

**PA TIMES**

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—Naim Kapucu*

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# PA TIMES

28 Years • 1977-2005

A Powerful Voice for Public Service . . .

## Public Service Performance the Focus of 66th ASPA Conference



Photo by Jim Bovin

### Public Managers and Scholars from 19 Nations Travel to Milwaukee for ASPA's National Conference

United States Comptroller General David M. Walker gives the fifth annual Elliot Richardson lecture during ASPA's 66th National Conference. Walker's speech on the importance of performance, ethics and integrity in government was followed by a very candid and informative period where members of the audience asked—and Walker answered—questions.

For more information on ASPA's 66th National Conference please see page 15 and pages 18-19 of this issue.

## E-Government Satisfaction Stalls

### Shift in Priorities Needed to Cope with Tight Budgets

*Ann Arbor, MI*—User satisfaction with federal e-government websites leveled off after nine months of steady improvement, according to the latest quarterly findings of the American Customer Satisfaction Index (ACSI). The new data shows a slight decline to an aggregate government website score of 71.9 from the December index score of 72.1 on the ACSI's 100-point scale.

Indications are that agencies need to focus on specific citizen priorities in order to kickstart satisfaction increases, according to the e-Government Satisfaction Index report. Of the government websites measured last quarter, 35 percent showed a decline in customer satisfaction, 33 percent remained flat and 31 percent increased, evidence of the uphill struggle agencies face to constantly improve perceptions of their service to the public.

The new findings come in on the heels of recently issued OMB guidelines for federal government websites that set new standards for performance. The guidelines include a requirement that the sites be "citizen-centric," and the ACSI e-Government Satisfaction Index is the leading measure of citizen satisfaction with 59 government websites.

Participation in the Index, which is voluntary, grew by 9 percent since December—as more agencies embraced the use of the ACSI methodology to evaluate their online features and services, to determine priorities for improvement from the citizens' perspective and to benchmark performance against other government and private sector websites.

"The leveling off of satisfaction growth in the e-government sector

See E-GOVERNMENT, pg. 2

### Military Personnel Sworn in as U.S. Citizens



Photo by Bill Meeks/U.S. Newswire

Former President Bush shows off his attire to Edward, 9, Alex, 12, the sons of Rosa Weston of Cajitlan, Mexico, who received her citizenship certificate at a swearing in ceremony of military soldiers, Friday, March 11, 2005, at the former president's Library in College Station, Texas.

## U.S. First Responders Underfunded by \$100 Billion by 2008

### Report Finds Huge Post-September 11 Gap Between Rhetoric and Reality

*Washington, DC*—The glowing rhetoric from Republicans and Democrats alike promising first responders the funds needed to keep American communities and their residents safe after the tragedy of September 11, 2001, has now faded into a bitter reality in which police, fire and EMT needs will be shortchanged by about \$100 billion through 2008, according to a new report from the nonprofit and nonpartisan First Response Coalition (FRC), which has

See FIRST RESPONDERS, pg. 12

# E-gov Struggles Rooted in Budget and Priority Challenges

From E-GOVERNMENT, pg. 1

is reflected in the private sector websites as well," said Claes Fornell, director of the National Quality Research Center at the University of Michigan and founder of the ACSI. "With the rapid pace of innovation on the Internet, government websites face an uphill battle to keep pace with the leading e-commerce and e-business private sector sites. As citizen's standards for evaluating their web experiences rise, government web managers must continue to make improvements to sustain satisfaction gains—they can't stand still."

The key to providing a good online experience in the eyes of users—as the OMB requires—is to focus on user-driven priorities. Top performers in this quarter's Index scoring 80 or above include: MedlinePlus (<http://medlineplus.gov>) (87), on par with the highest private sector ACSI E-Commerce score for Barnes & Noble; MedlinePlus en espanol (83); 4woman.gov with an (82); National Cancer Institute (80), the highest score in the Portals/Department Main Sites category; and United States Mint (81), the highest score in the ECommerce/Transactions category.

"Agencies need to understand how best to implement the OMB standards based on their respective user segments," said Freed. "Privacy and content are two key areas the new OMB standards address—but user surveys show that these elements have achieved high satisfaction scores for many of the e-government sites measured, indicating that people are already very satisfied with these elements. It will be difficult to continue to realize satisfaction gains by making improvements in these high-scoring areas. According to citizen's, it ain't broke, so there's really no need to fix it."

The ACSI analyzes key aspects of overall satisfaction to determine where users find sites either meeting needs and expectations or falling short. Privacy scores a very strong 81, up two points from last quarter, is the highest rated element among all measured government sites.

Freed said that many agencies tend to allocate much of their time and resources to adding content, partly because it is "doable" in a resource-constrained environment. "Content already garners high satisfaction scores for the majority of government websites," said Freed. "The more critical issues to address are how the content is organized, how easy it is to find information and, increasingly, the ability to accomplish more business online through self-service functionality."

Search and navigation continue to be the two lowest-scoring areas for improvement. Search is a high priority element for 92 percent of the sites measured, with an aggregate score of 72. Navigation rated a 71 and is a high priority for improvement among over a third of the agencies in the Index.

Channel loyalty is up slightly, with likelihood to return to the sites rating an aggregate score of 82.0 (up nearly 1%) and to likelihood to recommend the site was 78.2 (up .3%).

Although many agencies are struggling to move forward, some are clearly making strides in increasing satisfaction. The National Libraries of Medicine's AIDSinfo site achieved a score of 80, a 5.2% increase over last quarter. The AIDSinfo site underwent a redesign of the home page and second-tier pages while implementing a new search engine employing a "best picks" categorization of search responses. This site is the authoritative source for treatment information on HIV and AIDs.

Freed cautioned that government sites should become more user-centered than internally focused. "There is no one set of standards that addresses the wants and needs of every government website audience," said Freed. "It's critical for each government website to deliver on minimum OMB standards, but also to meet the range of needs and expectations of its varied user segments, which can be quite diverse—from technical professionals and PhDs on one end of the spectrum, to elementary and secondary school students on the other."

Freed said the struggles to increase satisfaction tend to be "rooted in budget and priority challenges." He said the OMB standards will only be meaningful if both of these areas can be addressed, and if agencies focus more on sharing technology and best practices, which would allow agencies to take advantage of the size of government and the vast number of government websites.

For more information and a complete copy of the report visit [www.theacsi.org](http://www.theacsi.org).

## Top Agency/Score in Each Category Assessed by the ACSI

### E-COMMERCE/TRANSACTIONS

#### *United States Mint, Treasury*

*Online Catalog*  
<http://catalog.usmint.gov> 81

### INFORMATION/NEWS

#### *National Library of Medicine, National Institutes of Health, HHS*

*MedlinePlus Main Website:*  
<http://medlineplus.gov> 87

### PORTALS/DEPARTMENT MAIN SITES

#### *National Cancer Institute, National Institutes of Health, HHS*

*National Cancer Institute main website:*  
[www.cancer.gov](http://www.cancer.gov) 80

### RECRUITMENT/CAREER SITES

#### *Central Intelligence Agency*

*Recruitment website:*  
[www.cia.gov/employment](http://www.cia.gov/employment) 79

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## PA TIMES

**Volume 28, Number 4**  
**April 2005**

**PA TIMES** is a tabloid newspaper published 12 times a year by the American Society for Public Administration (ASPA), a not-for-profit corporation. Advertising and subscription information appear in the box to the right.

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**Subscriptions:** PA TIMES is published monthly, 12 issues per year. Domestic subscriptions are available at \$50 per year first class delivery. Foreign subscriptions are \$75 per year international air delivery. (Subscriptions must be prepaid, U.S. dollars). Contact Darryl Townsend at 202-585-4308, or [dtownsend@aspanet.org](mailto:dtownsend@aspanet.org).

**Single Copies:** of PA TIMES are available for \$1.50 each (1-10) and 75¢ each (over 10). Contact Darryl Townsend at 202-585-4308, or [dtownsend@aspanet.org](mailto:dtownsend@aspanet.org).

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## Case Studies in Emergency Management

SPECIAL COMMENTARY

# States Use EMAC in Response to 2004 Florida Hurricanes

## 35 States Invoke Emergency Management Assistance Compact to Coordinate Disaster Relief in Florida

Naim Kapucu

The 2004 hurricane season was one of the most active ever experienced along the eastern United States seaboard. The state of Florida was hit by four hurricanes during the 2004 hurricane season with heavy winds and torrential rain, causing loss of life, property damage, power outages, and mass evacuations.

Based on Florida State Emergency Response Team's situation reports, the four hurricanes were:

- *Hurricane Charley*—made landfall on August 13 near Cayo Costa in Southwest Florida with 145 mph winds, went

through the heart of the state over Orlando and to the Atlantic,

- *Hurricane Frances*—made landfall on September 5 at Sewall's Point north of West Palm Beach with 105 mph winds, went through Central Florida and north through Panhandle,
- *Hurricane Ivan*—made landfall on September 16 in Gulf Shores, Alabama, with 130 mph winds went up to the Gulf of Mexico, caused major damages in Pensacola and flooding in Central Florida), and
- *Hurricane Jeanne*—made landfall on September 25 on Hutchinson Island, close where Frances landfall, with 120 mph winds, went through central Florida northward and into Georgia.

According to the *Orlando Sentinel*, residents from every Florida county filed claims for at least one of the four storms, making this the most costly hurricane season ever.

- Students from every county missed at least one day of school because of a hurricane.
- Power was lost by 1.8 million people after Hurricane Charley, 3.4 million lost power after Hurricane Frances, 2.8 million lost power after Hurricane Ivan, and 443,000 people lost power after Hurricane Jeanne.
- According the National Hurricane Center estimates the damage caused by the four hurricanes may reach \$40 billion.
- The four hurricanes killed 117 people in the state of Florida and several thousand in the islands.

The Emergency Management Assistance Compact (EMAC) response to the Florida Hurricanes in 2004 was the largest activation of EMAC since its inception back in 1993.

Sydney J. Freedberg Jr., in his 2002 *National Journal* article titled "No Disaster This Compact Can't Handle," explains the significance of the EMAC, "So what does the compact actually do? States helped each other long before EMAC, through a variety of specific regional agreements and a nationwide civil defense compact dating from the 1950s. But states had no comprehensive and consistent national standard to turn to."

EMAC is a mutual aid agreement and partnership between states that allows states to assist one another in responding to the constant threat of natural and man-made disasters.

Participating states join resources to help one another whenever a disaster threatens. EMAC was first introduced to the states in 1993 at the Southern Governors Conference by the efforts of Governor Lawton Chiles of Florida as a result of his dissatisfaction with the Hurricane Andrew emergency response operations. EMAC was approved by Congress in 1996 and

required that states must legislate EMAC as law in order to be a member. Forty-nine states, District of Columbia, and two territories have joined this compact through enactments of their legislatures. EMAC is Administered by the National Emergency Management Association (NEMA) and endorsed by FEMA.

Each year one EMAC signatory state assumes the National Coordinating Group (NCG) role. The purpose of the NCG is to function as the central coordinating actor to facilitate the smooth flow of resources and expertise from EMAC member states and territories to the requesting disaster-impacted state. Washington State Emergency Management Division served as NCG from September 2003 until September 2004. After September 2004, the New York State Emergency Management Office assumed the NCG role. Interestingly, two different EMAC member states assumed the coordinating responsibility in response to the 2004 Florida Hurricanes.

The Compact is a legal agreement which offers clear implementation and ratification procedures—an implementation plan which means member states all agree to standard operating procedures for requesting and providing assistance. EMAC requires that the legislatures of each member state ratify the compact language, which eliminates confusion over who is a member of the compact and provides a legal framework to facilitate assistance and reimbursement. It also addresses all the issues associated with requesting, assistance, reimbursement of services, workman's compensation, insurance and liability in advance of a disaster. The Compact also allows states to assist each other with some certainty of the expectations and responsibilities involved, which in turn increases the likelihood of their doing so at considerably reduced risk of suit or of great expense.

While states are capable of managing most of their emergencies themselves, there are times when disasters exceed state and local resources and therefore require outside assistance. Usually this assistance comes from federal agencies. However, not all disasters are eligible for federal disaster assistance. EMAC provides another way for states to receive interstate aid in a disaster.

EMAC assistance may supplement federal assistance when the latter is available or replace federal assistance when unavailable and allows for a quick response to disasters using the unique resources and expertise possessed by member states.

"Usually, the efforts of state and local government, with help from FEMA, are enough to protect people and help put communities on their feet again. Yet there are disasters, such as Hurricane Andrew[1993], that overwhelm state and local resources. In such cases, EMAC offers a quick and easy way for states to send personnel and equipment to one another. In addition, federal assistance is

sometimes inadequate or even unavailable. Out-of-state aid through the Compact can fill such shortfalls" according to Richard J. Dieffenbach, in a 1998 state government news article titled "Help is Just a State Away."

EMAC creates an interstate network for sharing of resources in response to disasters and aims to maximize use of available resources, coordinate deployment of EMAC resources with Federal Response Plan resources (now National Response Plan), expedite and streamline delivery of assistance between member states. EMAC does not replace federal support, permit use of National Guard resources for military purposes, or alter operational direction and control. It allows states to provide assistance to one another in advance of FEMA. One of the purposes of EMAC is to avoid delays in FEMA assistance and to automate the provision of mutual aid. EMAC assistance can be applied to damage/impact assessment, disaster recovery administration, community outreach, search and rescue, debris clearance, resource/donations management, security, aviation support, communications, information and planning, mass care, emergency medical services, firefighting, and hazardous materials. EMAC member states are responsible to be prepared to coordinate a request for, or the provision of, interstate mutual aid between member states and designate at least two emergency management agency officials prepared to implement EMAC. These individuals should be experienced and knowledgeable in the response and recovery procedures of their home state, know who to contact, and how to contact them.

Since August 11, 2004, in response to Hurricanes Charley, Frances, Ivan, and Jeanne several EMAC member states were engaged on a daily basis assisting Florida's hurricane disaster response effort with personnel and equipment assistance through EMAC communication channels. According to Florida State Emergency Response Team (SERT) Situation Reports, for the five storms (Bonnie, Charley, Frances, Ivan, and Jeanne) a total of 715 EMAC personnel were deployed from 35 states.

The commitments of assistance from EMAC member states demonstrate how significant interstate mutual aid can be in disaster responses. EMAC National Coordinating Group members from New York State Emergency Management Office hope that through this emergency assistance compact, states are able not only to assist other states in their time of need, but that they also continue to learn from other states as they did during the 2004 Florida hurricanes. This is so they can provide better service to the people of their state when they need it the most.

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**THE MAY ISSUE  
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*Workplace  
Harrassment and  
Hostile Work  
Environments*

**There is still space  
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Deadline for both is  
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## Case Studies in Emergency Management

SPECIAL COMMENTARY

# Washington State Prepares Citizens for Disaster Response

## Ready\*Corps Program Helps States Teach Emergency Preparedness in Low-Income Communities

*Alyssa Devoe, Scott Carlson*

In April of 2003, the Washington Service Corps (WSC), the oldest publicly-funded statewide service program in the nation, launched a new AmeriCorps\*VISTA initiative, the Ready\*Corps. The goal of which is to increase the readiness of communities, especially low-income communities, to respond to disaster-related disruptions.

This new project provides an excellent opportunity for AmeriCorps\*VISTA members who are interested in public safety, emergency response and disaster preparedness to serve in low-income and underserved communities throughout the State of Washington. They serve in nine regional homeland security districts to implement a coordinated effort of disaster preparedness planning. In collaboration with local agencies, the VISTA members work on:

- assisting low-income residents to increase their knowledge of emergency preparedness;
- coordinating existing faith-based, volunteer, AmeriCorps and other preparedness projects;
- aiding establishment of Citizen Corps Councils, and other locally driven community improvement projects;
- establishing Community Emergency Response Teams (CERTs), which help to prepare communities and individuals to be self-sufficient for up to 72 hours without professional emergency response;
- coordinating efforts with a statewide team of VISTA members to offer citizens volunteer opportunities, educational information, and training courses to address neighborhood safety and risks associated with man-made or natural disasters; and
- assisting in coordinating disaster preparedness objectives and activities among various governmental municipalities and community organizations.

In the short time that Ready\*Corps has been in service, its members have accomplished many successful projects:

- One member—serving with the American Red Cross, Mount Rainier Chapter—developed and launched a pilot disaster preparedness program at Ft. Lewis. The Safe Neighbor Network Program, brings together civilians and the military to work on community safety. He also acts as a liaison for the local military bases and is developing a disaster training curriculum. He was deployed with the Red Cross as a family service worker after Hurricane Ivan.
- Another member works with the Medical Reserve Corps, Tacoma-Pierce County Health Department. She is helping to establish the Medical Reserve Corps by creating a plan for vaccinating and dispensing stockpiled medications to Pierce County's 750,000 residents

during emergencies. As part of this project, she has been visiting all of the high schools in the county to determine how well suited they are to be used as emergency clinics.

- Yet another member, working with Walla Walla County Emergency Management, coordinates CERT training for Walla Walla, as well as a School Emergency Response Team (SERT) course for youth. The SERT program targets underserved and at-risk youth, giving them the chance to engage in positive activities involving disaster preparedness in their communities.
- A final member is assigned to Spokane Sheriff's Community Oriented Policing Effort (SCOPE), coordinating CERT training for Spokane County. He works in collaboration with local law enforcement, fire officials, the Sheriff's office, and emergency management officials on Citizen Corps activities and community safety activities.
- The Bethel School District team is working on procuring supplies for the district's emergency supplies kits. They carry out and evaluate mock disaster drills, and organize Safety Week, which includes CPR and first aid training, visiting children in schools and raising funds for emergency supplies. The team uses a character they created, Duck N. Cover (who stars in his own book) to teach children about safety during safety week.

Member development is an emphasis of the Ready\*Corps program. All members are asked to take CERT training when possible, as well as complete at least three of the Federal Emergency Management Agency's (FEMA) on-line independent study courses. Many members have desired to learn even more about emergency management and have taken advantage of the \$200 training allowance to take courses in their areas of interest. Ready\*Corps members collaborate with each other and with other national service volunteers whenever possible, including participation in drills and trainings coordinated by other members.

Several Ready\*Corps host agencies have been so pleased with their collaboration with the program that they are in their second year of hosting Ready\*Corps members. Eric Holdeman, director of King County Office of Emergency Management, is one supervisor who has had such an experience.

"I have been extremely pleased with the quality of the VISTA Volunteers that King County Office of Emergency Management has been able to obtain. While each person is unique, we have found their character and skills to be of a superior nature.

Our VISTA volunteers have had to work fairly independently with great latitude in the manner in which they perform their responsibilities. Emergency management organizations should look for ways to tap into this great resource that can only help

to make their communities more disaster resistant."

Having a Ready\*Corps member has also been a benefit for Walla Walla County, according to Don Marlatt, county emergency manager.

"Having an AmeriCorps member to assist with our CERT organization and training has been a great thing for Walla Walla County. Starting in September 2004, Diane hit the ground running. She has organized, planned and coordinated training not only for one of our regular CERT classes, but has organized three new youth programs and has a regular training session planned for next month. Through our middle schools, she has organized SERT training and through the City of Walla Walla's youth program has organized training, too. AmeriCorps is doing a great job for Walla Walla County."

The WSC continues to develop and foster innovative partnerships with programs such as the Washington Reading Corps, disaster preparedness and homeland security projects, school safety initiatives, Welfare-to-Work and WorkFirst, and

technology programs that bridge the digital divide.

Administered by the Employment Security Department, the WSC assists private non-profit organizations and units of local government in addressing unmet community needs and providing young adults with meaningful service experiences.

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*Scott Carlson is the Washington Service Corps program manager for Ready\*Corps. E-mail: SCarlson@ESD.WA.GOV*

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## Case Studies in Emergency Management

SPECIAL COMMENTARY

# Memphis Trains Disaster Volunteers Through CVOAD

## County Voluntary Organizations Active in Disaster (CVOAD) as a Model for Local Public Service Delivery in Times of Crisis

*Dorothy Norris-Tirrell, Kathryn Cheever*

### Memphis and "Hurricane Elvis"

In direct response to the September 11, 2001, terrorist attacks, Volunteer Memphis (a nonprofit organization whose mission is to develop, promote and support volunteerism) received homeland security funds—passed through the state level—to form a local Voluntary Organization Active in Disasters (VOAD) group. A statewide VOAD chapter was already in existence, but more locally focused coordination of volunteer agencies and emergent volunteers was sought.

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The Memphis/Shelby County VOAD kick off meeting was held on February 5, 2003, with more than 50 individuals represent-

ing more than 30 different agencies in attendance. The proposed work of the group—to organize participants and to match them with spontaneous/emergent volunteers to make volunteer efforts the most efficient and effective possible—was met with great enthusiasm. A variety of jurisdictional issues were discussed at this initial gathering and program information about the emergency response activities of the organizations represented at the meeting was shared.

The group began meeting monthly with a set of volunteers recruited to serve as the steering committee. Bylaws were adopted and organization leadership elected in May 2003. In less than six months the Memphis/Shelby County VOAD had moved from an idea to a working collaboration.

This new County VOAD (CVOAD) received its first test in the early morning hours of July 22, 2003, with what has now become known locally as "Hurricane Elvis." By 7:30 a.m., 120 mile per hour winds were being recorded at downtown weather stations and trees were crashing to the ground across the city as 306,000 homes and businesses lost power. Travel across the county came to a standstill while roofs, trees, and unsecured outdoor furniture went flying.

Two days after the storm, the VOAD pulled together a meeting of all members who could be contacted and who could get to the meeting location. Six groups sent representatives. The discussion centered on gaps in the emergency response. For example, a neighborhood in need of food was identified along with additional calls for goods and services.

### What Was Learned

In debriefing sessions following the July 22 windstorm, Memphis/Shelby County VOAD members identified important components of a plan to strengthen community preparedness and response.

First, members appear comfortable with traditional emergency management structures and procedures (and with someone else in charge) as long as they are part of the team and called upon appropriately. Some down time is to be expected as first responders and local Emergency Management Agency (EMA) officials assess the situation and other government and nonprofit agencies surface from the rubble. An active and effective CVOAD can reduce the amount of that down time.

Second, it seems clear that a general understanding of the emergency management plan, implementation procedures, and lead actor roles is needed by everyone potentially involved in disaster response—including politicians. Fallback communication strategies (when there is no electricity, cell towers are felled or overloaded and internet access is out) must be in place, e.g., walkie talkies, citizen band radio, amateur radio.

Also, information sharing must be facilitated. For example, the Memphis/Shelby County VOAD, through its debriefing sessions in the weeks following the storm, identified the Memphis/Shelby County Public Library System's LINC as the most useful resource for centralized provision of storm related information and referral and has now been added to the office Emergency Management Plan.

CVOAD members also noted that communities need to train more volunteers. Volunteers must first take care of their own families and homes before they are available to take-on their volunteer role. Since we can't know when, what or where the next disaster will be, a larger number of trained volunteers than expected is needed.

A planning and response vision that includes short term (first responders) and long term (24 hours and beyond the disaster) must include feedback or debriefing opportunities essential to making changes in policy, strategies and behavior following response events.

Lastly, effective community preparedness calls for every organization and individual home to have a disaster plan.

**The National Organization—NVOAD**  
Spontaneous and emergent volunteers challenge both government and nonprofit agencies in times of crisis.

In response to various emergencies, such as natural disasters, chemical spills, and the new reality of terrorism, interagency collaborations (including a range of nonprofit organizations and government agencies) have taken on new importance.

In the aftermath of Hurricane Camille in 1969, seven national organizations came together to improve coordination, communication, cooperation and collaboration in the stressful hours, days and weeks following a disaster. Today the NVOAD lists 40 national organization member agencies and 59 state and territory VOADs on its website <http://www.nvoad.org>.

The member organizations range from voluntary organizations typically thought of in times of disaster (e.g., American Red Cross, Salvation Army and the American Radio Relay Leagues) to faith-based organizations such as the Catholic Charities USA, the Southern Baptist Convention, United Jewish Communities, Mennonite Disaster Service, and United Methodist Committee on Relief (UMCOR) and others including the Points of Light Foundation, Volunteers of America and the Humane Society of America.

According to their web page, the NVOAD's mission is "to foster more effective service to people affected by disasters." Recognizing that organizations that regularly help disaster victims frequently duplicate services and fail to coordinate efforts, representatives from

member organizations meet to share their respective activities, concerns and frustrations in disaster response. Services to be coordinated range from disaster cleanup to human services, such as provision of food and clothing.

Early efforts by NVOAD led to legislation establishing the Federal Emergency Management Agency (FEMA) as a vehicle to provide more effective disaster response.

In the aftermath of Hurricanes Hugo (1989) and Andrew (1992) and the earthquakes in northern California (1989), the need for NVOAD at the local levels was even more clearly identified. No one organization could handle disaster response on the scale required. State level VOADs were formed and now serve as chapters of NVOAD. Individual communities have also formed CVOADs to increase the coordination, communication, cooperation and collaboration of local voluntary organizations in disaster relief efforts.

While VOADs are far from new, these collaborations serve as vehicles to assure community-based emergency preparedness planning and to establish the necessary communication networks for optimal response, particularly the effective mobilization of volunteers. Whether addressing domestic security, earthquake preparedness, or toxic chemical spills, nonprofit organizations and their government collaborative partners have come to rely on VOADs to create efficient networks to serve the community in times of extreme stress.

Collaborative efforts such as VOADs can help prepare organization members for the time of emergency by extensive use of training, network building and communication. As elements within any given emergency begin to "look familiar," implementation of coordinated response can be escalated.

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## International Commentary

# Russian Government Slow to Move into 20th Century

*Michael Gershowitz*

Since the fall of the Soviet Union, the way that business is done in Russia has become a lot more modern; the way that government works, much less so.

The American media provide extensive coverage of Russian politics and international relations, but barely give a clue about how the country works internally. I have been in Russia on business four times since 1992, months after the overthrow of the Soviet Union, most recently this winter. Some things have changed a lot, others hardly at all. This is based on personal observations, not on research.

I found the Russian mindset is different from the western mind—more rigid, less open to different ways of looking at things. This was brought home by a 1993 experience in Moscow. My driver—an unemployed Ph.D. economist—was taking me along Moscow's one good highway, the ring road. I expressed surprise at seeing intense development within the beltway, and fields across the road. "That's going to change," my driver said. "They are going to build a new ring road three miles out from this one, and when it's open they will be able to develop the empty land.

I expressed my approval: the lightly-trafficked beltway would be more efficiently used to serve populations on both sides. "You don't understand," said my driver. "When the new road is finished, they will tear down this one." No, I didn't understand, so she went on: "a city can't have two beltways. It would be improper. Too confusing."

This inflexible and dysfunctional attitude remains very much alive, in ways large and small. A small but telling example is the ubiquitous "Walk/Don't Walk" signs that flash "Walk" until the light turns red, giving no advance warning and putting pedestrians in grave danger. I was told, "that's the way it is. Nothing can be done about it." This collective acquired helplessness seems surprising from a people that overthrew the "Evil Empire." As an example of the resistance to change, there is virtually no help for the disabled. Sidewalks have no curb cuts and often have steps even when the grade is quite level. There are several steps leading into virtually every store or building entrance, and only buildings of eight stories or more have elevators. Public transportation is cheap and abundant, but not accessible. You never see a person in a wheelchair in public.

By contrast, the private sector has adapted to western practices. In 1992, making a retail purchase was an arduous affair: goods were kept under glass and you waited to be served. After making your selection, you were given a receipt which you took to a central cashier, who stamped your papers and sent them and your money up a pneumatic tube to a back-room accounting office. A couple of minutes later, your change and further-stamped receipt came back, and you then took the receipt back to the sales clerk to claim your merchandise. If you wanted it wrapped (usually in old newspapers), that meant one more line. Above all, there was little for sale.

Since then, grim shops have become lively, closed shelves have mostly given way to open ones, advertising has flourished and queuing has become history. Most noteworthy to me, the private sector has developed a concept of customer service, still woefully lacking in the public sector.

A big surprise on my last visit was that Russian goods—the only kind available a decade ago—have been supplemented in many stores by much more attractive—and much more expensive—imports.

I noticed that when Russian and imported wares were on display side by side,

shoppers usually chose the latter. Given that disposable incomes have dropped sharply, this surprised me, and I asked about it. "Russian goods are no good," I was told. So why not improve them? An educated colleague said, "why bother? No one would buy them." Another case of acquired helplessness. Throughout America, you can easily find goods manufactured in Honduras, Thailand, Turkey, or any of 50 or 100 smaller countries. When is the last time you saw something made in Russia? Their balance of payments deficit must be huge.

I might contrast the experience in Russia—the archetypal "Second World" country, with my experiences in Ghana, a "Third World" example in West Africa and a former British colony that I visit often. Like Russia, Ghana has an archaic system of governance, but I am convinced that the reason is very different. Russians have the resources but not the know-how. Ghanaians have the know-how but not the resources. Russians don't believe that elevators are needed in seven-story buildings; Ghanaians want but cannot afford them, let alone air conditioning in the muggy tropical climate.

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## Trust in Government Commentary

# The Hidden Price of Insecurity

## Maxwell Poll Finds 52% of Americans Don't Trust Their Government

Alisdair Roberts

Since September 11, 2001, we've often been reminded—usually by proponents of new restrictions on civil liberties—that a healthy democracy only thrives on a sometimes-forgotten foundation of physical security. This is true, as a general principle. But new poll data also reminds us about the critical connection between economic security and a vibrant civic culture.

According to a national poll recently undertaken by the Maxwell School of Syracuse University, a majority of Americans—52 percent—don't trust their public officials to do the right thing. This isn't surprising: public trust has been in decline for four decades. Trust spiked sharply upward following the Sept. 11 attacks but has now returned to its pre-Sept. 11 level. And by itself, a low level of public trust might not be such a bad thing. Some observers suggest just the opposite—that distrust prods citizens to be more vigilant about their leaders' use of public authority.

This could be a persuasive argument, if it weren't for a second finding from the

Maxwell Poll on Civic Engagement and Inequality: 53 percent of Americans believe that government is generally too complicated for most people to understand. In other words, they believe that vigilance is difficult, if not impossible. Exactly one third of respondents endorsed both views: that is, that leaders can't be trusted, and government is too complicated to understand.

Let's call these people the Skeptics. In the parlance of economists, they suffer a severe principal-agent problem. They want public officials—their agents—to look after their best interests; however, they don't believe that officials can be trusted to do this without monitoring; and they also believe that monitoring is very hard to do. This is the sort of predicament most of us suffer on a used car lot: you have no easy way of knowing whether the car the salesman is touting is a lemon, but you are pretty sure that the salesman will try to sell it to you anyway.

Because of the principal-agent problem, most of us find used-car buying to be a distasteful experience. Fortunately, it's also an infrequent occurrence. The same can't be said of the world of public

affairs—an ongoing, high-stakes affair that may be experienced by Skeptics as though it were an unending visit to a used-car lot.

Who are the Skeptics? The answer may surprise you. According to the Maxwell Poll, age isn't a significant factor. Neither is education: 30 percent of college graduates still count as Skeptics. Nor does attention to the media matter much. Intensive readers of newspapers and magazines are just as likely to be Skeptics, as are the most frequent viewers of local and national TV news shows. (However, heavy Internet users do tend to be less likely to fall into the group.)

What does matter? Economic security is the clearest factor. Overall, families with higher income are less likely to count as Skeptics (22 percent) than those with family incomes less than \$50,000 (41 percent). (According to the U.S. Census Bureau, the median household income in the United States in 2003 was about \$43,000; 56 percent of U.S. households reported income less than \$50,000.) As important as income level is the trend: individuals who say that their economic situation has recently worsened are much more likely to count as Skeptics (45

percent, versus 28 percent). The same is true of individuals who say that they are worse off economically than their parents.

This could be a portent of further corrosion in civic culture. As Yale political scientist Jacob Hacker noted last year, volatility in family income has increased dramatically in the last three decades, even for well-educated workers. Significant reversals in economic well-being are now faced regularly by middle-class as well as poor families. And one of the side-effects of this uncertainty may be an increase in the ranks of Skeptics.

You might expect that Skepticism would influence ideology—by encouraging a distaste for more expansive government, for example. The Maxwell Poll found no significant connection. When asked about their political ideology, Skeptics were spread across the spectrum (liberal, moderate, conservative) in much the same way as the rest of the population. Skeptics also showed a similar preference for further government intervention. Among Skeptics who regarded economic inequality—the policy issue raised later in our

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## INSIGHTS ON INTERNATIONAL ISSUES by COLIN TALBOT

# The Strange Case of the Consensus on Public Spending

Howard Flight was not exactly a well known figure, even amongst the political classes in the United Kingdom. But he suddenly leapt to both fame and, as it turned out, also into instant political oblivion with just one speech.

Flight was deputy chairman (yes, chairman) of the Conservative Party and a member of Parliament in a very safe Tory seat. He had been intimately involved with something called the "James Review" which looked at ways of saving money from public spending (of which more later). So a speech from Flight which clearly implied that current Conservative plans to save money from public spending were only a 'down-payment' and had been watered down to be more politically acceptable in the run up to a general election was potentially dynamite. Unfortunately for the hapless Flight, the speech was recorded by a 'deep throat' (widely rumored to have been a Labour Party spy) at what was a private Conservative gathering.

Published in *The Times*, the speech caused a furor as the Conservatives' opponents—keen to hang a 'slash and burn' agenda round their necks—said this proved that they hadn't changed from their Thatcherite "rolling back the frontiers of the state" days. In order to try to close down the issue, Conservative leader Michael Howard first of all sacked Flight from his deputy chairman's job and then went even further and effectively barred him from standing again as a Conservative MP in the forthcoming election. The action was seen as panic and proof of how right Flight was by some and as 'firm leadership' by others.

What is so fascinating about this story is just how small the differences have become between the two main political Parties in the UK on the overall size of the state and how sensitive the Conservative Party has become to charges of wanting to cut public services. This is an amazing

turn-around from the early 1980s when Margaret Thatcher was seen world-wide as someone intent on reversing the relentless growth of public expenditure and slashing the 'welfare state.'

The reality of Thatcherism turned out rather differently. Public spending, as proportion of GDP, actually grew dramatically in the first few years of Thatcher's government—jumping from around 45 percent to around 48 percent for almost six years. These global figures masked some dramatic shifts in what the money was spent on. Public services were indeed 'rolled back' as spending on supporting three million unemployed and a huge budget deficit grew enormously. It was only as the economy picked up in the late 1980s that public spending began to fall—and it did so precipitately. By 1989 it had reached just under 40 percent of GDP, the lowest it had been for 25 years. Public services were severely squeezed and—coupled with the successful privatizations of state owned industries—Thatcherism at last seemed to be working. Thatcher and her supporters boasted about their successes and were feted internationally.

Whilst state-owned industries were privatized, no other major area of public spending was cut entirely or in most cases even qualitatively. Many were squeezed severely and long-term investment—in buildings and other capital goods—was especially affected but education, health, social services, the really big areas of public service spending remained more or less structurally intact. Battered and bruised maybe, but still there. And then a surprising thing happened. Public spending 'bounced.' By 1993 it was back up to nearly 45 percent of GDP—partly because of another recession but also because spending on some public services revived—not a lot, but enough to make a difference. The Conservative Government—by now of John Major—made another attempt at 'rolling back' and

announced plans which would take public spending to an all-time low (in post War history anyway). By the time the Tories lost the 1997 election public spending was down to around 40 percent of GDP again and on course to reach 36 percent two years later. Indeed the Tories stated aim was to get, and keep, public spending below the magic 40 percent level and drive in towards United States levels (i.e. mid-30s).

When New Labour was elected in 1997 they were committed to maintaining Tory plans for two years, which to everyone's amazement they did. Spending reached an amazingly low total of only 36 percent of GDP—although this was not quite as harsh on public services as both social security and spending on borrowing dropped dramatically. But public services were certainly under strain. And then in 1998 Chancellor Gordon Brown announced the start of a massive investment drive into public services and public spending leapt back up around 43 percent of GDP, where on current Labour plans it is set to stabilize.

So where are we now? The total amount of public spending, both in real and relative terms, is fast becoming a non-issue in politics. There are still differences, but the official positions of the two main parties differ by about 2 percent of GDP over the next few years. Labour's spending plans plateau at almost exactly the 40-year average for public spending—43 percent of GDP. In real terms, though, spending on education, health, defense, criminal justice are at all time highs. In these and several other areas the Conservatives are pledged to retain Labour's spending planes if they are elected—a remarkable reprise of Labour's pledge in 1997, but in the opposite direction—i.e. more spending, not less. And a remarkable position for Margaret Thatcher's party.

Much of the past year the debate about public spending has been about not how

much to spend, or even what to spend it on, but how well either of the main parties would spend it. The Government called in one businessman—Sir David Gershon—to develop a plan for a massive efficiency drive in public services. Gershon reported last July and identified £21.5 billion "savings."

Not to be outdone, the Conservatives commissioned David James, another businessman, to carry out their own efficiency review. (Actually, the Tories started their review first but the government got the Gershon report out months ahead of the James Review report). James identified £35 billion but this was not all efficiency savings. £23 billion were to come from efficiencies, mostly the same as Gershon's, but not all, and with a few extras. A further £12 billion was to come from actual cuts, some of whole programs like Sure Start and some from culling 'quangos.'

Of the extra £12 billion the Tories promised to use £8 billion for paying off debt and £4 billion for tax cuts (a very modest amount—in the 2001 election they promised £8 billion in tax cuts).

So the political terrain between the main parties over public spending in the UK has narrowed into an amazingly small range of options. And the main focus has been not on how much, or where, but on how well it is spent.

Hence the amazing sensitivity surrounding any "loose talk" in Conservative ranks about major cuts in public spending and public services. And poor Howard Flight's hasty dispatch by Michael Howard. How times have changed?

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## Economic Insecurity Critical Consideration in Government Trust

From POLL, pg. 7

poll—as a serious problem, almost 70 percent said further government action was needed.

However, Skepticism is connected with a propensity to disconnect with the political process. The Maxwell Poll suggested that Skeptics were less likely to work for a political campaign or contact a public official. Furthermore, Skeptics' voting habits are much more erratic: only 57 percent say that they always vote, compared to 75 percent of other Americans. Perversely, Skeptics are more likely to check out, even as they wish government would do more.

Skepticism could also have less obvious impacts on American political life. For example, it may fuel demand for further checks and controls on governing institutions that seem both remote and untrust-

worthy. It may also encourage the production of popular media—movies, books, video games—that further reinforce assumptions about the lack of trustworthiness and accountability of public officials.

Of course, there are other factors that may aggravate the culture of Skepticism—but economic insecurity is likely a critical consideration. Conservatives who care about the cultivation of civic virtues in America might think twice about the consequence of economic policies that undercut the economic security of its citizens.

*ASPA member Alasdair Roberts is director of the Campbell Public Affairs Institute, a research center of the Maxwell School of Syracuse University, which undertook the Maxwell Poll on Civic Engagement and Inequality. More commentaries and information about the Poll are posted at <http://poll.campbellinstitute.org>.*

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This book is a lot more interesting than a spreadsheet (...and more accurate!)



INSIGHTS ON **PERFORMANCE MEASUREMENT** by JOHN KAMENSKY

# Demanding Performance and Results: The President's 2nd Term Management Legacy

President George W. Bush wants to leave his mark on how government is managed. His recent budget message to the Congress says: "My administration is pressing for reforms so that every program will achieve its intended results." He continues to invest his personal time and energy to foster a results-oriented government.

Over the past four years, he has laid the groundwork for this through his President's Management Agenda, which focuses on improving the capacity of agencies to better manage. To gain attention on some of the more mundane, yet still important, issues such as human capital and e-government, the Office of Management and Budget (OMB) created a red-yellow-green scorecard for each agency. OMB publicly releases updates to this scorecard quarterly. "Shame and humiliation works," remarked Clay Johnson, OMB's deputy director for management. And there has been improvement on the scores.

## But what about the next four years?

A key thread running through the President's Management Agenda has been various strategies to create a demand for performance and results information. Much of the supply pipeline for this information had evolved over the previous 15 years thanks to a series of laws, such as the Government Performance and Results Act, the Chief Financial Officers Act, and the Clinger-Cohen Act. The president's strategy has been to create a three-prong demand for this information by policymakers and managers by linking performance information to the budget, highlighting performance outcomes at the program level via OMB's Program Assessment Rating Tool (PART), and tying individual employees' pay to the performance of their organization and programs.

## Linking Performance to Budget

In a 2003 review of the state of performance-informed budgeting, George Washington University professor Philip Joyce concludes that federal executives, "should focus less on the Congress and more on how performance information can influence the management of resources within the executive branch." This insight reflects much of the impetus behind the budget and performance integration initiative sponsored by OMB. OMB declared that "beginning with the budget of FY 2005, agencies will prepare a performance budget in lieu of the annual performance plan." As a result, the president's FY 2005 budget was the first comprehensive submission of a performance budget organized around agencies' strategic plans that were integrated with the Results Act-required annual performance plans.

The Government Accountability Office (GAO) has been supportive of this approach. However GAO raises some pragmatic cautions in a recent report on agency efforts to restructure their appropriations account structure to align with their strategic goals. While OMB and agency officials "credited budget restructuring with supporting results-oriented management" by increasing

attention on results, "Congressional appropriations subcommittee staff for the most part continued to state a preference for and rely on previously established budget structures" that emphasize workload and output measures. GAO concludes that restructuring budgets is not a technical matter but reflects "important trade-offs among different and valid perspectives and needs" of various stakeholders and that "changes to the account structure have the potential to change the nature of the management and oversight and ultimately the relationship" among key decisionmakers.

GAO suggests that there needs to be more agreement among the stakeholders of the budget process before true performance budgeting may be possible. Part of this consensus-building process links to increased credibility around financial and performance information related to how well programs are performing.

## Assessing Performance and Results

OMB developed a diagnostic questionnaire to assess the performance of selected programs on a 100-point scale in four areas. These four areas are weighted based on relative importance:

- Program purpose and design (20 percent)
- Strategic planning (10 percent)
- Program management (20 percent)
- Program results (50 percent)

When it began in 2002, OMB announced that it planned to assess about 20 percent of the federal government's programs each year. As of 2005—year three—it had completed assessments for a total of 607 programs, and plans to have all programs assessed by 2007.

In the president's most recent budget submission for FY 2006, how programs fared in the budget process roughly paralleled how they rated. Those that were rated as moderately effective (about a quarter of all the programs assessed) received budget increases averaging 11 percent. Those rated as ineffective (about 4 percent of all the programs assessed) received funding cuts averaging 42 percent. In addition, nearly one third of the programs assessed did not have enough performance data to demonstrate whether they were effective or not. On average, these programs received a slight cut.

OMB places all of the PART information on its website. However, it is fairly technical and not inviting to the general public. However, OMB plans to create a more inviting presentation via a new website, tentatively named "Results Matter." According to Johnson, this website will display what programs are intended to accomplish, what they plan to accomplish in the coming year, and at the end of the year, what they actually accomplished, along with relevant explanatory materials.

With both the budgetary implications and the greater transparency of performance, PART begins to change the way federal managers think about their responsibilities, and it places the burden of proving

effectiveness on their shoulders. This in turn is increasingly being linked to their pay and rewards.

## Linking Performance to Pay

The Office of Personnel Management (OPM) has been leading the charge to link individual performance to organizational and program performance. OPM has championed legislative reforms that link senior executives' pay to organizational performance, and supported statutory changes to allow the Departments of Defense and Homeland Security to create a greater link between pay and performance.

GAO supports this trend. In 2003, it examined high-performing organizations that were early adopters of this approach and sees linking performance and pay as a way of "...fundamentally changing their cultures so that they are more results-oriented, customer-focused, and collaborative in nature... high-performing organizations have recognized that an effective performance management system can be a strategic tool to drive internal change and achieve desired results."

The president's most recent budget requests that Congress extend this approach to the rest of the government.

While many observers recommend postponing the expansion of this approach pending the experiences of Defense and Homeland Security, OMB's Johnson says that it is important to embed into law now, because it takes years to implement, and agencies will have the opportunity to learn from the experience of Defense and Homeland Security along the way.

## Cementing a "Results" Legacy

When asked at a recent forum what the Bush Administration hoped for as its management legacy, OMB's Johnson said, "We don't want to run government like a business. We want to run it to get results." He reinforced this, saying that he hoped that government in the future would "budget for programs largely on whether the program works or not."

He says that the key is to have good leadership. He says "If the head of the agency doesn't want it to happen, it won't happen." He offered four leadership characteristics for successfully improving management:

- Clear definition of success
- Clear action plan and timetable

See 2ND TERM, pg. 12

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## Commentary

# The U.S. EEOC and the Federal Sector EEO Process, Part I: The Facts, The Myths and The Lies

*Editor's Note: This article, because of its length, will appear in two parts. This is Part I. Part II will appear in the May issue of PA TIMES.*

**Sam Wright, Jr.**  
President, Federal Employees Against Discrimination, Inc.

For at least the last 30 years the faults and failures of the federal government's handling of complaints of discrimination have been the subject of intense debate and, at times, arguments have been very heated. The majority of federal employees who experience the complaint process believe it is critically flawed.

Recently, Federal Employees Against Discrimination, Inc. (FED) set out to find the truth. Is the process flawed? If so, what are the flaws? How are the flaws corrected? After hours upon hours of research, the truth revealed itself. The facts discovered by FED follow.

### Once Upon A Time

We began the research with a thorough review of the Equal Employment Opportunity Act of 1972 (EEOA).

The *Legislative History, Equal Employment Opportunity Act of 1972, House Report Number 92-238* reads, "A little more than six years ago, Congress enacted Title VII of the Civil Rights Act of 1964, Public Law 88-352, 42 U.S.C. 2000(e)-2000(e-15). That act recognized the prevalence of discriminatory employment practices in the United States and the need for federal legislation to deal with the problem..."

Despite the commitment of Congress to the goal of equal employment opportunity for all our citizens, the machinery created by the Civil Rights Act of 1964 is not adequate... The time has come to bring an end to job discrimination once and for all, and to insure every citizen the opportunity for the decent self-respect that accompanies a job commensurate with one's abilities...

It has been the emphasis on voluntariness that has proven to be most detrimental to the successful operation of Title VII... Administrative tribunals are better equipped to handle the complicated issues involved in employment discrimination cases... Administrative tribunals are better suited to rapid resolution of such complex issues than are Courts...

The Constitution is as imperative in its prohibition of discrimination in state and local government employment as it is in barring discrimination in federal jobs... Although the aggrieved individual may enforce his rights directly in the federal district courts, this remedy, as already noted, is frequently an empty promise due to the expense and time involved in pursuing a federal court suit. It is unrealistic to expect disadvantaged individuals to bear the burden... The Constitution has recognized that it is inimical to the democratic form of government to allow the existence of discrimination in those bureaucratic

systems which most directly affect the daily interactions of this Nation's citizens.

The clear intention of the Constitution, embodied in the Thirteenth and Fourteenth Amendments, is to prohibit all forms of discrimination... A critical defect of the federal equal employment program has been the failure of the complaint process. That process has impeded rather than advanced the goal of the elimination of discrimination in federal employment. The defect, which existed under the old complaint procedure, was not corrected by the new complaint process. The new procedure, intended to provide for the informal resolution of complaints, has, in practice, denied employees adequate opportunity for impartial investigation and resolution of complaints."

### Congress Corrects the Problem

The *Legislative History, Equal Employment Opportunity Act of 1972* further states, "To correct this entrenched discrimination in the federal service, it is necessary to insure the effective application of uniform, fair and strongly enforced policies. The present law and the proposed statute do not permit industry and labor organizations to be the judge of their own conduct in the area of employment discrimination. There is no reason why government agencies should not be treated similarly. Indeed, the government itself should set the example by permitting its conduct to be reviewed by an impartial tribunal. Because the Equal Employment Opportunity Commission is the expert agency in the field of employment discrimination and because it is an independent agency removed from the administration of federal employment, it is the most logical place for the enforcement power to be vested..."

The Commission is established as a government administrative agency to protect employees against discrimination... The Equal Employment Opportunity Commission will be authorized by the statute to hear complaints of discrimination in federal employment and establish appropriate procedures for an impartial adjudication of the complaints."

### The Slight-of-Hand by the Civil Service Commission

In 1972 Congress determined that a critical defect of the federal equal employment program was the failure of the complaint process used by the Civil Service Commission because the complaint process impeded rather than advanced the goal of the elimination of discrimination. Naturally, now the research focuses on the Civil Service Commission's (CSC) congressionally condemned complaint process. Our inquiry begins with the *Federal Register*, Volume 34, Number 53, Wednesday, March 19, 1969. The CSC's complaint process included:

- a requirement that a federal employee seek precomplaint counseling,
- a requirement to file the complaint in writing within 15 days after final interview with EEO Counselor

- a provision that allows the agency to dismiss a complaint for various reasons, and
- a provision for a hearing conducted by an appeals examiner who makes a recommended decision to the head of the agency.

After the passage of the EEOA of 1972, the CSC revised Part 713 of the Code of Federal Regulations in the *Federal Register*, Volume 37, Number 205. Numbers 1, 3 and 4 above remain the same. Number 2 changes from "within 15 days" to "within 30 days." In both *Federal Register* publications, the CSC failed to comply with the notice requirements of the 1947 Administrative Procedure Act-Public Law 404 (APA) which, according to the *Legislative History, Administrative Law Judges-Civil Service, P.L. 95-251* require a proposed notice of rule-making, an opportunity to comment before issuing the final rule and the rule not be effective until 30 days after publication in the *Federal Register*.

### Sabotage by the U.S. EEOC

The executive branch did not transfer the enforcement authority from the CSC to the EEOC until 1978 in Reorganization Plan Number One. In the *Federal Register*, Volume 43, Number 251, the EEOC publishes a final regulation. In this final regulation the EEOC simply adopts the CSC's regulations for the processing of EEO complaints. The publication date is December 29, 1978 and the effective date is January 1, 1979. Consequently, the EEOC violated the same APA provisions as the CSC had previously. This final regulation is signed by Eleanor Holmes Norton, chair, EEOC.

The EEOC had adopted the exact process that Congress determined was a critical defect of the federal equal employment program and the cause for the failure of the complaint process.

In 2003, during the defense of a civil lawsuit filed against the EEOC in U.S. District Court for the District of

Columbia, the Department of Justice (DOJ) and the EEOC proudly boast that the process in use by the EEOC today is the very same process that Congress found unacceptable 30 years ago.

### System Safeguards

In 1947, the APA created the position of hearing examiner. In 1978, the hearing examiner position is reclassified as administrative law judge (ALJ).

According to the *Legislative History, Administrative Law Judges-Civil Service*, the hearing examiner's decisional independence is protected from undue agency influence. It states, "To insure the independence and impartiality of the administrative process, section 556... requires hearing examiners to serve as presiding officers with respect to rule making or adjudicatory hearings (unless the agency itself, or one or more of its members presides)."

ALJ's are an integral part of the administrative tribunal. The *Legislative History of the Equal Employment Opportunity Act of 1972* shows also that "in an effort to secure an accurate estimate of the projected costs of this legislation to satisfy the requirements of clause 7 of rule XIII the General Subcommittee on Labor, through its chairman, the Honorable John H. Dent, sought the views of the Equal Employment Opportunity Commission." The EEOC's response to that inquiry is contained in a letter dated April 22, 1971, and the response proves that the EEOC understood several critical issues. First, Congress intends that the EEOC conduct adjudicatory hearings. Second, Congress intends that a hearing examiner conduct the EEOC hearings. The EEOC response makes clear that the EEOC understood that its adjudicatory hearings required "hearing examiners." The intent of Congress is clear; the EEOC is to conduct impartial adjudications.

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# FREDERICKSON PERSPECTIVE

A Column by H. George Frederickson

PA Times invites your opinions regarding issues addressed in this space, or any public management issues. Please fax us at (202) 638-4952 or e-mail us at: [cjewett@aspanet.org](mailto:cjewett@aspanet.org). The viewpoints expressed in the Commentary section of PA Times are the individuals' and are not necessarily the viewpoints of ASPA or the organizations they represent.

## EXtreme Public Administration

Ordinary public administration is understood to be the supervision or management of governmental agencies. Some public agencies are easier to manage than others. Managing libraries is probably not as difficult as managing prisons, although librarians no doubt have their bad days. Supervisors and managers of certain types of public agencies—corrections, police, mental health, social service, and educational agencies—are said by Erwin C. Hargrove and John C. Glidewell to have *Impossible Jobs in Public Management*, the title of their very good book. These jobs are impossible because managers "serve people who become clients because they are irresponsible, strange, lazy, or antisocial—such as criminals, potentially dangerous schizophrenics, welfare dependents, and drug user-pushers, all of whose claims on public resources are suspect." These management jobs are further impossible because of the intensity of differences in expectations between agency constituents. That may be. Nevertheless, these so-called impossible jobs are managerial—one, two, or more levels removed from the most difficult jobs in public administration.

Really tough public administration is a contact sport. It can be rough and dirty, a game played with limited resources in the face of relentless pressure. This is EXtreme public administration, the day-to-day work of client-serving, street-level bureaucrats. EXtreme public administration is practiced by teachers, not superintendents, by welfare workers, not supervisors, by soldiers, not generals. This is participant public administration with the managers in the audience. This is public administration on the ground where it matters most, stripped of the conceits of management.

The first study of EXtreme public administration, Michael Lipsky's *Street-*

*Level Bureaucracy: Dilemmas of the Individual in Public Services*, was published twenty-five years ago and still stands as one of the great modern contributions to the field. Based on interviews and observation, Lipsky found that "the decisions of street-level bureaucrats, the routines they establish, and the devices they invent to cope with uncertainties and work pressures, effectively become the public policies they carry out...Public policy is not best understood as made in legislatures or top-floor suites of high-ranking administrators, because in important ways it is actually made in the crowded offices and daily encounters of street-level workers." In these settings, "street-level bureaucrats invent benign modes of mass processing that more or less permit them to deal with the public fairly, appropriately, and successfully. At worst, they give in to favoritism, stereotyping, and routinizing—all of which serve private or agency purposes."

A new examination of EXtreme public administration, *Cops, Teachers, Counselors: Stories from the Front Lines of Public Service*, by Steven Maynard-Moody and Michael Musheno is easily the finest study of the subject. With a National Science Foundation grant Maynard-Moody and Musheno devised a bold and sophisticated methodology using the narratives of street-level workers, a methodology brilliantly realized. There are, in all, 36 street-level worker narratives or stories, such as the unforgettable "Slammed in the Rear," and the poignant "You Can't Win for Losing." "Street-level stories are powerfully descriptive: they take us into the storytellers' worlds, both real and imagined. Through the storytellers' words, we experience the physical and emotional context of their work. We meet the students, clients, criminals, victims, bystanders, coworkers, and bosses who

populate these story worlds. Street-level stories like other narratives both grand and mundane, help us understand how sense and meaning are made and how norms are conveyed and enforced." These stories and Maynard-Moody and Musheno's descriptions of how these stories shape the perspectives and influence the day-to-day decisions of street-level workers give the reader a remarkably clear view of how EXtreme public administration really works. Many of the narratives in *Cops, Teachers, Counselors* are memorable and are likely to stay with the reader for a long time, certainly much longer than statistics or performance metrics. Furthermore, stories of street-level workers have an explanatory power far greater than other forms of modern social science.

In particularly profound ways *Cops, Teachers, Counselors* engages issues in modern public administration. At the core of our modern literature is the logical assumption that those engaged in public administration are state agents, carrying out the work of the state. Maynard-Moody and Musheno found that street-level workers are less inclined to see themselves as agents of the state and more inclined to see themselves as agents of the citizens and their clients. Social service officers, cops on the beat, and teachers in the classroom all live in worlds of scarce resources, limited time, ambiguous expectations, and conflicting rules. To manage their way through these limitations, street-level workers apply a form of public service delivery and distribution based on what the authors describe as "client worthiness." Client worthiness is based on stories and master narratives that enable street-level workers to affix particular identities to their clients. "For those in the helping professions, ...clients who do not try, who do not follow through, and who are seen as lazy have not earned the help provided. They do not do their part and are unlikely to change." To the police, "citizens who work—especially those who work hard just to help their families scratch by—are forgiven numerous transgressions that would lead to harsh treatment for people who do not work." "The line between those deemed worthy and those deemed unworthy is thin and imprecisely drawn.

There are no reliable, external criteria differentiating the two."

In the face of scarce resources and time, choices must be made and those choices are a form of public administration morality. "Just as street-level workers will bend the rules, give second chances, and greatly extend themselves and state benefits to those deemed worthy, those considered unworthy receive the least possible service or the greatest possible punishment. Street-level workers become harsh and unforgiving state agents when they believe that citizen-clients are trying to con the system, are unresponsive or lazy, are immoral and unlikely to change..." The day-to-day practices of street-level public servants is all about the search for fairness, equity, and justice. "Fixing and enforcing citizen-client identities forms the premise for street-level workers' judgments. Their stories reveal how street-level decision making is complexly moral and contingent rather than narrowly rule bound and static. Cops, teachers, and counselors first make normative judgments about offenders, kids, and clients and then apply, bend, or ignore rules and procedures to support the moral reasoning. Identity-based normative judgments determine which and how rules, procedures and policies are applied. Morality trumps legality in terms of which rules, procedures, and policies are acted on; who gets what services and who is hassled or arrested; and how rules, procedures and policies are enacted." Ordinary and traditional management level public administrators and public administration theorists who are comfortable with the state agent perspective, will gulp at these findings. Welcome to the world of EXtreme public administration.

Maynard-Moody and Musheno describe street level bureaucrats as the coal miners of policy—they do the hard, dirty, and dangerous work of the state. Sometimes they get it all wrong as in cases of racial profiling and police abuse. Still, most of the time and in most street-level settings "small acts of normative improvisation by forgotten streetwise workers sustain the state; they are acts of statecraft on which the institutions of governing depend." When it comes to morality in action, supervisors, managers, and super grades could take some lessons from street-level workers engaged in EXtreme public administration.

If you are going to read a public administration book this summer, let it be *Cops, Teachers, Counselors: Stories from the Front Lines of Public Service*. It will challenge your thinking about the field, and you will never forget it.

ASPA member H. George Frederickson is Stene Professor of Public Administration at the University of Kansas and co-author of both *The Public Administration Theory Primer* and *The Adapted City: Institutional Dynamics and Structural Change*. E-mail: [gfred@ku.edu](mailto:gfred@ku.edu)

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## Goodbye Affirmative Action, Hello Diversity!

The ASPA Code of Ethics and the ICMA Guidelines for implementing its Code have shared a common commitment to the language of "affirmative action." But not any longer. The ICMA Executive Board has approved changes in the Code's Guidelines which remove the reference to "affirmative action" and substitute the language of "diversity." ASPA does not have the exact equivalent of guidelines which means that any changes to the Code require a vote of approval by the membership. Any change in ASPA code language requires approval by the full membership.

Other changes made by the ICMA Executive Board exhort members to prohibit discrimination based on sexual orientation or physical disability. The complete guidelines for defining equal opportunity follows: "All decisions pertaining to appointments, pay adjustments, promotions and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status. It should be the members' personal and professional responsibility to

actively recruit and hire a diverse staff throughout their organizations."

References—see *ICMA Newsletter*, August 23, 2004

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## What Will the President's Legacy Be?

From 2ND TERM, pg. 9

- Clear accountability for action by specific individuals
- Commitment to success must be unconditional

While good leadership cannot be legislated, creating transparent oversight of program performance can be. The administration proposes Congress create two statutory commissions. The first would create a process to regularly scrutinize programs which have to defend their existence before a Sunset Commission every 10 or 12 years. Programs would automatically terminate unless Congress took action to reauthorize them. It also proposes the authorization of Results Commissions, which would address single program or policy areas where there is extensive overlap of jurisdictions between programs, agencies, or congressional committees. Restructuring proposals would then be approved by the President and considered by Congress under expedited procedures.

As of mid-April, no legislation for these two commission proposals has been introduced. However, Congressman Todd Platts (R-PA) has introduced legislation to

require a review process similar to PART. His legislation, H.R. 185, would amend the Government Performance and Results Act to require OMB and agencies to assess the performance and results of individual programs every five years so that Congress could "conduct more effective oversight, make better-informed authorization decisions, and make more evidence-based spending decisions." The bill has been passed by the Government Reform Committee and will be considered by the full House shortly.

Taken together, these statutory initiatives, along with progress on the President's Management Agenda, could help create a long-term foundation for changing how government works. And if successful, the President's second term will have created a legacy of a results-oriented government.

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For additional information, visit ASPA's website for hotlinks to references cited in this PA TIMES article.

Would you like to submit an article to PA TIMES?

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## First Responders Continue to Wait for Promised Funds

From FIRST RESPONDERS, pg. 1

40,000 police, fire, EMT and other supporters nationwide.

Entitled "America's First Responders and the Federal Budget: A Study of Rhetoric Versus Reality," the new FRC report concludes "first responders will be underfunded by \$100.2 billion by 2008. This estimate is based only on budget figures for the Department of Homeland Security and does not take into account any cuts to first responder funds that reside in other federal departments. Congressional and Administration promises for full funding for first responder needs such as additional personnel, new equipment, and interoperable radio systems, appear to be rhetoric with insufficient subsequent action. The complicated federal budget process and a surprising lack of commitment by elected officials have resulted in this less-than-adequate funding and a continuation of obstacles that hinder first responders—an overall trend of declining federal support was found."

Commissioner Bill Fox of the Metropolitan Fire Association of New York City, said: "Following the terrorist attacks of September 11th, the United States government and people from all sectors of our society praised the dedication and sacrifice of the nation's first responders. Following the tragedies in New York, Washington, DC, and Pennsylvania, these police, fire and emergency services heroes received recognition that was richly deserved and earned at extreme cost. With these accolades came a promise of increased funding, better equipment and expanded training to better prepare first responders for potential future disasters and improve America's first line of defense. Unfortunately, that glowing rhetoric has turned into a bitter reality in which the promised funding is not being delivered."

First responder funding goes to many different programs that provide resources for activities such as hiring new personnel, purchasing new equipment, developing training programs, and updating communications networks to achieve interoperability. According to the report: fire departments across the country have only enough radios to equip half the firefighters on a shift, and breathing apparatuses for only one third; police departments in cities across the U.S. do not have the protective gear to safely

secure a site following an attack with weapons of mass destruction; and most cities do not have the necessary equipment to determine what kind of hazardous materials emergency responders may be facing.

Gene Stilp, president, Dauphin-Middle Paxton Fire Company #1 (Dauphin, PA), said: "In the less than four years that have passed since September 11th, the federal budgets for first responder grant programs have been reduced. These results do not match the urgency contained in many of the continued public remarks on the topic. In addition, first responders who have equal needs find themselves competing for shrinking resources...spend enormous amounts of time preparing detailed applications for these limited funds. The bureaucratic grant distribution process is an additional and unwarranted hurdle for first responders."

### Recommendations for Action

The First Response Coalition is calling on Congress to honor its promise to provide the necessary support for First Responders. According to the report, two immediate steps that are needed from Congress:

- Freeing up more spectrum for public safety. The DTV transition will only provide an additional 24 megahertz (MHz), when it is considered likely that more will be needed as spectrum uses moves beyond voice into data/video.
- Encouraging the development of regional interoperability solutions similar to the successful program developed in Virginia. Centrally coordinated and designed communication systems that actively involve input from first responders on the ground are the most successful, and can reduce the cost and improve efficiencies as the systems are upgraded over time.

Todd Main, director, First Response Coalition, said: "The overall lack of resources is creating new hardships for police, fire, and EMS departments. We need to make sure that the promised money is available at that basic communication needs get squared away immediately. It is simply wrong for policymakers to promise needed funds to first responders and then fail to deliver. This puts communities and first responders that protect them in danger. The needed money should flow directly to the communities. It is the responsibility of both political parties to live up to their promises."

## Reports on the Web

### Featured Report of the Month

· *OECD Factbook 2005* (Organization for Economic Cooperation and Development)

The OECD Factbook 2005, launched on March 15, is an essential tool to have a global overview of the world economic, social and environmental trends. It brings together in a single publication 100 indicators that are essential to evaluate the relative position of any OECD country, both at a given moment and over time, in the following fields: population and migration, macroeconomic trends, economic globalization, prices, labor market, science and technology, environment, education, public policies, quality of life, and a special chapter dedicated to energy.

Access the report online at:  
[www.oecd.org/site/0,2865,en\\_21571361\\_34374092\\_1\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/site/0,2865,en_21571361_34374092_1_1_1_1_1,00.html)

### U.S. Government Accountability Office Reports

- "Aviation Security: Systematic Planning Needed to Optimize the Deployment of Checked Baggage Screening Systems"
- "Credit Reporting Literacy: Most Consumers Understood the Basics but Could Benefit from Targeted Educational Efforts"
- "Means-Tested Programs: Information on Program Access Can Be an Important Management Tool"
- "September 11: Recent Estimates of Fiscal Impact of 2001 Terrorist Attack on New York"
- "Social Security Statements: Social Security Administration Should Better Evaluate Whether Workers Understand Their Statements"
- "U.S. Public Diplomacy: Interagency Coordination Effort Hampered by Lack of National Communication Strategy"

Visit [www.gao.gov/audit.htm](http://www.gao.gov/audit.htm) to access the reports listed above.

### Other Reports

- "Analyzing Information on Women-Owned Small Businesses in Federal Contracting" (National Academies Press)  
[www.nap.edu/catalog/11245.html](http://www.nap.edu/catalog/11245.html)
- Bob Behn's Public Management Report - April 2005  
[www.ksg.harvard.edu/TheBehnReport/April2005.pdf](http://www.ksg.harvard.edu/TheBehnReport/April2005.pdf)
- IIAS Newsletter - 1/2005 (International Institute of Administrative Sciences)  
[www.iiasa.be/iiasa/aieltre/let05/News\\_1\\_2005.pdf](http://www.iiasa.be/iiasa/aieltre/let05/News_1_2005.pdf)
- Natural Disaster Hotspots: A Global Risk Analysis (World Bank Group)  
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- "Review of the Transportation Security Administration's Role in the Use and Dissemination of Airline Passenger Data" (Department of Homeland Security's Inspector General)  
[www.dhs.gov/dhspublic/interweb/assetlibrary/OIGr-05-12\\_Mar05.pdf](http://www.dhs.gov/dhspublic/interweb/assetlibrary/OIGr-05-12_Mar05.pdf)
- "Special Publication 800-66: An Introductory Resource Guide for Implementing the Health Insurance Portability and Accountability Act (HIPAA) Security Rule" (National Institute of Standards and Technology)  
<http://csrc.nist.gov/publications/nistpubs/800-66/SP800-66.pdf>

If you have a report for inclusion in "Reports on the Web" contact Erik Bergrud at [ebergrud@aspanet.org](mailto:ebergrud@aspanet.org)

# Stand Where Things



## Public Agencies Plan on New Hiring for 2005

*Alexandria, VA*—In a survey conducted by the International Public Management Association for Human Resources (IPMA-HR), a majority of public agencies (75 percent) plan to hire for new positions in 2005. Sixty-eight percent plan to create new positions amounting to less than one percent of the current workforce. An additional 19 percent indicated the new positions would amount to between two-three percent of the current workforce.

Public Safety Officers was the leading department of expected new hires comprising a total of 31 percent of respondents. Public Works and Parks/Recreation were next with 15 percent each of respondents. Other departments seeking to increase hiring included finance/management (10 percent) and human resources (7 percent).

Only 18 percent of those surveyed indicated they would be eliminating positions during 2005. Of those respondents who indicated eliminating positions, 59 percent indicated it would comprise less than one percent of the current workforce.

When asked about vacancies, nearly two-thirds of respondents said they have vacancies totaling less than three percent of the workforce. Thirty-nine percent said they are leaving positions vacant for budgetary reasons.

The IPMA-HR survey, conducted online in January and February 2005, received a total of 790 responses from federal, state and local agencies.

## National Organizations Join Together in Call for Renewal of the Voting Rights Act

*Washington, DC*—If portions of the Voting Rights Act are not renewed, hard-won voting rights protections will vanish, leaving millions of Americans vulnerable and unable to participate equally in elections, the American Civil Liberties Union said recently with leaders from civil rights, women's rights and labor organizations.

The groups are calling for a reauthorization of the Voting Rights Act of 1965—one of the most successful civil rights laws in U.S. history. The Act ended literacy tests, poll taxes and other purposefully racially biased mechanisms used to deny minorities the right to vote. Portions of the key statute are set to expire in 2007, and some members of Congress are already pushing to block their renewal.

Leaders from the nation's top civil rights, women's rights and labor organizations recently launched a national campaign to urge Congress to fully reauthorize and strengthen the Voting Rights Act. The groups said they will gather one million signatures for a petition to Congress. The

Rev. Jesse Jackson, Andy Stern of the Service Employees International Union, Kim Gandy of the National Organization of Women, Rep. Maxine Waters (D-CA) and others joined the ACLU.

The country has changed substantially since the passage of the Voting Rights Act, the ACLU noted, but significant roadblocks to voting rights remain. For example, in South Dakota, a recent court decision detailed two decades of systematic voting rights abuses against Native Americans. And redistricting plans in Texas, Louisiana and Alabama have been halted because they disenfranchised black, Latino and Asian Americans.

Congress most recently reauthorized sections of the Voting Rights Act in 1982, during the Reagan administration. Certain provisions will expire in 2007, including:

- A requirement that states with a documented history of discriminatory voting practices submit planned changes in their election laws to federal officials for pre-clearance. A bipartisan Congressional report in 1982 warned that without this section, discrimination would reappear "overnight."
- Provisions that guarantee access to bilingual election materials for new citizens trying to learn the language.
- The authority to send federal examiners and observers to monitor elections.

## Institute Celebrates 50 Years of Service to Local Officials

The Institute celebrates its 50th anniversary in 2005. As part of a reflection process precipitated by reaching the 50-year milestone, the Institute has decided to simplify its name to the Institute for Local Government.

Check out the Institute's website [www.ilsg.org](http://www.ilsg.org) for more information about the Institute's work and to access a wealth of resources on these topics.

## National Trust Announces New Rural Heritage Development Initiative

### Organization Issues RFP for Rural Pilot Regions as Part of the W.K. Kellogg-Funded Initiative

*Washington, DC*—The National Trust for Historic Preservation today announced the Rural Heritage Development Initiative, a project that will work with two rural pilot regions to implement preservation-based economic development strategies. The new initiative is funded in significant part through a \$745,000 three-year grant from the W.K. Kellogg Foundation. Proposals are being solicited from regions that have the capacity to work collaboratively to develop cultural and heritage assets for economic benefit.

The Rural Heritage Development Initiative will bring together various

multi-disciplinary services of the National Trust for intensive work with partners in the pilot regions over a three-year period. Through preservation-based strategies including heritage tourism, local entrepreneurial and business development, barn preservation, rural land-use planning, and neighborhood housing revitalization, the project will utilize local assets to achieve economic gains in the pilot regions.

The Request for Proposals (RFP) identifies the selection criteria and other requirements for participation in the project. Proposals will need to provide matching funds, as explained in the RFP.

For additional information about the National Trust's Rural Heritage Development Initiative, or to receive the RFP and application, please call the Center for Preservation Leadership, Statewide and Local Partnerships Office, 202-588-6216. The application is also available on the National Trust's web site, [www.nationaltrust.org](http://www.nationaltrust.org).

## Public Service Recognition Week Announced

*Washington, DC*—The Public Employees Roundtable at the Council for Excellence in Government is pleased to announce Public Service Recognition Week, May 2-8, 2005. Public Service Recognition Week (PSRW), celebrated the first Monday through Sunday in May since 1985, is a time set aside each year to honor the men and women who serve America as federal, state and local government employees. Throughout the nation and around the world, public employees use the week to educate citizens about the many ways in which government serves the people.

Festivals, open houses, parades, community clean-up days, and fund-raising events to benefit charity are just some of the ways that public employees around the country reach out to their communities.

For more information visit [www.theroundtable.org](http://www.theroundtable.org)

## ASSE Launches New Tool for Businesses, Members

*Des Plaines, IL*—Businesses of all sizes seeking key workplace safety standards information now can go directly to <http://www.asse.org/safety.html>, a new web page developed by the American Society of Safety Engineers' (ASSE) Practice and Standards Department. This new site features timely information on ASSE's standards development activities, safety standard hot topics and issues, key technical insights, and provides an opportunity for ASSE members and non-members alike to share expertise on occupational safety, health and environmental (SH&E) efforts in all industries.

If you have a press release for "Where Things Stand," contact Christine McCrehin at [cjewett@aspanet.org](mailto:cjewett@aspanet.org).



## Find. Ask. Join.

2005 ASPA Member-Get-A-Member Campaign

[www.aspanet.org](http://www.aspanet.org)

### Reasons

Now that the holidays are behind us, ASPA's leadership and staff have committed to redouble their efforts toward making 2005 the most successful year in the Society's history. To build momentum for the exciting times ahead, ASPA extends a special invitation to each of its members to participate in its 2005 Member-Get-A-Member Campaign. In so doing, we ask each of you to imagine what ASPA could accomplish with:

- Double the number of members in each of its chapters and sections
- Double the attendees at its national and regional conferences
- Double the number of members joining from the government, nonprofit and scholarly ranks

### Rewards

- **Recruit 10 or more members (non-students) and receive one free conference registration to ASPA 2006 Conference.**
- **Recruit 5-9 members (non-students) and receive a certificate for your 2006-07 membership.**
- **Recruit 4 or fewer members (non-students) and receive a free gift.**
- Think of the possibilities if each ASPA member participates in this campaign— you will have the ability to directly influence the capacity to do more for the association, so that it can do more for you!

### Recruit

#### How to Participate

Download the special Member-Get-A-Member Campaign application by visiting <http://www.aspanet.org/scriptcontent/PDFs/05MGMAApp.pdf>.

Before distributing copies to your colleagues, please make sure to list your name in the field entitled "Name of ASPA member who referred you."

## Tips to Help You Recruit New Members

### Who Should I Ask to Join?

Good question! Anyone who is involved with public service or public administration could benefit from ASPA membership. This could include: your co-workers, colleagues in other organizations, people involved with a community organization in which you participate. Also, there may be folks you see in conjunction with Chapter events, who may not be members.

### What Should I Tell Them?

To begin with tell them why you became a member of ASPA. Tell them how ASPA has helped with your professional needs. Talking about your chapter and its activities is a good start. Often people want to be part of a local network they can count on for professional advice and assistance. Don't forget to tell prospective members about all the great ASPA benefits outlined on this page.

### How Do They Join?

Becoming part of the ASPA network is easy! New members just need to complete the ASPA membership form found at

[www.aspanet.org](http://www.aspanet.org). Within weeks they will receive welcome packets and you will receive credit for recruiting a new member. The new member immediately starts receiving all of ASPA's benefits and broadens his or her professional network instantly.

### What are all of ASPA's Benefits?

Many consider ASPA chapters to be the greatest benefit. Your chapter will probably lead the list when you are talking to people. Chapters offer local networking opportunities, professional development lunches, breakfasts or seminars, and regular newsletters. Be specific about your chapter's activities.

- *PA TIMES* and *Public Administration Review* are other outstanding ASPA benefits. *PA TIMES* offers news and tips about public management that you can use right now. Every month *PA TIMES* can help you do your job better and further your professional career through *The Recruiter* listing of career opportunities. *Public Administration Review* is the premiere journal in the field of public administration. It consistently

presents brand new research in a format you can use. *PAR* bridges the gap between academics and practitioners in a way no other journal does. Members also have access to 65 years of archives online, as well as five years of *PA TIMES* archives.

- ASPA members are also eligible to receive discounts for several conferences throughout the year, as well as the following publications and services:

#### Publications

- *CQ Politics Daily*—\$100 discount
- *Public Integrity*—\$30 discount (annual subscription)
- *The Public Manager*—\$16 discount (annual subscription)

#### Services

- *Grants Locator*—10% discount
- *Social Science and Public Policy GrantLink*—60% discount
- ASPA also has 19 special interest sections for those people who deal with a specific area of public management. The sections encompass diverse areas

ranging from public budgeting and finance to public health care to public administration and the humanities. Sections cost a little extra but many of them offer their own journals. Sections allow ASPA members to tap into a nationwide (and sometimes international) network of people concerned about the same issues they are.

- ASPA offers a variety of other benefits which help you manage your personal life. Such as:

~Special insurance rates are available only to ASPA members and a variety of plans exist for insurance coverage.

~Using an ASPA credit card can help you manage your money and shows your commitment to the public service.

### Questions?

If you or any prospective member of ASPA has a question, please call our Membership Department at 202-393-7878. They can help with all kinds of questions.

Join Online Today!

[www.aspanet.org](http://www.aspanet.org) • (202) 393-7878 • [info@aspanet.org](mailto:info@aspanet.org)  
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# ASPA TIMES

Advancing excellence in public service. . .



Photo by Jim Bovin  
Jason DeParle, a senior writer at *The New York Times* and frequent contributor to *The New York Times Magazine*, opens ASPA's 66th National Conference with a discussion of welfare reform and his book *American Dream—a story of three women and their struggles with the welfare system*.

## ASPA Welcomes Public Managers and Scholars to 66th Conference

Christine McCrehin

"In a great city, near a great lake," as the citizens of Milwaukee like to say, public managers and scholars from around the world came together April 2-5, to discuss the innovations and research surrounding the advancement of public service performance.

From Singapore to the Republic of South Africa, Israel, North Ireland, China and Japan; 19 nations were represented by their public administration professionals at ASPA's 66th National Conference in Milwaukee.

With an air of excitement, the conference officially began Saturday evening, April 2, when two-time Pulitzer Prize nominee and *New York Times* Senior Writer Jason DeParle opened with a discussion of the welfare revolution. Centering on the three Milwaukee families from his book *American Dream: Three Women, Ten Kids and a Nation's Drive to End Welfare*, he spoke about their journey from welfare to low-wage work.

DeParle had followed these women, their families and their stories for 10 years, and it was quite evident to many in the audience that, at some point in his research, these women became more than just subjects of a book...their stories more than merely interesting.

As Denise Wells, an ASPA member and attendee from Washington, DC, remarked, "He made them real."

Following the kick-off event, audience members were able to meet, chat with and purchase DeParle's book as he sat for a book signing.

Sunday began the first full day of concurrent sessions, with seven or more sessions occurring at any given time throughout the day.

The morning also brought another widely anticipated plenary session. The session, titled "The Next Government of the United States: Challenges for performance in the 21st Century" was convened by Don Kettl, director of the Fels Institute for Government at the University of Pennsylvania; also participating in the session were Jocelyn Souliere, president of the Institute of Public Administration of Canada (IPAC) and ASPA Executive Director Antoinette Samuel.

Kettl led the discussion with provocative questions about whether government is up to the challenges of the 21st century or if new strategies for government need to evolve.

"It was great seeing our executive director and the

See ASPA CONFERENCE, pg. 18

## NPSA Winner Elizabeth Hill Speaks to California Chapters

### ASPA's Sacramento and Los Angeles Chapters Invite Hill to Speak at Joint Video Conference about State Budget

On March 18, 2005, the Sacramento Chapter and the Los Angeles Chapter made history. The two chapters held a joint video conference from opposite ends of the state, featuring Elizabeth Hill, Legislative Analyst for the State of California. Hill spoke in Sacramento about the state budget to a combined audience of over 150 people. From Sacramento, her presentation

was broadcast live to Los Angeles. The joint event went very smoothly (no electronic glitches) and featured plenty of exchange between the two chapters. Both locations contained viewing screens, making it possible for participants in either location to see and hear participants at the other location.

Terry Schutten, CEO for Sacramento County, called the program a historic event. He introduced John Shirey, current ASPA Sacramento president and a former president of the Los Angeles Chapter. Shirey characterized the program as an "exciting moment for ASPA collaboration." He said that one of ASPA's strengths is that it gathers together "a network of people in public administration" to discuss important issues. He introduced John Redmond of Los Angeles County (the host in the south), who is Los Angeles County's state budget legislative analyst.

Redmond stressed the importance of the federal and state budgets to the counties. Los Angeles County administers a \$12 billion budget, which includes 29 percent of its funds from the federal government and 26 percent from the state. Redmond described Los Angeles County as "heavily dependent" on the state. He then introduced Mark Pisano, president of ASPA Los Angeles. Pisano talked about the value of a "north/south conversation on the budget." He commented that since Proposition 13, "the state budget is our budget," and everyone reads the Legislative Analyst's Report on the budget to learn about money available for transportation and schools.

John Shirey then introduced Elizabeth Hill. He told the audience that she has served as

Legislative Analyst since 1986 and he called her the "foremost expert on state programs and policies." He praised her as "truly devoted to her craft," and he emphasized that she takes her non-partisan role very seriously. He also reminded the audience that Hill would receive a National Public Service Award at the 2005 ASPA National Conference in Milwaukee.

Elizabeth Hill began her remarks with upbeat words for the students in attendance. She stated that "you can make a difference" and she encouraged young people to work for city, county and state governments. Next, she provided some history on the Legislative Analyst position. The California Legislature established the position in 1941 and charged it with performing assessments of statewide issues. The Legislative Analyst prepares an annual report on the state budget and also analyzes every proposed state ballot initiative. The latter responsibility has taken on more importance in recent years; in 2005, Hill's staff will review 70 potential ballot measures.

Hill then gave a slide presentation about the current California economy and budget. On the positive side, employment and home construction (key signs of economic strength) remain stable.

See CALIFORNIA MEETING, pg. 23

**PA TIMES will feature Chapter events related to Public Service Recognition Week (PSRW) in the June issue of the Paper**

**PA TIMES wants your stories.**

**To submit chapter event or awards dinner briefs contact Christine Jewett McCrehin at [cjewett@aspanet.org](mailto:cjewett@aspanet.org) or call 703-209-0560.**

Donald C. Menzel  
**PRESIDENT'S COLUMN**



## Visioning . . . ASPA Futures!

With this column I begin my journey as your president. I do so humbly and with pride in ASPA's past and future as an agent of reform and good government in America and worldwide. The 66 year legacy of past ASPA presidents and other leaders, including immediate past president Cheryle Broom, to promote and celebrate public service as a profession and calling is honorable and enduring. As your president, I hope to add to that legacy by engaging ASPA members in the excitement and rewards of public service.

Over the next 12 months, I intend to use this space to focus on the values and practices that we hold dear as members of a professional society—merit, achievement, performance, pride in public service, ethics, accountability, justice, rule of law, democracy, social equity, community and idealism.

But first, let me speak to the ASPA future that I envision. I do not claim to be a visionary but I do have some thoughts about the difference between what "is" and what "can be." There's a saying "if you don't know where you are going, any road will get you there!" Is ASPA on "any" road to everywhere and nowhere? I don't think so and I hope you don't either. Let's imagine for a moment the ASPA futures that might lie ahead.

One road could take us to a future underpinned by a long legacy and one full of challenges and opportunities—the practitioner/academic relationship. This ASPA relationship, much like the "politics/administration" dichotomy, has caused a great deal of hand wringing in the evolution of public administration as a profession and ASPA as a professional association. The practitioner/academic nexus has often been difficult in ASPA even though ASPA was founded firmly on the bedrock belief that the Society's strength is the bridging of practice and theory. The profession that ASPA represents is indeed practice driven and theory informed. Anything less is not acceptable. ASPA is unique in its capacity to serve as a vehicle for educators and students to join with practitioners to develop new knowledge and techniques for improving public management worldwide.

One means of accomplishing this feat is ASPA chapters, another is ASPA sections. In more than 100 chapters across the United States, practitioners and academics engage one another in a collegial and respectable manner to share ideas and discuss issues and problems that affect our communities and nation. Similarly, our 20 sections are invaluable vehicles for the meeting of minds on subjects ranging from emergency and crisis management to ethics to transportation to personnel, budgeting and financial management, and more.

Another road to an ASPA future is one that attracts and retains members who

want to grow professionally and who appreciate the essential contribution that public administrators make in a democracy. ASPA is the premier organization for experienced and aspiring public administrators. It is a catalyst for public administrators who work in partnership with citizens and peer associations such as ICMA, NASPAA and NAPA to enhance democratic governance. Through ASPA we learn from and contribute to the worldwide conversation about ethical public service and, increasingly, how to deal with the challenges of globalization. This ASPA future envisions a Society that is nimble, robust and on the frontiers of knowledge and practice.

ASPA must be a robust professional association that energizes and is energized by its members. Easier said than done? You bet, but it can be done by making sure that public service professionals see ASPA's chapters and sections as meaningful to their professional interests and future.

ASPA's big tent must remain so. It is sometimes said that ASPA tries to be all things to all people and this causes interests and loyalties to wax and wane. Maybe so, but our diversity is a strength—academics, practitioners, students, top execs, street-level implementers, middle managers, nonprofits, locals, internationalists, young/not young, men/women, African-Americans/whites/Hispanics/Asians, and more.

Traveling down a third road, one of pride, would lead to an ASPA future brimming with a sense of accomplishment and satisfaction in public service. The tragedy of September 11, 2001, and corporate greed have reminded the American public that public service is an honorable enterprise and that running government like a business can be a high risk proposition. A renewed confidence in government and those who govern is welcomed and perhaps long overdue. ASPA must embrace, indeed amplify, the profession's pride in public service through every means possible.

I intend to draw on the talents of the membership to foster integrity and pride in public service at home and abroad. As a youngster, I always aspired to help others learn how to help themselves. It seems to me that's what public service is all about—helping others in our communities and nation. And, we must do so without becoming professionally patronizing. In this manner, we promote integrity and pride in public service.

My vision for ASPA takes us down all of these roads and more. ASPA is a "difference maker"—an organization whose members embrace hard work, motivation, discipline and personal and professional integrity—that helps others lead productive

and rewarding lives. Through ASPA, we can make a difference in governance worldwide. ASPA is a means, not an end, to promote professionalism, high ethical standards, pride and competency in public service.

So, what kind of footprint would I like to leave after my term as your president is finished in 2006? I would like to see ASPA members excited and feeling proud about their membership and, perhaps most importantly, feeling they have made a worthwhile contribution to our nation as professionals who value competency, integrity and pride in their work.

I welcome the opportunity to work with every ASPA colleague to make a difference in our communities and nation. Is ASPA on the road to anywhere and nowhere? I trust not. But only you as a member of ASPA can ensure that the road ahead is one that we can proudly look back upon as the road best taken. Let me know what road you would like to travel over the next year.

*ASPA member Donald C. Menzel is ASPA's president and professor emeritus of Northern Illinois University.*

*E-mail: dmenzell@tampabay.rr.com*



Have you visited ASPA's  
website lately?

[www.aspanet.org](http://www.aspanet.org)

### **Miami-Dade County Manager Speaks to the South Florida Chapter**



**Pictured (L to R): Ray de Arrigunaga, Keva Pace, William Solomon, Angelica de Limas, George Burgess, Terry Murphy, Roslyn Alic-Batson, David Lane, John Collins and John Topinka.**

**On March 16, 2005, Miami-Dade County Manager George Burgess spoke to over 50 members and guests on the topic: "Management Challenges." Miami-Dade County is one of the largest county governments in the United States. The County Manager is responsible for 70 County departments and 30,000 full time employees. The annual budget for the next fiscal year is \$5 billion dollars. Burgess works with and reports to our new County Mayor Carlos Alvarez and 13 County Commissioners. He discussed the importance of organizations like the American Society for Public Administration which provide professional development and networking opportunities to employees. He stressed the importance of honesty, ethical behavior and integrity in the performance of our duties as public servants. This luncheon brought the South Florida Chapter's monthly luncheon series to a close. Other similar events are planned for the future.**

*Antoinette Samuel*  
**EXECUTIVE DIRECTOR**



## Strategic Plan Performance Update and Accomplishments Report, 2004-2005

### Dear ASPA Members:

Implementing ASPA's adopted strategic plan has been the major focus of ASPA officers, the national council, staff and members during the past year. We have made significant strides in achieving our strategic goals. This report highlights the noteworthy efforts and accomplishments. We gratefully acknowledge the many contributions of ASPA members and staff.

### **Goal 1: Be a recognized voice for issues and values in public policy, management and practice.**

**STRATEGIES:** Identify three key topic areas with broad and lasting relevance that we want the world to think of when they (often!) think of ASPA. The broad topic areas most often mentioned so far are: performance and accountability; ethics; professionalism (professional development, leadership, standards); and social equity. These themes will become ASPA's consistent drumbeat in conferences, publications and communications.

Establish national conferences as the place for focusing on an "issue of the day" and mini-plenary sessions that examine all sides of the issue.

Develop capacity at the national office level to map a marketing plan and get the word out on ASPA positions and expertise.

### **ACCOMPLISHMENTS:**

**KEY TOPIC AREAS:** Three ASPA chapters—Massachusetts, Sacramento and Evergreen—sponsored issue forums on improving government performance with presentations by distinguished public administration scholars and practitioners. The forums also stimulated discussions on

innovative ways to ensure that public services are cost-effectively delivered.

Through ASPA's Center for Accountability and Performance (CAP), subject matter experts from around the world convened at a pre-conference program entitled: Practice-Based Performance Management: International Symposium for Developing Effective Performance Measurement Systems in Government.

Established Task Forces on:

- *Accountability in Public Service* to address the challenges of public service accountability, and to reinforce the notion that performance accountability and behavioral accountability go hand-in-hand.
- *Code of Ethics Visibility* to develop recommendations to further ASPA's efforts to be a recognized voice for values in public service, and to complement the Society's focus on tackling the big issues of the day.
- *International Policy and Program* to develop recommendations related to strengthening the coordination, communication, funding and evaluation of ASPA's international activities, and to promote the Society's vision of enhancing the quality of life worldwide.
- *Succession Planning* to address leadership development in ASPA and public organizations (relates to promoting high professional standards in the public service of the 21st century).

**MARKETING:** Established a new Marketing and Communications Manager position to promote ASPA's programs, products and services more cost-effectively.

The Marketing and Communication Manager will also play a key role in enhancing the Society's website.

### **Goal 2: Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service.**

**STRATEGIES:** Identify three key topic areas with broad and lasting relevance that we want the world to think of when they (often!) think of ASPA. The broad topic areas most often mentioned so far are: performance and accountability; ethics; professionalism (professional development, leadership, standards); and social equity. These themes will be ASPA's consistent drumbeat in conferences, publications and communications.

Develop capacity at the national office level to map a marketing plan and spread the word on ASPA positions and expertise.

Develop ASPA web site as major portal; make high value content available to members only; identify partners or investors to provide resources; and develop marketing or communications plan to increase awareness and use.

Create "District Reach-Out" programs to cultivate relationships with local government and universities informing them of ASPA's benefits, current research and various other services.

Be creative with conferences and other programs to meet the needs of a broad range of members. Ensure a strong balance between research- and practitioner-oriented forums at the National Conference while encouraging greater involvement of both Public Administration scholars and practitioners. Solicit practitioner suggestions and develop an action plan to increase their satisfaction with the annual conference.

### **ACCOMPLISHMENTS:**

**WEB SITE DEVELOPMENT:** Implemented changes to the ASPA web site with an eye toward providing enhanced user benefit, for example:

- Replaced "About ASPA" page with new "Contact ASPA" page.
- Created a new "ASPA General Information" page that features a variety of resources, such as frequently requested documents and the Society's Code of Ethics.
- Developed a new "ASPA International" page contains information about the Society's international activities.
- Provided online, up-to-the-minute conference session information.
- Offered *PAR* and *PA TIMES* online access.

**NATIONAL CONFERENCE PROGRAM DEVELOPMENT:** Developed a call for proposals and panel selection process that

underscored the program committee's emphasis on quality and employed detailed criteria aimed at achieving this result.

Increased nationally and internationally recognized scholarly programs and plan content designed to increase practitioner attendance and meaningful participation at the conference.

Planned and developed a "first-time attendee orientation" incorporating a roundtable discussion with chapter and section leaders.

To support the acquisition of CPE's, implemented a process for attendees to self-report regarding session attendance. An Attendance Sessions Self-Report Form was made available to each conference participant.

### **Goal 3: Foster inclusive communications among those who serve the public.**

**STRATEGIES:** Establish national conferences as the place for focusing on an "issue of the day" and mini-plenary sessions that examine all sides of the issue.

Develop capacity at the national office level to map a marketing plan and spread the word on ASPA positions and expertise.

Create "District Reach-Out" programs to cultivate relationships with local government and universities informing them of ASPA's benefits, current research, and various other services.

Involve more members in the action teams and other ASPA activities through more effective use of electronic communications and the ASPA website.

Be creative with conferences and other programs to meet the needs of a broad range of members. Ensure a strong balance between research- and practitioner-oriented forums at the National Conference while encouraging greater involvement of both public administration scholars and practitioners. Solicit practitioner suggestions and develop an action plan to increase their satisfaction with the annual conference.

### **ACCOMPLISHMENTS:**

**ELECTRONIC COMMUNICATIONS:**

- Completed website re-design.
- Broadcasted e-mails to members to promote the 2005 National Conference.
- Established a secondary server (aspaonline.org) to offer ASPA chapters, sections and university-based affiliates a free 10MB website.

**MEMBER INVOLVEMENT:** Conducted the *PAR* editor selection process through the auspices of a member-led *PAR* Editorial Search Committee. The new editorial team exemplifies intellectual and institutional leadership, as well as the business acumen, necessary to ensure that

## ASPA Contributors

### **Supporting Contributors**

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Lexington, SC

# Annual Stone and Richardson Lectures Inspire Attendees

From ASPA CONFERENCE, pg. 15

president of IPAC utilized as discussants for Don Kettl's presentation," said Warren Barclay, ASPA member and attendee from New Jersey. "It gave an excellent comparative view. I also think we all wished we could see Kettl's speech. It was that good. But I was told that it will be part of a book he is writing so it is not available." (ASPA will keep readers updated on the timeline and availability of Kettl's book.)

Sunday ended with ASPA's annual Award Ceremony—a time the Society sets aside at each conference to honor some of the best and brightest public managers and scholars in public administration—and Welcome Reception.

Day two of the conference, Monday, again saw attendees up with the sun to enjoy a quick cup of coffee before the day's sessions began.

The morning also brought the fifth annual Elliot Richardson Lecture; given this year by United States Comptroller General and Honorary Conference Chair David M. Walker. The lecture is co-sponsored by ASPA and the National Academy of Public Administration (NAPA).

Walker used the lecture's annual theme "Ethics and Integrity in the Public Service" as an opportunity to talk about America's budget and budgeting process remarking that it is not enough to do what is legally permissible, but that government must aspire to a higher ethical standard. He went on to say that American finances are in far worse shape than anyone is admitting and it will take at least a generation to put the United States on a sound fiscal path.

"Comptroller General Walker not only brought the crowd to their feet," commented Russ Williams, ASPA

member and attendee from Florida, "He also managed to do it in a lecture that was a notable example of how a dedicated public servant can express a clear, well-reasoned point of view without descending into pointless partisan polemics. I found his lecture to be both persuasive and energizing."

The session ended with a very vibrant and informative question and answer period wherein several members of the audience posed questions that Walker answered quite candidly.

For a complete copy of Walker's speech, visit the ASPA website at [www.aspanet.org](http://www.aspanet.org).

Walker's lecture was followed almost immediately by another of the conference's key events—the National Public Service Award Luncheon.

This event, again co-sponsored by ASPA and NAPA, is what award co-founder Elmer Staats likes to call the "Nobel Prize for Public Service."

Each year four or five practitioners are chosen to receive this honor. This year's recipients were: Frank Fairbanks, city manager, Phoenix, AZ; Maria Gómez, assistant commissioner, MN Department of Human Services, Child and Family Services; Elizabeth Hill, executive director, CA Legislative Analyst's Office (LAO); and M. Peter McPherson, director, Partnership to Cut Hunger and Poverty in Africa.

All winners were able to attend the luncheon and gave wonderfully inspirational acceptance remarks.

For more information on the winners and their accomplishments visit the ASPA website at [www.aspanet.org](http://www.aspanet.org).

Monday afternoon found attendees gathering for the 10th annual Donald C. Stone Lecture, given this year by Patricia

See ASPA CONFERENCE, pg. 19



Photo by Jim Bovin

ASPA President-Elect Wendy Haynes (vice president when the photo was taken) talks with first-time attendees at ASPA's First-time Attendee Orientation, an event hosted each year by ASPA staff and officers to offer suggestions on how first-time attendees can get the most out of their ASPA conference experience.

## International Consortium Meets During ASPA Conference

ASPA hosted a meeting of its International Consortium during the conference. Both the list of attendees and the meeting agenda reflected increasing interest in ASPA international activities, including both internal policy and program coordination and external relations with other organizations like NASPAA (represented by Executive Director Laurel McFarland), NAPA (represented by Enid Beaumont), and the American Political Science Association (represented by Michael Brintnall).

As ASPA International Coordinator Don Klingner said to former Executive Director Mary Hamilton in Beijing almost three years ago, the issue is clear though the answer is complex. If we are the American Society for Public Administration (rather than the "society for American public administration"), we need to continue to see our role as



Photo by Jim Bovin

Evergreen ASPA Chapter President Mary Van Verst raises a point during the meeting of ASPA's International Consortium.

supporting public administration globally from a U.S. perspective.

At its meeting on April 6, the ASPA National Council also approved the international policy coordination proposals developed by Klingner and the International Task Force he chaired last fall and winter.



Photo by Jim Bovin

Long-time member and former ASPA president Nesta Gallas ascends to the stage during ASPA's Award Ceremony to accept the Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service. The award honors a public administrator's career accomplishments and contributions to the public service and ASPA over a lifetime.

During her acceptance comments, Gallas referred to herself as both a "Pracademician" and an "Actioner" and spoke about the continuing need to bridge the gap between public administration theory and practice.

# 2006 Conference Scheduled for April 1-4 in Denver



Photo by Jim Bovin

**Terry Peterson, chief executive officer of the Chicago Housing Authority reacts to a comment from the audience as Carolyn Farquhar, director of organizational excellence at the Conference Board of Canada looks on. They, along with fellow panelist Myron Orfield, associate professor of law at the University of Minnesota Law School, participated in a session led by Marilyn Rubin, professor of public administration and economics at John Jay College-CUNY, titled "A Reality Check on Performance Measurement: Does it Work?"**



Photo by Jim Bovin

**Cheryle Broom, ASPA's outgoing president and Don Menzel, incoming president, share a laugh just prior to the official "passing of the gavel."**

**ASPA traditionally holds its final National Council meeting for each presidency on the last day of the National Conference. At this meeting, the current president and National Council conduct old business during the first half the meeting. The current president then "passes the gavel" to the new president who introduces any new Council members. The new Council and president then conduct any new business. Menzel will serve as ASPA's president for the 2005-2006 term.**

## From ASPA CONFERENCE, pg. 18

Ingraham, distinguished professor of public administration at the Maxwell School of Citizenship and Public Affairs at Syracuse University.

With a speech entitled "Performance: Promises to Keep and Miles to Go" Ingraham spoke on the capacity, metrics and leadership that government needs to do the job it's supposed to do. She also spoke about balancing the discussion; that too often it seems everything government does is wrong. Ingraham said that we as public managers and public administration scholars need to talk not only about what can be fixed, but also "talk about what we do right and then communicate it to the public."

When asked his view on the lecture, ASPA member and attendee from Florida, said, "Patricia Ingraham portrayed the consummate professional in the field of public administration. Her experiences and insight on our profession made this lecture very successful and a true tribute to Donald Stone."

Ingraham's speech will be published in its entirety in the July/August 2005 issue of *Public Administration Review*, after which ASPA will make the speech available on its website.

Monday came to a close with many attendees taking advantage of the networking opportunities (and good food) at several receptions being hosted by universities from around the country.

Tuesday began the final day of the conference. Not an organization to slack, even on the last day of the conference, ASPA offered more concurrent sessions throughout Tuesday—28 total—than on any other day!

The day also saw another of ASPA's esteemed award luncheons—The Gloria Nordin Hobson Social Equity Award Luncheon. This year marked the third

year that the award, sponsored by the ASPA Endowment, has been given.

Ruth I. Gray, executive director of the Empowerment Center of Greater Cleveland, formerly the Welfare Rights Organization, was this year's recipient.

Gray—whom, almost immediately, audience members realized looked at her involvement as a calling and not just a job—gave a passionate and inspirational acceptance speech on what needs to and can be done for those in our society who are less privileged.

Her revelations on what can be done by even one individual and call to audience members to look beyond what the laws say and into their hearts for the answers to poverty in America brought those listening to their feet in appreciation and applause.

After drying their eyes, audience members carried their inspirational high into the remaining concurrent sessions of the day, followed by the final plenary session of the conference.

Marilyn Rubin, professor of public administration and economics at John Jay College, CUNY moderated a very lively and informative panel titled "A Reality Check on Performance Measurement: Does it Work?"

Panelists included Carolyn Farquhar, director of organizational excellence at the Conference Board of Canada; Terry Peterson, chief executive officer of the Chicago Housing Authority; and Myron Orfield, associate professor of law at the University of Minnesota Law School.

Peterson seemed to sum up the gist of the discussion, and the conference, when he said, "Performance measurement to me is what calculator is to mathematics, I couldn't do my job without it."

So, another ASPA conference ends. Mark your calendars for April 1-4, 2006 and join us in Denver for the next one!

*Christine McCrehin is editor of PA TIMES. E-mail: [cjewett@aspanet.org](mailto:cjewett@aspanet.org)*

## ASPA Conducts Society Business During Conference



Photo by Jim Bovin

**ASPA's incoming 2005-2006 National Council and Officers pose for a group photo during a break of the National Council Meeting at the National Conference.**

Because their members are spread throughout the country, several of ASPA's sections, committees and steering groups, as well as the National Council, take advantage of the attendance of members at the National Conference to conduct

their business at increasingly rare face-to-face meetings.

During the year, much of the Society's business is conducted via email and conference-call, with one other similar face-to-face-opportunity during ASPA's Fall Meeting.

## ASPA In Brief

### 2005 Florida ASPA Conference Will Take Place April 29

The first-ever Florida statewide ASPA conference will take place April 29 at the new Clearwater, Fla., Public Library. The conference theme is "Public Administration: Addressing the Needs of a Growing State"

[www.aspanet.org/scriptcontent/index\\_2005florida.cfm](http://www.aspanet.org/scriptcontent/index_2005florida.cfm)

### ASPA Delegation Will Travel to China in October

President Don Menzel welcomes ASPA members to join a delegation to participate in the International Conference on Public Administration, October 21-22, 2005, in Chengdu, China. The conference is co-sponsored by the University of Electronic Science and Technology of China (UESTC), ASPA, the Chinese Public Administration Society, and the School of Public Administration at Moscow State University, Russia. The School of Humanities and Social Science of UESTC is the host. Registration fees for ASPA members will be waived and the UESTC will provide housing in UESTC's hotel for delegates. UESTC will also provide the delegation with a tour of historical sites in Chengdu and would like to invite some members of the delegation to be visiting/honorary professors. For more information, please contact Menzel at [donmenzel@tampabay.rr.com](mailto:donmenzel@tampabay.rr.com). The delegation size is limited.

### Celebrate Public Service Recognition Week 2005!

Public Service Recognition Week, celebrated the first Monday through Sunday in May since 1985, is a time set aside each year to honor the men and women who serve America as federal, state and local government employees. Throughout the nation and around the world, public employees use the week to educate citizens about the many ways in which government serves the people and how government services make life better for all of us. Every year, ASPA chapters across the country hold awards banquets and other programs to celebrate Public Service Recognition Week.

[www.aspanet.org/scriptcontent/psrw2005.cfm](http://www.aspanet.org/scriptcontent/psrw2005.cfm)

### National Council Makes Key Decisions

During its semiannual meeting held on April 6, ASPA's National Council made several key decisions, including:

- The selection of University of Colorado at Denver professor Richard Stillman and University of Oklahoma professor Jos Raadschelders as Public Administration Review editor-in-chief and managing editor respectively effective January 1, 2006;
- The selection of Dallas, Miami and San Jose as host cities for the Society's 2008, 2009 and 2010 national conferences respectively;
- The disestablishment of the Society's National Young Professionals Forum

with the understanding that ASPA's Program and Service Development Department will assume responsibility for coordinating services for students and young professionals;

- Appointment of a long-term financial planning task force for the Society; and
- Multiple changes to the Society's Bylaws which will be submitted to the ASPA membership for consideration [this summer; the ballot will appear in the June issue of PA TIMES].

### ASPA Endowment Receives \$200,000 Donation

On April 4, the ASPA Endowment announced receipt of a \$200,000 gift from the Vaden-Rey Foundation. The donors seek to honor their father, Richard E. Vaden, who is a long time and dedicated ASPA member.

The gift is intended to establish, under the auspices of the ASPA Endowment, a volunteer leadership position at the national level that will provide ASPA with a distinguished academic or government official to advise its officers and executive director.

This nationally known figure will serve as a visible symbol of ASPA's important role in public administration and will encourage active participation in ASPA of his or her peers and participate in national conferences and be given opportunities to meet and interact with ASPA members, especially the young professionals.

### Broom Cites 2004-5 Accomplishments

During the Society's Annual Meeting of Members held on April 4, outgoing ASPA President Cheryle Broom and Executive Director Antoinette Samuel described the Society's major accomplishments during the 2004-5 program year. An abridged version of their annual report appears on ASPA's website.

[www.aspanet.org/scriptcontent/word/Accomplishments2005.doc](http://www.aspanet.org/scriptcontent/word/Accomplishments2005.doc)

### ASPA Will Publish Compilation of Frederickson's Columns

ASPA announced earlier this month that it will publish a new book this fall featuring a compilation of PA TIMES columns written by H. George Frederickson. If you are a professor and would like to request a review copy of the book, entitled Public Administration with an Attitude, please contact John Larkin at [jlarkin@aspanet.org](mailto:jlarkin@aspanet.org).

### ASPA Will Publish Texts of 2005 Conference Lectures

Texts of lectures presented during the 2005 ASPA National Conference will be available to the broader public administra-

tion community this year.

The text of the 2005 Elliot Richardson Lecture, delivered by U.S. Comptroller General David M. Walker, is now available on ASPA's website. The 2005 Donald C. Stone Lecture, delivered by Patricia Ingraham, Distinguished Professor of Public Administration at the Maxwell School of Citizenship and Public Affairs at Syracuse University, will be published in the July/August issue of *Public Administration Review*.

### SECoPA Seeks Nominees for Boorsma Award

The Southeastern Conference for Public Administration (SECoPA) established the Senator Boorsma Award for Excellence in Public Administration in 2001.

The Award is given annually to a practitioner or an academician with a track record of direct involvement in transplanting public administration theory and best practices from one country to another for the purpose of improving the performance of the public sector.

The Award ceremony takes place during the Annual Conference of SECoPA, which the Award recipient must attend. The 2005 SECoPA Conference will take place at the Clinton Library in Little Rock, AR October 5-8, 2005.

Letters of nomination, the nominee's CV and any other supporting documents should be mailed before June 1, 2005 to: Professor Arie Halachmi, Boorsma Award Committee, c/o Institute of Government, TSU-AWC Box 140, Nashville, TN 37203-3401. USA ([ahalachmi@tnstate.edu](mailto:ahalachmi@tnstate.edu))

### ASPA Offers Free websites to Chapters, Sections and University-Based Affiliates

ASPA recently obtained additional space on its second server ([aspaonline.org](http://aspaonline.org)) and can now offer each of its chapters, sections and university-based affiliates a free 10MB website. ASPA will serve as host, but each interested chapter/section/university-based affiliate must identify its own webmaster.

As of press time, 11 chapters (Central Pennsylvania, Central Piedmont, Inland Northwest, Los Angeles Metropolitan, Maine, Maryland, National Capital Area, Nebraska, Northern Virginia, Sacramento and Suncoast), five sections (ETHICS, SIAM, SPAR, SSTIG and SWPA) and one university-based affiliate (Walden University) have accepted ASPA's website offer.

If your chapter/section/university-based affiliate wishes to explore this opportunity, please contact ASPA Senior Director Erik Bergrud at [ebergrud@aspanet.org](mailto:ebergrud@aspanet.org) or (816) 891-2490.

*If you have an item appropriate for inclusion in "ASPA In Brief" contact Erik Bergrud at [ebergrud@aspanet.org](mailto:ebergrud@aspanet.org)*

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## Announcing a new book in the ASPA classics series from *M.E. Sharpe*

**Marc Holzer**, Editor-in-Chief  
Rutgers University, Newark Campus

Conceived of and sponsored by the American Society for Public Administration, the ASPA Classics series publishes volumes on topics that have been, and continue to be, central to the contemporary development of the field.

The ASPA Classics are intended for classroom use, library adoptions, and general reference. Drawing from the *Public Administration Review* and other ASPA-related journals, each volume in the series is edited by a scholar who is charged with presenting a thorough and balanced perspective on an enduring issue.

Each volume is devoted to a topic of continuing and crosscutting concern to the administration of virtually all public sector programs. Public servants carry out their responsibilities in a complex, multi-dimensional environment, and each collection will address a necessary dimension of their performance.

The guiding purpose of this ambitious new series is to bring together the professional dialogue on a particular topic over several decades and in a range of journals.

### Just published **Public Administration and Law**

**Julia Beckett and Heidi O. Koenig**, Eds.

This collection from the pages of *Public Administration Review* has been edited for use as a supplement for both undergraduate and graduate courses in Administrative Law. The contents follow the standard pattern established by the field's major textbooks, and each main section begins with introductory text and study questions followed by relevant readings from PAR that will illuminate lectures and textbook material.

"An extraordinarily valuable book because it makes the legal dimensions of public administration eminently teachable and accessible to both graduate and upper-level undergraduate students. . . . A fine book that should be required reading in every MPA program."

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### Also available **Local Government Management** Current Issues and Best Practices **Douglas J. Watson and Wendy L. Hassett**, Eds.

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### NOW AVAILABLE BY ASPA MEMBERS

• *If you build it....Business, Government, and Ontario's Electronic Toll Highway* is a book by Chandran Mylvaganam and ASPA member **Sandford Borins** and is published by U of T Centre for Public Management. ISBN: 077278616X

The comprehensive national examination is by Donald Shoup, a UCLA professor who has spent a quarter century studying the impact our cars have, mostly when we aren't driving them. He reports that in 2002 between \$127 billion and \$374 billion a year was spent nationally to subsidize off-street parking, as much as the United States spent on Medicare or national defense that year.

Shoup says "wrong-headed" parking policies are "devastating U.S. cities" and that some of their negative repercussions, particularly their "distortion of urban landscapes, may never be undone." Yet, he says "terrific benefits"—including billions in revenues instead of costs—would come from eliminating subsidized parking and recognizing that parking policies are a much bigger culprit in creating traffic congestion than previously recognized.

• *Government 2.0: Using Technology to Improve Education, Cut Red Tape, Reduce Gridlock, and Enhance Democracy* is a book by ASPA member **William D. Eggers** and is published by Rowman & Littlefield Publishers. ISBN: 0-7425-4175-4

Based on interviews with over 500 leading politicians, researchers, technology industry CEOs and leaders, futurists and front-line public employees,

Government 2.0 journeys across America and overseas to demonstrate the promise and perils of this emerging world and offer a likely road map to its implementation. You'll hear from technology executives preparing for an onrushing future when, for many citizens, most government interactions could take place on private-sector websites; from bureaucrats like OSHA's Ed Stern fighting to get their agencies to adopt expert systems technology; from William Bennett, whose virtual education company offers a glimpse into one possible future of American education; and from Governor Jeb Bush and former Mayor Rudolph Giuliani as they endeavor to overcome bureaucratic inertia to provide more open, efficient, and effective governments.

• *How Management Matters* is a book by ASPA member **Norma Riccucci** and us published by

How Management Matters examines not only how but where public management matters in government organizations. Looking at the 1996 welfare reform law (the Personal Responsibility and Work Opportunity Reconciliation Act, or PRWORA), Riccucci examines the law's effectiveness in changing the work functions and behaviors of street-level welfare workers from the role of simply determining eligibility of clients to actually helping their clients find work.

Over a period of two years, Riccucci traveled to eleven different cities, and from interviews and a large national survey, she gathered quantitative results from cities in such states as New York, Texas, Michigan, and Georgia, that were selected because of their range of policies, administrative structures, and political cultures. General welfare data for all 50 states is included in this rigorous analysis, demonstrating to all with an interest in any field of public administration or public policy that management does indeed matter.

If you or someone you know has published a book appropriate for "Just Published" contact Christine McCrehin at [cjewett@aspanet.org](mailto:cjewett@aspanet.org).

## Members on the Move

**Jan Hitchcock**—was selected as the 2005 UAB Outstanding Woman Administrator for the University of Alabama at Birmingham. She is currently a grants and contracts officer at UAB.

**Don Klingner**—presented the keynote address at the "IV International Congress on Human Resources," cosponsored by the Office of the President, the Costa Rican Civil Service Directorate and the University of Costa Rica.

**Eileen Regen Larence**—has been appointed to the Senior Executive Service at the Government Accountability Office (GAO) and will manage a portion of GAO's work on assessing homeland security and justice issues of interest to the Congress.

**Gary L. Wamsley**—professor of public administration in the College of Architecture and Urban Studies at Virginia Tech, was conferred with the title Professor Emeritus by the Virginia Tech Board of Visitors.

**Nelson Wikstrom**—professor of political science and public administration at the L. Douglas Wilder School of Government and Public Affairs, Virginia Commonwealth University, has been appointed to Mayor L. Douglas Wilder's (Richmond, Virginia) Regional Cooperation Commission. He has also been appointed to the Local Emergency Planning Committee of Henrico County, Virginia.

If you have a information appropriate for "Members on the Move," contact [cjewett@aspanet.org](mailto:cjewett@aspanet.org).

## New ASPA Members

**ASPA welcomes the following new members in the month of February 2005.**

***Please note: members rejoining ASPA are not included on this list.***

William Barnow	Arizona	Carondalette Rogers	Houston Area	Michelle Wyffels	Oregon/SW Washington
Courtney Carroll	Arizona	Jacinda C. Tucker	Houston Area	Harrison D. Luo, Sr.	Philadelphia Area
Frances Salas	Arizona	Janice Avant-McKinney	Indiana	Margaret Waitt	Philadelphia Area
Don O Tellis II	Arizona	Laurie A. Aguilar	Inland Empire	Nanishka Albaladejo	Research Triangle
Sandra C. Butler	Arkansas	Nadine Mason-Richmond	Inland Empire	Arit E. Amana	Research Triangle
Amanda L. Erickson	Arkansas	Christopher S. Barnes	Inland Northwest	Wonda Beaver	Research Triangle
Brent Eubanks	Arkansas	Mitsuki Hisamura	International Electronic Membership	Nichole Fisher	Research Triangle
Josh Patterson	Arkansas	Veli Kreci	International Electronic Membership	Karioka J. Harper	Research Triangle
Renita Bell	At Large Member	Deajin Pak	International Electronic Membership	Donnamaria Harris	Research Triangle
Daniel Bevarly	At Large Member	Christopher Bedell	Long Island	Patrick Johnson	Research Triangle
Paye D. Dowah	At Large Member	Geoffrey Rick	Long Island	Marion J. Lamberth	Research Triangle
Gary Hatfield	At Large Member	Angela Chiles-Timmons	Los Angeles Metro Area	Nikki Marshall	Research Triangle
Martha L. Magsino	At Large Member	Brian Crawley	Los Angeles Metro Area	Adina Martin	Research Triangle
Wendy Nitta	At Large Member	Carmen M. De Arce	Los Angeles Metro Area	Nadia McClellan	Research Triangle
Jon S.T. Quah	At Large Member	Jim Jeffra	Los Angeles Metro Area	Anthony McNeill	Research Triangle
Patrick Staes	At Large Member	Sonia Jones	Los Angeles Metro Area	Ronald Penny	Research Triangle
Miekatrien Sterck	At Large Member	Jon Lin	Los Angeles Metro Area	Shiwanda Pettaway	Research Triangle
John Derek Taylor	At Large Member	Alamoni Mao	Los Angeles Metro Area	Darrell Sanders	Research Triangle
Nick Thijs	At Large Member	Sarah M. Palacios	Los Angeles Metro Area	Meshack Okpala	Sacramento California
Jim Varn	At Large Member	Regina D. Patton-Cooks	Los Angeles Metro Area	Sandra Poole	Sacramento California
William Ziegler	At Large Member	Donna M. Plummer	Los Angeles Metro Area	Vandana Prakash	Sacramento California
Timothy Smith	Auburn Alabama	Sabrina Warrington	Los Angeles Metro Area	Lindsey Read	Sacramento California
Carmen Rita Cizek	Centex	Rhonda Litt	Louisiana	Denis Brown-Bouvier	San Diego
Shantuan Coleman	Centex	Carondalette Rogers	Louisiana	Adriana M. Caldera	San Diego
Albert F. Schellenberg	Centex	George Booth, III	Maryland	Vandana Prakash	San Francisco Bay Area
Terri Jackson	Central California	Emily Joseph	Maryland	Travis Cooke	Siouxland SD
Nargiza Nurmukhammad	Central California	Shareba A. Kerriem	Maryland	Jordan Sampson	South Carolina
Bernard J. Coryer	Central Florida	David M. White	Maryland	Meena Chary	South Florida
Tominsina Ings	Central Florida	Gary Williams	Miami Valley	Dennys Gonzalez	South Florida
Ronnie Korosec	Central Florida	Matthew Carlson	Milwaukee	Jose Gonzalez	South Florida
Dominic Robertson	Central Florida	Jon Eifert	Milwaukee	Ana Rosa Lang	South Florida
Janice Murphy	Central Illinois	Olga Rakhmatullova	Monterey Bay California	Cleveland Peoples	South Florida
Kati Hardulak	Central Ohio	Olga Yakimakho	Monterey Bay California	Sarah Ruen	South Florida
Kimberly Pay	Central Ohio	Mohammad Almbaid	National Capital Area	Espiridion Borrego	South Texas
Jamie L. Privuznak	Central Piedmont	Melaina Larson	National Capital Area	James Garbett	South Texas
Alisa B. Roy	Central Piedmont	Jennifer L. Minnich	National Capital Area	Margie C. Rose	South Texas
A.C. Shull	Central Piedmont	Patricia N. Robinson	National Capital Area	Amy Broadfoot	Southeastern North Carolina
Martha Smyre	Central Piedmont	Lawrence Runana	Nebraska	Shannon Eubank	Southern Colorado
Katrina Fill	Chicago Illinois	Tae Ho Eom	New Jersey	Lisa Pletz	Southern Nevada
Contessa McQueen	Chicago Illinois	Chevon Thomas	New Jersey	Dominic Robertson	Suncoast
Janice Murphy	Chicago Illinois	Olugbenga A. Ajala	New York Metropolitan	Barbara Vancott Fidler	Suncoast
Melissa A. Crum	Cleveland State University Affiliate	Julie Anderson	New York Metropolitan	Chen Ying	USC Los Angeles Affiliate
William Barnow	Colorado	Lucia Candu	New York Metropolitan	Anne E. Luecke	Utah
Frank Cesario	Colorado	Simone Olene Hinds	New York Metropolitan	Robin Ashbey	Virginia
Ben Smith	Colorado	Louis Tietje	New York Metropolitan	Katherine Fogle	Virginia
Michele Holden	Delaware	Tracy Alston	North Florida	Don Hardenbergh	Virginia
Sheldon P. Hudson	Delaware	Domanique F. Culpepper	North Florida	Christopher Harris	Virginia
Iveory N. Morris	Detroit Metropolitan Area	Marci Marchewka	North Florida	Patrick Johnson	Virginia
Kelly Murphy	Detroit Metropolitan Area	Brandy Bateman	Northeast Florida	Sally Selden	Virginia
Dale Jacoby	East Georgia	John D. Le Hockey	Northeast Florida	Barbara Taylor	West Michigan
Bradley Martin	East Georgia	Kimberly Scott	Northeast Florida	Gretchen L. Reabe	Wisconsin Capital
Lucas J. Coffey	East Tennessee	Maureen McQuestion	Northeast Ohio Regional	David E. Varana	Wisconsin Capital
Sonia Jones	Georgia	J.J. Murphy Murphy	Northeast Pennsylvania		
Christy Ledbetter	Georgia	Phyllisa Goldenberg	Northern Virginia		
Angye A. Rincon	Georgia	Jean Storck	Northern Virginia		
Jay Levine	Greater Akron	Milton Gittens	NYU - Wagner Chapter		
Kamna Lal	Greater Birmingham	Ryan A. Greene	NYU - Wagner Chapter		
Kerri S. Castlen	Greater Cincinnati	Seeta Persaud	NYU - Wagner Chapter		
Jennifer A. Patterson	Greater Cincinnati	Miranda G. Smith	NYU - Wagner Chapter		
John A. Ruebel	Greater Cincinnati	Nahid Sultana	NYU - Wagner Chapter		
Brett R. Baker	Greater Kansas City	Jamie Vander Loop	NYU - Wagner Chapter		
Cindy Glass	Greater Kansas City	Jeremy Ryan Eaves	Oklahoma		
George F. Roberts	Greater Kansas City	Daren Harmon	Oklahoma		
Robert Gudites	Gulf Coast	Brian Crawley	Orange County		
Melvin Barksdale, Jr.	Hampton Roads	Akin Blitz	Oregon/SW Washington		
Kimberly Pay	Hawaii	Alexandra D. Fercak	Oregon/SW Washington		
Sneha Bhavsar	Houston Area	Bruce Williams	Oregon/SW Washington		



## Chapter News

# NPSA Winner Elizabeth Hill Outlines California's Budget Strengths and Weaknesses for Sacramento and Los Angeles Chapters

From CALIFORNIA MEETING, pg. 15

Regarding state revenue, the estimate for 2005-06 is \$107 billion, which includes a 10 percent growth in personal income tax revenue (another key sign). Regarding state spending, Hill said that we are seeing a "spending slide." California's K-12 per pupil spending, adjusted for inflation, averaged a 1.3% annual decrease over the last four years, but will go up 2.3% in 2005-06. Transportation has an even gloomier picture. Because of state budget problems, politicians borrowed from the transportation fund to pay for general fund items. The consequence is a transportation fund much lower than originally anticipated, with no way to efficiently plan for future transportation projects.

Hill concluded her presentation with comments about where we are today. Governor Schwarzenegger faced a projected \$8.6 billion budget deficit for 2005-06. His solution combined new program savings, some borrowing and a few fund shifts. The good news is that revenue will be \$2.2 billion more than everyone's estimates, which makes the

actual deficit in the \$4-5 billion range. Hill portrayed this favorable situation as containing "building blocks." The challenge is for the governor and the state legislature to keep working on the problem or it will return to the \$8-10 billion level. Hill summarized the state's condition as "things have improved, but we still must get our house in order."

The final portion of the video conference program involved interactive questions and answers. Terry Schutten and John Redmond facilitated questions from each site, a format that worked very efficiently. Among the many comments from the audience and Elizabeth Hill:

- There is a pent-up demand for state employee salary increases, but prospects are dim with all the budget difficulties.
- The uncertainty of transportation funds is a "real concern." Perhaps the state should consider a hike in the gasoline tax, which has not occurred in years.
- The federal government required every state to develop a computerized system for collection of child support payments. California is being fined \$160 million a year because its system is not yet active.
- The state tries to maintain a \$500 million reserve fund for unanticipated events such as a forest fire, not much money for an \$80 billion general fund.
- The California Performance Review (CPR) was a highly publicized reform effort sponsored by the Governor, but very little in the 2005-06 proposed budget is related to CPR.
- The Governor has employed several "borrowing tools" to balance the state budget, but has now sponsored propositions to eliminate the borrowing options; "he is cutting his tools."
- Under current law, the state is supposed to pay for mandates that require the counties to undertake new activities. These payments are not being made and very soon the state will owe \$3.2 billion to counties, cities and school districts.
- The federal government isn't funding "No Child Left Behind" and the state has its own high school competency test; the federal and state efforts don't align.
- State revenue and expenses are both increasing, but not together. California cannot "grow our way out of the deficit."
- California taxes goods but few services. It has a 1930's structure for its tax system, but the Legislature would have to move slowly to add things such as a telecommunications tax.
- The federal government is emphasizing and funding homeland security efforts by the states. The problem is that the money is not enough and it is unlikely to be ongoing funds.

One of the last questioners asked Hill if she sometimes despaired because of all the bad monetary news. She replied that she remains optimistic and, if she were in charge, would strive to "make the funding match the programs," an upbeat ending to a successful joint ASPA event!

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### Education and Community Development in South Africa



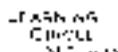
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Join fellow educators and community development practitioners for a four day seminar on community building, educational change, and South Africa's national transformation.

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"Transforming Public Service in the 21st Century"

## SECoPA 2005

Southeastern Conference on Public Administration  
October 5-8, 2005  
Little Rock, Arkansas  
Hosted by the ASPA Arkansas Chapter  
and the  
Clinton School of Public Service

### CALL FOR PARTICIPATION

Deadline for you to propose participation is May 31, 2005.

\* Hosting practitioners, students, and scholars of public administration and public policy

\* Accepting proposals for papers, panel discussions, workshops, roundtables

Wednesday, October 5	Preconference workshop, Registration
Thursday, October 6	Welcome breakfast, luncheon, Panels, SECoPA 2006 Reception
Friday, October 7	Breakfast, Awards luncheon, Panels, Clinton Library Reception
Saturday, October 8	Breakfast, Panels

Special Event for SECoPA participants only:  
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If you would like to present a paper, organize a panel or roundtable, serve as a panel participant, discussant, or moderator, please send proposal/topic of interest to:

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c/o Institute of Government, Ross Hall 610  
University of Arkansas at Little Rock  
2801 S. University Avenue  
Little Rock, AR 72204-1099 OR: email [locrowder@ualr.edu](mailto:locrowder@ualr.edu)

*The Sky's the Limit*  
**IDEALISM AND INNOVATION  
 IN PUBLIC SERVICE**  
 DENVER, CO • APRIL 1-4, 2006

## 2006 ASPA CONFERENCE CALL FOR PROPOSALS

### *The Theme*

The annual ASPA National Conference is the single most important opportunity for public service professionals to come together and consider the issues facing public administration from a variety of viewpoints. The 2006 Conference, to be held in Denver, is titled, "The Sky's the Limit: Idealism and Innovation in Public Service."

"The Sky's the Limit" conveys optimism and empowerment, and embodies the conference site's unique geographic characteristics and frontier traditions. "Idealism and innovation in public service" are the three core themes this conference will emphasize.

• "Idealism" is the heart of ASPA's mission and vision. It includes values, aspirations,

goals, benchmarking, cooperation, diversity, empowerment and integrity. "Where are we going?"

• "Innovation" puts our core values into practice, through organizations, change, technology transfer, comparative, context, experiment and research. "How do we get there?"

• "Public service" is the arena in which we operate, comprising citizens, students, fellow scholars, customers, public agencies, non-governmental organizations and businesses. "What is our purpose?"

### PROPOSAL DEADLINE:

*June 20, 2005*

### *The Call*

This conference is designed to fulfill professional development goals for three groups:

- Practitioners relatively new to a career in public service (1-5 years), or thinking of switching to one: The conference has opportunities to learn about the profession, develop networks with peers and attend professional development sessions, such as workshops or training programs.
- Veteran practitioners (5+ years): The conference facilitates sharing experiences about best practices, new practices, innovative program development and attending continuing education sessions.
- Academics: The conference provides a forum to present research results and interact with practitioners and other academics about developments in research and theory.
- Students: The conference provides an opportunity to advance knowledge and exposure to a broad range of topics, a venue for networking with practitioners and academics in a relaxed setting, and offers a forum to add your voice and fresh perspective to issues both timely and substantive.

The approach this year revives and refines one employed many years ago in ASPA: a two-track system of mini- and full-session panels we are calling FasTracks. The mini sessions will include a larger number of presenters per panel with shorter individual presentation times and greater audience discussion. The full sessions will follow the more normative approach of 4 presenters with extended presentation times followed by some audience discussion. We are soliciting proposals for panels, papers that may be grouped with other proposals to form panels, workshops, training and development sessions, or other presentations related to the theme of the conference. We welcome proposals encouraged from all ASPA members, including practitioners, scholars, researchers and observers from all levels of government, private and nonprofit sectors, other nations throughout the world, and academic and research institutions.

If you have an idea for a workshop, paper or panel, you can use ASPA's sections, the ASPA listserv and the ASPA web site as resources. You may wish to contact section chairs for assistance in forming panels on issues covered by those sections. We will create a special area on the ASPA web site where potential participants will list their areas of interest. We will also post submitted proposals and approved panels there.

Panel proposals must relate to one or more of the following FasTracks:

- Managing Environmental and Natural Resources
- Balancing Politics and Professionalism
- Implementing Knowledge Management
- Maximizing the Value of Human Resources
- Using Technology to Advance the Public Service
- Advocating Ethics, Integrity and the End of Corruption
- Making Finance and Budgeting Count
- Reinvigorating the PA Brand
- Transforming Health Care
- Forging Homeland Security and Disaster Management Strategy
- Mobilizing Transportation Initiatives
- Integrating Internationalism and Global Governance
- Examining the Law and Public Administration
- Inspiring Citizen Participation
- Chronicling Profiles in Courage
- Practicing Privatization
- Harnessing the Power of Research, Evaluation and Accountability

In keeping with the Conference theme, The Sky's the Limit, paper and panel proposals should address key emerging issues of relevance to both public administration theory and practice; the focus should be upon idealism and innovation in public service. The program committee will also be working with sections to proactively address certain topics that they believe should be covered in the ASPA National Conference, if not covered by proposed panels submitted through this call. Individual paper presentations will be accepted only for mini or roundtable sessions.

Proposals may be submitted online through the ASPA web site, or by mail or fax using the attached form. Please indicate if you are proposing an individual paper or presentation, the FasTrack in which you think it best fits, whether you would prefer a mini- or full-session format, and the names and topics of the participants. If it is a panel proposal, all individuals listed as participants must have approved inclusion of their name and presentation in the proposal. Also include a brief narrative description of your proposed topic and how you believe it supports the theme of the Conference: "The Sky's the Limit: Innovation and Idealism in Public Service."

### *The Details*

#### ○ General Information:

- Every effort should be made to have a diverse mix of presenters.
- All program panelists and presenters must register for the conference. However, if they are attending the conference only on the day of their panel, they may register for just that day.
- Only one author may present a paper. Co-authors listed on the final paper received by ASPA by the published deadline will be listed in the final conference program. Co-authors who attend must register.
- Full-session panels should include no more than four papers or presentations, and mini-sessions should include no more than six in order to allow time for audience involvement in the session.

- Participation in the conference program is limited to one concurrent session per person regardless of role (moderator, presenter or discussant).
- Concurrent sessions are 90 minutes long and will be scheduled on Sunday, April 2; Monday, April 3; and Tuesday, April 4, 2006.
- Pre-conference workshops will be scheduled on Saturday, April 1, 2006

#### ○ Deadline:

THE DEADLINE FOR SUBMISSION OF PROPOSED PRESENTATIONS IS JUNE 20, 2005.

FOR MORE INFORMATION AND PROPOSAL FORM GO TO:

*www.aspanet.org*

*The Sky's the Limit*  
**IDEALISM AND INNOVATION  
 IN PUBLIC SERVICE**  
 DENVER, CO • APRIL 1-4, 2006

## PROPOSAL FORM

First Name	MI	Last Name
Title		
Organization		
Address		
City, State, Postal Code, Country		
Daytime Phone	Fax	
E-Mail (please print <i>clearly</i> )		

**SUBMIT THIS FORM ONLINE BY *June 20, 2005* OR FAX IT TO 202-638-4952**

- *ASPA member?*  Yes  No
- *Student?*  Yes  No
- *This is for (check one):*
- Individual paper:** To be presented as an individual paper at a Roundtable Session.
- Roundtable session** (A brief—about 10 minutes—informal presentation, such as of research results, program results, best practices, etc. followed by seminar-style discussion with attendees. Each session will last 30 minutes.)
- Panel session** (These sessions will last 90 minutes)
- Pre-conference workshop or training session** (Full or half day sessions.)
- Founders' Forums** We will honor ASPA's founders with sessions dedicated to research results, theoretical papers and other contributions to scholarship. These papers should focus on the key themes of the conference: Idealism, Innovation and Public Service.
- *Primary focus of your proposal:*  International  National  Regional  Local  State
- *Who should attend this panel/workshop, or hear this paper?*
- Academics  New Professionals  Veteran Professionals  Students
- *What sector is your primary audience?*
- Public Agencies  Non-Governmental Organizations
- Government Contractors  Other businesses
- Other professionals (state field: \_\_\_\_\_)

### • *Submission Guidelines*

Proposals for presentations at the 2006 ASPA conference in Denver may be submitted at any time until June 20, 2005. Proposals submitted after that date will be considered only on a space-available basis.

Please submit a description of your proposal (maximum 500 words, about one page) that addresses the following:

#### 1. Proposals:

a. Paper proposal: Describe the proposed paper and primary subject area it addresses.

b. Panel proposal:

- Describe the proposed panel theme including the topics to be addressed and a brief description of the panel format.
- List all panel participants with a brief description of each topic and the presenters' qualifications or expertise.
- Include contact information for each panelist.

c. Workshop or training session:

- Describe the proposed theme
- Which types of people should attend?
- What will they get out of it?

2. Explain how your proposal fits the theme of the conference.

### *Indicate the subject area of your proposal:*

- Managing Environmental and Natural Resources: How do we achieve sustainable development and balancing multiple uses?
- Balancing Politics and Professionalism: How do we walk the line between these two essential perspectives on decision-making?
- Implementing Knowledge Management: How do we sort and mine information so that it becomes useful for complex policy decisions
- Maximizing the Value of Human Resources: How do we make the best use of employees and volunteers?
- Using Technology to Advance the Public Service: How do we use ICT and other technologies to improve teaching, research and practice?
- Advocating Ethics, Integrity and the End of Corruption
- Making Finance and Budgeting Count: How do we maximize our agency's financial resources, or use them to

leverage resources from other organizations through grants and contracts.

Reinvigorating the PA Brand: What do public administration and public service mean, and to whom?

Transforming Health Care: How do we ensure adequate health care in a demographically changing world, and how do we pay for it?

Forging Homeland Security and Disaster Management Strategy: How can nations and different levels of government work together with other organizations to confront terrorism and respond to disasters?

Mobilizing Transportation Initiatives

Integrating Internationalism and Global Governance: What does governance mean in a world dominated by markets? How can governments, multinational organizations and corporations work together to achieve the United Nations' Millennium Development Goals?

Examining the Law and Public Administration: What is the impact of legislation, court cases, executive orders or administrative law on organizations and individuals? How does it affect public policy implementation?

Inspiring Citizen Participation: How can we teach, encourage and recognize citizen participation in government and public service?

Chronicling Profiles in Courage: How do we remember, record and recognize people around the world who stood up or stand up for our core values?

Practicing Privatization: How do we use businesses and NGOs, including faith-based organizations, to deliver public services?

Harnessing the Power of Research, Evaluation and Accountability: How can we use these academic tools to promote more effective and transparent government?

*Download this form at [www.aspanet.org](http://www.aspanet.org)*

# ASPA Executive Director Reports Society Accomplishments

From UPDATE, pg. 17

*PAR* remains at the forefront of public administration journals.

Through the auspices of the 2004/5 Publications Committee, conducted formal reviews of 11 section journals and developed protocols to sustain support to all the section journals.

Completed the site review and assessment process for 2008, 2009, and 2010 ASPA annual conferences, in collaboration with a member-led Site Selection Action Team.

Established an Awards Task Force to evaluate ASPA's awards process and develop recommendations to improve our recognition program. Approximately 40 scholars, researchers, students and practitioners in all level of government and non-profit organizations will be recognized in Milwaukee.

**Goal 4: Find ways to enable those who serve the public to be current and effective.**

**STRATEGIES:** Establish national conferences as the place for focusing on an "issue of the day" and mini-plenary sessions that examine all sides of the issue.

Develop ASPA web site as major portal; make high value content available to members only; identify partners or investors to provide resources; and develop marketing or communications plan to increase awareness and use.

Provide relevant training programs that offer CPE/CEU credits required for professional certifications for MPA and DPA graduates. Provide continuing education credits (CEUs or CPEs) for workshops and management enhancement/development programs/workshops at the national or regional level.

#### **ACCOMPLISHMENTS:**

**FOCUS ON ISSUES:** Developed INSIGHTS ON, a *PA TIMES* series of columns that are published on a rotating basis. The columns cover issues such as human resource management, strategic management, International public administration, and performance management.

Created the "Career Center" Section of *PA TIMES*. This feature now appears bimonthly, but our goal is to develop a monthly feature beginning in 2006.

Evaluated 11 section journals and developed protocols to sustain and support to all section journals to ensure their continued relevance and benefit to ASPA members.

Participated in succession planning and capacity building to ensure that talented new public administration professionals possess the training and knowledge to step forward as our public service leaders and managers of tomorrow.

**RELEVANT TRAINING PROGRAMS:** Established a new Professional Development Department, and hired our new senior director for professional development to lead the development of professional development and training programs for all members.

Implemented an exceptional educational symposium for the 2005 conference, through the auspices of the Center for Accountability and Performance (CAP). In addition, a protocol was established to provide CPE credits for participating in

conference programs and workshops.

Developed new tools and resources for chapters, sections, university-based affiliates, and new professionals with the active involvement of many talented ASPA members. The new resources include:

Organized Chapter and Section Technical Assistance Teams to provide technical support and expertise to chapters in key chapter management areas. This accomplishment was crucial to Society's continued relevance and effectiveness as many ASPA members are drawn to and exclusively engaged at the chapter and section levels.

Provided training and development services at the first Chapter/Section Leadership Session during the 2005 National Conference.

Commenced development of a new chapter handbook.

Conducted an all-day workshop for new professionals and the Diversity in Academia Seminar during the 2005 National Conference.

**Goal 5: Grow the Society membership and ensure its financial viability.**

**STRATEGIES:** Develop ASPA web site as major portal; make high value content available to members only; identify partners or investors to provide resources; and develop marketing or communications plan to increase awareness and use.

Create "District Reach-Out" programs to cultivate relationships with local government and universities informing them of ASPA's benefits, current research and various other services.

Provide relevant training programs that offer CPE/CEU credits required for professional certifications for MPA and DPA graduates. Provide continuing education credits (CEUs or CPEs) for workshops and management enhancement/development programs/workshops at the national or regional level.

Involve more members in the action teams and other ASPA activities by more effective use of electronic communications and the ASPA web site.

Be creative with conferences and other programs to meet the needs of a broad range of members. Ensure a strong balance between research- and practitioner-oriented forums at the National Conference while encouraging greater involvement of both Public Administration scholars and practitioners. Solicit practitioner suggestions and develop an action plan to increase their satisfaction with the annual conference.

#### **ACCOMPLISHMENTS:**

**GROW MEMBERSHIP:** Launched a campaign to retain current members and recapture those members who had not renewed during the past two years. ASPA also entered into contract with ComNet Marketing Group, Inc., a telemarketing firm, to solicit membership renewals.

Implemented a new dues structure, which included a New Professionals membership category directed at retaining student members who had exceeded the three-year student limit.

Instituted an automatic e-mail reminder to members, whose memberships will expire in the next 30 to 60 days, with online renewals to help keep the cost of postage and printing down.

Implemented a project to solicit members to update their Membership Profiles, in order to capture up-to-date membership demographic information to support marketing and membership analysis.

As of March 1, 2005, began issuing ASPA Membership Cards to engage members and promote Society branding opportunities.

Recruited 1,715 new student members from our Fall and Winter Student Promotion, and through our new University Affiliate Group Membership.

Established two additional student affiliate organizations to provide services to emerging and new public administration professionals.

Launched a member-get-a-member campaign, known as FIND, ASK, JOIN to increase membership in ASPA through direct membership involvement.

Established new programs at the annual national conference focused on providing opportunities for students and new professionals, such as the Diversity in Academia Seminar.

Received approval for the development of a CEU Program from the National Council, subject to cost and market analysis.

**FINANCIAL VIABILITY:** Improved the value of ASPA membership and enhanced operating revenues through the continued enhancement of cornerstone services such as the Public Administration Review, National Conference, Section journals, etc.

Ended FY 2004 with an end-of-year net income balance of approximately \$180,000 (unaudited) due to substantial increase in royalties.

Converted to a program-based budgeting process to support effective program planning and budget analysis, and to promote transparency and accountability in ASPA's financial management practices.

Planned and developed a no-frills 2005 Conference Budget, focused upon conservative and realistic revenue and cost projections.

Implemented new fundraising strategies to support the 2005 Conference, involving universities, chapters and sections as conference sponsors, which resulted in \$36,000 in sponsorships and contributions.

Finally, ASPA By-Laws Task Force was organized to expeditiously review and recommend changes to strengthen our constitution.

Although much has been accomplished in 2005, ASPA is also well-poised to embark on implementing the next round of strategic priorities. We look forward to working with the incoming President, President-Elect, National Council, chapter and section leaders, and others for the benefit of all ASPA members and others in serving the public interest.

*ASPA member Antoinette Samuel is ASPA's executive director.  
E-mail tsamuel@aspanet.org*

## MD Chapter ad

# The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

## UNIVERSITY POSITIONS

### Assistant Professor, Department of Political Science Auburn University

The Auburn University Department of Political Science invites applications for a tenure track position at the rank of assistant professor beginning August 16, 2005. We seek a scholar whose principal teaching and research interests are in public administration. The successful candidate must be able to teach the graduate MPA core class in human resource administration, with the ability to teach program evaluation highly desirable. Also desirable is the ability to offer one or more of the following: Organization Theory, Urban Administration, Diversity in Public Life, Public-private Management, Basic Quantitative Methods, and basic American Government. Candidates must be qualified to teach at the graduate level. The candidate must communicate effectively in the language of instruction. The candidate must be able to meet eligibility requirements for work in the United States.

Candidates must hold the Ph.D. or D.P.A. degree or provide strong evidence to the department that they will successfully complete all requirements for the doctorate by August 16, 2005

Auburn University is an Affirmative Action/Equal Opportunity Employer. Women and Minorities are encouraged to apply. Auburn is Alabama's largest land grant and public research university, enrolling over 23,000 students. The Political Science Department has a diverse faculty of 20 tenured or tenure track members and offers undergraduate degree programs in political science, public administration, and health services administration, as well as a masters degree program in Public Administration (M.P.A.) and a Ph.D. program in Public Administration and Public Policy.

Review of applications will begin May 1, 2005 and will continue until a suitable candidate is selected. To apply, send a cover letter outlining qualifications for the position, current curriculum vitae, three letters of recommendation, teaching evaluations (if available), and an official transcript of all graduate work to: Dr. Christa Slaton, Chair, PA Search Committee, Department of Political Science, 7080 Haley Center, Auburn University, AL 36849-5208. FAX (334) 844-5348; E-mail slatocd@auburn.edu.

### Associate Professor in Public Administration/Nonprofit Management Wichita State University

The Hugo Wall School of Urban and Public Affairs at Wichita State University invites applications for a tenure-track position at the associate professor level in public administration and nonprofit management. Primary duties will include teaching, research, and service focused on nonprofit management and public administration. The successful candidate will have an opportunity to play a leading role in the development of an emphasis in nonprofit management within the Master of Public Administration degree and to exercise leadership that engages the Wichita area, nonprofit community in improving the management and leadership of nonprofit agencies.

Minimum requirements include: doctorate in public administration or closely related field from an accredited university; demonstrated ability to teach an elective course in nonprofit management and at least one core course in the MPA degree, demonstrated commitment to diversity, and evidence of a commitment to proactive community engagement. Preferred qualifications include: practical experience in nonprofit management, experience in program development at the university level, and a desire to develop and teach a course in nonprofit financial management.

The Hugo Wall School has a long-standing commitment to community engagement and serves as the academic home for faculty and professional staff, a NASPAA-accredited Master of Public Administration degree, and two research and service units, the Center for Urban Studies and the Kansas Public Finance Center. Website: hws.wichita.edu.

Interested candidates should send a letter describing teaching, research, and service interests; curriculum vita; graduate transcripts; names and contact information of three professional references; a sample of scholarship; and teaching evaluations by April 22, 2005 to Director, Hugo Wall School of Urban and Public Affairs, Wichita State University, 1845 Fairmount, Wichita, KS 67260-0155. Applications will be accepted until the position is filled.

Wichita State University is an equal opportunity employer. Candidates from minority groups and women are encouraged to apply.

### Junior Specialist Public Administration Program University of Hawai'i

JUNIOR SPECIALIST, position no. 84319, Public Administration Program, College of Social Sciences, full-time, general funds, permanent, tenurable to begin approximately 08/01/2005.

Duties: Under general supervision of the program director, provides academic and career advising to graduate

students; develops, oversees and grades practicum experiences; tracks student progress through degree and certificate programs; develops and manages website; develops and implements special educational programs; assists in development of and oversees contractual agreements; develops and distributes information about the program to interested public agencies; oversees management of office and student staff and handles specific administrative functions as instructed by program director.

Minimum Qualifications: A master's degree from an accredited college or university, with work in or related closely to public administration; one year of experience in program support or direct service or their equivalent represented by successful achievement in a similar capacity.

Desirable Qualifications: Ability to use office computer systems; some knowledge of community nonprofit organizations and public sector agencies in Hawai'i; experience working in an educational setting; familiarity with University of Hawai'i administrative systems. The College of Social Sciences and the Public Administration Program are committed to excellent teaching, research and application; we welcome candidates who work multi-disciplinarily and collaboratively. Minimum Salary: Commensurate with experience.

To Apply: Submit vitae and names of three references to Dr. Richard Pratt, Program Director, Public Administration Program, 2424 Maile Way, Saunders Hall 631, Honolulu, HI 96822. Closing Date: April 28, 2005. EOE/AA

## GOVERNMENT POSITIONS

### Entry and/or Mid-level Legislative Analysts Joint Legislative Audit and Review Commission (JLARC) Richmond, VA

JLARC is recruiting for entry and/or mid-level legislative analysts.

The Joint Legislative Audit and Review Commission (JLARC) provides rigorous analytic and evaluative research for the independent oversight function of the Virginia General Assembly. Consideration is being given to the employment of an entry- and/or mid-level legislative analyst in the Richmond, Virginia area.

Applicants must possess demonstrated analytic, statistical, and software skills for research and report preparation. Familiarity with the use of software packages such as SAS, Access, and Excel is required. Strong writing skills are mandatory. At least one year of applied research experience and a masters or doctoral degree in a public policy related discipline are preferred. Applicants should have the ability to interact effectively in a multi-disciplinary team environment and with state agency personnel. Some overnight travel and fieldwork are required.

More information on JLARC is available on our web site: <http://jlarc.state.va.us>.

JLARC offers a competitive salary and benefits package. Starting salaries are commensurate with education and experience levels. The starting salary for entry-level analysts begins in the mid-thirties. The starting salary for mid-level analysts is in the forties. Highly qualified applicants will be hired as they become available. Salaries will be offered commensurate with experience and salary history. The position(s) will remain open until filled.

To apply for a position, send a letter and resume with salary history and a list of references to Staff Recruitment, Joint Legislative Audit and Review Commission, Suite 1100, General Assembly Building, Capitol Square, Richmond, Virginia 23219. Letters and resumes of four pages or less may be faxed to (804) 371-0101. When responding to this ad, please refer to the open legislative analyst position number "LA2005ASPA." Resumes may also be emailed to Trish Bishop at: [tbishop@leg.state.va.us](mailto:tbishop@leg.state.va.us) An Equal Opportunity Employer

### City Manager City of Hamtramck, Michigan

The City of Hamtramck, Michigan, is seeking applicants for the position of City Manager. Applicants shall submit resumes, vitas, salary histories and three written references. The job description can be found in the new city charter. A copy of the new city charter is available from the City Clerk's Office. The city manager shall have a minimum of three years experience as a city manager or assistant city manager in a city with a population of at least 10,000, and the candidate shall be a member of a professional city or county manager association. Salary depends on the experience and qualifications of the person selected. A bonus may be provided to those willing to locate in the City of Hamtramck and preference given to those applicants with a proven record of success in infrastructure rebuilding or building and capital improvement projects.

All applications shall be forwarded to the office of the City Clerk by 4:00 p.m., May 12, 2005.

## 1 Job Ad, 3 Options:

Print Only • Web Only • Print and Web

Contact: Christine McCrehin •  
[cjewett@aspanet.org](mailto:cjewett@aspanet.org) • (202) 585-4313

### Government Wildlife Jobs! Great Pay and Benefits! No Experience Necessary!

The ticket to a dream job might really be a scam. To protect yourself, call the Federal Trade Commission toll-free, 1-877-FTC-HELP, or visit [www.ftc.gov](http://www.ftc.gov).

A public service message from the PA TIMES and the FTC.

# CONFERENCE CALENDAR

## April 2005

- 29 2005 Florida ASPA Conference  
Theme: "Public Administration: Addressing the Needs of a Growing State"  
City: Clearwater, FL  
Contact: Claire Mostel at  
ctel@miamidade.gov

## May 2005

- 5-6 Leading and Succeeding in Information Technology: Creating a Responsive, Technology-Empowered Local Government  
City: Virginia Beach, VA
- 9-13 Managing Networked Government for Service Delivery  
Location: University of Birmingham, Birmingham, UK  
Contact: CAPAM at capam@capam.ca

## June 2005

- 2-5 Ethics and Integrity of Governance: A Transatlantic Dialogue  
[Co-sponsored by ASPA's Section on Ethics]  
City: Leuven, Belgium  
Contact: Jeroen Maesschalck at  
jeroen.maesschalck@soc.kuleuven.ac.be

- 9-11 18th Annual Meeting of the Public Administration Theory Network  
Theme: "More Perfect Unions? Public Administration in an Era of Political and Economic Integration"  
Location: Krakow, Poland  
Contact: Frank Scott at  
fscott@csuhayward.edu

- 13-14 The Intelligent Community Forum Conference & Awards 2005  
Theme: "Building the Broadband Economy"  
Location: New York, NY

- 14-16 Performance Measurement for State & Local Government  
City: Atlanta, GA (6:00 p.m.)

- 18-22 Fifth International Conference on Public Management, Policy & Development  
City: Dakar, Senegal

## July 2005

- 4-6 4th International Critical Management Studies Conference  
Location: Cambridge University, UK  
Contact: Ann Cunliffe at:  
acunliff@csuhayward.edu

- 10-13 Association of Government Accountants (AGA) Annual Professional Development Conference and Exposition  
City: Orlando, FL  
Contact Ada Phillips at:  
aphillips@agacgm.org

- 11-15 2005 International Association of Schools and Institutes of Administration (IASIA) International Conference  
Theme: Education and Training at Various Administration Levels: Assessing Needs, Ensuring Quality  
City: Como, Italy

For more detail on any of these events, click the link to 'Conferences' on the ASPA home page

[www.aspanet.org](http://www.aspanet.org)

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION

VOL. 28 NO. 4

APRIL 2005

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# PA TIMES

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PA TIMES

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PROPOSAL DEADLINE:

*June 20, 2005*

VISIT ASPA'S WEBSITE FOR PROPOSAL FORM

[www.aspanet.org](http://www.aspanet.org)