc.edu) by March 14 if you plan to come.

## Prudential Investments Names the Bookstore Alcove

Prudential Investments has made a \$15,000 gift to the School of Government to name the alcove area outside the School's future bookstore. "This gift from Prudential for the renovation and expansion of the Knapp Building will help us

provide expanded services for North Carolina state and local government," said Dean Mike Smith. The alcove will serve as an informal gathering place for the School's clients and students and will be equipped with chairs and small tables.

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, 2002, and December 31, 2002, are acknowledged below.

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# East Regional Council's Fall Social Held in Greenville

By Corinne Webb Geer, Friends of the Institute East Regional Council member

Through the exceptional leadership of Greenville attorney Phil Dixon and the hard work of the Friends of the Institute East Regional Council, over 130 local government public servants and other public officials gathered at the Murphy Center field house on the ECU campus to present the council's Public Service Awards. The featured speakers were Mike Smith, Dean of the School of Government, and Janice Faulkner, who has held leadership and teaching positions at East Carolina University as well as serving in state government as secretary of the Department of Revenue and commissioner of the Division of Motor Vehicles.

As a master of public service herself, no one was better qualified than Janice to recognize the recipients of the public service awards—State Senators Robert LaFayette Martin (Bethel) and Ed Warren (Greenville).

We are grateful to the generous sponsors who made this grand social event possible. They are Capital Management of the Carolinas; Rivers & Associates; Sumrell, Sugg, Carmichael, Hicks & Hart, P.A.; and Tands Inc./Bojangles.

*The combined public service careers of Senators Martin and Warren span over one hundred years. A list of their separate achievements would take about a week to read. Suffice it to say that in those years of service they have in one way or another touched the lives of every person that has lived in the boundaries of the districts they have so ably served.—Janice Faulkner*



*Janice Faulkner and Mike Smith, Dean of the School of Government, present Friends of the Institute East Regional Council Public Service Awards to Senators Bob Martin and Ed Warren.*

## Thank You Event Sponsors!

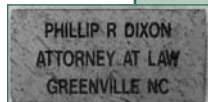
We want to thank the following businesses for their generous sponsorship of the first two Friends of the Institute of Government events that were held last fall in Asheville and Greenville.

- + Capital Management of the Carolinas
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## Create Your Own Place in History

Buy a brick to help meet the Knapp Challenge! Your name will be permanently engraved on a brick paver when you make a \$250 gift to any of the designations on the pledge form below. Your brick will be placed on a walkway joining the Institute's new Knapp Building to the main

parking area. Join your friends and colleagues who have already marked their place in history by purchasing over three hundred bricks! Contact Kyle Gray at (919) 962-8477 or [gray@iogmail.iog.unc.edu](mailto:gray@iogmail.iog.unc.edu) to reserve your brick today.



## Friends of the Institute of Government Knapp Challenge Campaign Gift Form

Yes! I want to make a gift of \$\_\_\_\_\_ to meet the Knapp Challenge.

Please indicate the amount of your gift to one or more of the following capital designations on the line(s) provided below:

\$\_\_\_\_\_ IOG Foundation Capital Improvement (Designation #0587)

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Please return your completed gift form and payment to:

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CB# 3330 Knapp Building  
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Chapel Hill, NC 27599-3330

*Gifts are credited to the IOG Foundation's Capital Improvement Fund. These gifts are used solely for the benefit of the School of Government and are tax deductible.*

### Gift benefits

- Receive the Friends of the Institute quarterly newsletter
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To make a gift on-line, visit our Web site at [www.sog.unc.edu](http://www.sog.unc.edu) and click "Giving to the School."

*Thank you for your generous support!*

# James "Jick" Garland: A Friend of the Institute, 1920 to 2002

James "Jick" Boyce Garland, a founding member of the Friends of the Institute Southwest Regional Council, passed away on November 29, 2002. Mr. Garland was a lifelong resident of Gastonia and attended UNC Chapel Hill for both his undergraduate (1941) and law (1946) degrees.

"I have had the distinction and pleasure of knowing all the directors of the Institute of Government. I have had the occasion to call on the Institute of Government and to attend lectures and seminars at the Institute when I was a city and school board attorney," said Mr. Garland at the Friends of the Institute Southwest Regional Council's meeting on January 18, 2002. "The Institute has been a tremendous friend of the elected official and the public at large in North Carolina," he said. Most recently, in 1998, Mr. Garland attended the Institute of Government's School Attorneys Conference.

Mr. Garland also served as a state and local elected official. He was first elected to the N.C.

House of Representatives in 1949, serving for two years before returning to Gastonia to begin his law practice with his father. Mr. Garland returned to public office in 1985 when he was elected to the Gastonia City Council. He was elected mayor in 1987 and served until 1997, becoming the longest-serving mayor in Gastonia's history. In 2001 the Gastonia City Council named him "Mayor emeritus." On January 7, 2003, the Gastonia City Council dedicated the James B. Garland Municipal Center, which will house city offices and private business offices.

Mr. Garland served his alma mater as president of the General Alumni Association of UNC Chapel Hill, as a member of the Alumni Board of Trustees of the UNC Law School, and as chair of the Board of Visitors for the Lineberger Comprehensive Cancer Research Center.



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