

# THE ADMINISTRATOR

## LEARNING FROM THE PAST

The ICMA Gettysburg Institute builds on deep lessons learned.

**Once again, North Carolina local** government managers were well-represented at the recent 2025 ICMA Gettysburg Leadership Institute. In fact, over the last two years alone, 18 North Carolinians have attended this prestigious professional development opportunity.

The Gettysburg Institute brings together senior local government managers to study the leadership lessons of Gettysburg, that famous battle of the American Civil War. This is a unique opportunity to join colleagues in an exploration of personal leadership, organizational effectiveness, and the lessons of history.

The leadership lessons of the Battle of Gettysburg, the leadership styles of those in

command as well as those on the battlefield, and the aftermath or disaster recovery of the town of Gettysburg after the battle of 1863 form the core of this site-specific leadership institute offered in conjunction with the Gettysburg Foundation.

ICMA will actually be hosting a September Gettysburg Institute for those that are interested in attending. In fact, scholarships are available from the N.C. City & County Management Association.

If interested in learning more about the Gettysburg Institute, or to register for the September course, [please click here](#).



The N.C. City & County Management Association was well represented at the 2025 ICMA Gettysburg Leadership Institute. L-R are **Matt Efird** (Hillsborough), **Marcella Beam** (Concord), **L.J. Weslowski** (Concord), **Shawn Purvis** (Apex), **Kari Sanders** (Onslow County), **Daniel Weeks** (Holly Springs), **Giselle Rodriguez** (Morrisville), **Janelle Golloway** (Onslow County) and **Jessica Roth** (Southern Pines).

# DON'T FORGET TO RENEW

Be sure to log in to your Member Profile to pay your dues.

## The N.C. City & County Management

Association (NCCCMA) would like to remind its members to renew their membership, although dues will not be considered past due until August 1st. We ask if you have an outstanding membership dues balance for the current year to please settle that outstanding balance prior to initiating your renewal.

Also, as you renew your membership, we are asking all members to verify their personal information, especially current work email addresses and phone numbers, as well as providing an alternate personal email address and personal cell phone number so that NCCCMA has an alternate way to get in touch with you.

Lastly, your continued membership with NCCCMA demonstrates your high standard of professionalism through your continued pledge to uphold the ICMA Code of Ethics. As stated in the NCCCMA constitution, NCCCMA members are governed by the ICMA Code of Ethics as a condition of membership.

Invoices have been mailed out each month beginning in May. Members can also log into their profile on the [www.ncmanagers.org](http://www.ncmanagers.org) website to pay their dues.

## FORE! ... THE LOVE OF THE GAME

Pictured here is the winning golf team from the 2025 N.C. City & County Management Association Summer Seminar Golf Tournament.

Pictured L-R are **Melissa Phillips** (Pond & Company, Sponsor), **Jamie Keith** (State Employees Credit Union), **Mark Stephens** (WithersRavenel), **Elton Daniels** (City of Rocky Mount), **Scott Chase** (Town of Holly Springs) and **Emily Hsiao** (Pond & Company, Sponsor).

Congrats to the winning team, and thanks again to all who participated in this year's Summer Seminar golf tournament!



# MEMBER SPOTLIGHT: SCOTT ELLIOTT

*Our “Member Spotlight” offers a glimpse into the personalities and lives of you – the N.C. City & County Management Association member. Our “Member Spotlight” this month features Senior Advisor **Scott Elliott**.*



Birthplace? **Marion, Indiana.**

Any siblings? **Two brothers. I'm the youngest. I got away with more growing up.**

Favorite food? **Italian.**

Favorite vacation spot? **Traveling out of the country.**

Favorite hobby? **Exercise – running, swimming, biking, working out.**

Childhood dream job? **Architect.**

Favorite Quote? **“Winners never quit, and quitters never win.” – Vince Lombardi, late Green Bay Packers coach**

First local government job? **Planner with Guilford County Planning & Development.**

Western or Eastern BBQ? **Eastern.**

Mountains, beach or Piedmont? **Beach.**

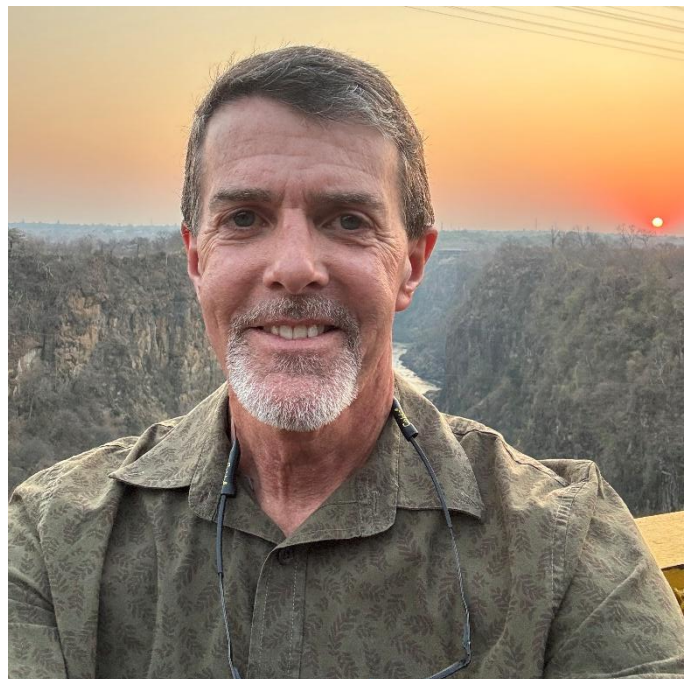
Favorite Role Model? **President Ronald Reagan.**

Favorite local government hero? **Every line employee in local government that is seldom seen in the limelight.**

Describe your town in 10 words or less. **Retired from Pitt County: Strives to be a leader in the state; best in the East.**

What is one thing most people KNOW about you or would say about you? **I tend to be serious most of the time, but can also have a dry, surprising humor.**

What is one thing most people would be surprised to learn about you? **I never thought when starting out in local government that I would get the opportunity to manage and serve on elected boards.**



# ETHICS MATTER

## Appointment and Length of Service Commitment.

***Keeping your word is an essential part of demonstrating integrity.***

Before making a commitment to a new professional opportunity, a member has the responsibility to thoroughly evaluate the position, organization, and community to determine whether it will be a good fit both personally and professionally. As part of the due diligence process in evaluating whether an organization and community is a good fit personally and professionally, members are encouraged to reach out to colleagues in the area and ICMA/NCCCMA Senior Advisors who may have valuable insight to share.

Keeping your word is an essential part of demonstrating integrity, as outlined in Tenet 3, so members who accept an appointment to a position should report for that position. This does not preclude the possibility of a member considering multiple offers or seeking several positions at the same time, but once a bona fide offer of a position has been accepted, a member is expected to honor that commitment. ICMA considers oral acceptance of an employment offer binding unless the employer makes fundamental changes in terms of employment.

Members have been sanctioned for the following unethical conduct in the recruitment process:

- After successfully negotiating with the local government and giving a verbal acceptance of their offer, a member continued to interview for other positions.
- A member signed an offer letter from a local government then withdrew it to take a preferred position in another organization.
- After discussing and agreeing to the terms of compensation, a member verbally accepted an offer, then withdrew from the position after the organization announced that he would be the new manager.
- After a member negotiated and signed an employment agreement and the new community publicly announced the hire, the member decided to remain in his current position instead.

### Length of Service

The length of service guideline under Tenet 3 of the **ICMA Code of Ethics** advises chief administrative/executive officers appointed by a governing body or elected official that a minimum of two years with an organization is considered necessary in order to render a professional

### THE ADMINISTRATOR

The Administrator is a monthly newsletter of the N.C. City & County Management Association., a professional association of city and county managers and assistant managers from counties and municipalities throughout the state of North Carolina.

For comments or suggestions, please contact the editor, Matt Lail at 919-819-3979, or email [collards12@yahoo.com](mailto:collards12@yahoo.com).

### UPCOMING EVENTS

#### 2026 NCCCMA Winter Seminar

January 28-30, 2026  
Winston-Salem

#### 2026 NCCCMA Summer Seminar

June 25-27, 2026  
Asheville

### MEMBERS IN TRANSITION

If you are looking to keep up with your colleagues in the profession, be sure to check out the Members in Transition page:

[www.ncmanagers.org/page/ManagerInTransitionReports](http://www.ncmanagers.org/page/ManagerInTransitionReports)

service. Given the significant investment organizations make in time and financial resources to recruit new staff and how long it takes even the most talented individual to make a meaningful contribution, a commitment of two years is both reasonable and professional.

Exceptions to the two-year tenure include significant personal issues; a change in the terms or conditions of employment; a governing body's vote of no confidence; or when a shorter length of tenure has been negotiated in advance in writing between the employer and the employee. The two-year length of service does not apply to internal promotions unless the individual otherwise made a commitment to remain with the organization.

### **Applicable Tenet and Guideline:**

**Tenet 3.** Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order that the member may merit the trust and respect of the elected and appointed officials, employees, and the public.

***Guideline on Appointment Commitment.*** Members who accept an appointment to a position should report to that position. This does not preclude the possibility of a member considering several offers or seeking several positions at the same time. However, once a member has accepted a formal offer of employment, that commitment is considered binding unless the employer makes fundamental changes in the negotiated terms of employment.

***Guideline on Length of Service.*** For chief administrative/executive officers appointed by a governing body or elected official, a minimum of two years is considered necessary to render a professional service to the local government. In limited circumstances, it may be in the best interests of the local government and the member to separate before serving two years. Some examples include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or significant personal issues. It is the responsibility of an applicant for a position to understand conditions of employment, including expectations of service. Not understanding the terms of employment prior to accepting does not justify premature separation. For all members a short tenure should be the exception rather than a recurring experience, and members are expected to honor all conditions of employment with the organization.

*-Reprinted from ICMA's "Ethics Issues and Advice" website.*

## **HOW TO NAVIGATE THROUGH DIFFICULT CHANGE**

**Change can have a short-term negative impact on performance.**

*By Marianne Renner, Leadership Coach, Speaker, Author*

**You may be familiar with the five stages of**  
grief, a series of emotions all people experience during loss.

But what you may not know is that people experience similar patterns during times of change.

When you understand these predictable patterns, you can navigate through change more effectively.

You are able to help your teams and others around you move through periods of difficult transition with more ease so you can return to the business at hand. You can maximize your performance at work and minimize loss of productivity.

Psychiatrist Elisabeth Kubler-Ross developed the familiar five stages of grief in 1969. Eventually, that model was modified into what's known today as the "Change Curve Model."

## The Change Curve

The Change Curve includes four stages that represent patterns of emotions people experience during change. The model also demonstrates how change impacts energy, performance and motivation in the workplace.

Change can have a short-term negative impact on performance. But if managed properly over time, productivity can return to normal and even increase beyond its original state.

You often think of change as something new coming into your life. What you may not realize, is that change also means the loss of something familiar.

This creates feelings associated with denial, shock and anger. For example, you may become fearful of a change in leadership or organizational structure at

work that will impact your role. You may no longer be viewed as an expert in your current position.

## Resistance may set in

What's important to realize is that these feelings are normal. They're a healthy part of change. The key is to make sure you don't get stuck. If you can move through phases of resistance, you'll find that you eventually start to accept the change, and your energy returns.

As a leader, you can help your teams move through the difficult phases by helping them understand the reason for change.

## An example of the Change Curve Model

You can use this Change Curve model as a tool to help you and your teams move through change with more energy and motivation.

Start by identifying where you are on the Change Curve during any type of change. Allow yourself to move through the stage without getting stuck at the bottom of the curve.

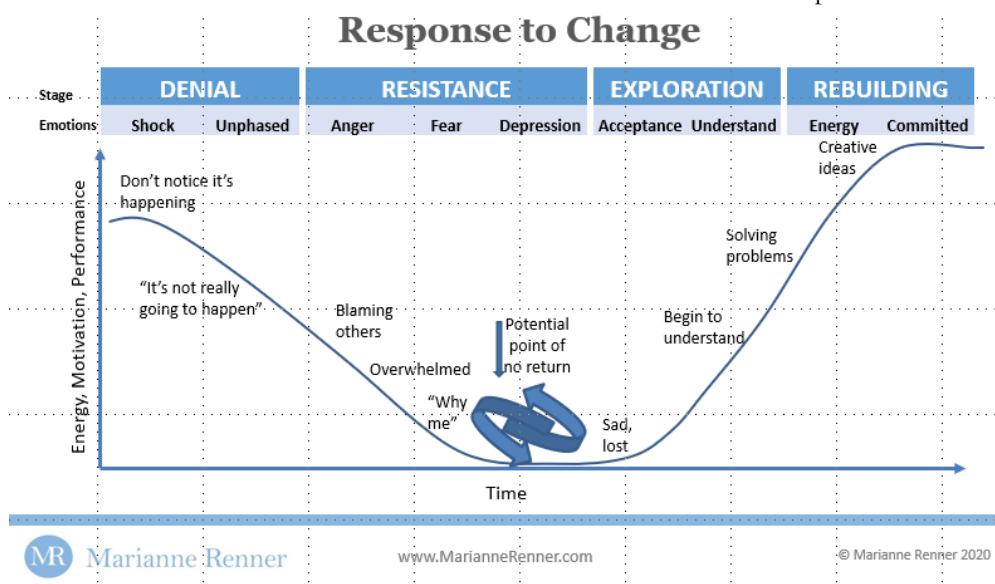
Look for ways to understand the phases change and solve problems associated with the change. You'll find motivation and creativity returning.

Keep in mind that these phases, while predictable,

are not linear. What's unknown is how long someone might remain in one phase or when the process of moving through the curve will be complete.

Rest assured that it is possible to return to normal energy levels and gain a new level of commitment to any change.

-Read more from Marianne Renner at [mariannerenner.com/](http://mariannerenner.com/).



# NEW DIGS FOR NCACC

New headquarters will be in a familiar location.

**The North Carolina Association of County Commissioners (NCACC)** Board of Directors is proud to announce the purchase of a new building in downtown Raleigh, representing a significant milestone in the Association's 117-year history.

NCACC is a valued partner of the N.C. City & County Management Association.

Located at 316 West Edenton Street, adjacent to NCACC's current headquarters, the newly acquired building will serve as a hub for county operations across North Carolina. The space is envisioned as a center for innovation, advocacy, and leadership development, where county officials and staff can gather, collaborate, and grow.

"This is a historic moment in our Association's history," said NCACC President and Warren County Commissioner Tare "T." Davis. "It allows us to serve our 100 counties and 588 county-elected officials in new and productive ways, in a permanent home where we can gather, collaborate, and learn from one another. This purchase aligns with our long-term mission and our commitment to our membership."

The decision follows years of careful planning. After a 2017 fire damaged NCACC's previous office space, the Association transitioned its headquarters to the nearby Quorum Center in 2019. Upon learning of the potential availability of the adjacent property, the Board of Directors initiated a six-month evaluation process to assess its long-term value. The result was a unanimous vote in favor of the purchase.

Originally constructed in the mid-1980s, the building will undergo renovations to meet the evolving needs of North Carolina's counties. Planned improvements include expanded meeting and training facilities, enhanced collaboration spaces for county officials, and upgraded office space for NCACC staff.



## SERIES TO TACKLE DISRUPTION

Part of the Drivers of Change webinar series.

The new [Drivers of Change webinar series](#), launched July 16th, will share tools and knowledge with local government leaders confronting big issues shaping their communities. The series, presented by the UNC School of Government, offers expert insights, stories of

local response, and practical strategies to build more resilient communities.

Each 45-minute session will feature a researcher or policy expert offering high-level trends and insights, a local

leader highlighting an innovative community response, and a Q&A with audience participation and follow-up resources.

The series is facilitated by [Growing Practical Solutions for North Carolina \(GPS NC\)](#), a part of the [ncIMPACT Initiative](#) at the UNC School of Government.

“This webinar series launched to provide local governments and their partners with an ongoing opportunity to explore timely issues and connect with others working on similar challenges,” said Jacob Hunter, lead policy and data analyst with ncIMPACT. “With support from Civic Federal Credit Union and insights from the GPS NC Advisory Committee, the series is designed to offer future-focused perspectives and strategies for navigating the forces shaping North Carolina’s future.”

The topics covered by the webinar series build on the sixteen drivers of change identified in the [Managing Disruption Briefing Book](#) developed by GPS NC.

The series is designed for local government staff and elected officials, nonprofit leaders and community partners, state government collaborators, college and university students, researchers, and educators, and anyone else working to build resilient, thriving communities in North Carolina

Webinars will take place on the third Wednesday of every month at 10:00 a.m. Learn more and register at <https://ncimpact.sog.unc.edu/drivers-of-change-webinar-series/>.

*-Katie Geith, SOG*

## THREE WIN ALL-AMERICA CITY STATUS!

Congratulations to Carrboro, Jacksonville and Kinston!

The National Civic League proudly announces the 2025 All-America City Award (AAC) recipients. This year, ten communities were recognized for their transformative, community-



driven efforts to strengthen environmental sustainability and for their civic infrastructure—the network of relationships, partnerships, and capacities driving effective decision-making and problem-solving. Three of the winners – Carrboro, Jacksonville and Kinston – are from North Carolina!

Earlier this year, communities from across the country submitted written applications showcasing their efforts to bring people together, create positive change, and build thriving, resilient communities. The field was narrowed to twenty finalists and this week, these finalist communities

traveled to Denver, Colorado, where they connected and shared insights with peers, learned from national thought leaders, and presented their work to a jury of nationally recognized civic leaders. Recipients were evaluated across six key criteria:

- Shared Vision
- Civic Engagement
- Inclusiveness and Equity
- Collaboration
- Innovation
- Impact

After careful deliberation, the jury selected ten winning communities, which were announced during a lively closing ceremony.

Congratulations to all the winners, and we are especially proud of our three North Carolina winners.