DHS Announces Changes for FEMA

Homeland Security Secretary Says Plan Intended to Strengthen Agency

Washington, D.C.—Homeland Security Secretary Michael Chertoff announced several new measures designed to strengthen the Federal Emergency Management Agency’s (FEMA) essential functions so it can more effectively respond to manmade or natural disasters, particularly during catastrophic events. These new measures are designed to match the experience and skills of FEMA employees with 21st century tools and technology - maximizing the agency’s performance regardless of disaster size or complexity.

The Department of Homeland Security’s (DHS) fiscal year 2007 budget request also asks for increased funding to begin strengthening FEMA – specifically a 10 percent increase in FEMA’s budget over this fiscal year. In total, funding for FEMA’s core budget will grow 40 percent since fiscal year 2004. This budget request also provides additional resources to upgrade FEMA’s Emergency Alert System; increase FEMA’s procurement staff and overall capabilities; improve capital infrastructure and information technology; and strengthen overall mitigation, response and recovery capabilities.

Together, these new measures and additional resources are intended to improve DHS’ ability to build integrated homeland security capabilities, eliminate unnecessary bureaucracy, serve disaster victims more effectively, and empower FEMA to act with efficiency and urgency when fulfilling its historic and critical mission of response and recovery – particularly before the next hurricane season.

See FEMA, pg. 2

German Public Servants Enter Week 4 of Strike

Workers remove garbage from the famous ‘Reeperbahn’ redlight district in Hamburg, northern Germany, February 22, 2006. Rubbish has piled up as Germany’s largest public-sector strike in 14 years continued across several states with up to 30,000 employees of the public service remaining on strike to protest the planned extension of working hours and shortening of bonuses. A spokesman of workers union ver.di states the pressure will be maintained. Staff of the refuse disposal service and road maintenance as well as day-care centers and authorities continue their participation in the collective action.

See VIDEO FRANCHISING, pg. 2

Local Governments Push to Keep Video Franchising Local

Washington, DC—Local control in video franchising must remain in the hands of local governments to ensure maximum protection for consumers, according to testimony presented recently by a representative of the National Association of Telecommunications Officers and Advisors (NATOA) to the Senate Commerce, Science and Transportation Committee.

Speaking on behalf of a coalition of local groups including NATOA, the National League of Cities (NLC), the U.S. Conference of Mayors (USCM), the American Society for Public Administration (ASPA), the National Association of Counties (NACo), TeleCommUnity, and Government Finance Officers Association (GFOA), Lori Panzino-Tillery reassured the Senate committee that local governments “want and need competition,” but not at the expense of protecting their citizens from questionable service, harming public safety by losing control of local streets and sidewalks, or encouraging “cherry picking.”

See VIDEO FRANCHISING, pg. 2
Department of Homeland Security Announces Plans for FEMA

From FEMA, pg. 1

Improving FEMA’s Logistics Capabilities
- DHS will establish a more sophisticated and specialized logistics management system to better track shipments of materials and equipment, manage inventories, and ensure effective distribution and delivery of needed supplies.
- This new system will include a streamlined logistics supply chain to maximize readiness and ensure inventories and networks are in place to deliver supplies and assistance, while also replenishing stocks, in a reasonable amount of time.

Enhancing Customer Service and Intake Procedures
- New upgrades and improved business processing will be applied to FEMA’s customer service system to strengthen its ability to register disaster victims eligible for assistance, protect against fraud and abuse, and adjust to changing needs of disaster populations during significant recovery periods. These changes include:
  - Upgrades to FEMA web site and 1-800 call-in number to double existing capabilities by handling at least 200,000 disaster registrations per day;
  - Advanced information technology and computer systems to more easily gather, search, and track case-specific information; and
  - Continued training on professionalism and customer service for DHS personnel to ensure timely and accurate information is provided during an emergency.
- Establish a highly-trained unit of permanent employees, in addition to volunteers, to serve as a core disaster workforce able to take full advantage of DHS assets, resources and capabilities;
- Develop a pilot program for deploying mobile disaster assistance trucks to victims in temporary housing or shelters enabling victims to receive assistance closer to home or place of work;

Improving the Debris Removal Process
- Debris removal often stands as a barrier to rebuilding homes, reconstructing infrastructure, and clearing public and private lands due to complicated contracting and reimbursement processes established between governments and communities. In order to streamline this process and ensure quick reimbursement for services, FEMA will work to establish solid contracting practices to help communities quickly begin recovery operations.

Building More Effective Communications
- DHS will establish a hardened set of communications capabilities to ensure timely and accurate awareness about conditions and events unfolding during a disaster. These capabilities will be achieved through:
  - Interoperable equipment able to function despite loss of power, damage to infrastructure and severe weather;
  - Enhanced communication capabilities to provide real-time information that can be used to inform decision making and prioritize resource requirements; and
  - Specialized reconnaissance teams made up of DHS personnel and assets from components including the Coast Guard, Customs and Border Protection, and Immigration and Customs Enforcement. These self-sustaining teams will relay vital information back to DHS to coordinate incident management activities and enhance information sharing between government officials and emergency responders.

NATO President Testifies Before Senate Committee

From VIDEO FRANCHISING, pg. 1

picking” by industry providers seeking high-profit areas.

“Local governments have, and will continue to grant, competitive franchises because that’s what their constituents want,” Panzino-Tillery told the Senate Committee. She also commended Senators Inouye and Burns for their recent statement of principles that recognized the critical role played by local governments in protecting consumers.

Panzino-Tillery is president of NATOA and is the franchise administrator of San Bernardino County, CA, the largest county in the continental United States. She oversees 39 franchises for essential utilities as well as 13 individual cable franchise agreements in her California community.

Panzino-Tillery told the Senate committee that proposals supported by a number of telephone companies to eliminate local government oversight are misguided. “What they really want…is to tilt the playing field to their own advantage,” she said. “The logical changes some are seeking would lead to communications red-lining. Income will determine who gets access to competition. Rural America will be the last to gain competitive service.”

Panzino-Tillery also underscored the critical role that local governments play in protecting their citizens from poor service and in resolving disputes over billing, access and rights of way. “Eliminating local government’s role would also make providers far less accountable for the service they provide. Can you imagine having to call the FCC (Federal Communications Commission) in Washington every time you have a problem with your video provider?”

Her written testimony focused on key concerns of local government, including:

- Local governments must continue to manage their streets and sidewalks through local control of rights of way and franchising. “Keeping track of each street and sidewalk and working to ensure that installation of new services does not cause gas leaks, electrical outages, and water main breaks are among the core police powers of local governments… While citizens want better programming at lower prices, they do not want potholes in their roads, water main breaks, and traffic jams during rush hour as a consequence,” she wrote.

See VIDEO FRANCHISING, pg. 7

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On the Internet:
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“Stretching the Boundaries”
Defining Expectations for the Public Service

Bill Solomon, Kirsten Kim Loutzenhiser, Terry Murphy

As board members of the South Florida ASPA chapter, we participate in everyday discourse on the teaching or doing of public administration. The diversity within our membership contributes to an interesting dialogue tied to the praxis of teaching and doing public administration. It is a pleasure to serve on a board made up of faculty, practitioners, administrators and legislative aides. When Woodrow Wilson wrote about the politics/administration dichotomy, he and his followers might have discouraged elected officials or legislative aides from engaging in public administration. Even a few decades ago, I recall my own secrecy toward my mentors in city management and public administration professors about the political campaign I was about to manage. I wonder if these folks are now relieved to know that I have left the political world and returned to the academy, or even if they care.

The focus of this beginning is to encourage continued learning between politics, administration and academia. The perspectives from a legislative aide and an administrator in the parks department feature themes tied to performance management and strategic planning.

The field has reached full circle and we are seeing articles with titles like this: “Blending Professionalism and Political Acuity,” “Values and Expectations of City Managers: Hierarchy, Virtue, and the Practice of Public Administration,” “Values and Expectations of Federal Service: Role Conflict in Capital Project Implementation,” “Teaching the Introduction to Public Administration’ Course from a Generic Perspective: Putting Business and Public Administration Undergraduates in the Same Class Room.”

All these titles suggest that the boundaries between politics and administration are forever being stretched. It seems that the pressures to do more with less, downsizing, contract out and promote customer service are nothing new. There are anyone working in government to be a competent public administrator.

The public administration degree may now be equally valuable to those going into politics, as indicated by articles in the PA TIMES about professors of government running for office. Here we are seeing a blending, a stretching and a full picture of doing public administration in the new millennium. It brings everyone closer together and offers a perspective on how to nurture public administrators learning environments.

Practitioner Perspective

As a practitioner, working for Miami-Dade County Park & Recreation for the past 26 years, I firmly believe that our mission is to serve the public. Miami-Dade County is one of the largest metropolitan governments in the United States and we have developed a slogan to work by: “Delivering service excellence every day!” Our citizens deserve quality customer service and it is extremely important that each citizen is treated with respect. The Parks Department provides recreation programs to our citizens and green spaces for enjoying the outdoors. Improving the quality of life for our citizens through parks services and special events is part of the department’s mission.

The past few years have brought changes to the methods utilized for reporting our performance to our upper management, elected officials and to the public. Currently, Miami-Dade County is using a performance management system as a means of determining not only the performance of the different services provided by local government, but that performance is now tied to upper management’s performance evaluations.

We have had to come up with measurable results-oriented goals and initiatives to proactively improve performance in areas deemed to be weak. We have participated in Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) Analysis with our staff to determine areas that need to be strengthened.

In order to accurately measure performance, one must determine the goals for the work area. Then we had to determine what needed to be measured and how the measurement would be accomplished. To some extent, this has become additional work without the resources to provide assistance with the measurement process. Others look at this as a means to justify additional resources for providing services to the public.

To assist management in tracking our performance, Miami-Dade County’s Office of Strategic Business Management provided training on a software database called Active Strategy, Inc. This system monitors the respective departments and divisions’ performance through a web-based system that houses, displays and manages our strategic management framework, strategic plan, operational objectives and performance indicators. This system even sends you emails if the quarterly measures are not being met.

Managers often have to provide comprehensive answers to our elected officials and our performance measures need to be accurate. Requests for specific information have been coming more frequently and practitioners will need to be ready for this challenge. We just need to focus on our mission and not lose sight of the fact that we are here to serve the community and our public.

Political Perspective

As local governments embrace the principles of strategic planning and the concept of performance management, elected officials and public administrators are becoming increasingly precise about their expectations of public administrators. Inquiries from elected officials regarding the status and activities of departments and agencies are no longer open-ended general questions.

Historically, when elected officials asked an administrator about the operations of a department or agency, it was safe to respond by saying “things are going fine.” Now there are follow-up questions: “How do you know things are fine?” “What data supports that statement?” “How are you measuring the performance of your department?” Now more than ever, public administrators need to be prepared to provide calibrated numerical data to demonstrate just how well they are doing.

Unlike Defense Secretary Rumsfeld, who once lamented that “we lack metrics to know if we are winning or losing…” public administrators today must be able to provide “metrics” about their operations. In Miami-Dade County this expectation is spelled out in the official code. Section 2-1797, subsection (a), states that “county departments shall gather performance information including, at a minimum, performance data relative to the performance indicators and targets established in the departmental business plan.”

Further, the Miami-Dade legislation requires annually that “the County Manager shall prepare and make available to the public a performance report to the Community. The report shall include, at a minimum, performance data relative to goals and priority outcomes established in the County strategic plan.” Based on the report, and input from the community, elected officials are able to allocate resources during the annual budget process.

Strategic planning has become a vital tool for the public sector. In the United States, strategic plans have been adopted by federal agencies, state governments, counties and cities. Within public organizations that have adopted a strategic plan, the implementation is measured at every level of administration. In turn, strategic plans drive the decisions for developing annual budgets. Clearly, strategic planning and performance measurement are concurrently becoming ingrained concepts in the practical world of public administration.

Elected officials are embracing strategic plans as an excellent tool for ensuring that
Getting the Job Done in Public Organizations

Roberta Richardson

A key issue in public administration is and has been, how do we motivate employees in this process driven work environment, to perform the critical tasks of the organization in the most effective and efficient manner? How do we, as public administrators and managers, create an organizational culture of autonomy and career satisfaction? Wilson, Gormley and other writers of public administration cite numerous examples of constraints placed upon managers at various levels in public organizations. Recognizing that not all public organizations are alike with regard to their classifications of tasks, I will refer to Wilson’s classification of public organizational types (production, procedural, craft and coping organizations), to describe how successful managers motivate employees to get the job done in public organizations. In addition to Wilson’s public organizational types, I believe that the expertise and personality of the manager as well as the organizational culture the managers and employees incorporate, greatly determines how things happen in an organization.

The final factors involved with how things happen in public organizations depends upon the organization providing employees with the proper equipment necessary to perform their critical tasks and the amount of freedom or discretion managers and employees are given that enable them to make decisions regarding services that are a part of their critical tasks and mission of the organization.

A production organization is an organization whose work is observable. Managers in production organizations are able to determine efficiency by numbers. The Social Security Administration has been cited repeatedly as a classic example of a production organization because it is easy to determine if checks have been mailed on time and if the checks were paid in the correct amount. One means of getting things done is by supervision. Employees tend to work more efficiently if they know they are going to be held accountable for work that is not done or if they are working under direct supervision. It is not necessary to directly supervise every aspect of work performed by employees. A wise manager will delegate work to employees according to the employees qualifications, provide employees with the tools required to perform assigned duties, make himself (or herself) available for questions and allow employees to carry out the assigned duties with minimal supervision. The manager will establish a working relationship of trust with employees so that the employees will be motivated to work independently with minimal supervision.

Production organizations have been rated high because they have critical tasks that are clearly defined. The mission and goals of these organizations are not conflicting. This enables managers and employees to perform their critical tasks more efficiently.

Procedural organizations are organizations that are focused on the process being followed. Because outcomes are not readily seen in these types of organizations, attention is given to the process. Managers in process-oriented organizations have more constraints to overcome in order to accomplish the organization’s critical tasks.

Managers are more effective in these types of organizations when they are able to change rigid procedural requirements that allow the organization to perform its critical tasks. If the organization is not willing to redefine procedures then the organizational culture in this type of environment would be of the manager(s) empowering employees to work within the guidelines of the organization while at the same time seeking creative ways of providing services to the client.

Craft organizations are organizations whose activities are difficult to observe but the outcomes are relatively easy to measure. In these types of organizations, unlike procedural organizations, the process is not important. What is important is the result. Professionalism in every aspect of the term is very important. Managers in these organizations rely on their employees to follow professional codes of conduct in performing the organization’s tasks while allowing employees the use of discretion to obtain the final goal. An organizational culture of empowerment and trust are especially important in how things are done in craft organizations.

Coping organizations do not have observable outputs or outcomes. They represent the most challenging of the types of organizations mentioned here. At best, managers in coping organizations can hope to create a balance of not only addressing negative behavior but rewarding positive behavior as well.

The manager must seek equilibrium between only addressing complaints and rewarding employees for performing the organization’s tasks on a day-to-day basis. This is where the expertise and personal character traits of the manager plays a vital role. The manager must be able to identify when it is necessary to address an issue, know how and when to implement harsh actions but create a working environment that is conducive to performing the tasks for which the organization was created. By creating an organizational culture that balances rewards and punishments, the organization will create a working environment that will motivate employees.

Because public organizations vary in structure and function, the management styles of how the critical tasks are performed will vary as well. Managers who are able to establish good working relationships with their employees, who are knowledgeable, who have the proper tools to perform their duties, will empower their employees by allowing creative thinking and the freedom of discretion within certain guidelines and whose leadership encourages a sense of mission in the organization’s culture, will be most successful at getting the job done for the purpose for which the organization was established.

The public administration issue of “getting the job done” in public organizations is a task that may require utilizing several managerial techniques based upon the working relationships both managers and employees create. This process will evolve with fewer “structural growing pains” as managers and employees embrace the mission and vision of the organization.

ASP A member Roberta Richardson is a recent MBA graduate of the University of Arkansas at Little Rock. E-mail: gussierichardon@msn.com.
**Commentary**

**U.S. Capitol Police Mounted Unit Should be Reinstated**

Karen L. Bune

After only 14 months in existence, the horse-mounted unit of the United States Capitol Police was dismantled in the fall of 2004. The efforts that resulted in this action were led by Congressman James Moran (D-Va.) with the support of Rep. Jack Kingston (R-Ga.) and Congressman Jerry Lewis (R-California).

Moran argued the unit was too expensive to maintain and that its presence was unnecessary on Capitol Hill. Chief Terrance W. Gainer submitted a budget request to Congress for only $145,000.00 to maintain the unit out of a total $250 million budget for the entire department.

The mission of the U.S. Capitol Police is to protect members of the U.S. Congress and secure government property on Capitol Hill in Washington, DC. The horse-mounted unit was established to enhance security and protection for congressional representatives, those who work at the U.S. Capitol and the 9 million visitors who come to the Capitol grounds and building. In the wake of recent terrorist attacks here and abroad, the move to heighten security was warranted.

Horse-mounted units are a valuable and visible presence to a law enforcement agency and a cost-effective law enforcement tool—particularly in the nation’s Capitol. The cost to feed and maintain a horse is $3.50 per day. An officer on a horse is the equivalent of 10 officers on the ground, as a mounted officer sits two feet high on a horse and is able to view areas at a range of 20-30 feet. The mounted officer can also see over walls, into buses and trucks, and above crowds.

Moreover, a mounted officer can quickly traverse areas that an officer on foot or in a patrol car cannot. A mounted unit can access handicap ramps, stairways, creeks, grassy slopes and other areas which can facilitate observation of suspicious persons, packages and activities.

Horse-mounted units are a highly effective mechanism for both friendly and hostile crowd control. Says Rick Pelicano, owner of Pelicano Equine Training, “There is no more of a high profile presence than a police officer on a horse.”

Sgt. Bruce Harper, who heads the Las Vegas Nevada Horse-Mounted unit, understands the meaning of crowd control. This past New Year’s Eve, there were more than 200,000 people on the strip in Las Vegas celebrating. He had 14 horses working that night and they were able to effectively control the crowd.

Sgt. Harper explained that the voluminous crowds were physically pushing the ground officers away from them. When the horses stepped in they were able to maneuver the crowds away from the foot officers. Two horses were able to re-establish physical barricades that the crowd had knocked down. Harper acknowledges the value of the unit for crowd control is tremendous, and the unit’s high visibility serves as a deterrent to crime.

Richard DePamphilis, an officer with New York’s horse-mounted unit, concurs with Sgt. Harper concerning the importance of this type of unit. In New York—like Washington, DC—there are crowds and protests, and the horse-mounted officers are equipped to effectively handle such situations.

At the U.S. Capitol, horse-mounted officers could assist congressional members in a crowd control situation by providing a vehicle escort to move them through the crowd. Crowds normally do not pay much attention to motorcycles or cars because they don’t believe the vehicles will run over them. However, when horses are present, there is a certain fear of the animal because the crowds are uncertain as to what the animals can and will do. Thus, the horse-mounted officers are able to navigate crowds to do what is necessary at the time.

On July 4, 2004, the U.S. Capitol Police Horse-Mounted Unit was successfully able to clear 3rd Street and move a crowd that had gathered at that location. The unit also demonstrated their skill in blocking several protests that wanted to potentially storm the plaza of the east front of the Capitol. Stan Buscovitch, P.O.S.T. Master Instructor with the San Francisco Police Department Mounted Unit states, “When they need you, they want you there.”

Horse-mounted units are also important in terms of providing security to thwart terrorism. The U.S. Capitol Police Horse-Mounted Unit was effective in providing security to prevent potential terrorists from accessing a prominent seat of government. Mounted officers that were regularly patrolling the grounds of the Capitol provided a presence that could be noticed by anyone surveying the scene for criminal purposes.

Thom Slosson, a horse-mounted officer with the Los Angeles County Sheriff’s Department, believes the best thing a law enforcement agency can do to be proactive in preventing terrorist attacks is to have a horse-mounted unit in the area, noting that, “Terrorists look for chinks. A horse patrolling an area will curtail their thoughts. It reduces their thoughts about how easy a target is.”

Corporal Mike Morrow, who leads the Tampa Police Department Horse-Mounted Unit notes, with the presence of the horse mounted unit, “Our job is to have the biggest reduction in crime. The biggest accomplishment, as a working unit, is to be able to support the patrol districts in the best way to manage their manpower. A lot of border patrol and man-hunting techniques are involved in patrol skills.”

During its short tenure, the U.S. Capitol Police Horse-Mounted unit was often called upon to respond to lookouts and assist with other needs. The day of the London bombings, the unit was at Union Station when an unattended briefcase was discovered at the metro bus terminal, and was immediately able to
Readers Opt to “Dance” in Response to February President’s Column

I have read [the President’s] column posted in the February issue of PA TIMES. I believe that we (public administrators) ought to “dance” by promoting substantial changes that do away with the status quo that pervades our society and has systematically hidden injustice. For this reason, I believe that ASPA has the ultimate and unavoidable challenge of addressing significant public policy and management issues, especially since public servants have the fundamental compromise of working for the public good.

Therefore, the call ought to be for being an organization in charge of voicing unfair social situations not only within the United States, but also in the world, especially in this era of globalized actions and processes, where a situation going on in some faraway country may have direct impact in the American society and vice versa.

As the leading national society working for the improvement of the public sector, it should be not only part of the mission of ASPA but also of the everyday actions of all public servants to heartedly undertake the profession as a compromise with improving society. This should be done by helping the public with the vision of assessing unmet community needs, especially of those least benefited, the poor.

I see this a fundamental call to our professional behavior as members of ASPA. If we, the public servants, don’t partake this initiative of minimizing injustice in our daily job, who else is going to do it?

I hope that the members of ASPA undertake the challenges presented by the cumbersome dilemmas of our nation marked by unjust situations where some benefit more than others. However, in order to accomplish this fundamental goal we must ALL dance the same rhythm, that is we ought to have in mind in our daily jobs that our compromise is with serving the public and achieving the common good.

M. Veronica Elias
ASPA Student member

While writing letters like this, and dancing are not my long suit, I believe we should dance. We should seek out a way for the organization to issue public stands on things that matter to us. A fairly recent and calamitous example is the creation of the Department of “Homeland Security.” There are numerous books in the field attesting to the failure of such reforms, e.g., Reforming Bureaucracy by Jack Knott & Gary Miller, and there have been a whole series of presidential commissions on the subject, including the laughable Crime Commission. And, fittingly, the bureaucratic mess of the Homeland Security Department, was immediately and graphically lampooned in the New York Times.

We should have been speaking out on the Katrina catastrophe, which was another obvious bureaucratic failure, linked as the above. I think the former FEMA would’ve done a vastly better job. All cops and firefighters, many of whom I learn from in my classes, understand that organizational culture is the top divider—cops and firefighters have more or less opposite cultural values (shoot criminals, save people)—and this works likewise in agencies with some turf overlap, like the CIA and the FBI.

Those are just a couple of examples, but I’d think we’d want to sample the sentiment of the membership on issues like these and if we have a consensus of some sort, make highly visible and vocal public statements accordingly. Whether we should get into foreign wars is something I’m not sure about, but certainly domestic ones, though it’s clear that the whole Iraq thing has been a bureaucratic disaster, from the military through various other agencies, as we’re all too familiar with.

Frankly, I don’t see how we could “dance” otherwise. Isn’t “speaking truth to power” the very responsibility of professional practitioners and scholars like us, who know how well a bureaucracy can work? And, no, that’s not a rhetorical question.

Ulf Zimmermann
Kennesaw, GA

Reader Enjoys Mad Professor

I read “Diary of a Mad PA Professor with Political Aspirations” [PA TIMES, January] with great enjoyment. I was looking forward to following this saga to its conclusion—will he or won’t he—until I noticed the writer’s nom de plume: Icarus. He was the mythical character about whom it is said: “Greatly he failed, but he had greatly dared.”

Oh well—it’s written so well and the process so instructive that I’ll keep reading anyway…Give Icarus my regards.

Susan Maggiotto
Hastings-on-Hudson, NY

Dialogue Between Academicians and Practitioners Brings Question of Core Courses

From BOUNDARIES, pg. 3

the needs of the community are being addressed. The metrics imbedded in the plans also provide the elected officials with an excellent way to gauge how well the administration is doing. Interested elected officials will not be satisfied with general comments and observations, but will want to know precise and exacting performance measurements. These days, when an elected official asks “how’s it going?” the professional public administrator needs to be ready to answer with specifics.

The Academic Perspective

The blending of perspectives between public and private practice is nothing new, but administrative and academic and practitioner takes us full circle. Government administrators, nonprofit managers, elected officials and their aides all are holding meetings, building consensus, developing customer/client/citizen relationships, doing strategic planning, and working more with volunteers.

Performance measures, goals, objectives, customer service, community partnerships and other strategies are gaining more power of each sector. While each has its own claim to uniqueness, the collaborations between sectors are becoming more important. The learning of expectations mean that each sector will take the part that works and leave the rest. The changes require a reflection and flexibility when it comes to either teaching or doing public administration.

In the past, government and nonprofits have often looked at the entities that work and achieve fairness and justice. This is the one component that appears to be squeezed out in the blending and stretching of boundaries. In Wilsonian terms, teaching public administration is still about how best to “run” a constitution. This means that teaching public administration must not only be about efficiency and effectiveness but also about fairness and justice. The issues of the day require an ongoing reflection on doing and teaching public administration.

As the income gap widens, it is ever more important to look at programs and who these programs serve and not just whether the programs are meeting their performance goals. Performance measures also need to be stretched to meet the goals of fairness, justice, efficiency, effectiveness and equity.

What to Do?

The advantages of serving on boards made up of academicians, practitioners and legislative aides are that it produces a combination of perspectives. While productivity, performance measures, strategic planning and customer service become part of the new public administration, it is time to think about what these measures are and how to go about measuring, planning, serving the public and doing public service.

There are core values that relate to public administration. These core values include efficiency, effectiveness, fairness and justice. The question here is how to measure all of these values and do strategie planning to make sure that the value does not eclipse another. The question on whether to teach theory or practice becomes fine tuned when dialogue between academics and practitioners remains an everyday practice.

This dialogue also puts forth the question of core courses. When practitioners are faced with less training, fewer human resources, and the call to do more with less, it seems that core courses should relate to social justice issues, the public service and equity. So much of the core curriculum relates to skills related to doing public administration, public finance, implementation and management skills. These are, of course, important skills, but running government more like a business overbooks the constitutional aspects of representing citizens and offering service to the public.

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No Congratulations to PA TIMES for ASPA Election Coverage

Congratulations to Donald Klingner on his election as a Vice President of ASPA.

There are no congratulations to PA TIMES for its reporting of this election. Knowing who won is certainly important, but what percentage of members voted? What percentage of the vote did Dr. Klingner get?

The first, especially, is a key indicator of the legitimacy of member-benefit organizations like ASPA, while the second gives us some indication of the mandate received by Dr. Klingner.

Figures tend to be very low (though in Canadian professional associations that I have studied participation rates have been in the very respectable range of 25-50 percent). I will guess that ASPA’s figure isn’t as high, but that is nothing to be ashamed of. Transparency will, if nothing else, create more incentive for the organization to improve.

George Candler University South Bend

From the Editor: 1623 members voted in ASPA’s election. Klingner received 46 percent; Indrus 28 percent; Donovan 24 percent. The remaining two percent were write-in votes/blank ballots.
DHS Conducts Cyber Security Test

First Full-Scale Exercise Meant to Enhance Nation’s Cyber Preparedness

Washington, DC—U.S. Department of Homeland Security (DHS) announced the completion of Cyber Storm, the first full-scale government-led cyber security exercise to examine response, coordination, and recovery mechanisms to a simulated cyber-event within international, federal, state, and local governments, in conjunction with the private sector. In total, 115 public, private, and international agencies, organizations, and companies were involved in the planning and implementation of Cyber Storm.

“Cyber security is critical to protecting our nation’s infrastructure because information systems connect so many aspects of our economy and society,” said George W. Foerstemann, DHS Under Secretary for Preparedness. “Preparedness against a cyber attack requires partnership and coordination between all levels of government and the private sector. Cyber Storm provides an excellent opportunity to enhance our nation’s cyber preparedness and better manage risk.”

Cyber Storm emphasizes the Administration’s commitment to cyber security and preparedness. The exercise simulated a sophisticated cyber attack through a series of scenarios directed against critical infrastructures. For example, one of the scenarios simulated a cyber incident where a utility company’s computer system is breached, causing numerous disruptions to the power grid.

The intent of this scenario is to highlight the interconnectedness of cyber security and the physical infrastructure and to exercise coordination and communication between public and private sectors. Each scenario was developed with the assistance of industry experts and was executed in a closed and secure environment.

Cyber Storm exercised national cyber incident response within the context of a large-scale cyber incident affecting the energy, information technology, telecommunications and transportation sectors. Capabilities examined, include:

• Interagency coordination through the National Cyber Response Coordination Group;
• Identification of policy issues that affect response and recovery;
• Identification of critical information sharing paths and mechanisms among public and private sectors; and
• Improvement and promotion of public and private sector interaction.

The exercise was a simulated event, and there were no real world effects on, tampering with, or damage to any critical infrastructure. While the exercise scenario was based on a hypothetical situation, it was not intended as a forecast of future terrorist threats.

Organizations that participated in this exercise in addition to the DHS include:

• Department of Commerce
• Department of Defense
• Department of Energy
• Department of State
• Department of Transportation
• Department of Treasury
• Department of Justice
• Director of National Intelligence
• Central Intelligence Agency
• National Security Agency
• National Security Council
• Homeland Security Council
• States of Michigan, Montana and New York
• FBI
• U.S. Secret Service
• NORTHCOM
• American Red Cross
• Canada (PSEP-C)

Cyber Storm participants included members of the public sector (federal and state agencies), the private sector (information technology, telecommunications, energy and transportation firms selected by Industry Information Sharing and Analysis Centers (ISACs) and Sector Specific Agencies (SSAs)) and select international government partners.

CALL FOR PAPERS

PUBLIC WORKS MANAGEMENT & POLICY

Special Symposium Issue
Service Delivery in the 21st Century

Public Works Management & Policy invites scholars and practitioners to submit articles on topics related to the delivery of public services, with special attention to agencies involved with transportation, infrastructure, and the environment. In the late twentieth century, privatization became the common alternative response to traditional public sector delivery mechanisms. Other arrangements are now being examined; we seek papers that explore diverse service delivery arrangements. Examples of potential arrangements might include public/private partnerships, government corporations, public authorities, and intergovernmental agreements, among others. The symposium seeks to commission six to eight articles from various disciplinary perspectives. A mix of empirical research, theoretical development, normative essays, and case studies is sought.

Articles should be approximately 25 double-spaced typewritten pages, although shorter or longer manuscripts will not be excluded from consideration. Proposals to write articles should be no more than 500 words and submitted by April 21, 2006. Proposals should include a title, description of approach, and linkage to the symposium theme. The symposium co-editors will select proposals and contact prospective authors by May 12, 2006, and completed papers will be due by August 31, 2006.

Decisions to commission papers will be made by the guest editors, John Morris and Bill Leavitt (Old Dominion University), in consultation with the editors of PWMP. Articles will be refereed by anonymous reviewers, and they will be expected to meet standards of scholarly excellence. The co-editors will make final judgments regarding the suitability of manuscripts for publication in the journal.

Public Works Management & Policy is published quarterly by Sage Publications. A style guide for the journal may be found at Sage Publications’ website at www.sagepub.com.

Proposals should be sent by e-mail attachment in Word format to the co-editors at jcmorris@odu.edu. Questions should be directed to the co-editors at jcmorris@odu.edu, wleavitt@odu.edu, or by telephone at 757.683.3961.

Keep Video Franchising Local

From VIDEO FRANCHISING, pg. 2

• Industry must not be able to pick and choose where and to whom it will provide service. Local franchising will “ensure that services provided over the cable system are made available to all residential subscribers in a reasonable period of time… This helps to ensure that our citizens, young and old alike, are provided the same opportunities to enjoy the benefits of cable and broadband, regardless of income,” Panzino-Tillery wrote.

• Fees for the use of the public space are appropriate and should be levied by local government. “In the same way that we charge rent when private companies make a profit using a public building… we ensure that the public’s assets are not wasted… These private companies enjoy privileged access to public and private property to deliver their services. In return, they must pay appropriate compensation,” she wrote.

Panzino-Tillery said local governments are willing to work closely with Congress to develop reasonable guidelines and timeframes for franchising agreements as well as pre-established criteria to avoid unnecessary negotiations. “However, any changes should be akin to the evolution we saw when telephone dials were replaced by buttons. The basic instrument is the same; it’s just easier to use.”

“Local government has successfully overseen cable system deployments and significant upgrades throughout this country,” she said. “Let’s keep it at the local level, where it makes the most sense.”
Managers Making the Most of Crises

Before September 11, 2001, organizations in America were fundamentally unprepared for a wide variety of crises, including terrorism. Today, the situation has changed little. A crisis for an organization is an extreme event that literally threatens its very existence. At the very least it causes substantial injuries, deaths and financial costs, as well as serious damage to its reputation. In order to prepare for— and emerge successfully from—a crisis, managers need to prepare for more than a small number of worst-case scenarios.

Managers also need to acknowledge the failure of conventional ways of dealing with abnormal events and the serious inadequacy of management myths— critical stories that we tell ourselves over and over to reassure and reaffirm to ourselves that we understand the nature of America and the world and are prepared for anything that will happen. Managers need to plan for and overcome seven challenges of a crisis.

There is a difference between normal and abnormal organizational accidents. Normal accidents are unintentional failures of complex systems, where normal accidents result from intentional sabotage which is intended to destroy or disrupt operations. Leading-edge organizations find ways to reduce, but not eliminate entirely, the potential for major crises, both normal and abnormal. This means that they internalize controlled paranoia, managing it in order to anticipate the worst that can happen.

Universities are examples of complex systems that prepare, sometimes successfully and sometimes unsuccessfully, for such crises.

Although education and research are the primary businesses of the modern university, the number of additional businesses that universities operate in order to accomplish their main mission is very large. For example, most major universities are in the hotel business and serve thousands of meals daily. Therefore, safety and security are primary concerns. Most universities have their own police, safety and security forces. In recent years, the selling of clothing, hats and license plates with the university logo has become a huge business as well as producing entertainment, special events and sports venues. Universities are also in the facilities and property management business. In most major cities, the university is one of the largest employers and many are billion-dollar-a-year businesses. There are seven keys to preparing organizationally for crises.

First, effective crisis management demands high emotional capacity and emotional resiliency. Managers require a capacity for resilience so as to manage feelings and emotions during a crisis. This often requires their undergoing a rigorous and systematic program of pre-crisis psychological training as well as taking a personal and an organization audit of their psychological capacities to confront and survive major crises.

Second, crises demand on-the-spot creative thinking. This is because the management principles that are suitable for running ordinary operations are not applicable during a crisis. It often requires the empowerment of responsible trouble-makers to ferret out and recognize how each kind of crisis could happen and how it would be resolved by meeting with other crisis managers in parallel organizations to learn from them what they have done to sell crisis management successfully to their respective organizations and to share information about the desirability and necessity of broader crisis management programs.

Third, effective crisis management requires an integrative intelligence. Most crises are interdisciplinary and cross-functional and require transdisciplinary definitions and responses. The steps of problem formulation and problem representation are central to responding to such issues because crisis management is open-ended, unbounded and inherently fuzzy. The response team must be able to be transdisciplinary in their thinking and able to confront and master underlying emotions, fears and anxieties with regard to the crisis.

Fourth, effective management demands that managers know different things and that they do things differently so as to learn to think, as an example, like controlled paranoids without becoming a terrorist, a paranoid or a psychopath. This often means developing special technical skills to come to grips with abnormal accidents and to change their frames of reference.

This does not mean producing more drafting manuals but it does mean developing learning processes that give executives the mental capabilities, confidence and flexibility to envision abnormal crises as they develop or confront them. Such skills are gained by sending them to crisis forums, where diverse organizations discuss crisis planning, or having them do role-playing to get them temporarily to think like villains, internal assassins or terrorists, or by bringing in outsiders such as...
Dealing With The Imminent Retirement Crisis, Part 6–Evaluating Results

In my last several columns, I’ve described the results of research sponsored by my organization, CPS Human Resources Services. This research is part of a long-term strategy to help public agencies deal with the imminent retirement crisis facing all levels of government. (CPS is an independent, self-supporting government agency that provides human resources services to other public agencies).

We all know the numbers—75 million baby boomers who will be retiring soon, creating a war for talent. Government agencies will face this crisis first because on average, our employees are older than private sector workers. And, we will lose many of our most experienced and talented leaders as baby boomers leave our organizations.

So, the research study—Building the Leadership Pipeline in Local, State and Federal Government—focuses on a key aspect of preparing for the retirement boom: leadership development. The independent researcher who conducted the study, Mary B. Young, interviewed over 90 public sector thought leaders including practitioners, academics, and journalists. The report highlights 15 jurisdictions/agencies that are aggressively building their leadership pipelines.

In this month’s column, the last in the “Pipeline” series, I want to expand on a critical but often overlooked challenge—evaluating program results. I think that too often in the human resources business, we are unable (or maybe even unwilling) to assess the results of our activities. That puts us, and our programs, at risk, particularly as money continues to be tight and our stakeholders—including elected and appointed officials, and operating unit managers—demand results.

Sure, there are easy ways to measure outputs—by counting the number of people we hire or train, tracking how long it takes to hire a new employee, calculating turnover rates, asking training participants to rate their experiences, etc. While “metrics” like these may make us feel better, they often miss the point. The key questions we need to answer are whether our activities produce real outcomes, not just outputs. A person completing a training program is an output; better performance from training that improves service delivery is an outcome. The “Pipeline” report highlights what federal, state and local organizations are doing to develop the next generation of leaders. In addition to describing these programs, we also tried to learn how results are being evaluated. At a very general level, the organizations we interviewed reported a range of benefits from their efforts to build their pipelines. Of course, the most direct benefit is developing key leadership competencies in upcoming leaders. In addition, we spoke to identify other impacts: Boosting retention. The U.S. Government Accountability Office’s (GAO) program is designed, in part, to retain the talented new professionals GAO works very hard to recruit. Retention data suggest it’s working.

Driving culture change. The Virginia Beach Police Department initially provided special training on the West Point Management Model to its command staff only. Now, the Department trains all officers on the model. The reason? To give everyone a common framework and terminology, so that leadership becomes ingrained.

Building a common language. The South Carolina Certified Public Manager Program also does this. Improving cross-departmental collaboration and sharing. Many of the organizations we interviewed focus on expanding the networks of aspiring leaders, giving them experience working across organizational boundaries, and increasing both knowledge and trust. While we did not find any organizations that have measured these outcomes, we did hear anecdotal reports. For example, graduates of the Pennsylvania Management Associates Program are reported to be much more skilled in completing cross-department assignments—and are able to do much more quickly—and those who were not in this program. GAO found that graduates of its two-year Professional Development Program have done better experiencing the end of the program than co-workers who have worked a lot longer for GAO but weren’t required to complete job-rotations. Despite these impacts, evaluation is the area where we’ve found the greatest need for improvement. Again and again, the case study sources admitted that their organization “should be doing better” in this area. Many cited limited time, staff, and budgets as obstacles. One city’s HR person offered another explanation: Although her professional knowledge led her to value program evaluation, it wasn’t highly valued by the city’s senior management team. Whatever mattered to them were not the numbers, but the results they saw first-hand. If they didn’t see those numbers, they may have made great strides as the result of a program, that’s what counted; if they didn’t see such changes, then all the statistics in the world wouldn’t make any difference.

While personal experience may be enough in a small organization, it’s not enough in larger ones. Anecdotes also don’t justify continued investments in leadership development programs. Moreover, when senior managers retire, who will remember those anecdotes?

On the other hand, the “Pipeline” research did find solid examples of organizations working very hard, very creatively, and very effectively, to evaluate outcomes. One basic approach is to track career progress after participants complete leadership development programs. For example, the city of Roseville, California analyzed participants’ career progress after they completed a formal Management Development Assessment Center program. About 55 percent have been promoted since they completed the program.

Another agency—the Michigan Department of Human Resources (DHS)—started at the same measuring point but then significantly expanded its analytical approach. The agency began by simply tracking promotion rates of graduates of its comprehensive Leadership Academy (LA) program. Then it compared these promotion rates with the rates for a similar group (same pay band, classification level, years of experience, etc.) who did not participate in the program.

DHS found a dramatic difference—58 percent of LA alumni had been promoted, compared to just 8 percent of the other group. Not surprisingly, pay raises for Academy grads were double that of their peers.

While these differences suggest that the leadership development program made a difference, this wasn’t enough proof for DHS. “The Academy may have made a difference,” says its director, “or we could have really done a good job selecting high potentials who would have gotten promoted even without the Academy.”

So, DHS asked LA alumni who had been pro-moted whether the program had helped them prepare for their new jobs. About 80 percent reported it had been “highly helpful,” the rest said “moderately helpful.”

Again, these results seem to show that the LA makes a difference, but it still doesn’t prove it. A contrarian could argue that the Academy participants who were promoted were predisposed to feel good about the program. That is, the very fact that they’d been rewarded with a promotion may have inflamed their opinions of the value of the program.

So, DHS took its evaluation a step further. The Department also conducted before and after 360-degree assessments of its first LA class. The first assessment was conducted...
No One-Size-Fits-All Approach

From LAVIGNA, pg. 9

at the beginning of the program; the second at the end. On a five-point scale, the average proficiency level for overall skills increased from 3.9 to 4.3.

Nevertheless, a true skeptic could still challenge these results by arguing that participants’ competencies would have improved anyway, even without the Academy, simply because of their additional years of experience. But, while the passage of time could have improved some competencies that LA addressed directly, in the absence of their newly-learned behaviors, time alone, would produce the overall improvement without the LA program.

Finally, participants supervisors confirmed improvement. Sixty percent reported that the performance of Academy participant improved to a “high” or “very high” extent, they could apply what they’d learned in the Michigan DHS evaluation approach was the most robust found. However, the metrics that the Department tracks over time—such as career progression (promotion and increases in pay) and 360-degree assessment ratings—are readily transferable to other organizations.

These tools don’t require any special analytic capabilities, although the DHS decision to outsource the 360-degree assessments (to ensure confidentiality) required a financial investment. But, the DHS experience demonstrates the benefits of using a combination of metrics, rather than a single outcome measure.

Anaheim, CA, another city highlighted in the report, also works hard to assess results. Anaheim formally assessed its DHS experience demonstrates the benefits of using a combination of metrics, rather than a single outcome measure.

That’s good, but the results were a lot stronger when a second factor was incorporated into the analysis: the extent to which the participants said they were able to use their newly-learned behaviors in their current jobs. About 67 percent reported that, to a “high” or “very high” extent, they could apply what they’d learned in the Academy back on their jobs. For this group, supervisors all reported a high or very high performance improvement.

As is probably clear by now, the Michigan DHS evaluation approach was the most robust found. However, the metrics that the Department tracks over time—such as career progression (promotion and increases in pay) and 360-degree assessment ratings—are readily transferable to other organizations.
The Growing Disconnection between Public Jurisdictions and Public Problems: An Invitation to a Dialogue

With this column I extend an open invitation to readers of PA TIMES to be part of an Internet-based dialogue. It is my hope that this dialogue will be not only a lively exchange of opinions, but also an accumulation of examples, cases and illustrations of the subject I propose that we consider: the growing disconnection between public jurisdictions and public problems.

Much of the logic of modern American public administration is based on an assumption of governmental jurisdictions with fixed boundaries and the key features of jurisdictional governance—constitutions, charters, rules of law, elected executives and representatives, the power to tax and to enforce laws (and ordinances) and to implement the policies that are pursuant to laws.

There is, I shall argue, a growing mismatch or disconnect between our governmental jurisdictions (cities, counties, states, nations) and their capacities to govern on the one hand, and the social, economic and political problems faced by the citizens and residents of jurisdictions on the other hand.

If this is so, what are the implications of it for the theory and practice of jurisdictionally based public administration?

There are many examples—air and water pollution as well as communicable diseases ignore jurisdictional boundaries; illegal drugs and crime move freely across and adjacent and overlapping municipal boundaries in metropolitan areas; natural disasters, such as Katrina, ignore borders; commerce and wealth are increasingly abstract, virtual and global; and nation-state war—but so too do borderless groups sharing ideologies.

Let me start our dialogue with two mini cases, both having to do with jurisdictional governance and public administration in the context of the Internet.

Internet Gambling and Federal and State Laws

The federal government and many of the states have strict laws against most forms of gambling. (The almost universal adoption of state-based lotteries is, of course, a form of state-sponsored gambling. So too are casinos on river ways and Indian reservations. But I digress.)

Today the most rapidly growing form of "gaming" (what a wonderfully gentle word) is online. Among the bigger and better known Internet casinos are SportingBet, BetOnSports and PartyGaming, outfits that for legal purposes have nominal headquarters in Costa Rica or Gibraltar, countries with tolerant gambling laws and plant public officials. Anyone with a computer and web access can gamble with few questions asked, except, of course, questions regarding the validity of credit card numbers. Sporting events, poker, blackjack and roulette are the most popular forms of online gambling, but one can wager on a broad array of contests, including elections.

Several aspects of online gambling are astonishing. First, several major companies that sponsor internet gambling are listed on the London Stock Exchange. Second, major American investment firms, including Goldman Sachs, Merrill Lynch, Morgan Stanley, and Fidelity Management, hold substantial positions in the stock of internet casino companies and include these stocks in their mutual fund portfolios. This is astonishing because the federal Wire Act specifies prohibits online gambling, and those who engage in it or aid and abet it, are in clear violation of the law.

According to a recent report in the New York Times, Jaclyn Lesch, a spokeswoman for the Justice Department, said that online gambling is illegal but she declined to comment on the liability of a company or individual thought to be in violation of the law. The Times quoted I. Nelson Rose, a law school specialist on gambling, to the effect that there are some risks to investment houses owning shares of online casinos but that there is less than a 10 percent chance that the federal government would take action against them under the Wire Act. And, although it is clearly illegal, there is, at least at this point, almost no legal risk to the millions of Americans who are gambling online. Besides, many Americans with shares of international mutual funds are partial owners of Internet casinos, thereby aiding and abetting gambling.

Third, online casinos now advertise openly in American magazines and newspapers. Of course the online casinos cover their bets with this warning in print: "Please check the legality of online gaming with your local jurisdiction."

Fourth, owners and operators of Internet casinos travel freely within the United States, gather at trade conventions, and while there engage in business affairs with advertisers, investment houses and lawyers who know who else.

Fifth, Internet gambling is projected to reach $12 billion in business this year, up from $8.3 billion last year, according to a recent report in the New York Times. David Carruthers, the chief executive of BetOnSports, said, "There is no other leisure business in the world with the same potential for growth and shareholders returns as online gaming... (W)e’re running a business legitimately and responsibly and we’re not as a world leader in this product—similar to KFC, Ford, Coca-Cola, IBM and any other global brand."

This case illustrates the inability or the unwillingness of the public officials of the federal government and of many state governments to enforce the law. To attempt to do so would be an overwhelming administrative and technological task as well as a project laden with civil liberties issues. But there are countries that do enforce laws against Internet gambling—China, for example. And we enforce laws against Internet-based child pornography and terrorism. The obvious mismatch between jurisdictional boundaries and Internet communication and commerce, has forced the Justice Department to make some tough choices regarding which laws to enforce.

State Taxes and Internet Sales

As the ownership and use of personal computers has steadily grown, so too has online shopping. Online shopping is a looming threat to the states and to their taxes on sales, a critically important percentage of state revenues, except in Alaska, Delaware, Montana, New Hampshire and Oregon, which have no general sales taxes.

Sales taxes account for about 50 percent of state revenues, 34 percent from general sales and 16 percent from special sales such as gasoline, tobacco, and alcohol. Unlike the Internet gambling example, the states have been aggressively pursuing ways to levy sales taxes on Internet sales initiated in their jurisdictions.

Here is a highly condensed version of the story.

Several years ago representatives of the sales tax states, plus the District of Columbia, established the Streamlined Sales Tax Project (SSTP) to design, test and implement a sales and use tax system that radically simplifies sales and use taxes. The simplified system reduces the number of sales tax rates, brings uniformity to definitions of items taxable, reduces the complexity of the sales tax code, significantly reduces the paperwork burden on Internet retailers, and incorpo-
Gifts and Lawmaking in Florida

Gifts intended to influence public officials often grease the wheels of governance—legislative and executive. When given in a quid pro quo manner, it is called bribery or extortion. Both are illegal throughout American government—local, state and federal.

But, gifts given to foster “good will”—well, those are not illegal but highly troublesome. Lobbyists, unsung experts at securing the good will of lawmakers and often times the line between securing legislative good will and favorable decisions is hazy—so much so in fact that a number of states have enacted new ethics laws.

Consider Florida. On January 1, 2006, a new law passed by a Republican controlled legislature went into effect that is widely regarded as the most restrictive lobbying law in the country. The central feature of the law is a gift ban. The law states that “no lobbyist or principal shall make, directly or indirectly, and no member or employee of the Legislature shall knowingly accept, directly or indirectly, any expenditure…” The devil, of course, is always in the details.

Consequently, the legislative leadership drafted “Interim Lobbying Guidelines for the House and Senate.” The guidelines advise that, among other things, a legislator cannot accept a subscription to a newspaper or periodical that is paid for by a lobbyist or a client, free health screening by an association that is a principal, payment for travel expenses to deliver a speech, or a drink at the bar without verifying that the person picking up the tab is not a lobbyist or a client of one. The law does permit a lobbyist or principal to buy a legislator a meal if the legislator “contemporaneously provides equal or greater consideration…” Hmmm! So, if a lobbyist puts out $50 for a legislator’s dinner but the legislator buys a $50 bottle of wine, all is well!

The law exempts political fund raising which means that a legislator can accept food or drink paid for by a lobbyist or principal who sponsors a fund-raising event. Moreover, the law does not prohibit expenditures made by lobbyists or principals to influence legislative action through oral or written communication. Nor are city councils and county commissions covered by the gift ban law.

Hurrah for Florida! Isn’t it time for the U.S. Congress to catch up with the State of Florida?

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Internet Gaming Example of Problem

From FREDERICKSON, pg. 11

rates new software technology to modernize sales tax procedures. Once established and accepted by at least ten states with at least 20 percent of the population of the sales tax states, the SSTP will be regarded as having been formally established. At this stage the states have adopted the SSTP and in other states it is in various stages of approval.

According to Larry Walters of Brigham Young University, “While the sales tax implementing states have adopted a voluntary system, it is conceivable that numerous e-commerce companies may want to volunteer to use the system as a means of avoiding any potential tax conflict with the states.” So far Wal-Mart and several other companies are on board and many others are giving SSTP serious consideration.

All of this is necessary because ruling legal precedent is that the commerce and due process clauses of the Constitution require a “substantial nexus,” legal jargon for the requirement that there be a brick and mortar location for a business in a state for that state to levy taxes on the sales of a firm (Quill Corp. v. North Dakota). But the legal ground may be shifting toward a rather narrow definition of “substantial nexus” because a California Appeals Court has ruled that Borders Online is substantially the same as Borders and their Internet sales are subject to California sales taxes (Borders Online v. State Board of Equalization). So, to both Borders and California the SSTP looks like an attractive alternative.

These mini cases illustrate two distinct approaches to the growing disconnection between public jurisdictions and public problems. One response, illustrated by the online gambling case, is to decide not to carry out the law, rendering the law a dead letter. Another response, illustrated by the state taxes on Internet sales case, is to reconnect the states in an attempt to overcome the mismatch between boundaries and problems based on voluntary cooperation.

If you have cases, examples, or stories about the growing disconnection between public jurisdictions and public problems, or simply wish to weigh in on the subject, e-mail me at gfred@ku.edu.

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Reports on the Web

Featured Report:
The IBM Center for Business of Government has issued a new report titled “Public Deliberation: A Manager’s Guide to Citizen Engagement.” In this report, Carolyn Lukensmeyer and Lars Hasselblad Torres describe a changing landscape in how citizens are becoming more involved in government, world wide. They describe a shift away from the traditional “information exchange” to an “information processing” model of engagement, where citizens are no longer just consumers of government programs and policies but actively engage in shaping them. They discuss a spectrum of citizen engagement models, ranging from the traditional approach of informing citizens of planned efforts, all the way to empowering citizens to directly make decisions.

www.businessofgovernment.org/pdfs/LukensmeyerReport.pdf

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Reports above courtesy of “ASPNet This Week” e-newsletter. To subscribe to the e-newsletter, please contact Erik Bergrud at erik.bergrud@park.edu.

USA Freedom Corps Celebrates 4 Years

Washington, DC-President Bush recently honored the fourth anniversary of USA Freedom Corps. USA Freedom Corps works to promote and expand volunteer service by supporting national service programs, serving as a resource for non-profits, recognizing volunteers, and helping to connect individuals with volunteer organizations in their communities. Great strides have been made over the past four years.

• Volunteer Rates—According to a study released in December 2005 by the Bureau of Labor Statistics, more than 65.4 million Americans volunteered in 2005—an increase of more than 6.5 million since President Bush made his Call to Service in 2002.
• Volunteer Network—USAFC offers a website, www.volunteer.gov, and a toll-free number, 1-877-USA-CORPS, for Americans to find existing volunteer service opportunities in their area. This search-friendly database includes over 2 million volunteer opportunities from organizations across the country.
• President’s Volunteer Service Award—The President’s Volunteer Service Award was created by President Bush to recognize outstanding volunteers. The Award is available to Americans of all ages who complete a significant amount of service to their communities. To date, nearly 311,000 individuals have received the President’s Volunteer Service Award.
• Greater Program—To thank community volunteers for making a difference in the lives of others, President Bush greets an outstanding local volunteer when Air Force One arrives at cities throughout the country. The President has met more than 465 volunteers since March 2002. The greeters are nominated for this honor by local volunteer organizations. Each greeter receives a President’s Volunteer Service Award.
• USAFCKids Website—In 2004, USAFC launched www.volunteerkids.gov to engage and inspire young people to perform community service. Children can find games and ideas designed to show them how they can make a difference in their schools and neighborhoods.
• Hurricane Relief and Recovery—After the hurricanes of 2005, nearly 8 million Americans turned to the USA Freedom Corps and their Volunteer Network to find service opportunities to help their neighbors in the Gulf Coast. In the months and years ahead, USA Freedom Corps will continue to be a reference point for Americans wanting to help in the Gulf.

American University

Announces Call for Nominations for Federal Employees Award

Roger W. Jones Award Honors Career Excellence, Project Achievement

Washington, DC—American University’s School of Public Affairs announces the call for nominations for 2006 Roger W. Jones Award for Executive Leadership. These awards, presented to outstanding federal employees nominated from all agencies and across the nation, recognize public servants in the federal government whose work is marked by extraordinary effectiveness over a career, or in a single mission achievement.

The Roger W. Jones Award is presented in two categories:
• Career Excellence—Honoring a career of superior leadership in the federal government at senior executive levels
• Extraordinary Effectiveness in a Single Mission or Project—Honoring an outstanding single accomplishment in the federal government.

Nominations must be GS-13 and above. Nominations are accepted online at http://usa.american.edu/roger_jones.php until May 31, 2006.

Nominations may be made by an agency colleague or supervisor, or by a private sector colleague. Self-nominations are not accepted. Awards are determined by the Roger W. Jones Selection committee. Awardees will be honored in a special awards ceremony in fall 2006 and will each receive $2,500.

GSA Launches Upgraded FirstGov Search Engine

The General Services Administration (GSA) launched a beefed-up online search engine last week, calling the tool for government web site-querying the most powerful of its kind. As part of GSA’s FirstGov.gov web portal, the search feature scans government sites for web pages, official documents, podcasts and databases of frequently asked questions. It compiles the results and organizes them to facilitate fast retrieval of information: The search engine expands FirstGov’s hunting capabilities to include state, local, tribal and territorial government web sites, and will look through 40 million documents, up from the previous 8 million. (Information courtesy of GovExec.com) http://www.firstgov.gov

If you have a press release for “Where Things Stand,” contact Christine McCrrehin at cjevette@asp.net.org.

Horse-Mounted Unit Served an Important Purpose

From MOUNTED UNIT, pg. 3

address the matter.

A strong bond exists between the horse and the officer, and training emphasizes building teamwork. The horses and officers train together, exposing the horses to various sensory areas that included music, balloons, sirens, steps, tents, metal plates in the road, gunshots (blanks for gunfire) and flares.

Horse-mounted officers can use all their senses while patrolling, and they are better able to see, hear, and smell than an officer via any other mode of transportation. Horses are keenly attuned to their surroundings, and it is not uncommon for them to provide cues to the officers.

“There is a good bond between the partnership,” Slosson states. “You protect the horse and the horse protects you.”

Horse-mounted units also play a positive role with public relations and community outreach. Officers have a greater ability to connect with the public, says Bucovitch, “A horse is like a magnet. People love the horses.”

Elimination of the U.S. Capitol Police Horse-Mounted Unit has been a tremendous loss to the department as well as a significant detriment to security at the nation’s capitol.

Corporal Mike Morrow comments, “They weren’t given a fair shake to perform at a level that would be law enforcement’s goal—can’t do it in 14 months.”

Rick Pelicano raises the question, “Why would you get rid of it? It’s a giant waste of money to throw something away that you put so much time and money into.”

Larry Brownlee, chief of the Maryland-National Capital Park Police, has a successful horse-mounted unit in his department and states, “I think it would be essential to have the horse-mounted unit at the U.S. Capitol. I think they (horse-mounted officers) are of benefit.”

A vital need exists to reinstate the U.S. Capitol Police Horse-Mounted Unit. It would be wise for Congress to reconsider and reverse their action.

ASPA member Karen L. Bane is an adjunct professor in the department of criminal justice at George Mason University. She is also employed as a victim specialist/legal assistant in the State’s Attorney’s Office for Prince George’s County, Md.
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The most comprehensive public administration conference of the year will be held March 31 through April 4, 2006 in Denver, Colorado. Hundreds of public service experts will be on hand to offer creative solutions to the problems you face. Don't miss this opportunity to learn new skills, make new connections and advance your career.

Over 100 opportunities are available for training, networking, exchanging ideas, and building partnerships. Practitioners and academics alike will benefit from ASPA's new Professional Development tracks. These are practical, “how to” training sessions on issues like Ethics, Human Resources, Women’s Issues in Public Administration, Leadership, and Performance Measurement. In addition, 17 concurrent Panel Discussions are scheduled to address important topics like Homeland Security, Transportation, Privatization, and Internationalism and Global Government.

Engaging Mobile Workshops in and around Denver will be offered throughout the conference. Denver is home to countless museums, driving and walking tours, the Colorado Rocky Mountains, and holds one of two full-service Mints serving as the largest producer of coins in the world.

Who should attend the American Society for Public Administration’s National Conference?
Federal, State and local government officials and employees, professors, practitioners, new professionals, and students will all benefit by attending and participating in ASPA's National Conference.
ASPA/NAPA Announce NPSA Recipients

Winners of the “Pulitzer Prize” of Public Administration will be Honored During a Ceremony and Luncheon on April 3 at ASPA’s 67th National Conference in Denver

Clockwise above: NPSA Winners Annabelle Lockhart, Leonidas Mecham, Jane Pisano and Howard Young (photos not available at press time: Joan Bauerlein and Thomas Mcfee) will be honored during a ceremony and luncheon at ASPA's 67th National Conference in Denver, CO.

PAR Announces New Journal Feature: “Theory to Practice”

Washington, DC—Public Administration Review and ASPA are pleased to announce a new feature in the journal: “Theory to Practice”. Robert F. Durant, American University, will serve as editor of the feature, with Robert Kramer, American University, serving as deputy editor.

What are the Aims of “Theory to Practice”?—Advancing the “science, processes, and art of public administration” has long been a central animating purpose of ASPA. Such a mission today involves practitioners and scholars providing answers to what is arguably the central animating question facing societies worldwide: how, when, and with what implications for the values treasured in a democracy can we best harness for public purposes the dynamism of markets, the passion and commitment of nonprofit and nongovernmental organizations (NGOs), and the public interest-oriented expertise of the career public service at all levels of government. As such, our interrelated aims in “Theory to Practice” are threefold:

- Afford opportunities for academics, practitioners, and pracademics to inform each other’s work in the hope of advancing both practice and theory building in public administration
- Facilitate cross-disciplinary, cross-sectoral (public, private, and nonprofit), and cross-professional exchanges that break down contemporary tendencies toward fragmentation and “stovepiping” of knowledge applicable to both practice and theory
- Provide for busy practitioners, scholars, and students a one-stop location for locating classics, near-classics, and future classics on topics of interest to academics and practitioners

What is the Format for “Theory to Practice”?—In pursuing its aims, “Theory to Practice” features exchanges among scholars and practitioners assessing what prominent theories and research in their areas of expertise have to say about the challenges, choices, and opportunities facing public administration today. Critical among these are calls to:

- reconceptualize purpose
- reconnect with stakeholders
- redefine administrative rationality
- recapitalize assets
- reengage resources
- revitalize constitutional values

These will serve as the overarching seminar” by taking advantage of existing and future advances and developments in information-sharing technology.

See NPSA WINNERS, pg. 24

See PAR FEATURE, pg. 22
Donald C. Menzel

PRESIDENT'S COLUMN

Have you seen the musical “Annie”? Surely you have. Do you remember the message that sustains Annie and her downtrodden friends at that grim orphanage? Let me recall it for you: “tomorrow is only a day away!” What a message of hope and optimism. ASPA’s tomorrows often seem like a day away, as well, but not always. What might ASPA tomorrows bring—one day away or longer?

Let me begin with the national conference. This year’s conference with its emphasis on idealism and innovation is indeed only a day away and that day, March 31st, will be exciting and rewarding. The 2006 conference will feature a wide array of workshops, panels and presentations on important policy and management issues facing the profession.

Among my favorites will be the sessions on crisis and emergency management with a special focus on the challenges that local, state and federal governments continue to grapple with in the aftermath of Hurricane Katrina. ASPA’s Katrina Task Force and 70 member Katrina Advisory Group anticipate that much debate and creative thinking will take place during the conference.

Another exciting first at this year’s conference will be the presence of students selected as Founders’ Forum Fellows. More than 50 students drawn from all regions of the nation will have the opportunity to meet and learn from leading public administration scholars and practitioners. All fellows will attend the Paul Van Riper Founders’ Forum kickoff dinner, which will feature a conversation with Herbert Kaufman whose pioneering book The Forest Ranger continues to speak to us some 46 years since its publication in 1960.

What do ASPA’s national conference tomorrows look like? Impressive in content and attractive to students, practitioners and scholars—just the way the ASPA founders imagined it would. Oh, you say, wait a minute—how about those skyrocketing registration fees and financial losses that never end. Baloney! Yes, the ASPA registration fee is not bargain basement or in the same league as academic conferences. But ASPA is not just an academic association, is it?

ASPA has never and will never attract legions of vendors or commercial book presses that heavily subsidize conferences like the American Political Science Association and the International City/County Management Association. This is simply a reality that we must accept. The alternative is that we throw up our hands and toss out the value of a conference that truly connects theory and practice in a manner done no where else in the universe.

Now to the Chicken Little line “the sky is falling” because our debt ridden conference requires the ASPA membership to subsidize it. Baloney! The reason the national conference is too often seen as a fiscal black hole is because some years ago the National Council in its wisdom saw fit to demand that the conference be self-sustaining.

Now this is not so unreasonable at first blush. However, Council defined self-sustaining as meaning that revenues should cover all costs (direct and indirect). Of course, the lion’s share of indirect costs consists of ASPA staff time.

Put differently, the conference revenues always exceed the direct costs but rarely cover the indirect costs. I suspect that other professional associations don’t look at their conferences this way. The real downside of this perspective is that a negative attitude evolves that spreads to ASPA matters unrelated to the conference. It’s time to stop digging in this dry, unproductive hole.

Now to another ASPA tomorrow—membership. The Society’s membership has steadily diminished since the Golden Days of the 1970s when as many as 20,000 could be counted. Countless studies, surveys and hand wringing by ASPA presidents over the past decade have sought to identify the root causes and put an end to this slide. Among the leading causes are said to be the growth of competitors such as the International Personnel Management Association, the Association for Public Policy Analysis and Management, and even more recently, the Public Management Research Association, decades long attacks on bureaucracy and professional management by politicians and intellectual neglect by political scientists, the lack of fiscal subsidies by public agencies for employee membership in professional associations, the hollowing out of government by the privatization of public services, the lack of tangible benefits, and the failure of colleges and universities to emphasize a public service ethos. It’s not a pretty picture, is it?

ASPA does not have the where-with-all, of course, to deal with all of these causes. However, there have been well intended efforts to deal with those within its sphere of influence—notably, member benefits and the devaluation of public administration practice and theory.

Regarding benefits, the question always arises—what am I getting for my membership dollar? On the deliverable product level, a $100 membership gets you the best public administration journal in the world—the Public Administration Review along with archived issues on the ASPA website, a top quality monthly newspaper—the PA TIMES—access to job opportunities and more.

Not enough? Okay, then consider what else you’re your membership brings—continuous learning opportunities, an ethical framework that you can use for yourself or your organization and a professional network of peers that spans the country and, increasingly, the world. These real benefits attracted me to ASPA some 30 years ago and are as meaningful today as then.

ASPA’s responses to political attacks on the profession have taken several forms. Perhaps the most sweeping response has been the formulation of a Strategic Plan in 1998 along with revisions in 2003 that call for public administrators to take pride in their work through their commitment to competent ethical governance. ASPA’s mission, the Strategic Plan asserts, is to:

• Advance the art, science, teaching, and practice of public and non-profit administration.
• Promote the value of joining and elevating the public service profession.
• Build bridges among all who pursue public purposes.
• Provide networking and professional development opportunities to those committed to public service values.
• Achieve innovative solutions to the challenges of governance.

Lofty words? Yes, but significant words that ASPA members act on in their day-to-day work and accomplishments.

A third ASPA tomorrow is one that is problematic unless carefully reached—commercialization. Fiscal pressures have motivated ASPA leaders to press from time-to-time for new revenue streams. Membership fees are the fiscal mainstay of the Society along with revenues generated by PAR and advertising in the PA TIMES. In recent years, advertising on the ASPA web page has also brought in new revenues. Efforts to sell merchandise such as coffee mugs, folders, conference papers and books have met with limited success. More recently, the Center for Accountability and Performance has added several publications to the sales list but at 56 a pop, it will take mega-level sales to generate much return.

These entrepreneurial efforts alone, however meritorious, will not relieve ASPA’s financial squeeze unless changes are made. For example, PAR is regarded by the publisher as undervalued compared to comparable journals on university library shelves. The good news is that the subscription price will move upward over...
Embrace It!
An Answer to the President’s Question, “Public-Private Managerialism: What’s to be Done?”

Tim Barnhart and Glenn Sutton

Here’s our answer to Donald Menzel’s question (“President’s Column,” PA TIMES, November 2005) Public-Private Managerialism: What’s to be Done?. Embrace it! ASPA should embrace it, welcome it, and teach public service professionals how to use all available tools not only to strengthen the capacity of public institutions to serve their citizens-customers, but also to increase accountability. And we believe that doing so will improve ASPA’s ability to attract and retain members.

In the subject column, President Menzel characterized recent initiatives such as results-oriented government, pay-for-performance, competitive sourcing, customer-oriented services as “managerialism” and suggested that managerialism has run amok. He said that an even more pernicious trend is the ongoing national-wide effort to deconstruct Civil Service systems. His recommendations as to what is to be done include: observing those who govern, demanding accountability and advancing the cause of public service as a noble enterprise. Finally, he recommended that ASPA advocate professionalism in government, perhaps establishing a task force to explore the ramifications of these trends.

As long-time practitioners in public administration, both inside and outside the Federal government, we agree that he has identified real trends in public service, but is off-base on several fronts. While our experience is primarily Federal, we believe our views would be valid for state/local governments as well.

Accountability

The challenge in public administration, overshadowing all others, is accountability. Businesses don’t suffer from this problem because they have clear customers. A private business is accountable to living, breathing customers with complete power to buy from that business, from another business, or not at all. A business that fails to serve its customers, at a level of quality and at a price that induces them to pay the business again for more services, will lose those customers, see its revenues dry up, and quickly cease to exist. That’s accountability.

But the only connection government has to its customer is through elected representatives. If we assume the ultimate customer of government is the public, the only opportunity the public has to hold government accountable to its interests (the only time the people go shopping for government) is at election time. They elect politicians who they think can deliver the kind of government and government services they are willing to pay for with their taxes. So the thin line connecting the millions of public servants in the Federal government to their customers, the hundreds of millions of American citizens, is the President and the Congress.

The fact that this line of accountability is so thin creates enormous difficulties in establishing meaningful accountability for government agencies and for civil servants. But what President Menzel seems to be proposing—a civil service independent of elected officials—severs this thin line completely. It seems to suggest that civil servants should create their own internal accountabilities—they define what they are there to do, and they decide when they’ve done it. If it’s equivalent to arguing that the American military should not be under civilian control (that thin line to the politicians); instead the military should define American security interests, decide when to go to war, and declare when the war has been won.

We view both civil service reform and government outsourcing as promising attempts to strengthen this thin line of accountability. The focus of civil service reform is on increasing the extent to which public servants are accountable to their leaders. Most reform proposals give leaders increased power to influence employee pay, shape an employee’s career, and cut short their employment. Since the civil servant’s chain of leadership eventually leads to an elected official, the effect of these reforms is to strengthen government’s thin line of accountability to its customer.

Likewise, outsourcing uses a model for delivering government services that creates extremely high accountability. The government (and the thin line that runs through it) is completely free to select the contractor who promises the best hope of delivering the services needed and continues to remain free to cancel that contract at any time if the contractor fails to deliver.

Furthermore, the contractor has its eyes on serving its government customer because it wants that customer to continue to buy its services so that its revenues don’t dry up and it doesn’t cease to exist.

In the column, President Menzel cites only one specific example of managerial...
Managerialism Nothing More Than Accountability

From EMBRACE IT, pg. 17

isn’t working—the case of the Florida Correctional Privatization Commission. As we understand the brief reference to this case, it looks as if the civil servants who were staff of the CPC violated Florida’s budget laws in order to continue paying their salaries, and that two private contractors over-billed Florida by $12.7 million. These contractors immediately re-paid Florida when the error was identified (these repayments then allowed the civil servants to illegally continue to pay their own salaries).

The simple fact that it was possible to identify precisely how much should be paid by Florida for correctional services to prisoners and that someone was accountable for delivering those services at that price is itself a huge step forward. In the bad old days (professionalism?) there would’ve been none of that—just a budget with no accountability for any kind of results in return for all that public money.

In summary, “managerialism,” in our opinion, is nothing more than accountabil-
ity. And the civil service “professional-
ism” set up as the preferred alternative is nothing more than the lack of accountabil-
ity. Understood in this light, there’s little choice. We choose, and think the people would choose, “managerialism.”

ASPA’s Response

We have heard that to some extent, ASPA is in trouble, i.e., having difficulty in attracting and retaining members. Perhaps

President Menzel has touched on a part of that problem. Is it possible that today’s public servants (potential ASPA members) perceive that ASPA is stuck in the past and is hanging on to the shreds of an outdated philosophy?

The modern public servant may or may not be a government employee. But the people we need in government today (and in many, many cases we have them) are capable, confident and willing to take some personal risk while working hard to meet a mission. They don’t want to work in a system that rewards every employee the same regardless of contribution. They don’t want to work in a system that retains marginal performers because a process-bound system can’t hold them accountable.

The people who manage governmental functions (public managers and other leaders) don’t want to depend on a workforce whose primary motive is job security. They want the tools to get the mission accomplished, and then for all contributors to be recognized and rewarded for it. And they would likely join and support an association that facili-

ates and leads toward that goal.

President Menzel suggests that ASPA might form a task force on “At-risk Government Employment” to explore all the ramifications of this trend. We completely agree with the recommenda-
tion to establish a task force on this topic, but with a different focus. We recommend a task force on “New Tools for Government Performance” that would highlight the positive contribution that public servants can make by:

• Embracing the opportunity for greater accountability to citizen-customers,
• Perfecting their use of tools such as outsourcing and pay-for-performance to leverage all the resources at their disposal, and
• Learning to apply those new methods with the integrity and loyalty that remain the hallmarks of honorable public service.

Many ASPA members no doubt have expertise within the realm of these trends that they would be willing to share with others. The task force could identify and create better mechanisms for this sharing to occur across all levels of government and in academia.

Our experience tells us that there are far more positive stories of improved public services than negative ones like the Florida example. Let’s publicize them and use them to revitalize the Society’s role in promoting public service as an honorable and noble profession.

ASPA member Tim Barnhart is president of Federal Management Partners, Inc., a human resources and management consulting firm focused on federal customers.

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ASPA member Glenn Sutton is a principal of Federal Management Partners, Inc. and president-elect of ASPA’s National Capital Area Chapter.

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ASPA In Brief

ASPA Delegation Headed to Moscow in 2006

President Don Menzel will lead an ASPA delegation to Moscow, Russia, to parti-
cipate in an international conference on “Public Administration in the XXI Century: Traditions and Innovations” May, 24-26, 2006. Interested ASPA members should contact Menzel for more information at donmenzel@tampabay.rr.com.

ASPA Offers Free Websites to Chapters and Sections

As a service to Chapters and Sections, ASPA offers a free 10MB website. ASPA will serve as the host and pay for the site located at www.aspanet.org/“yourchap-
tersection” but you must have your own webmaster. If your Chapter or Section is interested in this opportunity, please contact ASPA Senior Director Matt Rankin at mrankin@aspanet.org.

ASPA Task Force on Hurricane Katrina

A task force will explore the governance issues and challenges that arose when Hurricane Katrina devastated the Gulf Coast region. The Katrina Task Force consists of experienced academics and practitioners with broad based knowledge, expertise, and a commitment to strength-
ing the emergency management capacity of public agencies.

The task force is co-chaired by Bev Cigler (Penn State) and Bruce Baughman (Director of the Alabama Emergency Management Agency and former national FEMA official). Other members include Louise Comfort (University of Pittsburgh), Frannie Edwards (Director of the Emergency Management Office, San Jose, CA), Greg Gould (Emergency Program Manager, Training and Exercise, State of Alaska), Lenneal Henderson (University of Baltimore), D.C. Jensen (Chief Planner, Louisiana Office of Homeland Security & Emergency Preparedness), Carole Jurkiewicz (Louisiana State University) and Bill Waugh (Georgia State University).

The task force will work in concert with more than 70 ASPA members representing all regions of the country who have volunteered to serve as members of the Katrina Advisory Group. This advisory group is still seeking volunteers.

Interested individuals should contact ASPA’s President, Don Menzel at donmenzel@tampabay.rr.com.

Find out more about ASPA activities on the Society’s website.

www.aspanet.org

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NoVA Chapter Panel Discusses Relationship Between Public Administrators and the Media

Gene Bacher

In November 2005, the Northern Virginia Chapter (NoVA), in partnership with the School of Public Administration and Policy at George Mason University, sponsored a panel discussion titled “Media Approaches to Public Sector Issues: Crisis, Crime and Critical Incidents.”

The program was introduced by Paul Posner, director of the masters program in public administration at George Mason and moderated by Karen Bune, past chapter president. Members of the panel included representatives from radio, newspapers and county public affairs. Each of the four panel members provided an overview, from their perspective, on how the media approaches reporting of public issues and their suggestions for maintaining a sound working relationship.

Rob Redding, who is not only a reporter for The Washington Times but also a radio commentator and runs his own online news service, believes that the media does a pretty good job of reacting to events. It is not so good however at following up on public issues and is now the communications director for the State’s Attorney in Prince Georges County, MD, provided advice and counsel from that perspective; advice that mirrored that of other reporters on the panel.

He used the analogy of an apple tree with public information providing the roots. If the roots are strong (providing correct, timely information) the tree will grow strong and bear good fruit.

He admonishes public administrators to get the story out and get it out fast. Have plans for communications. Build relationships with reporters before events occur. Trust should be built up during quiet times before the press of occurrences. Understand their deadlines and their information needs. When you don’t have the whole story, provide links and contacts to others (academic, other departments, etc.) who may be able to contribute to the story. Always follow-up on stories and return phone calls. The most unacceptable response is “No Comment.”

Russ McCracken had a different angle; since he is an editorial writer for The Washington Times. As such, he has more time to reflect on events but there are significant trade-offs. Because of space limitations, only a few events can be covered and each editorial must be very short. As an editorial writer he is a step removed from the events and can take a long-term view of their significance.

Because he does not have the same time pressures that face the daily reporters, he can tie things together and compare, for example, the outcome of policies with the original plans. He can then express his opinion on the merits of the policy and the plans. But the role he plays comes with its own pressures. He is an opinion writer and as such can influence, to some degree at least, the outcome of public policy debates. As a result, industry, government, and public interest groups try to convince the editorial staff to support certain causes and positions. He must therefore make decisions whether to support a certain policy and in effect become a policy advocate. This is a far different role than that of the news reporter. He advised that if called or approached by the editorial staff, be as open as you can possibly be.

Following the presentations, a question was asked about how to get attention to less important policy issues. The panelists recommended a number of approaches. One should probably start with the print media first as they have more time and space, particularly local newspapers. Try to find a journalist with at least some interest in the topic or make the story be of interest. In this regard, consider what angle to the story might make it of interest to the readership of the media selected: is it good (or bad) for business? Is there a human interest angle that should be emphasized? Consider how to advance the story. Keep the story tight. Assume that the journalist will not know all the background or the roots of the story so set the context. And, again, establish relationships with the journalist in an on-going fashion but never overplay your hand.

Another query dealt with the impact of information technology, specifically the Internet, on reporting. All the panelists agreed that the impact is enormous. It is setting the expectations for timeliness. Most major daily newspapers now have a web based version that must be fed constantly throughout the day. Gone are the days when the reporter could file a story in the morning and retire to the club. Blogs are becoming a particularly worrisome aspect since they can be of unlimited length, are edited by no one, and they can be posted within minutes of an event. The historical reporting process involved a number of people: the source, the reporter, and the editors. Blogs remove the last set of participants so there is no one responsible for verifying the veracity to the report. And, finally, another down side of electronic media is that it permits alteration of a story with no record maintained that a story has been changed.

In summary, the panelist recommended that public administrators establish and maintain on-going relationships with local journalists; continually consider their needs in terms of time, visuals, and background; get the story out as quickly as humanly possible; be as open and forthright as you can be.

ASPA member Gene Bacher is Immediate Past President of the Northern Virginia Chapter. E-mail:

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Icarus*

*I request that this be the beginning of an occasional series. The author has requested anonymity in order that he may write freely about his experience campaigning for a local office.

This running for office thing really cuts into my University work. Besides being stressed about the election, I am also stressed about my academic research. About a month ago I was accepted to present at the ASPA Conference and I have not yet begun the paper. Then two weeks ago I received a note from a colleague who asked me if I was going to revise a piece I had promised for an academic journal symposium. Finally, this past week I received critique on a different submission. I couldn’t even look at that one. The guilt over lack of work and research productivity increases daily. I have kept up with teaching and Chair work—but my research/writing is non-existent.

Thursday [E minus 12]

This morning at 8:00am was the Downtown Business Association forum—another home court for my opponent. He says he won’t approve any kind of regulations on business

The story of the day is that my mentor, Sandi, came out bashing a candidate in the community. It was mostly those who already care and so they mostly were just saying “we need to do more”—which is what we always say. How can this attitude get translated to the broader public?

Friday [E minus 11]

Tonight was our last major fundraiser—a chili dinner with music at a local “name’s” house. Sandi arranged this connection. It was a pretty nice academic nerds-nite—about 30-40 people who showed up. All good liberal Democrats, and we raised some bucks. We had hoped for more, but such is life. It was a fun gathering, and the only cost was in-kind donations.

I am a bit overwhelmed by this all. So much money and fuss over a municipal election. Yes, yes I know that the municipal government affects people more than the fed's. Maybe I am not as concerned as I should be.

Saturday E minus 10

Spent much of the day at another mail Candidate Day. All the other candidates were there as well. We had a table, flyers, balloons, blah blah blah. Each of these events touches a few more people, but still it is a bit before I remember I am talking to a radio reporter, and everything is quotable. Since I know the reporter, it is easy to be flip. I back off and make some judicious statements about the “good police and firefighters” who are supporting me.

Wednesday [E minus 6]

The sign ordinance has been a little bit of an issue. There is a rule that political signs cannot be displayed on state highways.

A few others want to know my position on a big highway issue. I don’t have a “position” other than the comment that the City Council will not have much to say about it because it is a state matter. That is seen by most people as a “waffle.” Even if the Council can’t do anything people still want a stand. They want to be able to categorize you as pro or con for your favor. They want to be able to put you in a box they understand.

Tonight was a Filipino American society scholarship dinner. All the candidates except me were there. This is one of those local things I need to constantly attend. Am I willing to immerse myself in these local events? Part of it sounds like fun. But, but, but…

Sunday [E minus 9]

I tried to get some grading done this afternoon. I managed to workout for an hour at the health club this morning. Then tonight from 4:00-7:00pm was my last minor fundraiser—with a focus on gay/lesbian/bisexual/transsexual issues. I have been told to keep my support for “these people” quiet. “Sure, we understand you support them, but you don’t have to throw it in other people’s faces…” Just keep it to yourself, I’m not sure I can do that. We collected a reasonable amount. There was good conversation and again I am confronted with how much I don’t know.

I kick another three grand of my own into the campaign. That was to make sure that we had enough to spend on advertising. I hope to get much of it back, but it depends on how much money we raise. We are not spending a lot compared to some others. Are we doing enough???

Michael is responsible for getting our volunteers out to our flyers onto everybody’s door. Tia was supposed to find out about radio, but didn’t get to that. I need to figure out how to–and that is tomorrow and I am agitated. Tonight I watch “Bulworth.” I wonder if I can rap.

Monday [E minus 8]

Today was a big day. I was up early to head downtown for an 8am radio show. It is a 45 minute interview on the “oldies” station which means it has more older listeners, who vote–and particularly many who do not listen to the public radio station. I think it went pretty well. I did a repeat of my intro to PA class–saying you can’t run government like a business and that efficiency is not the main goal of government–but that democracy is. The MC liked that. He said he had never heard a politician talk about those values in all his interviews. That gave me the warm fuzzies.

After the radio, I rush over to one of the high schools for their Candidates Forum. The kids are forced to attend and many (most?) couldn’t care less. I imagine myself in their seats hearing all these adults droning on and on about “adult” things that I would have been upset. There was a constant how buzz of conversation as many ignored us. The principal or teachers would occasionally get up and say “you kids need to show some respect” but that lasted for about five seconds. I am reminded of Cheech and Chong’s “Sister Mary Elephant.”

I knocked on doors from 5:00-7:00pm. I know I should do more of that. Then I went over to Michael’s to talk strategy. There are still lots of signs that haven’t gone out and lots of brochures that need to be distributed. I am really speaking to newspaper readers. I need to be really concerned about an unresponsive audience as long as the press covers it–because I am really speaking to newspaper readers. This morning I recorded my 30 second spots. Radio is pretty cheap. But who knows the effect?

Today at school I get a lot of comments and razzing as people heard me quoted on the radio and have seen the write-ups in the newspaper. That’s all good I guess. The rest of this week will be the same. Radio spots start tomorrow. Newspaper ads start Thursday.

A reporter calls me up this afternoon to ask about union endorsements. I start to babble a bit before I remember I am talking to a reporter, and everything is quotable. Since I know the reporter, it is easy to be flip. I back off and make some judicious statements about the “good police and firefighters” who are supporting me.

Another article was on the high school forum and it reminded me that the presentations for unreachable audiences are not just for them–but also for the media. The rest of the world hears what I say through the newspaper review. I need not be too concerned about an unresponsive audience as long as the press covers it–because I am really speaking to newspaper readers.

Tuesday [E minus 7]

One week left, and I am relieved that it is only one week. The campaign wears on me. Today’s paper had the feature bios of my opponent and me. It contrasted the Professor vs. the Tourism Industry employee. Both are kind of negatives.

American Society for Public Administration
Maryland Chapter

INVITES YOU TO ATTEND:
2006 INNOVATIONS IN PUBLIC SERVICE
One-Day Training Conference and Awards Presentation

This informative one-day conference is designed to train public sector professionals on ways to implement successful innovations and to highlight public service innovators and innovative programs in Maryland.

Conference participants will learn about:
• Using competition, choice, and incentives to achieve agency goals
• New and innovative ways to engage citizens in public deliberations
• Tools for building an organizational culture that encourages innovation
• What it takes to implement and sustain innovation in the public sector

Through this conference, we hope to encourage greater innovation in public agencies at all levels of government - federal, state and local.

FOR MORE INFORMATION CALL:
Chuck Georgo at (410) 903-6289, or via email at chuck@georgo.com
From MAD PROFESSOR, pg. 20

This requirement is often ignored, and there are a number of loopholes. One of
the loopholes is that although you cannot permanently park a truck with huge signs on it—you can have signs on it if you drive it around. So somebody can drive their sign-on-a-truck to a very public place, park it, and leave it for the day and then pick it up in the evening.

Just for grins, I called the State Political Officers Campaign (SPCC) to ask about it. The local office referred me to the Big City office. The Big City office said they didn’t monitor that—that it was the State Department of Transportation. I called them and they didn’t really know, but gave me a number of the DOT office in the capital. At that point I just smiled and said never mind. I might have gotten the capital. At that point I just smiled and them and they didn’t really know, but

gave me a number of the DOT office in the capital. At that point I just smiled and said never mind. I might have gotten more agitated if it was my opponent who was doing this.

Yesterday was the filing deadline for the seven day SPOC report. We have raised $11,000 including my $4,000—and spent $7,000. Which means we have spent about what we raised. The big spending comes with newspaper and radio

and letters and prepared them to be mailed. Michael ran off a bunch of labels of likely voters and university employees. Every day I rush to the mailbox to see if more donations have come in. There usually are a few, some days more than others.

Tonight was the AARP Forum which is the last one I will attend. There were about 30 seniors there—but now I realize that I was not really talking to them, but to the reporter who will write an article received by thousands.

There is another forum on Friday morning—put on by the National Coalition on Alcohol and Drug Dependence. I heard that they will focus in on getting candidates to commit to enforcing the smoking ban. I really don’t want to take that position. I am somewhat of a libertarian and against the nanny state. So I decided I will just skip that forum and claim I have work to do (which is certainly very true).

Thursday [E minus 5] Michael left town for a couple days. He dropped all the remaining stuff on me and so today I had my own private mailing party. I took the 200 or so leftover flyers and letters and prepared them to be mailed. Michael ran off a bunch of labels of likely voters and university employees. Every day I rush to the mailbox to see if more donations have come in. There usually are a few, some days more than others.

Tonight was the Native American meeting and dinner. All the candidates except one were there—along with several hundred others. It was a big deal and I was glad I went.

In this gathering and others, the first thing I do is crane my neck and look around for the other candidates. Who is here and who is not. You can’t tell. I also met with Kathy—another candidate—and asked how she was doing. She has a much tougher race than an incumbent. There is also a sticky personal issue. Kathy was in an abusive domestic situation some years back and for technical reasons has a police record. The newspaper mentioned it and she wonders if the attack people will try to exploit that in the final days. Letters to the editor are often used for that purpose.

Friday [E minus 4] It looks like there was a letter today asking why Kathy had not “confessed” to her offense earlier. That was so slimy and disgusting. This is the kind of thing that turns people off to politics and government. There was also a letter from a big-wing Republican who claimed I was being unethical by teaching on our educational TV broadcast while I was engaged in a political campaign.

Today we had our first newspaper ads. One of them was really bad color-wise and it was placed right next to a very good one of Jason. Tia contacted them asking for improvement. We’ll see what happens Sunday.

My Dean, is not too happy about my running for office. She thinks it distracts everyone from our work. I talked with her this morning and she was grumpy—almost ignoring me. In the afternoon I dropped by her office and started talking about University stuff. She got all animated, and we talked for over an hour. Know your audience…

Tonight I went out and knocked on doors for an hour and a half. Then I came home and stone flyers with rubber bands (to hang on doors) and wrote thank you notes. Never a dull moment.

Saturday [E minus 3] This morning we had our “lit-drop.” That means distributing flyers to as many doors as possible. The brochure has a hole in the corner and you use rubber bands to hang them on doorknobs. There were several voters out there to help me.

This afternoon I spent a couple more hours doing the door-to-door thing, and I noticed some disturbing emotional reactions when I knocked on different houses. I found myself evaluating the house and judging the likelihood of voters on the basis of the quality of the house and the upkeep of the yard. I found myself thinking higher income means more likely voters, so there are the houses I need to go to. Since I will not get to every house, I need to visit the people who are most likely to vote. We also target supervoters and previous donors with direct mail. All this makes perfect sense from a pragmatic perspective, but the results are that I pay attention, listen, connect, and talk to the more wealthy and educated people. They are more likely to contribute and vote. So the others get marginalized and becomes a self-filling people—and I contribute to the outcome.

Sunday [E minus 2] This year’s paper was the last big issue before the election. There were gobs of ads costing thousands of dollars. There were lots of letters to the editor. The newspaper made their endorsements, and I got mine. They didn’t say much—noting that we were both new to politics. But they said that Jason’s employment by Tourism made it unlikely that he could be objective on those issues. I’m sure this must all be emotionally distressing to him—or maybe make him angry. I don’t know and I am told not to worry about my opponent’s emotional well being.

Did more door knocking this afternoon. We still have lots of flyers—but they won’t get used. Lots of yard signs didn’t get up either. Ah well.

I received a number of phone calls in the past week—one came tonight—from people who have some axe to grind. They are sometimes a little “off.” This woman went on about how I had received money from Unions and that was illegal. I tried to explain to her about political action committees and how the state monitored all this, but she didn’t want to hear it. She just wanted to tell me how it was corrupt and illegal. I shouldn’t argue with these people. I should listen courteously and then thank them for taking the time to pass information.

Monday [E minus 1] Last day of the election, and I don’t seem too stressed—all I could do is call up the paper and rip them on the bad quality of my newspaper ads. I told them if they could not improve the color, to just pull the ad and refund my money.

I went out and knocked on doors for another few hours tonight. That is my last “campaigning.” We had a discussion about whether to try and mobilize people to wave signs tomorrow morning on street corners—but those people tend to annoy me, and nobody else seemed overly enthusiastic.

Tonight Sandi called and asked how I was doing and what my plans were for tonight. Then she killed me with the comment “You know from now on you are campaigning for your text term.” (Nooooooooooooo)

Tuesday [E-Day] This morning I voted early. Tonight is my evening class.

Polls closed at 8:00pm and I ended class at 9:00pm. Max Weber and Bureaucracy got short shrift. I dashed down to “Electoral Central” where the results were already being projected on this big screen…and it looked like I have a new job.

Final totals give me 55 percent of the vote. I won two-thirds of the precincts, and all I could think of was “what did I do in wrong in those others? What could I have done differently?” “Why didn’t they like me?” I look at the individual precincts. This candidate or proposition won where I lost or vice versa. Why why why…

All the local media were there and I had to make “statements” to everyone: the radio, the newspaper, the TV. For a while one of them had a microphone in my face, while another put a cell phone two inches from my mouth.

It was very weird. I was suitably boring. “My opponent was great. All the sitting council members are great. The voters are great. I am just happy to serve…”

I reminded myself of “Bull Durham” where Kevin Costner says to Tim Robbins, “Now the first thing you have to learn is your clichés…”

I guess I am a politician.
New PAR Feature To Offer Online Interaction for Readers and Authors

From PAR FEATURE, pg. 15

thematic framework for articles appearing in “Theory to Practice”.

We will offer a series of blind peer-reviewed articles appearing in the hardcopy of PAR that are written in language accessible to all PAR readers, but especially for busy practitioners. These will discuss what the best in scholarship has to say about various topics covered in the series. Each article will take stock of and ponder the future of selected topics by exploring the answer to three primary questions:

• What do we know from theory and the research literature that can help inform practice in a given topical area?

• What don’t we know and why?

• Where do we go from here, and how, in terms of research and practice?

Accepted articles will appear in two formats: a concise version (approximately 5,000 words) summarizing in readily accessible language the key points of a longer, more comprehensive, and in-depth manuscript (approximate 10,000-12,000 words) that will appear on the “Theory to Practice” website on PAR (go to aspanet.org and click on the “Theory to Practice” link).

Also appearing on the website with the more comprehensive version of the article will be invited commentary from practitioners and academics with expertise on the topic. These commentators will not be the persons who do the blind peer review of the article published. Commentators, however, also will not know the identity of the authors, and will react to each article in terms of:

• their perception of the contents, argument, and evidence presented

• any additional insights they have that might be useful for practitioners and researchers

• alternatively, their own perceptions regarding future research and practice on this or related topics

Authors will also have an opportunity to respond to the commentaries on the website if they wish. PAR readers wishing to add their views to the discussion may submit them to durant@american.edu, and edited versions will be placed on the website.

The style guidelines for “Theory to Practice” are the same as those listed on the PAR website for all articles.

How Academically Rigorous is the Review Process for “Theory to Practice”? “Theory to Practice” is a regular feature of PAR and adheres to its blind peer review standards and criteria for quality and publication. In addition, while the associate editor recommends publication, PAR editor-in-chief Richard Stillman makes the final determination about publication in the journal based on his own reading of the manuscript, the recommendations of the associate and deputy associate editor, and the manuscript reviews.

Bottom line: all articles published in “Theory to Practice” (hardcopy and electronic) should be considered as meeting all criteria for blind peer review and publication in PAR.

How do I Submit a Proposal or Manuscript? “Theory to Practice” has its own submission processes, procedures, and formats. We welcome proposals for topics and article submissions. However, it is best to forward a detailed proposal to the associate editor first to see if it fits into the overall theme of “Theory to Practice”. It is anticipated that updated versions of the best articles appearing in “Theory to Practice” (plus selected commentary) will be reproduced in an edited book series.

Who Do I Contact about “Theory to Practice”? All inquiries, proposals for topics and articles, manuscripts, concerns, or commentary should be emailed to:

Robert F. Durant, associate editor for Administrative Theory, American University, durant@american.edu

Robert Kramer, deputy associate editor for Administrative Theory, American University, kramer@american.edu

Panelists:

• Clarence W. “Cal” Marsella, General Manager of the Regional Transportation District, the public transit provider for the six-county district of the Denver Metropolitan area.

• Tom Norton, Executive Director of the Colorado Department of Transportation

• George Scheuernstuhl, Director of Metro Vision Planning and Operations for the Denver Regional Council of Governments

• Guillermo “Bill” Vidal, Deputy Mayor and Manager of Public Works for the City of Denver; and the former Executive Director of the Denver Regional Council of Governments.

Moderator:

Van R. Johnston, Professor of Public Policy and Business, Daniels College of Business, University of Denver; Chair of the ASPA Performance Steering Group, and Executive Committee member of the Section on Transportation Policy and Administration

Discussant:

Wendy Haynes, Associate Professor and Coordinator of the MPA Program, Bridgewater State University; President of the American Society for Public Administration; and former manager of megaprojects for the Massachusetts Office of the Inspector General.

The Section on Transportation Policy and Administration (STPA) looks forward to seeing you in Denver and hopes you will have the opportunity to attend our exciting panel discussion...

T-REX: Collaboratively Managing a Successful Megaproject

Monday, April 3, 3:00 – 4:30 PM

Blanca Room, Denver Marriott Tech Center

Denver, Colorado’s Transportation Expansion Project, known as T-REX, is a $1.67 billion collaboration between the Colorado Department of Transportation, the Regional Transportation District, the Federal Highway Administration, and the Federal Transit Administration. The project will add 19 miles of double-track light rail to Denver’s existing system and make extensive improvements to 17 miles of highway to provide travelers with improved mobility in Southeast Denver and the surrounding communities. Effective collaboration between federal, state, and local agencies has minimized inconvenience to the community, while keeping the project under budget and nearly two years ahead of schedule.

Participating Agencies: Regional Transportation District, Colorado Department of Transportation, Denver Regional Council of Governments, City and County of Denver
Please note: members rejoining ASPA are not included on this list.
undertaken performance-based budgeting and developed a portfolio assessment process that relies on customer input, she has also instilled a new passion in her workforce—a passion to work smarter, better, and more efficiently.

Under her vision and leadership, FAA is making major strides to improve aviation safety. In 2004, FAA’s research program developed a low-cost fuel tank inerting system to prevent fuel tank explosions (as happened with TWA 800). Because of this fire research program, FAA believes it will increase the fire resistance of aircraft interiors by a factor of 10 by 2007.

Former FAA administrator Allan McActon (who now serves as chairman of Airbus) chose Bauerlein to head FAA’s new Office of Government and Industry Affairs. He credits her broad understanding of aviation and how it relates to other modes of transportation and her diplomatic skills with enabling her to work so well with Congress and the aviation community. He says, “She had a unique ability to understand the views being expressed by other groups, to find a consensus, and then to facilitate an acceptable agency response or action.”

Bauerlein’s international experience has paid many dividends. Under her guidance, international collaboration in human factors research has led to development of a new technique to analyze aviation incidents that is changing the way many countries now use this technique to increase their understanding of aircraft incidents and determine appropriate mitigation programs. November 2001, while on loan to the InterAmerican Development Bank, she obtained $25 million for programs to strengthen aviation safety and security in Latin America and the Caribbean.

Anabelle T. Lockhart, director of the U.S. Department of Labor’s (DOL’s) Civil Rights Center, directed an external civil rights compliance and enforcement system that in her tenure, enabled the DOL to ensure nondiscrimination and equal opportunity for state and local governments and thousands of other individuals and entities who receive financial assistance from DOL.

She believes in compliance through cooperation. Lockhart created the federal government’s first National Annual Conference for Equal Opportunity Professionals, which is now in its 17th year and attracts 350 people from all states and territories. This program is unique to the federal government and has been recognized by the U.S. Civil Rights Commission as a model to educate managers of federal financial assistance on nondiscrimination and equal opportunity responsibilities.

Lockhart developed a strategic plan that called for a comprehensive compliance assistance program, which provides training in the latest information technology issues and strategies that provide online training, training videos to view and download, tools to prevent and detect fraud, and custom-designed training on the full range of nondiscrimination and equal opportunity areas. The Memorandum of Agreement (MOA) instrument that DOL developed under her leadership has been instrumental for the decline in complaints and is one of the reasons that DOL is considering using this approach with other federal agencies. The voluntary compliance approach was key in persuading Congress to retain broad nondiscrimination provisions in the Workforce Investment Act.

In 2003, the secretary of labor charged Lockhart with implementing the DOL policy against workplace harassment to the workplace. She developed a system for reporting, investigating, and responding to harassing conduct. To do so she coordinated with several DOL sub-agencies and groups. In 2005, the EEOC recognized this program as one of two that can serve as a model for the federal government.

Former secretary of labor Alexis Herman noted that Lockhart is “batting a thousand” in all of the areas for which the NPSAs recognize individual achievement. She added that, “Her input and impact to the Glass Ceiling Commission and [Herman’s] Diversity Task Force review were the underpinning for DOL’s position as a major employer of women and in which equal opportunity is integrated into the management fabric of the department at all levels.”

Jane G. Pisano, president and director of the Natural History Museum of Los Angeles County, has transformed the institution in her four years of leadership. Working with a traditional curatorial perspective, one that focused on collection and static display of world-class objects, Pisano involved the community and reached beyond traditional museum parameters; the museum now produces dynamic exhibits that connect directly with major public events, such as earthquakes or sustainability. Her leadership is restoring formerly faltering finances and overseeing facility renovation.

Pisano’s career has been in the public and university sectors, and in either one she has wrestled with complex issues related to governance and social programs often in Los Angeles, but also at the national level. Positions with the University of Southern California included university vice president for external relations and dean of the School of Public Administration. She was president of the Los Angeles 2004 Olympic Committee, whose report led to a comprehensive strategic plan for the city. Shortly after receiving her Ph.D. Pisano spent a year as a special assistant for national security affairs at the National Security Council.

In endorsing her nomination, ICMA Executive Director Robert O’Neill noted “that less well known is the work that Jane led to connect USC with the campus and community.” While Young’s scientific achievements have been recognized with a Nobel Prize, his contributions to science education have been just as great. He has been a mentor to student interns. The AO has also developed the 3-D campaign to decentralize, delegate, and cajole a younger generation to become the future of science to embrace, encourage, and ultimately lead science. While Young’s scientific achievements have been recognized with a Nobel Prize, his contributions to science education have been just as great. He has been a mentor to student interns. The AO has also developed the 3-D campaign to decentralize, delegate, and cajole a younger generation to become the future of science to embrace, encourage, and ultimately lead science.

Robin Winkler-Pickett of NCI puts it, also reflects his “firm belief that it is vital to the future of science to embrace, encourage, and cajole a younger generation to become the future of science to embrace, encourage, and ultimately lead science.”

Jane led to connect USC with the campus and community.” Young is her “firm belief that it is vital to the future of science to embrace, encourage, and ultimately lead science.”

When she arrived, the museum had a former failing finances and overseeing facility renovation.

While many senior managers hold onto traditional authorities from the AO to the courts themselves. Decentralization reflected the trust that could be eliminated or reassigned. This led to “3-D” campaign to decentralize, delegate, and cajole a younger generation to become the future of science to embrace, encourage, and ultimately lead science. While Young’s scientific achievements have been recognized with a Nobel Prize, his contributions to science education have been just as great. He has been a mentor to student interns. The AO has also developed the 3-D campaign to decentralize, delegate, and cajole a younger generation to become the future of science to embrace, encourage, and ultimately lead science.
Visiting Scholar
Maxine Goodman Levin College of Urban Affairs, Urban Studies Department
Cleveland State University
The Department of Urban Studies at the Maxine Goodman Levin College of Urban Affairs, Cleveland State University, seeks a candidate to fill a one-year (academic or calendar) faculty position to build research relationships between the Levin College’s faculty and research center staff. The successful candidate will participate in any and all of the College’s numerous initiatives and studies underway in the region and abroad. Partnership with the scholar’s home institution will be encouraged.

Candidates must have a Ph.D. or appropriate professional degree and career experience in an appropriate field (urban studies, planning, urban policy, geography, regional science, political science, or other related field) as well as a record of excellence in scholarship. Sabbatical or other partial annual support for a research and study program enabling a one-year commitment is also required.

Preferred qualifications include collaborative interdisciplinary relationships, interests, and expertise in one or more of the following: economic development, public policy in the Northeast Ohio region, urban policy, city management, exchange and research programs with international institutions, or other related field.

Salary to supplement recipient’s leave or sabbatical pay.

The Levin College is one of the top-ranked urban affairs colleges in the United States. Candidates’ applications will be reviewed beginning April 1, 2006, and continue until the position is filled. Please send a statement of interest (addressing both research and teaching), curriculum vitae, and contact information for three references to: Urban Scholar Search, Maxine Goodman Levin College of Urban Affairs, Dean’s Office, UR 335, Cleveland State University, 2121 Euclid Avenue, Cleveland, OH 44115-2214.

CSU is an AA/EOE institution committed to non-discrimination in employment and education. M/F/D/V encouraged.

Tenure Track Assistant or Associate Professor-Second Position
Graduate Program in Public Administration
Institute of Government
University of Arkansas at Little Rock
The Institute of Government faculty invites applications for a tenure-track appointment for an Assistant/Associate Professor in Public Administration, subfields open but strong preference given for teaching in political environment, methods and policy analysis appropriate for an MPA program. Appointment begins fall 2006 (pending funding, time in rank open).

Additional teaching areas are open, and experience in teaching courses online is desired. A strong interest and experience in applied research that addresses the needs of state, local, urban regional governments, or neighborhoods is essential. A doctorate in public administration, public policy or political science (with emphasis in public administration) is preferred. The MPA program is NASPAA accredited. The faculty is involved with two graduate certificate programs, Non-Profit Management and Conflict Resolution, and with the Clinton School of Public Service. Position may be filled with a one-year appointment if necessary.

Review of applications begins immediately with a final decision to be made by late Spring. To apply, submit a letter of interest, CV, and the names and addresses of three references to: Assistant/Associate Professor Search Committee; Institute of Government; 2801 S. University Ave; University of Arkansas at Little Rock; Little Rock, AR 72204. For more information, contact lbgand@ualr.edu or 501-569-3211. For more background on the Institute go to http://www.ualr.edu/iog

The University of Arkansas at Little Rock is an equal opportunity, affirmative action employer and actively seeks the candidacy of minorities, women and persons with disabilities. Under Arkansas law, all applications are subject to disclosure. Persons hired must have proof of legal authority to work in the United States.

Associate Vice President for Administration
San Diego State University (SDSU)
San Diego, CA
Salary: $120,000 to $150,000 DOQ, plus excellent benefits. Located in the City of San Diego, SDSU is third largest of the 23 campuses in the California State University system. The Associate VP reports directly to the Sr. VP for Business and Financial Affairs and is responsible for providing leadership and direction to staff in the Center for Human Resources, Department of Environmental Health and Safety, Risk Management, and Legal Affairs. Requires a BA in Business/Public Administration, Political Science, Human Resources Management, Organizational Development or a related field, plus a minimum 10 years experience at a director level in one or more of the assigned functional areas, including Human Resources. An MA and experience in an educational institution, municipality, or public utility are desirable. The ideal candidate will have a strong background in Human Resources, and will be a self-starter, persuasive, unflappable, a team player, an excellent communicator, and comfortable managing ambiguity. Visit ramanagement.com for more information and the application process, or call 826-447-3318 for a brochure and supplemental questionnaire. Filing deadline: April 17, 2006. EOE

Assistant Professor (2 positions)
F05/06-144
The University of Texas Pan American
The University of Texas Pan American’s Program in Public Administration (MPA) is seeking a faculty member for the fall of 2006. The position is tenure track at the assistant professor rank. A PhD in Public Administration or closely related field such as Public Affairs, Public Policy, Political Science, etc. or DPA is required. Please visit The University of Texas-Pan American, Human Resources Employment Opportunity for Faculty website at http://www.utpa.edu/humanresource/employment/FacULTY.HTML for a complete position announcement. Review of applications will begin immediately and continue until filled. UTPA is an Affirmative Action/Equal Opportunity employer. Women and minority are encouraged to apply. This position is security-sensitive as defined by the Texas Education Code §51.215(c) and the Texas Government Code §411.0944(a)(2).

Tenure Track Position in Nonprofit Policy and Management
The Andrew Young School of Policy Studies
Georgia State University
The Andrew Young School of Policy Studies at Georgia State University seeks to hire a tenure track faculty member for the school’s Nonprofit Studies Program. The candidate is expected to pursue significant scholarly research related to nonprofit organizations, to teach in the nonprofit concentration of the school’s Master of Public Administration and Master of Science in Urban Policy Science programs, to contribute to the community service activities of the Nonprofit Studies Program, and to participate in the development of a major interdisciplinary academic center for nonprofit studies. The appointment is in the Public Administration and Urban Studies department, where opportunities for teaching in the school’s doctoral and undergraduate programs are also available. Candidates from a variety of disciplines will be considered, including public policy and public administration, economics, urban affairs, political science, accounting, management and other related fields. Academic rank and salary will be contingent on qualifications. The Andrew Young School is a top ranked policy studies school located in the heart of Atlanta, with a long history in nonprofit studies and a major effort underway to build a first class nonprofit academic center. Atlanta is headquarters for many national, international and local nonprofit organizations, as well as a major center for business and government. Georgia State University is an equal opportunity employer. Candidates from minority groups are encouraged to apply. Applicants should submit letters of interest, curriculum vitae, and the names and contact information of three references. Screening of applications will begin on March 15, 2006 and the position will be held open until filled. Send applications to: Nonprofit Search Committee c/o Lisa Shepard Department of Public Administration and Urban Studies Andrew Young School of Policy Studies Georgia State University P.O. Box 3992 Atlanta, GA 30302-3992

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

Public Administration

with an

Attitude

by H. George Frederickson

Available for adoption in Spring 2006 classes.

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Public Administration with an Attitude brings together some of H. George Frederickson's most penetrating and thought-provoking columns from the pages of PA TIMES. In the book, Frederickson takes on the issues facing today's public administrators with the intellectual integrity that established him as a leader in the field. If there is something wrong or right with the way public policy is being administered, Frederickson lets you know. Like his column, Public Administration with an Attitude is easy to read and jargon-free, and, of course, it is often witty.

Students preparing for public service careers will benefit not only from the wisdom and insight in Public Administration with an Attitude, but from the prevailing theme of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroic moments. This book is a lot more interesting than a spreadsheet (...and more accurate)!

WHERE EMPLOYERS AND JOB SEEKERS MEET.

GOVERNMENT POSITIONS

Management Trainee (Exempt)
Miami-Dade County
(Requisition # 6030001)

Salary Entry: $38,899 Annually + Benefits Miami-Dade County, FL (Population 2,000,000+) (Up to 4 positions) Seeking motivated and talented participants willing to become future county leaders for a one-year rotational internship program beginning July 17, 2006. Designed to provide individuals with exposure to unique management experience in a large urban county government, with direct involvement in day-to-day operations of major County departments, as well as special projects requiring research and analysis. Require MPA or related degree by the program start date. Applicants must submit a complete application package containing the following: Four (4) copies of a complete Application Cover Form; Four (4) copies of complete resume; One (1) original and three (3) copies of all official graduate and undergraduate transcripts or degrees, subject to verification; Four (4) copies each of three (3) letters of recommendation (one must be from a faculty advisor); Four (4) copies of an essay, one page in length, describing why the applicant is interested in this position and how they plan to approach the year; Four (4) copies of a previously graded graduate school term paper.

All official transcripts and letters of reference MUST be included in the application package. Only completed application packages will be accepted. Transcripts sent directly by the University/College will not be accepted. SUBMITTAL DEADLINE: Friday, March 31, 2006. Application packages received after the submittal deadline will not be considered. Submit complete application package to: Maggie Fernandez, Program Coordinator, County Manager's Office, 111 NW 1st Street, Suite 2910, Miami, FL 33128, (305) 375-3008 by Friday, March 31, 2006. Application form and additional information is available on the County's website at www.miamidade.gov/trainee. Upon completion of the training program, participants who secure permanent employment with Miami-Dade County, must agree to establish and maintain permanent residence in Miami-Dade County within fifteen (15) months of employment from the original appointment date. (Section 2-11.17 of the Code of Miami Dade County). (Office of Strategic Business Management) (Downtown) Closing Date: Friday, March 31, 2006. Miami-Dade County's hiring decisions are contingent upon the results of a physical examination to include alcohol and drug screening.

Supervisory Management Analyst GS-343-14
Office of Management Assessment
Department of Health and Human Services
National Institutes of Health

Become a key player in a stimulating, energetic, and influential organization supporting the administrative and management activities of one of the world's foremost medical research centers – the National Institutes of Health in Bethesda, MD. The Office of Management Assessment – which provides a wide array of management review and support services for the NIH Institutes and Centers and coordinates numerous trans-NIH management initiatives – is seeking an experienced and motivated management analysis professional to head a team that implements and achieves a major portion of the President’s Management Agenda at the NIH: the competitive sourcing program.

This is a Federal government position with a full civil service benefits package including health and life insurance, retirement, leave accrual, and more. In addition, a recruitment bonus of up to 25% of starting salary may be offered to exceptional candidates (starting salary ranges from $91,407 to $118,828 depending on education and experience). For more information or to apply, please visit www.usajobs.com and search for job announcement # OD-06-102981.

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www.spa.american.edu ★ spagrad@american.edu ★ 202-885-6230
March 2006

15-19 61st International Atlantic Economic Conference in Berlin, Germany
Prof. dr. M. Peter van der Hoek is organizing sessions on public administration and public finance. If you want to present a paper, please submit your abstract (250-500 words, no full papers) by e-mail to vanderhoek@frg.eur.nl. Submission deadline: November 15, 2005

April

Mar. 31-Apr. 4 67th Annual ASPA National Conference
Denver, CO
www.aspanet.org

2-9 European Spring Institute 2006 (ESI 2006)
The Future of Europe: Lobbying in Brussels
Prague, Czech Republic
http://www.cpvp.cz/esi/

9-11 2006 IYPE CONFERENCE: World Ethics Forum
Keble College, University of Oxford, UK
http://www.iipe.org/events.htm

20-23 Midwest Political Science Association 64th National Conference
Chicago Palmer House Hilton Hotel
www.mwpusa.org

June

1-3 A Performing Public Sector: The Second Transatlantic Dialogue
A cooperation of ASPA’s SPMM and its European counterpart at EGPA.
Conference Website: www.publicmanagement.be/performance

8-9 Building Public Service-Oriented Government
The 3rd Sino-US International Conference for Public Administration
Beijing, P. R. China
Host Institute: School of Public Administration, Renmin University of China
Organizing institutes: ASPA, Chinese Public Administration Society (CPAS)
E-mail: menzhong@yahoo.com

July

10-11 Excellence in Government 2006
Washington Hilton
Washington, DC
www.excelgov.com

28-30 World Future Society Conference
City: Toronto, Canada
Sheraton Centre Hotel
www.wfs.org/2006main.htm

November

7-10 XI International Congress of CLAD on State and Public Administration Reform
Guatemala City, Guatemala
www.clad.org.ve

For more detail on any of these events, click the link to ‘Conferences’ on the ASPA home page www.aspanet.org