



Durham City/County Demonstration of Mentorship Ability

What are some of the attainable goals that you will establish for the Fellow?

- To obtain a better understanding of the structure and operations of City/County Government in Durham County and the City of Durham specifically and in North Carolina generally.
- To provide practical work experience as it relates to various County and municipal operations, strategic planning, and performance management.
- To impress upon the Fellow the importance of establishing excellent interpersonal relationships to be successful as a professional local government manager.
- To prepare and develop the Fellow to progress into a position as a professional local government manager.
- To help the Fellow witness and be part of change management efforts between the City and County and separately at both organizations.
- To expose the Fellow to ICMA and the North Carolina City/County Manager's Association and the resources that they offer.

How do you plan to structure the Fellow's experience in general?

The Fellow's experience will be structured in three parts:

- 1) Orientation and tour of County and City facilities;
- 2) Educational component including attending related in-house professional development courses, seminars, conferences and meetings with community leaders;
- 3) Practical component including working on various strategic plan and performance management projects in multiple departments within and between the City and County.

How will you ensure that the Fellow gains exposure to at least one of the following areas: human resource management, inter-generationality, or diversity, however that issue is represented in your community?

The Fellow will be exposed all of these areas. Durham County and the City of Durham are leaders in the state in the area of proactively addressing diversity issues. The Fellow will also be exposed to human resource management issues.

What do you hope the Fellow will understand about local government and public management by the end of the program?

Durham County and the City of Durham would like the Fellow to understand the value and rewards associated with a career as a professional local government manager. In addition, we would like to expose the Fellow to the tools needed to succeed as a manager and provide an overview in the

operations associated with a county and city government in North Carolina. The Fellow will work his or her supervisors to find a project portfolio that matches the Fellow's professional goals and policy interests with the specific business needs of the organization.

Description of Potential Local Government Involvement by Fellow

What role do you see the Fellow fulfilling?

The Fellow would be participating in the administration and service delivery of Durham County and City government. It is expected that the Fellow will commit to a year of learning about Durham County and City government, with their time equally divided between the two organizations. In addition, the Fellow will be able to apply skills acquired through advanced study while completing work for the County and City. After attending the orientation and facilities tour of the program, the Fellow will begin to work on strategic plan and performance management projects in several departments. The projects will take the Fellow to many departments where they will observe as well as be assigned projects on both an individual and group basis. Many of these projects will be molded to the interests of the Fellow. Throughout the year, the Fellow will be asked to attend meetings with local community leaders as well as attend related local government seminars and conferences as part of the Educational Component of the program.

With which specific department/initiatives/projects would the Fellow be involved?

The Fellow would have the ability to be involved with any of the following departments:

- 1) City Manager's Office and County Manager's Office (including County Strategic Initiative Manager)
- 2) City and County Budget and Management Services departments (including City Strategic Initiatives Manager)
- 3) Personnel
- 4) Human Services
- 5) Public Safety
- 6) Planning
- 7) Emergency Services
- 8) Tax
- 9) Finance
- 10) Technology
- 11) Public Information

Possible initiatives or projects could be as follows:

- 1) Helping to develop, promote and update the County and City's strategic plans;
- 2) Participating in the analysis of the annual budget and serving as budget analyst
- 3) Participating in the development and analysis of departmental work plans and strategic plans;
- 4) Conducting cost analysis and efficiency and effectiveness projects for different County and City departments;

- 5) Assisting with early implementation efforts of Managing for Results, specifically aiding with program performance measurement and budgeting in pilot departments;
- 6) Working with both organizations to build cultures of innovation, including forums, skills training and capacity building in tools to spur and cultivate innovation
- 7) Assisting with planning and implementation of joint community engagement strategies;
- 8) Participating in department head meetings;
- 9) Participating in senior management team meetings;
- 10) Participating in joint county/city senior management team
- 11) Assisting with implementation of Priority Based Budgeting connecting strategic plan vision to departmental budgets.

Which staff would the Fellow work with and what would be their relationship?

The Fellow will report to the City and County Strategic Initiatives Managers and work closely with them on a daily basis. The Fellow will also be working with Department Heads and senior administrative staff throughout the program, as well as budget analysts and other junior staff. In addition, a Deputy County Manager and a Deputy City Manager will each be assigned as the Fellow's mentors who can provide career guidance and insight into management and leadership styles.

What sort of rotation would you provide to the Fellow and what added value would it offer to the Fellow's experience?

The Fellow would have the opportunity to work closely with various County and City departments during the orientation phase and then by working on different projects with various departments. This approach will offer the Fellow wide exposure to the breadth of local government services as well as meaningful experience on specific projects. By working for both the County and City simultaneously, the Fellow will hone his or her task management skills and the ability to collaborate across organizational boundaries.

What other resources/opportunities would you provide that would maximize the Fellow's exposure to local government and your time with the Fellow?

Attendance at state and regional manager meetings would be permitted and encouraged. In addition, Durham County and City also offers Lunch and Learn and professional development programs for its employees. The Fellow would be permitted to attend these programs and any other programs the County or City offers on behalf of its employees. Finally, the Fellow would be asked to attend some of the meetings of the Durham County Commissioners and the Durham City Council. Attendance at these meetings would expose the Fellow to the governance model used in Durham County and City.