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

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

Lemanski leads the School of Government’s Development Finance Initiative (DFI), which helps local governments in North Carolina secure private investment for development projects in distressed areas. At the request of local leaders, Lemanski and the DFI team (see DFI: At a Glance for a list of School faculty and staff involved in DFI) have spent the last two years assessing the economic development needs of 27 North Carolina communities. The DFI team works closely with public officials on plans that help promote jobs, encourage economic development, and resurrect downtown buildings and residential areas.

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

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

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

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

SERVICE AREA
North Carolina

SCHOOL OF GOVERNMENT
Community and Economic Development

FIELD OF STUDY
Community and Economic Development

CURRENT NUMBER OF DFI PROJECTS
27

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

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

DFI TEAM
Michael Lemanski, Director, Development Finance Initiative
Will Lambe, Director, Community and Economic Development Program
Jonathan Morgan, Associate Professor of Public Administration and Government
Tyler Mulligan, Assistant Professor of Public Law and Government
Marcia Perritt, Project Manager
Christy Raulli, Analyst

SELECT DFI PROJECTS
Kinston: Assessment of distressed properties along key commercial corridor; creation of property acquisition strategy and financing tools for redevelopment of target areas
Waynesville and Haywood County: Predevelopment for historic hospital property, including market analysis, programming, and finance options to attract private development partner
Brevard: Site analysis for locating a large manufacturer; assessment of finance tools to attract private investment into an economically distressed neighborhood
Wilmington: Predevelopment for city-owned parking garage, including market analysis, programming, and finance options to attract a private development partner

To learn more about supporting the projects highlighted in Coates Connection or other work of the School of Government, contact Tatum Isenberger, director of annual giving and stewardship, at tisen@sog.unc.edu or 919.966.4347.
“I am glad to have my name associated with this institution because I know how much they do across North Carolina.”
—NC Governor James Holshouser Jr. at the announcement of the School of Government’s new Holshouser Distinguished Professorship. The School mourns the loss of this great leader and friend who passed away on June 17, 2013. This professorship honors his legacy of service and leadership.

“We’re preparing to run new water lines in our county, so learning about water and wastewater issues that are impacting my community was priceless.”
—Polk County Commissioner Keith Holbert, who attended Essentials of County Government in Asheville as well as Water and Economically Vibrant Communities, held in Winston-Salem

“The burden was on the state to show it was not discriminating. Now the burden is on the challenger.”
—School of Government faculty member Michael Crowell to the News & Observer on the impact the US Supreme Court’s Voting Rights Act decision may have on pending legislation in North Carolina

“North Carolina is leading the nation through the Certified Educational Chief Technology Officer program, which just kicked off its fourth year.”
—WRAL TechWire article highlighting Center for Public Technology Assistant Director Maurice Ferrell and the School’s focus on technology training for K-12 public school leaders

By the Numbers

New faculty members hired to support the School of Government’s mission
To learn more about the School’s faculty, visit www.sog.unc.edu/node/3706.

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

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

People viewed a webinar on Gun Control and the Second Amendment
The School is dedicated to making education more accessible for public officials. Visit www.sog.unc.edu for a list of upcoming live and on-demand webinars.
The School of Government’s annual fund supports every aspect of the School, from developing innovative technology and programs to providing general operating support. These flexible gifts allow us to develop programs and resources that help North Carolina public officials adapt to a constantly changing environment.

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

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

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

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

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

According to Markham, the state’s structured sentencing law has become increasingly complex, leading to confusion and mistakes in the sentencing process. The new app will help judges and attorneys more accurately calculate criminal sentences and potentially save the state money by reducing court and attorney costs.
For 25 years, James Blackburn looked after the interests of county government in North Carolina as general counsel and chief lobbyist for the North Carolina Association of County Commissioners. When he passed away unexpectedly in March 2012, the Association of County Attorneys, along with many colleagues, friends, and family members, launched an effort to preserve the memory of his many accomplishments by naming a School of Government seminar room and endowment fund for him. In February 2013, the School hosted a dedication of the seminar room to honor Blackburn's commitment to local government.

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

The Advanced Leadership Corps is a joint venture with the School of Government, North Carolina Association of County Commissioners, and North Carolina League of Municipalities. The specialized program consists of five days of classes held in Chapel Hill, followed by individualized leadership coaching for five to eight months after completion of the course. In addition, participants take part in quarterly phone conferences and interactive online sessions designed to foster continued engagement.

Prudential Retirement has been a contributor to the School of Government for nine years. Bryan cites his previous job experience in the North Carolina Department of State Treasurer as one reason for leading this effort to support the School. “I’ve seen the impact of School of Government programs, especially in rural and small communities, where local resources can be limited,” says Bryan. “The faculty members have a true passion for developing programs that evolve to meet the changing needs of public officials, and that’s why we support the School.”
INNOVATIONS AT THE SCHOOL OF GOVERNMENT OVER THE last year include MPA@UNC, the new online format of the School’s Master of Public Administration program; ASSET, a mobile app for law enforcement officials; and the Local Government Federal Credit Union Fellows program, which provides intensive leadership training to mid-level local government officials and those new to leadership roles. This annual overview provides a snapshot of the impact of the School’s work. Behind the charts and statistics is the passion and devotion of faculty and staff members, public officials, alumni, and friends who make the School’s work possible.

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

38,082 COPIES OF 233 SCHOOL OF GOVERNMENT PUBLICATIONS were purchased, including Notary Public Guidebook for North Carolina and North Carolina Crimes: A Guidebook on the Elements of Crime.

11,023 PUBLIC OFFICIALS attended 159 courses, including 19 introduction to government classes.

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

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

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

98 PUBLIC OFFICIALS graduated from the Municipal and County Administration course.
FY 2009: $2,712,656
FY 2010: $2,902,439
FY 2011: $3,567,814
FY 2012: $3,059,397
FY 2013: $3,013,699

*Includes voluntary membership dues paid by North Carolina local governments.
$10,000 prize hung in the balance as faculty member Shannon Tufts approached the podium. As director of the School’s Center for Public Technology, Tufts was announcing the winner of the 2012 Government Innovation Grant Award (GIGa), which recognizes North Carolina’s top public sector innovator in technology.

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

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

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

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

AND THE WINNER IS…

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

The GIGa awards are made possible by a generous annual gift from Local Government Federal Credit Union and the NC Local Government Information Systems Association.
Thank You. With these two words, we convey our sincere appreciation of your generosity. Your gifts help the School of Government—the largest university-based local government training, advisory, and research organization in the United States—continue the work that creates stronger North Carolina communities. Private contributions ensure that our faculty will continue to be innovative and responsive to the needs of public officials. This honor roll celebrates the hundreds of alumni and friends who believe in the School’s distinctive mission. We are deeply grateful for your loyal support.

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