Georgia Saw Voter Education and Poll Worker Training as Necessary in Reform Efforts

This article is the second in a brief series on the State of Georgia’s experience with voting reform.

Cody W. Lyon, George W. Dougherty, Jr.

Georgia is the only state in the nation to adopt a single statewide solution for upgrading election equipment and deploying it simultaneously in all 159 counties. The Georgia Secretary of State’s Office recognized that comprehensive voter education and poll worker training are necessary in successfully reforming voting systems soon after the 2000 Presidential Election. Voter education was one of the main focuses of the upgrade. It was essential that voters have the opportunity to see the new voting units, participate in hands-on demonstrations and receive answers to questions from qualified state representatives. Even with these voter education efforts–new technology and new procedures–poll managers and workers would have the most direct impact on achieving a smooth, successful election.

Educating Georgia’s Voters

Georgia election officials proposed and implemented an aggressive voter education program designed to acquaint voting citizens with the new equipment before arriving at their precinct to vote. Secretary of State Cathy Cox made clear to policymakers that the changeover to the new voting system could only succeed if coupled with an extensive, multi-tiered voter education campaign. In the supplemental FY 2002 and FY 2003 budgets approved by the General Assembly, approximately $4.5 million in funding was provided to support the statewide deployment. A substantial portion of those dollars was dedicated to voter education and outreach efforts.

The voter education campaign, entitled Georgia Counts, was launched soon after Georgia selected its equipment vendor in May 2002. The foundation of the campaign was the creation of 12 new voter education coordinator (VEC) positions in the Secretary of State’s office. The VECs were supervised by a new statewide manager of voter education. The VECs were assigned to the 12 service delivery regions of the state and were responsible for initiating outreach programs in their assigned area and assisting county election officials in developing their own educational initiatives. Every Georgia county was awarded a grant of either $4,000, $7,000 or $10,000 (based on population size) earmarked to conduct community-based programs. To enhance that effort, many counties supplemented those state funds to hire additional staff and further enlarge the footprint of voter outreach. The VECs conducted equipment demonstration events–including appearances at civic clubs, shopping malls, fairs, senior citizen centers, transit stations, banks, grocery stores, large employers, colleges and universities, hospitals, sports stadiums and other community gathering points. These sessions allowed tens of thousands of Georgians a hands-on opportunity to experience electronic voting by casting a sample ballot and asking questions during demonstrations. The August 20, 2002, General Primary presented an ideal opportunity to demonstrate the new voting units to Georgia voters. Many of Georgia’s nearly 3,000 precincts in the 157 counties that used their legacy, or traditional, voting systems for the primary set up demonstration touchscreen units. Two Georgia counties–Hall and Marion–utilized the new touchscreen units in their primary elections.
The Secretary of State’s office printed and distributed several million pieces of educational material about the features of the new, touchscreen voting system to help carry the message to Georgians. A four-color, tri-fold brochure (printed in English, Spanish and several Asian languages) provided photographs and clear, step-by-step instructions for voting on the touchscreen units. In addition, a smaller Voting Instruction Card provided a condensed version of these same instructions. To assure Georgians were reached by the Georgia Counts educational message, an instructional brochure with simple, step-by-step instructions for casting their ballots was mailed to the state’s approximately 3.8 million active registered voters in mid-October. On election day, voters encountered still more information at the polls. Large, color posters with voting instructions were displayed and every voter was offered an instructional card with directions on how to cast a ballot electronically.

The Georgia Counts program also utilized mass media outlets. Beginning Wednesday, October 16, 2002, and continuing through Monday, November 4, 30-second public service announcements (PSA) were aired in all six major Georgia television markets and Chattanooga, Tennessee. These spots, titled “Touch the Future,” acquainted voters with the security, simplicity and directed them to the Georgia Counts web site or toll-free telephone line for more information. The Georgia Counts web site, streaming educational videos and get education events in their area, view voting, access a schedule of voter visitors to try an online demo of electronic hands-on training for poll workers. The task of getting thousands of county-hired poll workers comfortable with new voting procedures was monumental.

The training of county election superintendents and their full-time staff began in the summer of 2002. The superintendent and at least one other top staffer received two days of intensive training on the new equipment. These sessions were provided by the manufacturer and gave a basic orientation to setting up the voting units, conducting an election and compiling the votes on election night. County election staffers also attended regional “road show” presentations conducted by the State Elections Division-day-long, in-depth sessions designed to focus on key topics and to help stimulate information-sharing among counties.

Beginning in September, the manufacturer’s trainers fanned out across Georgia to conduct hands-on training sessions for poll workers in every one of Georgia’s 159 counties. The goal was to provide an in-depth orientation to equipment operation and procedures. Secretary of State staffers regularly audited training sessions to measure the quality of instruction and assess the need for follow-up class work.

The state also provided a special training kit consisting of a memory card, encoders and voter access cards to enable each of the 159 counties to conduct additional training and mock elections throughout October and prior to the Election.

The Secretary of State’s technical support and training partner, The Center for Election Systems at Kennesaw State University (KSU), contributed to the training effort by conducting special follow-up training sessions. The manufacturer and KSU training on touchscreen operations was in addition to usual county training efforts. Counties in Georgia are required by law to train poll workers on the broader scope of duties, including voter ID requirements, checking in and accounting for voters and provisional voting procedures.

Georgia’s comprehensive statewide training program is a unique model that resulted in the successful transition to a new voting system deployed simultaneously in 159 counties. The end result of this well-planned and managed approach to election reform became obvious in January 2003 when the Georgia Secretary of State’s Office released its analysis of the 2002 General Election. Georgia’s undercount in the governor’s and U.S. Senate races was 0.87, more than 2.5 percent lower than in 2000.

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Changing Demographics and Implications for Local Governance: The Southeast Florida (Tri-County) Experience

Leslie Taylor

The Southeast Florida region has experienced marked changes in its cultural and socio-economic tapestry in the last decade. The tri-county area of Palm Beach, Broward and Miami-Dade have remained one of the fastest growing metropolitan areas in the United States. According to the 2000 Census, the region is home to just over five million residents, accounting for 32 percent of the population of the state of Florida. The population increase demonstrates that this region is still a viable location for retirees and immigrants.

Four significant demographic trends have been identified in the tri-county area in Southeast Florida:

• Increasingly, the region is experiencing a population that is more diverse and influenced by a growing immigrant population. This change suggests that the region is becoming more multicultural and multilingual.

• Income levels have increased within the area, but a counter-trend shows that the poverty level has increased.

• Increased urbanization has impacted the region’s natural resources and farming occupation.

• Increase in the number of older adults generating demands for scarce public services.

The foreign-born population accounted for 35 percent (1.7 million) of the population in 2000, with 13 percent of immigrants entering the United States between 1990 and March 2000. The data shows that 85 percent of the foreign-born population was from the Latin American region including people from the Caribbean. The increase in the foreign-born population definitely reflects a national trend in which one in four persons in the United States is Hispanic, and Mexico accounts for about a quarter of the total.

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The growth trends show that most of the indicators that reflect the tri-county region as a multi-ethnic community (race/ethnic composition, language competency and foreign-born population) have increased dramatically. The racial and ethnic changes with increased language diversity pose considerable cultural challenges for local governance. In a 1999 book, America’s Demographic Tapestry: Baseline for the New Millennium, edited by James Hughes and Joseph Seneca, Martha Farnsworth Riche and Judith Waldrop in a chapter titled “America’s changing demographic tapestry,” the authors write that the “changing cultural and ethnic concentrations and growing language diversity present new challenges for communications and service delivery problems.” The authors believe that as a result of this diversity there is more room for misunderstanding and conflict because of different needs and expectations. It is certain that the more counties become diverse and less homogeneous, the more likely they will have to deal with multi-ethnic dynamics. Nowhere is this dynamic more apparent in the tri-county region than in the school systems, with over one million students enrolled from K-12.

The diverse population in the tri-county region creates a situation in which public administrators must be aware of the various local communities’ cultures and norms. This includes acquiring knowledge of language skills other than Spanish, continued diversity training for county/city employees and law enforcement and support for community outreach initiatives. Furthermore, in order for tri-county administrators to be effective in addressing the issues in researches, but how natural resources can be protected, as well.

The increase in the number of residents over will grow from 17 percent in 2000 to 19 percent by 2015. Residents ages 40 to 64 grew by more than five percent from 1990 to 2000, with an expected increase of five percent by 2015. Both of these groups account for almost 50 percent of the population. The increase in the number of older residents will generate increased demands on scarce public services such as health care, transportation, long-term care and housing.

The increase in the number of residents and the resulting demographic shifts since 1990 has further highlighted the need for policy makers and public administrators to allow flexibility in responding to changing constituencies, but also to develop a comprehensive approach in mitigating some of the negative trends.

Leslie Taylor is a doctoral candidate in public administration at Florida Atlantic University. He also holds a doctoral research fellowship with the Broward Sheriff’s Office.

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The Graying of the Federal Workforce: Anatomy of an ENR Management Dilemma

Consider the mission-human capital gaps facing the U.S. Environmental Protection Agency (EPA) as a result of these trends over the past decade. Although EPA experienced an increase in personnel of approximately 16 percent between fiscal years 1990 and 1992, the GAO reports in 2003 that “EPA hired thousands of employees [during the 1990s] without systematically considering the workforce impact of the changes in environmental laws and regulations, the technological advances, or the expansion in state environmental staff that occurred during that decade.” Today, over one-quarter of the agency’s workforce is eligible for retirement over the next four years. Moreover, by the end of fiscal year 2008, over 60 percent of EPA’s senior executives will be eligible to retire, with all EPA regions facing at least a 40 percent rate of retirement eligibility and five regions facing 70-percent-plus eligibility rates. In addition, by the end of fiscal year 2008, nearly 45 percent of EPA toxicologists, approximately 35 percent of its health physicists, over 30 percent of its biological scientists and nearly 30 percent of its environmental protection specialists will be eligible for retirement.

EPA’s Chief Financial Officer (CFO) and the GAO also have highlighted how shortchanges in the agency’s personnel succession and training programs are putting its diverse missions at risk. Cited among other critical needs are developing leadership, management, technical and science skills at EPA that are commensurate with the expanded responsibilities it has assumed over the past decade in major amendments to the Clean Air Act, the Safe Drinking Water Act (SDWA) and the Food Quality Protection Act. Between 1993 and 1998, for example, the number of states accepting responsibility for effectuating various aspects of SDWA soared from eight to 36. This development, however, only exacerbated shortages (which continue today) of EPA personnel with the skills necessary to afford technical assistance to the states and to review how well state programs are implemented. Likewise, EPA’s CFO has reported that staff implementing the Superfund and hazardous waste programs need better training if they are adequately to perform quality assurance at these sites or to calculate fines and penalties to levy against responsible parties. Threatened as well by retirements and training deficiencies, the EPA Inspector General reports, are the integrity of two innovative and celebrated EPA initiatives: the National Environmental Performance Partnership System (NEPPS) nationwide and the Supplemental Environmental Projects (SEPs) programs in particular EPA regions. And were this not challenging enough for human capital management at EPA, post-September 11th terrorist threats prompted Congress in the Public Health Security and Bio-Terrorism Response Act of 2002 to charge EPA with such new responsibilities as funding and conducting vulnerability assessments of water supply systems across the United States. Similarly striking is the mission-human capital gap facing the Interior Department. Since 1985, the number of wildlife refuges managed by the Fish and Wildlife Service (FWS) has grown by 100 and visits have increased by 60 percent; visits to national parks with accompanying natural resource impacts have spiraled and 50 new units have been added (for a total of 385); Bureau of Land Management (BLM) lands in protective service have risen by 20 million acres, while recreational visits have increased by 40 percent; and the number of FWS threatened or endangered species conservation have quadrupled each year (37,500 annually). Nonetheless, the Interior Department’s overall retirement and attrition rate for the next five years will track government-wide levels (that is, approximately 20 percent). Moreover, the U.S. Geological Survey, the BLM, the National Park Service (NPS) and the FWS will absorb even higher rates
Public Transportation Access to Large Airports

Washington, DC—The Transit Cooperative Research Program (TCRP) has released a new report that explores strategies for improving access to and use of public transport in the face of increasing congestion at most major U.S. airports.

The 141-page report contains detailed information on comparative market shares of various public transport modes, including bus, rail/subway, taxis and shared-ride vans at more than a dozen major domestic airports, including San Francisco International, Boston-Logan and Reagan National. The study also provides a wealth of demographic and geographic data on ridership patterns of the 365 million ground access trips that were made to U.S. airports in the survey year, 1995.

“TCRP Report 83: Strategies for Improving Public Transportation Access to Large Airports” represents the second phase of a two-part research effort. The results of the first phase were published in 2000. TCRP Report 62: Improving Public Transportation Access to Large Airports.Both are available free of charge to anyone who contacts TCRP to request a copy.

The report is expected to be of interest to individuals and agencies involved in planning, implementing and improving public transport access to large airports. Report 83 and Report 62 both provide extensive information, along with practical guidance for implementing better public transportation access for both air travelers and airport employees.

The newly issued report additionally focuses on business agreements such as open and exclusive agreements with transportation operators that impact day-to-day operations at major airports. It also examines issues such as strategies for accommodating baggage carried by travelers to and from airports in the context of heightened post-9-11 security priorities. The report addresses new information technology systems that provide airport users with access to intermodal travel information and ticketing options.

“Strategies for Improving Public Transportation Access to Large Airports” can be ordered online at www.tcrponline.org. Research for the report was conducted by Leigh Fisher Associates in San Mateo, Calif. in association with Mathew A. Coogan, White River Junction, Vt. and MarketSense in Boston. The study was sponsored by the Federal Transit Administration in cooperation with the Transit Development Corporation.

TCRP provides free research tools for the transportation industry, bringing carefully researched, real-life solutions to address the technical and operational challenges facing the industry’s service providers, consultants and suppliers. TCRP publications are available free of charge through the TCRP dissemination web site at www.tcrponline.org. Reports are also available as PDF files at the same address.

The Transit Cooperative Research Program is a cooperative effort of the Federal Transit Administration, the Transit Research Board, the Transit Development Corporation and the American Public Transportation Association (APTA). The organization is located in Washington, DC.

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Must Use Graying of Workforce as Leverage for Equitable ENR Governance

From 29TH DAY, pg. 4

of retirement and attrition in valuable technical career groupings (for example, computer operators and engineers). Meanwhile, the FWS expects a combined retirement and attrition rate between 2001 and 2005 of 13 percent and the Office of Surface Mining and the Minerals Management Service are projected to show combined rates of 44 and 25 percent, respectively.

Likewise, the GAO reports that Department of Energy headquarters and field staffs already cannot adequately oversee cleanup of hazardous and radioactive waste sites because they lack contract management skills; that the Nuclear Regulatory Commission’s new “risk-informed” regulatory approach is being jeopardized by a lack of skilled personnel in this area; that the NPS lacks the skills necessary to hold park superintendents accountable for the progress they make toward meeting natural resource goals; and that building “sustainable biological communities” will require the BLM, FWS, the NPS and the Bureau of Indian Affairs to select, train and evaluate a coterie of employees possessing collaborative negotiation, alternative dispute resolution and team-building skills. Similarly, and especially in light of terrorist threats, insufficient funding for and focus on succession planning and training at the Department of Agriculture portend the continuation of such problems as problematic deployment of resources, insufficient coordination and inconsistent oversight of the nation’s food safety system.

Nor are the mission-human capital challenges any less daunting at the National Oceanic and Atmospheric Administration (NOAA). NOAA, GAO notes, will jeopardize its three major priorities (namely, understanding climate variability and change, advancing ecosystem management and creating a global environmental observation system) if the agency cannot increase the quantity and quality of the cost-benefit and forecasting analysis it produces. Consequently, the hiring and retention of economists, decision analysts, risk managers and social science analysts is a must, along with succession planning for these positions. Also, because many of these positions will have to be outsourced, skills in grants management, financial management, contract management and budget and performance integration will need considerable buttressing and improvement in the years ahead.

Pushing the SHCM String?

Cognizant of these trends, most ENR agencies, the OPM, the U.S. Office of Management and Budget (OMB) and various congressional oversight committees now have SHCM programs on their radar screens. Progress, however, is slow and daunting and task that is acutely vulnerable to fluctuations in budgets, labor markets, leadership commitments, political support and organizational cultures. The Interior Department, for example, has launched a Federal Human Resources Information System (FHRIS) project to incorporate private sector best practices. It also has committed to completing comprehensive workforce plans in all its bureaus for the fiscal years 2004-2008 time period.

Likewise, EPA has had a Human Capital Strategic Plan in place for the fiscal year 1998-fiscal year 2002 period. Yet, fully attesting to the magnitude of the challenge remaining at the Interior Department, its Workforce Planning and Restructuring Report to OMB has targeted no less than 89 occupational series collapsed into 17 skill groups with high projected attrition or retirement rates.

Likewise, the GAO concludes that EPA has yet to “determine the number of employees it needs to accomplish its mission, the technical skills required, and how best to allocate employees among EPA’s strategic goals and geographic locations.”

Still, demographics need not be destiny. Nor need the ecosystem collapse that Wilson’s “29th day” metaphor portends find a counterpart in the mission capabilities of federal ENR agencies. Avoiding this scenario, however, requires that the Bush Administration, the Congress and ENR agencies themselves marshal the political, organizational and financial wherewithal to use the graying of the federal workforce as leverage for rather than a drag on efficient, effective, responsive and equitable ENR governance. Ironically, the words of a U.S. president unassociated with aggressive ENR protection sum up the situation best: “I do not believe in a fate that will fall on us no matter what we do,” said Ronald Reagan in his 1981 Inaugural Address, “but I do believe in a fate that will fall on us if we do nothing.”

AsPA member Robert F. Durant is the Henry A. Rosenberg Professor of Public, Private and Nonprofit Partnerships in the School of Public Affairs at the University of Baltimore. He is the co-author (with Rosemary O’Leary, Daniel Fiorino and Paul Weiland) of Managing for the Environment: Understanding the Legal, Organizational and Policy Challenges. E-mail: edurant@erols.com
There have been many widely publicized corporate scandals over the past two years involving companies such as Enron and WorldCom. The federal government has taken steps to address many of the issues that arose through the passage of the Sarbanes-Oxley Act of 2002. The Sarbanes-Oxley act enhances the manner in which the Securities and Exchange Commission (SEC) regulates private business. There are many excellent reform mechanisms in the Sarbanes-Oxley act that relate to private businesses. In the public sector, many larger and high profile governments have multiple mechanisms to ensure that adequate financial controls exist. For instance, the State of New York has several groups participating in its financial affairs including the governor, a state comptroller, an attorney general with powers to search for irregularities, a state legislature with highly trained fiscal policy staffs and a number of public interest groups that examine fiscal issues. It is questionable, however, whether many smaller governmental units investigated the intense structure of financial controls. There are over 80,000 governmental units in the United States and, given the complexity of their financial affairs, it is most likely that some of them will run into some financial difficulties in the future.

A number of local governments in New York State have run into financial problems in the past 25 years, which has led to financial oversight control boards being implemented by New York State to oversee their operations. Examples include New York City, Nassau County on Long Island and the City of Troy in upstate New York. Financial specialists should examine the problems with the corporate scandals and the solutions developed by the federal government in the Sarbanes-Oxley act to see if there are lessons learned that can be applied to the public sector.

I believe that there are at least four important issues that are being solved by the Sarbanes-Oxley act that can be applied to all levels of government. These issues include the following four items:

1. Ensure that there is no conflict of interest between the local government and its public accounting firm.
2. Require that the chief executive and chief financial officer of each government be required to personally sign off on the financial statements.
3. Use of derivatives and all off balance sheet transactions should be clearly outlined in the financial statements and the notes to the statements.
4. The legislative branch of government, such as a city council, town board or county legislature should have at least one designated financial expert to help oversee the financial status of the governmental entity.

Government Reform Commentary
Does Government Need a Sarbanes-Oxley Type Reform Act?

Kevin M. Bronner

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Background on the Sarbanes-Oxley Act

The Sarbanes-Oxley Act attempts to change a number of structures and processes that relate to private businesses. The recent corporate scandals involved a large and complex network of organizations that have a role in regulating business in the United States. While the SEC is one of the key governmental organizations, other entities such as the management of private corporations, public accounting firms, internal auditors, the Board of Directors of the companies and the Audit Committee of the Board of Directors all play an important role. The Wall Street Oportunity and Corporate Reinvestment Act is also involved.

It appears that many of these organizations contributed in some manner to the corporate scandals. Some firms have been indicted for criminal behavior and others simply misled investors. Others failed to detect the financial problems on a timely basis. Governments deal with many of the same public accounting firms and bond rating firms and accounting oversight issues are important to governments.

Government accountability can be enhanced by studying the history of the events that led up to the passage of the Sarbanes-Oxley bill and applying the lessons learned to governments. It became obvious in 2001 and 2002 that reform in corporate America was imperative. The new Sarbanes-Oxley Act proposes reform in six areas. First, there will be additional oversight of public accounting firms through the creation of the Public Company Accounting Oversight Board. Second, the act implements procedures at the SEC to ensure that public accounting firms remain independent from the firms they audit. In the past it became clear that many of the public accounting firms designed management processes for various corporations and then audited the same processes they designed. It became evident that the use of consulting processes by public accounting firms was problematic. Third, the Sarbanes-Oxley Act requires that corporations become more responsible by requiring that the chief executive officer (CEO) and the chief financial officer (CFO) sign a certification that their financial statements are correct and are not hiding significant negative financial events. The fourth part of the act requires corporations to disclose items such as special purpose entities (SPEs) that are designed to hide off balance sheet financings. Fifth, the legislation requires securities analysts to separate their stock advice function from their securities underwriting function. Lastly, the act prescribes a series of civil and criminal penalties for offenders.

Applying the Features of the Sarbanes-Oxley Act to Governments

Many of the problems that the Sarbanes-Oxley Act is trying to correct could apply to governments also. There are at least four areas where governments could benefit by replicating some of the structures and processes implemented for the private sector. Four recommendations are offered below:

1. Governments should use different accounting firms to design managerial control systems and to audit their books.
2. The chief executive and chief financial officer of each government should be required to personally sign off on the financial statements.
3. The use of derivatives and all off-balance sheet transactions should be clearly outlined in the financial statements and the notes to the statements.
4. The legislative branch of government, such as a city council, town board, or county legislature should have at least one designated financial expert to help oversee the financial status of the governmental entity.

Each of the four recommendations is discussed below. The first issue concerns the problem of when a governmental body hires its regular public accounting firm to design a managerial process such as a cash management system. There is a potential issue in that the public accounting firm may have a conflict of interest in auditing a process it designed. The accounting firm may have an interest in overlooking internal control problems if it helped to design the system. This issue was clearly a problem in the corporate scandals and it can be easily avoided in the public sector if governments use different accounting firms to design managerial systems and to conduct year-end audit services.

The second recommendation concerns the requirement that the chief executive officer of any government, as well as the chief financial officer, sign off on all financial statements. In some jurisdictions signatures accompany the financial statements, but the sign-offs should be given greater importance in the governmental model in the same way as now occurs in the private sector model. The financial statements are important since they are used by bond rating firms, investors and others to access the credit quality of individual jurisdictions. While there are not a lot of public scandals now concerning governmental accounting, there were in the past. For instance, after the New York City financial crisis in the 1970s, there was much discussion about the lack of good financial information that was available for governments. Also, the Orange County California derivatives problems in the 1990s indicated that not enough financial information was available. Today, governmental finance is complex. For instance, there are many
Managing With Technology: The New Frontier!

Costis Toregas

Public administrators no longer have to be convinced about the value of technology. It is ubiquitous and its contributions to efficiency and effectiveness of public service have been well established. However, much of the attention, training and resources for technology have focused on the question of managing this technology—its selection, introduction and implementation in a work environment. By the time the technology is in place, our exhaustion is evident and our pleasure at such that we are content simply to watch it operate, distributing bits and bytes around processes is still in its nascent stage in the public sector. More progress can be seen in private corporations.

There are many families of technologies that come to mind as assets in this arena of managing people, but today let us examine a common management challenge, identify its traditional problems and weaknesses and then line it up side-by-side with a computer-based technology that has been available for over two decades now and is not yet widely used: meeting management. Let us focus on managing a meeting agenda of a small number of people—a council or commission setting, a group of stakeholders attempting to establish a common vision for a neighborhood project or a number of legislators attempting to organize priorities for a budget—fair enough? What could be the problems in such a common public administration setting? For the purposes of this discussion, I have constructed the Seven Deadly Sins of Meeting Management—I am sure you could creatively add to the list:

1. People come poorly prepared for the issue at hand and emotionally respond to perceptions, not the reality of the issue.
2. The meeting is hijacked by a loud-mouthed, strong personality who drives the discussion, does not allow opposing and yet important views to be aired and concludes discussion before opinions are wisely formed.
3. People are embarrassed to offer their perspective because their superiors (or subordinates) are there and they are not quite sure what the after-meeting repercussions could be of an honest assessment of the situation.
4. After a couple of hours of heated discussion, the wall is littered with paper, crossed sentences and tabulations, making a focused look at final crystallizing thoughts next to impossible.
5. Voting—especially on a weighted basis—becomes a complex exercise of making ballots, staff collection and interminable minutes of tallying, weighing and recording, while the energy and enthusiasm of the discussion dissipates and loses its edge.
6. Once a decision is made, assigning precise responsibilities for go-forward tasks is relegated to subsequent meetings because of the complexity of outcomes and difficulty of picking up themes and tasks correctly from diverse people’s notes and wall sheets.
7. As people leave the meeting, each has personal notes, perhaps one or two xeroxed summary sheets, but lacks a collective true report of what happened and what was decided.

We could go on, but this set of seven weaknesses captures the flavor of the challenge. What if I were to say that there is a technology that can make all of these seven challenges disappear? And what if I were to say that there are public and private organizations who already take advantage of this technology? Does yours? Chances are that the majority of readers answered “no!” so let’s now introduce this new instrument of managing with technology: the collaboratory.

The collaboratory is a series of laptop computers (perhaps as many as 25), linked by cables to a central laptop computer which acts as a server—coordinating all the laptops that are placed in the same room—around a pie-shaped table with comfortable seats. The collaboratory technology also includes human support: a technical expert to make sure everything behaves properly and a moderator/facilitator who manages the issues and guides the meeting group to a conclusion and a shared vision (this is generally referred to as groupware…we named ours the collaboratory). My own organization, Public Technology Inc. (PTI), invested in such a system about five years ago and today we use it internally, as well as supporting our local governments and other clients in accomplishing meeting objectives. Here is how the collaboratory set up answers the

Solutions for Public Managers

From REFORM, pg 6

complex structured financings, such as tobacco related long-term bonds, industrial development authority bonds involving numerous agencies and other transactions that can lead to financial problems. To ensure that all governments are held accountable, the chief executives and chief financial officers should be required to sign off on their financial statements by certifying that they are correct in terms of generally accepted accounting principles. This is similar to the process at the SEC in Washington where major corporations must submit such filings. For governments, the filings could be mandated by the chief financial officer in each state.

The third recommendation is that government should be required to disclose any use of derivatives such as interest rate swaps or other transactions that they may be using. Also, any type of off-balance sheet financial structures should be presented in the notes to the financial statements. These types of transactions should be clearly presented in the footnotes of the Consolidated Annual Financial Report (CAFR). This will enable bond rating firms, investors and others to have a transparent statement of the risk associated with such transactions. The recent history of the corporate scandals in the United States illustrates that many of the problems started off as routine derivative transactions. If the transactions go wrong, they can trigger covenants in bond indentures and other financing agreements that can set off an extreme financial crisis.

The fourth area of government reform concerns oversight by the legislative body of a government. This issue was discussed in the private sector in the Sarbanes-Oxley Act. Private corporations generally have a Board of Directors and a separate Audit Committee of the Board of Directors to oversee various financial matters. Many believe that the corporate scandals would have been avoided or greatly mitigated had the Audit Committee of the Board of Directors performed an adequate job. The Sarbanes-Oxley Act has many reforms that must be implemented for audit committees. Three of the directors on the committee must be independent in that they do not work for the corporation in a role other than being a member of the Board of Directors. The act also requires that at least one member of the audit committee be certified as a “financial expert.” This requires that the designated individual have the requisite education and experience as an accountant, senior financial officer or other related position that permit him/her to understand financial and accounting issues.

The aspects of using an audit committee represent a special problem for governments since they are generally run by a chief executive and some type of legislative body. The requirement that someone on the legislative body (such as a city council member or a town board member) have a financial background could easily be adapted to a governmental setting. One position on such bodies could be designated as a financial specialist and the public should vote to ensure that a true financial specialist is voted into such a position.

The Sarbanes-Oxley Act of 2002 is designed to protect investors in the private sector by ensuring that transactions and financial statements are presented in a fair and complete manner. The act will change the manner in which key information is reported, and it will change the roles and responsibilities of many of the men and women working in corporate America and in business oversight roles. There are important parallels to government and we should consider implementing to ensure that scandals do not envelop the public sector as they did in the corporate sector over the past few years. We can draw from the knowledge learned in the corporate scandals to improve the financial integrity of all local governments throughout the United States.

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Addressing the Seven Deadly Sins of Meeting Management

From TECHNOLOGY, pg. 7

“seven deadly sins”—you will see that it is a combination of hardware, software and orgware technology (orgware is the 80 percent or so of technology investment which deals with people issues—a wise PTI definition of old!)  

1. Weak preparation becomes unacceptable, as a neutral outsider (the facilitator) takes on as the first task to survey the participants by quick e-mail, phone conversation or direct conversation and identify the key issues, hot buttons and background materials necessary to understand the meeting issues. This input is used to construct the meeting agenda and present facts throughout the meeting itself.

2. Discussions certainly occur in open, roundtable fashion. But when an issue arises where diversity of opinion is valued, the facilitator switches the dialog mode to computer-style and each participant contributes ideas by typing into a keyboard. A single person no longer has the option of filling the airwaves, which are now filled with the clicking of keys indicating creative energies leaving the minds of the participants and being joined in a creative “groupthink.”

3. As to confidentiality, everything that the participants type is captured and immediately visible to all, but as anonymous contributions. This permits the open and honest sharing of information and many times triggers creative ideas from readers of the contribution (in opposition or in support of the stated argument).

4. Merging ideas into creative sentences, eliminating redundancies and shaping feasible alternatives becomes easy with wordprocessing software which can move sentences around, eliminate (and store in memory) old ideas and replace them with new thoughts created by the collaborative discussion. The participants see in their screens crisp, new ideas that cheerfully nudge them on to action.

5. Voting on ideas or rankings now becomes an instantaneous exercise. Straw polls can be taken and positions gelled around topics in a matter of seconds as people indicate their preference confidentially, then immediately visible to all, but as anonymous contributions. This permits the open and honest sharing of information and many times triggers creative ideas from readers of the contribution (in opposition or in support of the stated argument).

6. Assigning tasks to participants becomes an exercise where the facilitator can innocently persist until someone truly owns the go-forward action and then unambiguously records that commitment for all to see.

7. As the participants gather their belongings and get ready to leave, the collaboratory can, on demand, spit out diskettes that provide all of the dialog, the conclusions and assignments and the final collective vision. While not replacing the thoughtful analysis, documentation and submission of a report by the collaboratory managers to the client, this immediate feedback is in itself a valuable glue which binds people to an implementation of the decisions reached.

Many of these elements are probably in use today in public administration settings; however, it is the collection of all of them under the same roof that makes the collaboratory such a creative management tool. The details of how PTI is making this technology available to our public sector constituents can be found at http://www.pti.org/products/collab/index.htm. Future enhancements for PTI in this arena include the rollout of web-based systems which can create collective visions of thousands of participants in real time or asynchronous dialog with each other. We are currently pilot testing a variety of these tools. Many city, county and state agencies have used the collaboratory technology with good results—most recently the Clerk of Court for Miami Dade County Florida Harvey Ruvin used it to create a common vision of direction for IT projects in his office—helping technology. Long an advocate of compassionate and people-oriented management, Ruvin wanted to ensure that all voices were heard as his office moved forward with the deployment of ever changing systems and capabilities, and he was able to guarantee that through a collaboratory session.

There are many other technologies that fit into the “managing with technology” cluster of innovations. It is clear that collaboration is an important element of administration—from Homeland Security to spiraling health care costs and uneven budgets, there is a need to learn to work together with others who may have agendas and constraints that are different from ours. We also need to be open to new techniques that can make us stronger not only individually but collectively.

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The public administration of any country is supposed to play a pivotal role and determine the turn of events in the whole system. It implements and is very influential in all the phases of public policy. It is not an exaggeration to say that it forms the backbone of the system and has to play developmental roles from all perspectives. The public service alone possesses the political, material, legal and intellectual means to serve as an instrument of development. It determines what has to be done, who has to do it, who gets what, when and how. To crown it all, unlike the private sector, the legitimizing ideology of the public sector is the fact that it stands beneath the popular chatter against big government is a surprising fear to live without it. Generally, in the more developed states, the public administration has played a crucial role in facilitating capitalist expansion. This has been done by instilling the idea of hard work in the citizens, creating conducive environments for the private sector and tactfully intervening when the latter is incapable.

On the contrary, the situation of the less-developed countries in general, especially with the tendency of globalization, is fast transforming from a crisis to a tragedy of enormous proportions. Lamenting on a recent world map drawn without Africa for international business, the South African Helena Barnard argues that the African situation is not so bad. But the fact remains that the vicious circle of stagnation of industry, growth of the public sector, rural exodus and debt burden in Africa has not been transformed to a virtuous circle as hoped. On the contrary, negative and cumulative feedback appear as environmental degradation, overexploitation of exhaustible resources, HIV/AIDS pandemic, famine and capital flight.

Attempts by the advanced countries and international organizations to rescue the less-developed countries from the continuous drowning have been futile. As the loans are mismanaged, the debt problem is aggravating. In 1980, the total debt of these weak states was $600 billion, by 1990 it had gone up to $1.4 trillion and in 1997 the figure was a staggering $2.7 trillion. Debt, says Tatah Mentah, has become an unwieldy slow-killer of developmental efforts like some prehistoric monster. The International Monetary Fund’s social adjustment program (SAPS) has led to untold adverse social effects on the masses. The World Bank recently initiated the Highly Indebted Poor Countries (HIPC) program aimed at cutting the debt burden of 41 countries that spend more than 20 percent of their export earnings on debt servicing payments to a level that would no longer hinder their economic growth and development, but the actual repayment of the debt remains problematic. The problem is that many attempts to solve the debt problem neglect the causes of this problem. The main cause is the personalization of state’s benefits and the socialization of its costs. All these because the public administrations are undeveloped, overtaken and unproductive. Analyzing the situation 40 years ago, Rene Dumont did prophesize, “The principal industry of the overseas administration...The administration as conceived will take these countries into ruin.” These underdeveloped administrations are prodigal, superfluous, costly and have not achieved any dynamism. In the postcolonial states, the elites believe they symbolize the state rather than serve it. One finds a form of neopatrimonialism that introduces a series of irrationalities. Productive economic activities are impeded by political instability, systematic corruption and mal-administration associated with personal rule. In extreme cases, a downward spiral of politico-economic decline is set in motion that is difficult to halt and reverse.

The tragic flaw of these poor countries is therefore the issue of governance. The more underdeveloped a society, characterized by generalized poverty, the more it should depend on public policy and administration. For these states to come out of the vicious circle, efficient and effective administrations are indispensable. If any strategies are taken without this prerequisite, stagnation or even regression will be the effect.

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Dear Editor:

Executive Director Mary Hamilton’s column (PA TIMES, February 2003) praised a popular book (Adams/Balfour’s Unmaking: Administrative Evil) condemning the “technical rationality” of bureaucratic life as an “application of scientific methods” that disregards “human values and dignity.” I focus on the book’s attention to NASA (shuttle failure), illicit drugs and urban decay. I was sympathetic to this argument when Dwight Waldo targeted Herbert Simon’s logical positivism in the 1950s, but administrative methods are not the problem.

When the Challenger went down in 1986, I looked into its history, writing only an op-ed piece for the Pittsburgh Post-Gazette. I concluded, before the Adams/Balfour book first appeared, that the problem was easy to understand. When the shuttle contract was let in 1973 or so, the head of NASA (Fletcher) acknowledged publicly that the “accepted” bid might not be the “best” bid, but confirmed NASA bought it. He admitted that at least one other proposal envisioned a single structure that did not have connecting O-rings that were the ultimate problem. This one-piece design would have cost more. Some were also suspicious that Fletcher, a former president of a Utah university, arranged the contract for a Utah firm.

Once the cheaper bid was selected, everyone in the organization was under pressure to make it work. In other words, technical rationality was imprisoned by lower bid and underfunding. The shortcomings of political (“bureaucrats should not question political decisions”) and economic (“all government agencies spend too much”) theories that the public administration do not seriously challenge.

Those implementing programs must often cut dangerous corners because their political bosses deny any underfunding. This is much more important than technical rationality because sophisticated risk analysis might have shown that the O-rings were NOT technically rational at all. Program implementers, however, do not have the luxury of proving, before a tragedy has occurred, that political bosses shortchanged a program. After all, our textbook theories hold that agencies always ask for too much money.

Competitive bidding and underfunding are themselves the primary evils. It is no surprise that initial reactions to the recent Columbia disintegration targeted both underfunding and insufficient oversight of contractors who get 90 percent of NASA’s bidding.

We solved such problems in World War II. We did not worry about budget deficits and we guaranteed contractor profits while supervising their output. There is nothing wrong with contracting out (I am a long-time defender of AT&T, which was appropriately regulated and was NOT a public agency). NASA, however, is an example of A-76 excesses, especially when combined with nonguaranteed profits.

The mistake is our adherence in public administration to the absurd political and economic theories that drive decisions at the top. NASA is one problem, but so are slave wages to those who produce clothes and shoes in developing countries and so are subsistence wages in this country.

In that connection, the problems of illicit drugs and urban decay are the inevitable by-product of a long-term bipartisan policy to keep millions of people out of work in order to depress wage increases. Except for two years at the end of the 20th century, that policy has flourished since the 1970s. When unemployment is high overall (six percent), it is 12 percent for minorities and much higher among young people. Public administrationists should focus upon such policies instead of flogging themselves about technical rationality. Given a policy of compulsory unemployment, all programs about illicit drugs and urban decay are pure sham.

Put simply, basic political and economic theories are intentionally cruel.

Frederick Thayer
Professor Emeritus
Public & International Affairs
University of Pittsburgh

Reader Responds to February “Frederickson Perspective”

Dear Editor:

H. George Frederickson (“Frederickson Perspective,” PA TIMES, February 2003) opens the debate on the Iraq War, but does not begin to address the critical issues. Public administrators should first challenge the assumption that existing military personnel policies are sufficient to meet anticipated military needs and then we should demand that all contingencies be examined before the first preemptive strike. If Congress won’t do that, then perhaps the PA TIMES can. Once the shooting starts, the window for options slams shut.

The first assumption is that the rate of peacetime military enlistment will continue during wartime. That same assumption was made at the beginning of the Civil War, but enlistments immediately declined and conscription had to be legislated. Since 1975, the all-volunteer military has suffered less than 1000 fatalities due to hostile action. That body count includes the two barracks bombings in the Midwest; Gulf War I, the current deployments; Panama, Haiti and Granada. Contrast that with the 37,000 killed in Korea in three years and the almost 60,000 lost in Vietnam in 10. Those were wars were the draft was necessary to meet personnel needs.

The assumption that somehow now a highly mechanized war machine which will greatly reduce casualties is based on computer models, not combat experience. Surely the Department of Defense has models which predict the impact of combat causalities on enlistment. Those need to be on the table for public review. We need to examine the assumptions underlying those models. We need to know at which point the DOD will recommend the resumption of conscription.

There are related questions:

• If the call up of National Guard and Reserve troops is extended indefinitely, if current enlistees have their tours of duty extended for the duration, will these measures constitute a backdoor conscription?

• What impact would such policies have on future enlistment?

• What is the impact on homeland security manpower needs if first responders (firefighter and police) are called up for active duty in the military?

• How would high unemployment influence enlistment rates?

• Will essential military functions be contracted out to private, for-profit companies?

• What are the timelines for the various contingencies?

There is a more difficult issue to be addressed and that concerns the interface between the need for continual recruitment and program policies. Did the need to recruit an all-volunteer military influence the policy recommendations of military strategists? Was the reluctance to deploy troops in harm’s way a function of the recruiting imperative? Could this be a continuing influence? Ironically, one federal agency which might offer information on this discussion is the Peace Corps. There, program evaluation consists of recruiting slogans.

Finally, the announcement that a post-war Iraq would be an occupied Iraq introduces a whole new dimension to personnel needs. The occupation of Germany and Japan consumed hundreds of thousands of troops. What would the personnel needs be in Iraq and how would they be met?

There were parts of Frederickson’s article that I may not have understood. Is “strain” a technical term used in human resources with which I am unfamiliar? Surely, there was not a suggestion that if the “children of privilege” are forced to be VISTA volunteers that that would make it easier for the “children of the poor” to be killed in combat?

These are awkward times for our country. They call for the very best in skill, experience and knowledge that each of us can contribute. But, that is not all. We have to recognize and be able to detect differences between fact, fiction, cause, consequence, inference, implication, truth, lies, inference, etc. That revolution is upon us and those skills, for even the best educated among us, have steadily declined to the point of severe impairment.

As citizens in a nation where the citizens are sovereign, we struggle with a government that is trying mightily to convince us to willingly submit to a war of aggression. We are bombarded with two words that are used interchangeably: defend and protect. The Constitution commits us to the defense of the nation, not the protection of the people. Although one implies the other, it is only the willingness of citizens to defend the country at personal sacrifice if necessary that will secure the protection of us all. We don’t have that willingness from the citizenry and the current administration is not asking for that from us. It is not clear that even those who have taken the oath to uphold and defend our Constitution and our nation understand the distinction.

During the Depression, organized crime offered protection to the citizens and it was that protection racket that made the eradication of the various mobs so difficult. It is because of our current confusion, or blinding, of crime and war that the citizenry can be seduced away from defense in favor of protection.

Governments defend nations; citizens protect themselves. Citizens have a duty to participate in the defense of the nation. Our current administration eschews that in favor of an all-voluntary and mercenary defense force. It can be argued that the congressional elections were won on the basis of an offer of protection to the citizenry. Women with children were the voters who were most susceptible to that offer. As a result, some particularly heinous things occurred, like the demonizing of Senator Max Cleland of Georgia.

Could it be that in the Age of Information, the media might become the ultimate weapon of mass destruction?

George L. Williams
Clothed With The Public Interest

As we move inexorably toward third party government, both the theory and practice of public administration are changing. Fewer and fewer of those who actually administer or direct public services are civil servants. Paul Light’s estimate in *The True Size of Government* is that there are more than six full-time equivalent federal contract and grant employees for every one direct government employee. Some federal agencies are now so hollowed-out that their sole function is to oversee the grants and contracts being implemented by the non-profit and for-profit organizations that do the agencies work. To give you an idea, consider the Centers for Medicare and Medicaid (CMS) of the Department of Health and Human Services. If one is faced with the need to redefine exactly what we believe public administration means, CMS is about 4,500 people; therefore for Medicaid, the total annual budget of CMS is nearly 500 billion dollars. The staff of CMS is about 4,500 people; therefore for every one CMS employee, there are over five million dollars of federal and state expenditures. Now that is hollowed out. In the face of third party government the field is faced with the need to redefine exactly what public administration means.

In the interest of a dialogue let me suggest the following adjustment to our definition of what we believe public administration to be.

First, we must insist that the word public in public administration does not mean the same thing as government. The founders of the field wisely called it public rather than governmental administration recognizing that public administration includes direct governmental administration and related public activities such as utilities, the regulation of commerce and the work of government contract and grant holders.

Second, we should borrow a splendid idea from administrative law and change it from a legal idea to part of the philosophical and moral basis of modern public administration. That idea goes variously by the following phrases: “clothed with the public interest,” “covered with a public purpose,” or “affected with a public interest.” In the law, all of these phrases are intended to describe what ought properly to be thought of as “state action.” In an excellent and under-appreciated article in the *Public Administration Review* Robert S. Gilmour and Laura S. Jensen reviewed the state of the law regarding whether public functions delegated by contract or grant to private actors are nevertheless still public functions and a form of state action. Put another way and in the form of a question: “when public functions are delegated to private actors and are allowed to be transformed to private actions, is public accountability inevitably lost?” As you might expect, Gilmour and Jensen find that the state of the law on this matter fuzzy and unsettled. While the state of the law is important to contract managers, a too narrow focus on the law might obscure the potential of the core idea.

Third, we have in the logic of extended state action covered with a public purpose a compelling and powerful basis upon which to define public administration in the era of third party government. It is incorrect to claim that the employees The Corrections Corporation of America (contract prison operators) or The Kaiser Group (healthcare providers) are civil servants, but it is certainly correct to claim that when their employees are implementing a government contract paid for by taxpayer money, their work constitutes the extended action of the state and that that work is covered with a public purpose.

Fourth, in the context of American separations of powers, elected officials delegate, ordinarily to the executive branch, the power to act for the state. When the power to act for the state is in turn extended by grant or contract to either non-profit or corporate institutions, those institutions engage in state action and that state action is, by definition, covered with a public purpose. Public agencies and their officials who should build into contracts and grants the expectation of extended state action covered with a public purpose. This should not be primarily for purposes of accountability in case things go wrong; that has for too long been the focus of the law. Instead, agencies and officials should work with contractors to recognize that they are part of the extended management of the agency and that in the implementation of contracts that they, like public officials, act as agents of the state and are expected to fulfill public purposes. In a contract sense extended state action might be thought of as formal and legal obligations on the part of contractors, but in a larger sense, and as a fundamental norm, contractors should see themselves as engaged in extended state action covered with a public purpose. This philosophy should be part of the whole foundation of public administration, the foundation upon which the logic of contracting rests.

Fifth, such an approach to public administration in the era of third party government will require an extensive reworking of our primary theories. The works of Donald Kettl, Lester Salamon, Branton Milward, Philip Cooper, Ronald Moe, Barry Bozeman, Robert Gilmour, Laura Jensen, Ruth DeHoog, Pauline Rosenau and others are a very good start. Our textbooks need to be rethought. Our MPA degrees need to be reoriented. We should organize extensive training regimes that combine governmental and contract officials in their shared responsibilities to manage contracts for public purposes.

It will be argued that this definition of public administration is too broad, too grand. It will further be argued that such an approach to public administration is impractical. I disagree. In practical terms the era of third party government is already here and public administration is trying to catch up. The nostrums of reinventing government, while advocating steering rather than rowing and outcomes rather than inputs, are of little help normatively because they were too focused on just one public purpose—efficiency. The norms of extended state action covered with public purposes are much more broad than efficiency and include responsiveness, compassion, social equity and justice. When contractors think that their sole purpose is to deliver public services efficiently for the least cost, they have it only partly right. It is also their primary obligation to be fair, responsive to changing circumstances not anticipated in contracts, even handed and just. If contractors act as agents of the state they must learn that their obligations go beyond contract law and include, indeed embrace, the norms of extended state action covered with public purposes. In the long run, unless this happens, democracies will turn away from third party government.
Planning Commissioner Erred Mightily

The January column reported a story of a citizen member of a local planning commission who spoke out publicly against a proposed housing development in a letter to the editor in which the commissioner signed her name but did not identify herself as a member of the commission. The developer complained to the mayor and a controversy ensued. The citizen/commissioner claimed she had the right to speak out as a concerned citizen even though she would sit as a commissioner. The developer complained to identify herself as a member of the commission. Did the citizen commissioner cross over the ethical line?

Mark Monson
(Mark.Monson@dp.state.va.us) analyzed the situation in the following way:

“There’s no question in my mind that commissioner Jones erred mightily. The minute she took the oath of office as a planning commissioner, she gave up her freedom to speak as a private citizen on planning issues. This is the case for anyone in any role in any government. We always retain our right to speak out on matters, as long as those matters are not related to our duties or the areas of responsibility of our organizations. When we do speak out on matters related to our jobs or positions, we become de facto representatives of our employing organization, whether we like it or not. If I’m not mistaken, that is the rationale courts have used in our state to enable a Governor to limit the matters state employees can comment on to the legislature.”

“I’m hesitant, though, to chastise Jones too harshly. It may well be that the locality for which he is a planning commissioner needs to do a better job educating new board and commission members of their roles, responsibilities and limitations. My agency has 13 regulatory boards. We hold an intensive orientation and training session for every new board member, including guidelines on speaking out on issues related to their duties as board members. Since we’ve been doing these sessions, we’ve not had the kind of problem described in your column.”

ASPA member Dom Menzel is director of the division of public administration at Northern Illinois University. E-mail: dmenzel@niu.edu

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PAR Special Issue on September 11

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Center for Accountability and Performance

Advancing the Agenda

Allen Lomax

It is my honor and pleasure to be the new chair of CAP. Since its creation seven years ago, CAP’s leadership has implemented a number of efforts to help demonstrate the value of performance measurement. These efforts include:

• A book entitled Meeting The Challenges of Performance Oriented Government.
• A three-part video series called “Managing for Results: The Key to More Responsive Government.”
• A two-day symposium called “Leadership of Results-Oriented Management in Government.”
• Maintaining a growing body of case studies on the use of performance measurement.
• A monthly brown bag session on performance measurement and program evaluation, which is co-sponsored by the U.S. General Accounting Office and George Washington University.
• An awards program that recognizes accomplishments in the field of results-oriented government.
• Performance Management CAPtions, an electronic newsletter that provides important news on the performance measurement field.

As you can see, CAP has accomplished a lot. There are a lot of efforts that need to continue and a lot more can still be accomplished. Over the next year, the CAP leadership will be working to make CAP the first stop for practitioners and academics for information on results-oriented government. Also, plans are already underway to develop a new set of case studies. Additionally, we will be reaching out to ASPA’s chapters and sections to provide consulting services should they wish help in developing or revising their strategic plans. If you would like more information on CAP and/or its activities, I hope you will contact me.

On behalf of the CAP Board, I would like to congratulate the recipients of the following CAP awards for 2002:

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For information or items of interest related to CAP or performance management/measurement activities or if you have a related item for the CAP Corner, please contact Denise Wells, CAP Director; 1120 G Street, NW, Suite 700, Washington, DC 20005, (202) 585-4310; dwelles@aspamap.org or be sure to check out the “CAP Corner” on ASPA’s web site: www.aspamap.org.
Recruitment Service Helps Employers Find Workforce on Campuses Nationwide

Cambridge, MA—CampusCareercenter.com (CCC), the nation’s leading campus recruitment company, reports the DiversityConnect, its diversity campus recruitment service, now features a database of thousands of minority students on campuses nationwide. DiversityConnect is a version that has a similar interface and functionality to CCC’s core service, CandidateConnect, except it offers employers the opportunity to recruit minority students who have voluntarily submitted information about their ethnic backgrounds to companies seeking to increase diversity in their workforce.

Matt Casey, president of CCC, says, “Recently, companies such as Microsoft and Lucent have been very public about their support for affirmative action programs at universities nationwide due to the void of minority computer science and engineering talent. While we applaud these efforts, it is evident that other Fortune 500 companies are not doing everything in their power to ensure they have access to the best and brightest minority new graduates and interns that are presently in our colleges and universities. DiversityConnect is a cost-efficient, effective way for companies and government agencies to reach these candidates.”

DiversityConnect features a stand-alone database search service, incorporating the latest CCC online search capabilities, and inclusion in the CCC Diversity Center that presently provides clients such as General Motors with a forum to vie for and attract elite candidates through content offerings such as training program promotions that link opportunities with diverse candidates.

Through a series of grass roots initiatives and newly formed strategic career center partnerships, CCC has increased its presence on the most diverse campuses in the country to bring this highly targeted service to the market place. According to Shonold Malik, assistant director of graduate career services at MIT, “This is a great initiative undertaken by CCC. It not only provides employment opportunities to students of various ethnic groups, but also recruiting solutions to companies committed to diversity by bringing these two constituencies together.”

For more information about DiversityConnect, visit CCC’s web site at www.campuscareercenter.com.

ESRI Announces Grant Program to Support UN’s Efforts to Improve Quality of Life for the Urban Poor

Redlands, CA—ESRI, the leading developer of geographic information system (GIS) software, announces the Global Urban Observatory (GUO) Grant Program. This ambitious international grant initiative is under the auspices of the United Nations Human Settlements Programme (UN-HABITAT). The GUO, an international capacity-building network, was established to help meet the goals of the Habitat Agenda, the World Summit on Sustainable Development and Agenda 21, from the “Earth Summit” in Rio de Janeiro in 1992.

The goal of the grant program is to provide GIS technology and training for up to 1,000 cities in the least developed countries so they can participate in the collection of urban indicator information and improve both city management and the lives of urban citizens. These indicators are the foundation for the GUO. The data will be analyzed in support of the Millennium Declaration goal, adopted by the General Assembly of the United Nations in 2000, to improve the lives of 100 million slum dwellers by the year 2020. This declaration is closely related to UN-HABITAT’s Goal 7, Target 11, which states a similar purpose.

Urban indicators include information about poverty, environmental degradation, lack of urban services, degeneration of existing infrastructure and lack of access to land and adequate shelter. GUO participating cities can use GIS for the analysis and management of the urban indicator data that is collected and for the dissemination of this information to the public as well as planning organizations.

Currently, just under half of the world’s population lives in cities. By the year 2020, already 55.7 percent of the world’s population will be living in urban areas. This urbanization process is most pronounced in developing countries, where the urban population will increase from 33.9 percent (2000) to 50.8 percent (2020). Estimates of the total number of slum dwellers, based on the Secure Tenure Index, confirm that as many as 30 percent (712 million) of the world’s urban population in 1993 were living in slums, according to UN-HABITAT.

The GUO Grant Program will be implemented in a phased approach. Initially, grants will be awarded to provide GIS technology and training to 350 cities during 2003 that currently do not have access to the technology. The grants consist of a package of GIS software, technical support, upgrades and training. They are valued at approximately $15,000 each, making the entire program worth about $15 million.

“I believe that GIS technology truly can make a positive contribution to improving the general quality of life for the many impoverished people in the world,” comments ESRI President Jack Dangermond. “We at ESRI are honored to offer this support to the UN-HABITAT Global Urban Observatory Program.”

For additional information on the grant program, visit ESRI’s web site at www.esri.com.

New Web Site Provides Free Support Materials for People Concerned About War and World Instability

New York-Harris, Rothenberg International LLC (HRI) (www.harris-rothenberg.com), can help employees, managers and military families deal with their concerns and anxieties relating to current world instability and uncertainties.

The educational resources, accessible for free at HRI’s public web site, www.harris-rothenberg.com, can help employees, managers and military families deal with their concerns and anxieties relating to current world instability and uncertainties.

Topics include Managing Employee Stress, Finding Security in an Uncertain World, Handling Family Separations as a Result of Military Deployments and How to Talk to Children about Violence, War and Terrorism. The site also includes links to related web resources.

“The site is designed for our mission to provide people with the information and assistance they need to thrive at work and home,” said Edward Trierre, HRI’s managing director. “We felt strongly that we needed to help our clients respond to the needs of their employees in terms of feeling secure and trying to cope with uncertainty.”

If you have a press release appropriate for “Where Things Stand,” contact Jess Price at 202-585-4314, jprice@aspnet.org or fax to 202-638-4952.
### Presenting New Members

ASPA welcomes the following new members in the month of February 2003. Please note: members rejoining ASPA are not included on this list.

<table>
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Please note: members rejoining ASPA are not included on this list.
Council Approves Strategic Plan

Denise Wells

Among the many other exciting happenings at ASPA’s 64th annual national conference, National Council members approved the Society’s new strategic plan at its business meeting. Leading up to this, however, was a great deal of work on the part of ASPA’s officers, past presidents, steering group members and members at large.

Background on the Current Planning Effort

An article in the January 2003 issue of PA TIMES described the planning process that began in March 2002 under the leadership of then-President Glen Cope. Preparatory work included conducting interviews of leaders from the National Council, Steering Groups, chapters and sections; commissioning issue papers to describe ASPA’s internal and external environment and initiating a member survey.

At ASPA’s midyear meeting in December, a core group of the leadership met to draft a vision, mission, guiding principles and strategic goals. Their proposed statements were published in PA TIMES and on the ASPA web site.

The membership at large was invited to participate in several ways. A special e-mail address was established to collect comments and a threaded discussion forum was hosted by George Mason University. Some chapter and section members were invited to provide feedback through their Council liaison. All comments were compiled and shared with the core group.

Survey Results Provide Invaluable Input to the Strategic Plan

Meanwhile, the membership survey was mailed to 3,500 ASPA members. Results were tabulated by an independent consultant, AWP Research, and presented to the core group. The report was very comprehensive. The consultants noted that ASPA has an unchallenged market position as well as highly regarded and valued publications. They also concluded that the Society’s strength is in its diversity and that members provide strong word-of-mouth referrals to others.

Some of ASPA’s challenges are an aging membership and a lack of new member development. Particularly noteworthy is the lack of effective marketing beyond word of mouth. There is also a feeling among members that ASPA is “treading water” rather than moving forward.

The consultants suggested several actions available to ASPA. These include developing a comprehensive marketing strategy linked to the strategic plan, addressing value issues such as bolstering PAR and PA TIMES and making the web site a better portal to enter the Society, and addressing dues confusion.

Finishing Touches

The core group incorporated member feedback and survey findings into the draft of the vision, mission, guiding principles and goals that had been developed earlier. Words were changed, phrases were added and, in some cases, there were complete rewrites that responded to the feedback and findings. Finally, the core group was ready to face the membership, again!

Members Participate in Open Discussion Forum

On the Saturday afternoon of the conference, attendees participated in an open discussion forum at which they were briefed on the strategic planning process and invited to make additional comments on the mission, vision, guiding principles and goals. Members of the core group were available to discuss their work and to answer questions regarding the products they developed. The session was indeed a lively and interactive one, and again, there

ASPA’s 64th Annual National Conference Does Nation’s Capital Proud

Jess Price

From March 15-18, the Nation’s Capital was host to a very successful ASPA 64th National Conference. The conference hotel, the Omni Shoreham in downtown Washington, DC, served as the backdrop for the exploration of the conference theme, “The Power of Public Service.” This exploration drew approximately 1200 participants from across the United States and from several foreign countries, despite travel restraints and concerns due to heightened national and worldwide security.

Pre-conference workshops began on Friday, March 14, two days prior to the conference itself, with sessions entitled “PA Online Experience Part I” and “International Development Management: Roots, Roles and Relevance.” On Saturday morning, the pre-conference sessions continued with the second portion of the “PA Online Experience” workshop and a session entitled “Performance Management for Local Governments.” Saturday afternoon sessions included a workshop called “Managing Performance Measurement” and a SICA/MOU pre-conference workshop.

Pre-conference activities continued on Saturday afternoon, when approximately 75 participants offered their insight into ASPA’s strategic plans at the Strategic Plan Open Discussion Forum. Input was collected for use in the final stages of this round of ASPA’s strategic planning.

Saturday wrapped up with ASPA’s annual business meeting, where several awards were presented. Among these awards was the ASPA Student Conference Grant, awarded to four students who were nominated by chapters and chosen based on their outstanding academic records and their commitment to a public service career in practice or research. Recipients for the 2003 conference were Aura Manipud of San Diego State University, nominated by the Northern New Jersey Chapter; Brittany Doleac of the University of South Carolina, nominated by the South Carolina Chapter; Erica Garcia of Christopher Newport University, nominated by the Hampton Roads Chapter; and Jasmine Acevedo of Kean University, nominated by the Northern New Jersey Chapter; Brittany Doleac of the University of South Carolina, nominated by the South Carolina Chapter; Erica Garcia of Christopher Newport University, nominated by the Hampton Roads Chapter; and Jasmine Manipud of San Diego State University, nominated by the San Diego Chapter.

Also given at the business meeting where the chapter and section newsletter awards. Chapter newsletter awards were granted to the Evergreen Chapter (Peggy Smith, editor) in Division I, the Greater Chicago Chapter (Bruce Rodman, editor) for
Awards Presented Throughout National Conference

From CONFERENCE, pg. 15

Division II and the Los Angeles Metro Chapter (Mason Fong, editor) for Division III. The section newsletter award went to the Section on Ethics (Rob Brittick, editor). The Oveta Hobby Training award recognizing chapters and sections that provide professional development to members was awarded to the Massachusetts Chapter.

Finally, the Strategic Plan Implementation Award was presented to the Greater Cincinnati Chapter for Division II and the Evergreen Chapter for Division III.

The conference began in earnest on Sunday morning with the well-attended Opening Plenary and the Elliot Richardson Lecture. Washington, DC, Mayor Anthony Williams welcomed the conference and attendees, and went on to describe the progress being made in the District toward attracting major corporate headquarters and developing key areas of the city. Williams also discussed the ways in which the District government is dealing with the budget crunch and the need for more assistance from the federal government.

After Williams’ welcome, Alice Rivlin presented the third annual Elliot Richardson Lecture. Building on the lecture series’ theme of “Ethics and Integrity in the Public Service,” Rivlin is the Henry J., Cohen Professor at the Robert J. Milano Graduate School of Management and Urban Policy at the New School University. As expected, Rivlin’s words had a strong impact on her audience; a copy of her remarks has been requested and will be available on ASPA’s web site at a later date.

Several awards were presented after the Richardson lecture, including the James E. Webb Award to two outstanding papers from the 2002 conference. The awards went to J. Patrick Dobel of the University of Washington and to Phillip Kronenberg of Virginia Tech. Presidential Citations of Merit were presented to the CErentex Chapter of ASPA; the Finance Committee; the Board of Insurance Trustees; the Rutgers University, Newark, Secretariat for ASPA/China MOU; and Guo Ji, president of the Chinese Public Administration Society (CPAS).

Both the PA TIMES and Public Administration Review (PAR) presented awards at the Opening Plenary. The first annual PA TIMES Best Article Award was presented to Rob Brittick for his article entitled “Disposable Public Servants,” which appeared in the June 2002 issue.

PAR presented five awards. The Marshall E. Dimock Award for best lead article went to Barry Bozeman for his March/April 2002 article, “Public-Value Failure: When Efficient Markets May Not Do.” The Louis Brownlow Award for best article by an academician went to M. Curtis Hoffman for “Paradigm Lost: Public Administration at Johns Hopkins University, 1884-96.” The Editor’s Choice Award, recognizing exemplary performance as a member of the PAR Board of Editors, was presented to Meredith Newman and Monty Van Wart.

Also on Sunday, the exhibit hall opened with more booths than any ASPA conference has ever included. From universities to Governing magazine to publishers such as M.E. Sharpe and CQ Press, exhibitors experienced a steady flow of conference attendees making purchases and seeking information.

Sunday evening found most conference attendees at the Awards Ceremony, where Former Maryland Governor Parris Glendenning received the Equal Opportunity/Affirmative Action Award, granted each year to individuals and organizations that have made outstanding contributions to a more equal society. Also awarded was the Charles H. Levine Award, presented by ASPA and the National Association of Schools of Public Affairs and Administration (NASPAA) to a public administration faculty member who has demonstrated excellence in three major areas of the field of teaching, research and service to the wider community; this year, Robert Durant of the University of Baltimore received the award.

The Dwight Waldo Award for outstanding literary contributions over an extended career was awarded to Charles Goodsell of Virginia Tech. Bernie Rosen of American University received the Paul P. Van Riper Award for a body of work that has contributed significantly to bridging the world of public administration scholarship and practice; and the Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service was awarded to Harlan Cleveland of the World Academy of Art and Science. The Center for Accountability and Performance (CAP) also presented its Organizational Leadership Award to the U.S. Department of Agriculture’s Natural Resources Conservation Center. After the Awards Presentation, attendees were entertained by the band “The Pete Smiles.”

See CONFERENCE, pg. 17
Broadnax Begins Presidency As Cope’s Term Comes To A Close

From CONFERENCE, pg. 16

Ceremony, attendees moved on to the Opening Reception for an evening of networking and socializing.

Monday was MPA and Doctoral Student Day, providing students with an opportunity to attend panels and roundtables tailored to specifically to their needs and interests. With separate tracks for MPA and doctoral students, the sessions provided insight into resumes, job hunting and publication opportunities.

The National Public Service Award (NPSA) Luncheon also took place on Monday. Recipients were Sheila Beckett, executive director of the Employees Retirement System of Texas; Gene Dodaro, chief operating officer of the County General Accounting Office; David Janssen, superintendent of Miami-Dade County Public Schools. The Keepen of the Flame Award for contributions made after retirement was given to Dan Fenn, and a special Founder Award was given to Elmer Staats.

Monday afternoon, several ASPA sections jointly hosted an Ice Cream Social. The social was co-hosted by the Section for Women in Public Administration (SWPA), the Section on Health and Human Services Administration (SHHSA), the Section for Professional and Organizational Development (SPOD), the Section on Intergovernmental Administration and Management (SIAM) and the Conference of Minority Public Administrators (COMPA).

That evening, several universities sponsored receptions, held together in a large ballroom of the hotel. Representatives from American University, Arizona State University, Syracuse University Maxwell School, and the University of Southern California mingled with conference attendees from across the country in this well-attended social event.

On Tuesday morning, the mobile workshop entitled “The Resurgence of Washington, DC: Meeting the Challenges,” took place. Participants visited the newly renovated city office complex to discuss governance and security concerns with elected and administrative city officials. Speakers included the deputy mayors for operations, public safety and justice and planning and economic development, along with directors of several city departments. The speakers were very well-received among workshop participants, who gained a greater understanding of the efforts being made in Washington, DC, to address the changing climate in which the city operates.

Tuesday morning brought the Donald C. Stone Lecture, presented by Astrid Merget, dean of the School of Public and Environmental Affairs (SPEA) at Indiana University. Merget presented a lecture entitled “Greed, Ethics and Public Policy.” A copy of this lecture will be available online in the future.

After Merget’s lecture, several awards were presented, including the Donald C. Stone Service to ASPA Award, which was presented to Ken Stevenson of the New Jersey Department of Transportation. Stevenson passed away last year, but his family was present to accept his award.

The $2500 Walter M. Mode Scholarship was also presented at the lecture. Diallo Sumby was the recipient of this award presented to a student ASPA member who demonstrates a commitment to a career in public service.

CAP presented its final two awards as well. The Joseph Wholey Distinguished Scholarship Award was presented to Irwin Feller, Pennsylvania State University, for his piece “Performance Measurement Redux,” which appeared in the American Journal of Evaluation. CAP’s Harry Hatry Distinguished Performance Measurement Practice Award was presented to Paul Epstein, principal of Epstein and Fass Associates, and J. Christopher Mihm, director of strategic issues at the U.S. General Accounting Office.

Immediately following the Stone Lecture was a luncheon at which the inaugural Gloria Hobson Nordin Social Equity Award was presented to Bob Knight, mayor of Wichita, KS. Knight spoke about racial injustices that still exist in our society. He described how he perceives his role, as a white mayor of Wichita, in striving for greater racial equity and how people of all colors play an integral part in such efforts.


As the conference came to a close, so did the tenure of ASPA President Glen Hahn Cope. As Cope stepped down, Walter Broadnax took her position at ASPA’s helm. Broadnax will serve until the next conference in March 2004.

ASPA’s 65th Annual Conference will take place from March 27-30, 2004, in Portland, OR. The conference theme will be “Transforming Governance in a World Without Boundaries.” Join us there for another round of informative sessions and powerful networking opportunities!

Jess Price is communications assistant at ASPA and editorial assistant for the PA TIMES. E-mail: jprice@aspanet.org

Coming Soon:
Order forms to buy papers presented at the 2003 ASPA National Conference!

Forms will be available in the May issue of PA TIMES and online at www.aspanet.org
Membership Application

What ASPA Offers to You

Stay Current in Field
Practicing Public Service
Network, Mentor, Volunteer

- Solutions for Public Managers – Solutions for Public Managers is ASPA’s online resource center for government professionals. Access exclusive career advice and tools, or ask a question about a work-related issue, or learn what other administrative associations have to offer.

- International Partnerships – Participate in exchange programs, conferences and joint projects with ASPA’s international counterparts.

- Networking Opportunities – Participation in ASPA, through its chapters, sections and national and regional conferences, will expose you to a network of public administration professionals, mentors and information.

- ASPA’s Web site – Get timely news and upcoming events, and join ASPA’s discussion list for timely and important topics.

- PA TIMES – A monthly newsletter focusing on the concerns of public administrators and highlighting best practices in the field. The newsletter is an employment section on our Web site and in PA TIMES.

- Volunteer Opportunities – ASPA offers numerous volunteer opportunities in both the organizational public administration division and its sections.

Optional Fees

ASPA Endowment
- The Foundation offers a series of mini-grants to researchers.
- The program is supported by public and private organizations and is governed by the Board of Trustees. The Foundation is a non-profit organization.
- Individual Contributions
- Individual membership is required.
- HPV - Professional/Fund Contribution

Postage Options
- Mail from Canada or outside (US)
- Mail from other countries
- International delivery

Additional Chapter Fees
- Chapter membership includes the following:
- Membership in ASPA
- Membership in a local chapter
- Additional Chapter(s)
- Total Chapter Fee

Section Fees
- Section membership includes ASPA membership in addition to a section fee.
- Membership in a section
- Additional Section(s)
- Total Section Fee

Optional Subscription
- Public Affairs
- Non-Member (paper or online)
- Individual membership

Total Optional Fees

Base Fees

<table>
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<th>Income Range</th>
<th>Annual Fee</th>
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<tr>
<td>Up to $24,999</td>
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<tr>
<td>$25,000 to $34,999</td>
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Supporting Individual Membership: $115.00
Supporting Individual Membership: $125.00
Supporting Individual Membership: $135.00

Total Annual Fee: $100.00

If applicable, include academic institution and who referred:

More Details on www.aspanet.org

Select A Chapter

Chapter Number

Check here if you prefer to be an associate member

Check here if you prefer to be a sustaining member

Is your organization a non-profit organization?

Payment Information

Due must be prepaid. Send completed application forms and payment to:

ASPA, 4400 Connecticut Ave, N.W., Washington, DC 20008-0643.

Check payable to ASPA

Grand Total Fee(s)

Signature

Code of Ethics

I have read and understand the provisions embodied in the ASPA Code of Ethics (printed) and the Code of Conduct (on-line) for the Conduct of Members.
Once again this year, the outgoing president and the executive director of ASPA have developed a joint annual report reflecting our assessment of ASPA’s progress since March 2002 on each of ASPA’s strategic plan goals and objectives and identifying some next steps to sustain and strengthen our progress. You will find little change in this report and the midyear report summarized in the January issue of PA TIMES. The principal change is to show progress graphically against the goals. The complete report can be found at URL HERE. Below is the introduction to the report summarizing major issues and changes over the year.

The period from March 2002–March 2003 was a difficult one for our nation and the world. The poor economy, massive budget cuts in public agencies and universities, the threat of war as well as of further terrorist attacks are all taking their toll on us as individuals and on our organizations. ASPA, too, has experienced this strain. We have felt the brunt of these changes in lower membership and much lower revenues. Both of these problems have made our historically weak financial situation even worse. However, we are addressing these issues in two major ways: a strategic planning process geared to a dramatically changed world and a Development Subcommittee to address the financial situation.

In March 2002, ASPA began a strategic planning process with the goal of reviewing and updating the 1998 strategic plan. The process involved ASPA National Council members and many other ASPA leaders in planning for ASPA’s future. The December planning meeting produced a very exciting draft version of our vision, mission, guiding principles and strategic goals that are designed to move ASPA forward in a world fraught with uncertainty. Meetings at the 2003 national conference provided input from many ASPA members and helped improve and refine the drafts. At their March 19 meeting, the National Council approved the vision, mission, guiding principles and strategic goals, thus paving the way for development of detailed objectives, strategies and measures to prepare for implementing the plan. A description of the strategic planning process and the approved vision, mission, guiding principles and strategic goals can be found on page 15 of this issue of PA TIMES.

As part of the strategic planning process, ASPA commissioned a membership survey. It was sent to a sample of you as ASPA members, and 31 percent of you responded. The results of the survey were briefed to the people involved in the strategic planning process, and were addressed in the changes made to the draft. (Highlights of the results can be found in the article on the strategic planning process in this issue cited above. A detailed description of the results will appear in the May issue of PA TIMES.) These results highlighted significant and very basic issues for ASPA, including: members’ sense that ASPA is not moving forward and not clear about its purpose; members’ desire to see ASPA provide more visibility for the profession and help increase trust in the public sector; the need to reconsider the priorities ASPA places on support of chapters, membership marketing and recruitment.

This is a critical time in ASPA’s long history. As many of you know, ASPA’s finances have never been strong. As Finance Committee Chair Larry Walters reported in December 2002, “ASPA’s current financial condition can best be described as precarious.” At the end of 2002, membership was down two percent for the year. At the end of January 2003 it was down five percent from January 2002. For the first time in several years, we are projecting an (unaudited) end-of-year operating deficit. The deficit is attributable to several sources: membership revenues were under budget by about 11 percent, advertising is down 14 percent and expenditures were four percent above projections.

For most of its 64 years, ASPA has had annual operating deficits. In recent years these have been masked by very large dividends and loans from the insurance program. Substantial progress has been made to keep expenditures within budget and at or below revenue levels. But this has come at the cost of reduced services and limited capacity to pursue new strategic initiatives. Even with these efforts, ASPA regularly experiences cash flow problems. As a result, we have been drawing down on our cash reserves, which are dwindling.

Obviously we cannot continue this trend. In an effort to turn ASPA around, ASPA has established a Development Subcommittee under the ASPA Finance Committee. Their charge is to help establish a sound and stable financial base for ASPA. Actions to achieve this goal will include diversifying revenue sources, identifying ways to raise funds from private, foundation and corporate sources and to obtain valuable in-kind products and services and developing approaches and relationships that can be sustained over time to provide ASPA with strong financial support. In addition to focusing on diversifying revenue sources, ASPA is also working to revitalize its New Professionals program. Incoming ASPA President Walter Broadnax has appointed ASPA past president Dan Ahern to head a national action team that will focus ASPA’s efforts this year on providing services designed for students and new professionals in the field. Naming a former president to spearhead this effort demonstrates the importance ASPA’s leadership places on this issue.

We are also exploring additional ways to cut expenses. ASPA has formed an action team to plan for the possibility of relocating the ASPA office to less expensive space when the current lease is up in November 2007. Rent is the third largest expenditure for the Society, so bears close scrutiny in uncertain financial times.

We believe that the new ASPA strategic plan provides an inspiring set of goals for ASPA in the next few years and will help to focus scarce resources. We are encouraged by recent meetings of the new Development Subcommittee and the new Past Presidents’ Advisory Committee. Both groups include very high-energy leaders of ASPA who care deeply about the organization and are committed to doing their part to make the Society thrive.

However, none of the above implies that the small group of people involved in these efforts is sufficient to move ASPA forward. The insights and preferences and energy of all of you—the members of ASPA—are needed to help. If you see an area described above where you would like to help, please contact Mary Hamilton at 202-585-4307 or hamilton@aspanet.org

Looking for a public service job anywhere in the U.S.?

Find links to government and academic job openings in all 50 states.

www.aspanet.org
Mission, Vision, Guiding Principles and Strategic Goals

From STRATEGIC PLAN, pg. 15

were many helpful comments and suggestions collected from the conferences. This feedback was incorporated into the final vision, mission, guiding principles and goals that were presented to Council.

Plan Approved
The completed plan reads as follows:

ASPA...linking people and organizations for public service

Our Mission
To be the leading public service organization that:
• Advances the art, science, teaching and practice of public and nonprofit administration.
• Promotes the value of joining and the public service profession.
• Builds bridges among all who pursue public purposes.
• Provides networking and professional development opportunities to those committed to public service values.
• Achieves innovative solutions to the challenges of governance.

Our Vision
ASPA is a major force in improving constitutional governance and service to the public to enhance the quality of life worldwide.

A Vivid Description of Our Vision Realized Quality of life—freedom, security and human dignity—throughout the world is strongly influenced by a wide group of people who serve the public in government, academia, not for profits and private sector organizations. Those who serve the public do so in part to experience the thrill of making a difference. They find membership in ASPA compelling and essential. Our proud members rise to higher levels of professionalism as a result of ASPA membership. ASPA leads in developing interdisciplinary solutions to the world’s “thorniest” problems. It serves as a catalyst for networking and communication among all public service stakeholders. As a result, public service represents the highest standard of excellence and trust in government is restored.

Our Guiding Principles
• We work to fulfill our vision and mission to position our Society at the cutting edge of public service.
• We promote and maintain a culture in which:
  • We treat everyone with civility and respect.
  • We value diversity, integrity and ethical behavior.
  • We encourage participation and cooperation.
  • We practice and expect honest and open communications.
• We demonstrate and advocate for responsible governance and professional excellence.
• We deliver the high quality services that we promise!

Our Strategic Goals
• Be a recognized voice for issues and values in public policy, management and practice.
• Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service.
• Foster inclusive communications among those who serve the public.
• Find ways to enable those who serve the public to be current and effective.
• Grow the society membership and ensure its financial viability.

Although the goals were approved, additional work is required to ensure that they align with and will be sufficient to accomplish the vision, mission and guiding principles. President Walter Broadnax asked core group members Wendy Haynes, Bill Solomon, Susan Baugh and Martha Marshall; along with Steering Group Chairs Janice Flug, Linda McNish and Krishna Tummala, to continue this effort.

Next Steps
During the next several months, the core group will begin development of the objectives and metrics and share them with National Council for comments and further suggestions. By October, the group expects to propose roles and responsibilities for implementation including whether or not Steering Groups and action teams need to be continued, replaced or modified. Then, at its midyear meeting in November, Council will authorize the framework and adopt the objectives and metrics, charging Steering Group leaders with developing specific work plans to pursue them. Finally, in March 2004, Steering Groups will be reconstituted as new appointments are made and the new plan will be launched.

Immediate Past President Glen Hahn Cope and President Walter Broadnax would like to thank everyone who participated in the planning process, including the many members who took the time to complete the survey. A celebration is planned for the 65th Annual Conference in Portland—make plans now to be there!

Denise Wells is director of the Center for Accountability and Performance (CAP). E-mail: dwells@aspanet.org

Now Available from ASPA Members:


This book offers insight into a set of skills not often taught to public policy students: those skills necessary for interacting with other individuals. The book provides instruction on how to create and cultivate these people skills.

Now Available from Other Sources:


This publication provides elected officials and others with clear and practical answers to the most commonly asked questions about auditing in the public sector. Key auditing concepts and terms are explained in plain language. The book also dispels misconceptions about auditing frequently encountered in practice.


This guide provides those without a background in accounting and financial reporting with the information needed to understand the significance of both fund balance and net assets, two of the most debated and frequently misunderstood elements in a typical state or local government’s financial statements.


This guidebook assists transit agency staff members who are constantly challenged to identify and quantify the benefits and costs of new services. In addition, those involved in transit planning and decision making often lack the communications materials needed to explain these complex issues. This guidebook tries to solve those problems.


This report details the wide variation in how Federal agencies and managers conduct interviews, specifically the difference between carefully-developed structured interviews used in some agencies and the relatively unstructured approach common to a larger number of agencies. The report includes recommendations to help Federal agencies make better use of selection interviews, including the usage of structured interviews.

Succession Planning: Managing the Quiet Crisis, published by the International Public Management Association (IMPA-HR) HR Center.

This report includes cast studies and samples of succession planning/management programs from several agencies, including County of Henrico, VA; The Pension Benefit Guaranty Corporation; State of New York-Department of Motor Vehicles and U.S. Department of Energy, NV. The report includes an overview by William Rothwell, author of the book Effective Succession Planning.
ASPA in Brief

ASPA Approves Application from UCF Student Group

In March, ASPA’s Executive Committee approved an application from the Organization for Future Public Administrators at the University of Central Florida to become ASPA’s fourth university-based affiliate, joining the University of Pittsburgh Public Administration Organization, the University of Southern California Public Administration Society and the New York University Robert F. Wagner Graduate School of Public Service Chapter. Last June, ASPA established a policy to grant affiliate status to university-based groups, such as public administration student clubs, public administration honor societies, etc. Visit http://www.aspanet.org/chapters/index.html to learn more about the affiliate program.

ASPA’s e-newsletter ASPAnet e-News, a new affiliate program. (From the March 24, 2003, issue of ASPA’s e-newsletter ASPAnet This Week.)

ASPA Web Site Eclipses Monthly Record

In January, ASPA broke a monthly record by attracting 46,941 visitors to its web site. The previous monthly record was 43,818, set in October 2002. In February (a 28-day month), ASPA attracted 43,680 web site visitors, which translates into 46 more visitors per day than in January. Broadnax Appoints ASPA Members to Leadership Positions

Aspa President Walter Broadnax has appointed ASPA members to various leadership roles within the Society. Enid Beaumont was appointed to the past president position of the ASPA Endowment, Inc. Board. Martha Marshall and Tom Novotny were appointed to the Audit Committee, of which Toni Marzotta was appointed as chair. To the Board of Insurance Trustees, Broadnax appointed Sy Murray as chair, Claire Mostel as National Council representative and Tom Lauth as Finance Committee representative. To the Finance Committee, John Bartle, Jane Beckett-Camarena, Carol Ebdon, Bart Hildreth, Norm Hodges, Thad Juszczak, Elishia Krauss and Vera Vogelsang-Coombs were appointed, with Tom Lauth as chair. Tom Liou will chair the International Public Administration Award Committee, with David Arellano-Gault, Warren Barclay, Ferrel Headly, Don Klingner, Curtina Moreland-Young and Krishna Tummala appointed to serve as well. Marcy Crowley was appointed as parliamentarian for the National Council. James Ward will chair the PH TIMES Editorial Board, with Willa Bruce, Willet Buntion, Karethia Martinez-Carbonell, Charles Goodsell, Jonathan Justice, Audrey Mathews, Tom Novotny, Sharon Parsons, Sandra Powell and Bill Solomon serving as well, and with Warren Barclay in the position of past chair. Jim Perry will chair the

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Boorsma Award of SECoPA Call for Nominations

Nomination are sought for the 2003 Senator Boorsma Award of SECoPA. Deadline: nominations must be received by May 15, 2003. Nominees, practitioners or academicians, must attend the SECoPA Conference in Savannah, Georgia October 2-5, 2003.

Senator Boorsma of the Netherlands is a professor of Public Finance at the University of Twente and a former official of the Dutch Treasury. He distinguished himself by a lifetime of involvement in projects for developing a more refined theory of public management and improvement of public sector business practices through dialogue among practitioners and academicians from different countries.

With this Award SECoPA recognizes individuals with established record of continuing efforts to enhance the theory and practice of public administration. In particular the Award goes to individuals who demonstrated commitment to excellence in the public sector through transfer of knowledge and by facilitating the networking of practitioners and academicians from different countries.

Nominations with supporting documentation should be send to: Dr. Arie Halachmi, Institute of Government, TUSU-Downtown Campus, Nashville, TN 37203-3401 Fax: 615-963-7245 e-mail: ahalachmi@tnstate.edu. Other members of the Boorsma Award Committee of SECoPA are: Bill Solomon, a long-time practitioner with Miami-Dade County Government in Florida and former ASPA President and current Chair of SECoPA Professor Tom Lynch from the Louisiana State University (LSU).
CALL FOR PAPERS
PUBLIC ADMINISTRATION
QUARTERLY SYMPOSIUM

The Certified Public Manager Program (CPM): Best Practices and Initiatives

Editors: Howard R. Balanoff, William P. Hobby Center for Public Service, Southwest Texas State University (e-mail at hb02@swt.edu) and Hindy Lauer Schachter, New Jersey Institute of Technology (e-mail at schachterh@adm.njit.edu)

The American Society for Public Administration’s Section for Professional and Organizational Development (SPOD) seeks manuscripts for a Public Administration Quarterly symposium on topics relating to the national Certified Public Manager Program (CPM), one model of public-sector professional development used by twenty-six states and the federal government. CPM is a highly interactive educational program that aims to produce reflective practitioners through guided readings, projects and opportunities to explore innovations with colleagues.

The public-administration literature includes many articles on MPA programs and other educational opportunities for in-career managers, yet articles on CPM have gone largely unpublished. Little academic literature exists on how CPM is meeting its goals and how it compares with other development opportunities. Comparative analysis between CPM and other programs is lacking.

This symposium offers practitioners and academics, including CPM faculty, alumni and students, a chance to redress the current research imbalance and add information on CPM to the professional development literature. Articles might focus on curricula, assessments or student composition in selected CPM programs; analyze program impact on practitioner development; or compare CPM curricula with those of other educational offerings. Authors can also examine the work of the National Certified Manager Consortium which monitors and accredits CPM programs. These articles will offer interesting, comparative lessons on how different models of development work in the public-sector. The analyses will provide educators and practitioners additional information on how to increase the benefits of their development activities.

To be considered for the symposium please send four copies of your article to:

Dr. Hindy Lauer Schachter, School of Management, New Jersey Institute of Technology, Newark, New Jersey 07102, or

Dr. Howard R. Balanoff, Professor and Director, William P. Hobby Center for Public Service, Southwest Texas State University, San Marcos, Texas 78666.

The deadline for submissions is November 30, 2003. All submissions will be refereed.
## PA TIMES 2003 Editorial Calendar

**NEW!** Save this page for reference!

The PA Times requests that articles be between 800-1200 words and written in reporter’s format (most important information first, etc.) for ease of cutting or adding text if necessary. Deadlines for each of the 12 issues are listed below. Recruitment advertising questions may be directed to Jessica Price, communications associate, jprice@aspanet.org. Press releases, announcements, article inquiries and display advertising questions may be directed to:

Christine Jewett McCrehin, Communications Director
Phone: 202-585-4313 • Fax: 202-638-4952 • cjewett@aspanet.org

<table>
<thead>
<tr>
<th>January</th>
<th>July</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right to Privacy vs. Right to Protection</td>
<td>Building Credibility and Trust through Public Involvement</td>
</tr>
<tr>
<td><strong>Advertising/Piece Deadline:</strong> December 15, 2002</td>
<td><strong>Advertising/Piece Deadline:</strong> June 15, 2003</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>February</th>
<th>August</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post September 11 Immigration Policy and Admin.</td>
<td>How to Measure IT Return on Investment</td>
</tr>
<tr>
<td><strong>Advertising/Piece Deadline:</strong> January 18, 2003</td>
<td><strong>Advertising/Piece Deadline:</strong> July 11, 2003</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>March</th>
<th>September</th>
</tr>
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<tbody>
<tr>
<td>Ethical Leadership</td>
<td>Administrative Rule-making Reform</td>
</tr>
<tr>
<td><strong>Advertising/Piece Deadline:</strong> February 15, 2003</td>
<td><strong>Advertising/Piece Deadline:</strong> August 11, 2003</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>April</th>
<th>October</th>
</tr>
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<tbody>
<tr>
<td>Challenges Posed by Changing Demographics</td>
<td>Education Supplement—Change the World with an MPA</td>
</tr>
<tr>
<td><strong>Advertising/Piece Deadline:</strong> March 14, 2003</td>
<td><strong>Advertising Deadline:</strong> August 15, 2003; <strong>Article Deadline:</strong> September 14, 2003</td>
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<table>
<thead>
<tr>
<th>May</th>
<th>November</th>
</tr>
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<tbody>
<tr>
<td>Images of Public Service after September 11</td>
<td>Spirituality and the Workplace: How Much is Too Much?</td>
</tr>
<tr>
<td><strong>Advertising/Piece Deadline:</strong> April 11, 2003</td>
<td><strong>Advertising/Piece Deadline:</strong> October 10, 2003</td>
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<table>
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<tr>
<th>June</th>
<th>December</th>
</tr>
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<tr>
<td>Developing Interest in Public Service Among Young People</td>
<td>Budget Cuts Seem to Hit Arts and Culture First, Why?</td>
</tr>
<tr>
<td><strong>Advertising/Piece Deadline:</strong> May 15, 2003</td>
<td><strong>Advertising/Piece Deadline:</strong> November 10, 2003</td>
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Fred Fisher Responds to Sherwood’s Praise

This is the second in a brief series of pieces about Fred Fisher. The following are Four Points comments on the article written about him by Frank Sherwood and published in the March issue of PA TIMES.

Fred Fisher

I’m a bit uneasy about garnering undue credit for much of what I’ve done over the years and would hope that those with whom I have had the privilege to work in some unique circumstances get fair recognition.

For example, David Tees has played a key role in helping to co-author many of the manuals I’ve worked on. While I’ve often been the field general who makes sure the projects fall into place, Tees has brought valuable training design skills to the development of new materials. In most cases, I’ve provided the conceptual framework and map for moving forward on a project, carried out some kind of credible client needs assessment; been involved directly in the field test of new materials; trained trainers and mobilized networks of potential users. I have contributed substantially on many occasions, though, Tees has also been involved in these non-writing tasks that are so important to the eventual spread of new knowledge and skills.

Tomasa Sudra of UN-HABITAT deserves credit for much of what I’ve been able to accomplish. He has been the enabler who makes things happen through others and the co-conspirator on many of these projects. He is a great hand-holder when things go sour. I remember our first effort, working together to develop a training needs assessment (TNA) manual which was to be a joint effort involving the World Bank, UN-HABITAT, which was then the UN Centre for Human Settlements, and USAID. I was working in Nairobi and Sudra had just joined Habitat to head up its training unit. USAID had offered his services to conduct a bit of a training needs assessment and write the draft of the TNA manual, working with a World Bank funded training and technical assistance from Habitat. A bit of a dog’s breakfast but most of the things I have worked on over the years seem to have had that down-home element of untidiness about them.

The World Bank, operating according to its 1990s self-proclaimed omnipotence of all things developmental, refused to involve any of the other actors in the selection of “their” consultant. I remember picking Sudra up from the airport. Before I even had a chance to point out the boundary of the Nairobi National Park on our way into the city, he proceeded to thrash me about the stupidity of American training with its blind faith that training can in any way change attitudes and behavior. It was like lighting the road to the mosque with pig fat.

We produced a document but it was a disaster. I recommended to USAID that we proclaim the project to be a monumental failure. They agreed. It was the beginning of a long and productive relationship with Sudra, borne from the ashes of failure. Since then, we have experienced our share of failures and setbacks over the years of working together but have never taken our eyes off the long-term goal of making low-cost/frequent no-cost/training materials and training expertise available to those in developing and transitional countries.

Over the years, Sudra has been the spirit behind many of the initiatives on which I have worked; the link between funding sources and development and the use of training materials on a world-wide basis. And, just about all of these efforts have been shoe-string initiatives. Even today, the United Nations insists on compensating me at my 1983 daily rate, apparently in an effort to keep me off the United Nations for not paying its dues to the organization.

Another key actor in my efforts to be useful has been Ana Vaslache, currently director of Partners Romania Foundation for Local Development. She was smitten by the Neely Gardner action research and training bug when I conducted my first Gardner-inspired workshop in Eastern and Central Europe in 1992 or 1993 in Veszprem, Hungary. Vaslache comes to this stuff from an architect-planner background where it is important to make sure all the corners are square. But she had a vision of the Ministry of Public Works and Housing to help local governments more effectively. That was pretty barren soil, as you might imagine, so she fashioned an organization and a program outside the boundaries of the central government that grew into a major regional training and capacity-building effort that encompasses about 25 or 30 countries.

I must admit that I have had a fair amount of influence on Vaslache over the years, but she has been one of the engines behind the spread of my philosophy and tools in the transitional countries after the breakup of the Soviet Union and its network of national cousins.

Vaslache was one of seven women worldwide who received the UN-HABITAT Scroll of Honour Award in 2001 for her contributions. Vaslache, and her colleague Nicoleta Rata, worked with co-trainers with me on many regional training of trainer programs in Romania. Since dropping me by the wayside, they have trained trainers in Indonesia, Senegal and throughout the expanding domain of central, eastern and southeastern Europe, Russia and the Commonwealth of Independent states in central Asia.

The fuel that started this regional conflagration was a Neely Gardner-inspired Action Research and Training workshop for three weeks in the far northeastern corner of Romania. The name of the workshop was the research site. The workshop involved, as I remember it, 27 participants from about 11 countries including Russia. It had to be the craziest workshop that Gardner’s spirit ever hovered over. We worked in several languages, and the participants focused on two projects in the city, bussed in from the workshop site that just happened to be a country villa of Romania’s recently deposed dictator. The director of the Romanian Soros Foundation visited the workshop on the final week, was thoroughly impressed, persuaded me of my gall in undertaking such a venture, and she asked for program proposals modeled after the ART model. Since the proposals were due in her office at the end of that week, I worked intensely with the Romanian participants. We cranked out, if I recall correctly, five proposals. Three of them were funded, and that was the beginning of the Foundation Vaslache now heads.

The point is that any success that I have enjoyed in this racket has really been through the inspiration and guidance of individuals like Neely Gardner, and the hard work and faith of a number of key disciples who found something that worked for them in the stuff I’ve been writing and doing. If I’ve learned anything from this nomadic Johnnie Appleseed existence, it is that numbers really don’t count. Out of that first workshop in Hungary involving nearly 30 participants from about a dozen countries, only one person went away with a vision and zeal to do something with what had been learned and experienced.

Slovakia probably deserves separate treatment since some of the people I worked with there have gone on to do incredible things, notably the finance officer in Lucene who was the sparkplug behind the financial management series. An incredible woman, she is running at this moment for mayor on an independent ticket against six party-backed candidates, so stay tuned! And, my counterpart went on to clone a new organization after AID stopped the funding on the one with which we were connected.

The comment about my Internet network certainly hit home. I spent much of the day and this week: writing a short message supporting a new non-governmental organization being started in Kazakhstan by some professors and trainees I have worked with (they want it for their new web site opening); editing their English statement of mission, goals and objectives, that will go on their web site along with the Russian and Kazakh versions; writing a German Marshall Fund scholarship letter of recommendation for a young Polish trainer whom I have been mentoring for the past six years; thanking another Polish trainer who sent me new training designs that she and her colleagues put together for the Polish version of the elected leadership manuals and pulling together a bunch of materials on inter-municipal cooperation for a European Union project in Macedonia for a guy I never met. He heard of me from a Serbian trainer with whom I worked in Montenegro. Finally, I provided input for an upcoming training of trainers program on developing codes of ethics for professional associations. The TOT to be held in Romania in May 2003 will involve teams of three trainers each from nine countries and is based on my latest writing effort to be published jointly by the United Nations, OSI and the International City/County Managers Association. This 130-page bomb is entitled Developing and Managing Professional Codes of Ethics: LET THE DIALOGUE BEGIN.

Fred Fisher is an expert trainer who developed the Action Research and Planning model. E-mail: ffisher@pa.net

ASPA’s 2004 Conference Call for Proposals is Different!

PLEASE NOTE:

The 2004 Conference Program Committee is taking an innovative approach to developing panels for ASPA’s 2004 National Conference. Track chairs representing ASPA’s sections have been charged with developing nearly two-thirds of the panels for the conference in order to cover important/emerging issues of relevance to theory and practice. There are two ways to have your participation considered:

• Track chairs will accept ideas on program panels, papers, presentations and works-in-progress until April 30, 2003. Contact them by e-mail or phone to have your submission pre-screened for inclusion on a panel, or roundtable. Track chairs' contact information is available on ASPA's web site at http://www.aspanet.org/conferences/2004ConfProposal.html.

• All other submissions should be sent to ASPA. Submissions to ASPA will be distributed to track chairs after the June 16, 2003 deadline. They will be reviewed in the usual manner and selected for open slots on panels.

Please Note: Works-in-progress are invited and encouraged. Use the ASPA conference as a place to receive expert feedback and encouragement. Submit an abstract or preliminary outline and contact information to track chairs by April 30, 2003, or to ASPA by June 16, 2003.

Diversity will be a priority in forming panels. Diversity refers to ethnicity, career age, student status, geography, practitioner and academic status.
Call for Proposals

The Theme

Transforming Governance in A World Without Boundaries

The annual ASPA National Conference through the years has been an opportunity for practitioners and academics to come together and consider the issues facing public administration from a variety of viewpoints. This year in Portland, OR, the conference theme is "Transforming Governance In A World Without Boundaries."

The public sector faces unprecedented challenges in addressing emerging worldwide risks and opportunities at a time of widespread public services and policy. Global shifts in the economy, social structure, communication technology, demographics, and priorities of ethics and equity are shifting public institutions processes and management. The response of public managers is critical to both our day to day personal security as well as the long-term socioeconomic well-being of future generations.

In Portland, we will seek to answer the policy question: what are the candidates for transformation?

• What should we expect the public sector to achieve?
• What public and private actions should play a role in defining and implementing public goals?
• What tools and processes should be used to manage these responsibilities?
• What core values should serve as the foundation for contemporary public administration?
• Which international and domestic issues are significant for defining essential public service?
Proposal Form

Complete the form below to submit. Please see the Submission Guidelines section for additional information.

Submit this form online by June 16, 2003.

or Fax it to 202-638-4952

ASPA member? Yes No
Student? Yes No
This is for (check one):
- Individual paper
- Roundtable session
- Panel session
- Pre/conference workshop or training session

Proposals for presentations at the 2004 ASAPA Conference in Portland, OR, may be submitted at anytime until June 16, 2003. Proposals submitted after this date will be considered only as space is available.

Please submit a description of your proposal (maximum 300 words, one page) that addresses the following:

1. Proposal: A clear statement of the proposed paper and primary subject area it addresses.
2. Paper/program: Description of the proposed paper/program addressing the topic to be addressed with a brief description of the paper/program list of panel participants with a brief description of each participant and the research qualifications or expertise. Please submit contact information for each participant. These will be announced in advance.
3. Workshop or training session: Description of the proposed item of the workshop/training session and the anticipated benefits of attending the session.
4. Discussion of how your proposal fits the theme of the conference.
5. Whether you have an academic or practitioner orientation, how would a practitioner benefit by attending your session? (Refer to application.)

Program Committee has identified the following tracks to include in the Call for Papers:
- Globalization and Governance: Globalization and Governance: National and Regional Governance
- Information Systems and Technology: Information Systems and Technology: Challenges and Opportunities
- Public Sector Management: Public Sector Management: Challenges and Opportunities
- Economic Development: Economic Development: Challenges and Opportunities
- Health Care: Health Care: Challenges and Opportunities
- Education: Education: Challenges and Opportunities

Indicate the subject area of your proposal:

- Homeland Security and Emergency Management
- Globalization and Governance
- Information Systems and Technology
- Public Sector Management
- Economic Development
- Health Care
- Education
- Other

Secondary Focus of your Proposal:

- Academic
- International
- National
- State
- Local
- Regional
- Nonprofit
- Students
- New Professionals

Download this form at www.aspanet.org
UNIVERSITY POSITIONS

Assistant Professor
The Askew School, Florida State University
The Askew School of Public Administration and Policy of the Florida State University, offering an MPA program, established in 1946 and NASPA accredited, and a Ph.D. Program, has a tenure track opening at the assistant professor level. Starting date could be August 2003 or January 2004. We solicit applications from candidates with teaching and research interests in public administration and policy. Our graduate specializations (some offered cooperatively with other units) include: Local Government, Leadership and Strategic Management, HRM, Financial Management, Public Information Management, Policy Analysis and Evaluation, Environmental and Emergency Management, Health Services Administration and Policy, and Institutions and Organizations. While training in nonprofit management is not required, a willingness to work with our Center for Civic and Nonprofit Leadership would be a plus.

Located in Florida’s capital city, the Askew School offers extensive opportunities for research and networking. Faculty members are actively publishing scholars who enjoy working with junior colleagues. Several have won teaching awards; two are currently fellows of NAPA, and practitioner experience is valued. The school (http://askew.fsu.edu) is committed to sound scholarship and the foundational values of citizenship and public service. Standard teaching assignment is 2+2 and salary is competitive. Applications especially are invited from minority candidates. The Florida State University is an Affirmative Action/Equal Opportunity Employer. Submit C.V. and three letters of reference to: Dr. James Bowman, Chair, Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL 32306-2250. Applications should be submitted by April 20 when the first review of applicants will begin, continuing thereafter until the position is filled.

Assistant Professor
University of Wyoming
The University of Wyoming, Department of Political Science, invites applications for a full-time, tenure-track position at the rank of Assistant Professor with specialization in Public Administration, beginning in August 2003. Ph.D in public science or public administration, or required for faculty rank. Primary teaching responsibilities involve graduate (MPA) courses in personnel and organization theory. In addition, the ability to teach in the areas of public administration ethics and/or non-profit administration is preferred. Aptitude or experience in government and/or dealing with mid-career students is highly desirable. We seek a candidate who shows promise in combining an active research agenda with excellent teaching and student advising. The successful applicant must be an active participant in all aspects of the MPA program, which includes both off-campus and on-campus courses, teaching using compressed video and/or intensive weekend formats, and interacting with a diverse student population. Salary is competitive. The University of Wyoming is an equal opportunity/affirmative action employer. Screening of applications will begin on May 1, 2003. Arrange for three letters of recommendation to be sent, and send letter of application, vita, transcripts, and teaching evaluations (if available) to: Dr. Jim King, Public Administration Recruitment Committee, Department of Political Science, University of Wyoming, PO Box 3197, Laramie, WY 82071.

GOVERNMENT POSITIONS

County Administrator
Beaufort County South Carolina
Salary: Competitive. Excellent benefit package.
Beaufort, South Carolina
The County Council of Beaufort, SC, is seeking qualified candidates for the position of County Administrator. Beaufort County is the fastest growing County in the state. Beaufort and Hilton Head are its principal population centers. The County has a permanent population of 120,067; 200,000 + in season. Position reports to an eleven-member County Council elected on a partisan basis for four-year terms. The County employs 1200 employees and has an annual operating budget of $72 million.

Position requires a Bachelor’s degree in Public or Business Administration, or related field, (Master’s degree preferred) with at least 7 years experience in public administration, finance, budgeting and operation of a multi-faceted municipal or county government. Qualified candidates must possess strong background in budget preparation/control, strategic planning, organizational analysis, team building, problem solving and leadership. Excellent communication and interpersonal skills and a high degree of integrity required.

Submit cover letter, resume, references and salary history to:
Search Committee-County Administrator
Chairman, Beaufort County Council
P.O. Box 1228
Beaufort, SC 29901
Website: www.co.beaufort.sc.us
Closing date for applications: May 30, 2003
April 2003

22-24 Balanced Scorecard Institute Workshop
Theme: Building and Implementing A
Public Sector Balanced Scorecard: Nine Steps To Success
City: Washington, DC
Web site: http://www.balancedscorecard.org

Annual Meeting
City: Houston, TX
Contact: ncph@iupui.edu or (317) 274-2716

27-29 Southern Women in Public Service
Conference
Location: The Peabody
City: Little Rock, AR
Contact: (662) 325-8409
Web site: http://www.stennis.gov/swips.htm

May 2003

2-5 PSRW on the National Mall
Location: National Mall, Washington, DC
Celebration of the innovation and quality of work performed by public employees.
Web site: www.theroundtable.org/mallevent.html

5-11 Public Service Recognition Week

13-15 Balanced Scorecard Institute Workshop
Theme: Develop Meaningful Performance Measures for Government and Industry
City: Washington, DC
Web site: http://www.balancedscorecard.org

14-15 2003 Government Technology
Performance Measurement Summit
City: Ottawa, Ontario, Canada
Contact: (703) 894-0481
Web site: www.performanceweb.org

18-21 The National Conference on Digital
Government Research
City: Boston, MA
Contact: dg.o2003@dgrc.com
Web site: www.dgrc.org/dgo2003/

19-22 The Sixth Annual Performance
Conference
Location: Ronald Reagan Building &
International Trade Center
City: Washington, DC
Web site: www.get-to-green.org

22-23 Conference on Democratic Network
Governance
Location: Hotel Marienlyst
City: Copenhagen, Denmark
Contact: Jacob Torfing at jter@ruc.dk

27-28 1st International Symposium on
"Promise and Problems: Economic
Development and Strategic Planning in
Eastern Europe in a Globalization
Context
Location: Karazin’s National University
and Academy of Municipal Economy
City: Kharkiv, Ukraine
Contact: Dr. Alexander V. Kovryga at
(380-572) 40 67 34 or
oleksandr_kovryga@yahoo.com

For more up-to-date information check out the
calendar of events on the ASPA web site at:
www.aspanet.org

INSIDE:

SPECIAL SECTION
CHALLENGESPOSED
BY CHANGING
DEMOGRAPHICS

ASPA TIMES 15-25
Recruiter 27