ASPAs 68th National Conference Capitalizes on Attendee Enthusiasm

Public Managers, Scholars and Students Decend Upon Washington, DC

NJ Meadowlands Commission Implements Innovative CAP

An experiment in strategic management is underway this month in New Jersey’s Meadowlands as the first quarterly reports are filed in part of a state agency’s new holistic planning process, anchored deep into all of the key organs of daily operational decision-making. It is the first process of its kind in New Jersey government, if not in most of the country, because it is a strategic plan tied to a performance measurement structure that is also tied into the budget, long range financial programming, expenditures and staff evaluations.

The New Jersey Meadowlands Commission (NJMC) is one of a small group of relatively powerful regional planning agencies that got their start in the late 60’s and early 70’s, including the Tahoe Regional Planning Agency, Adirondack Park Agency and the Pinelands Commission.

The NJMC is the zoning and planning authority for the 32-square-mile Meadowlands District, a region of marshes, industrial areas, and residences five miles from Manhattan’s Times Square. It presents startling contrasts between wetlands heavily laden with migrating waterfowl and recreational paddlers, the rumbling of commerce and commuters on the New Jersey Turnpike and Northeast rail corridor, and a vast logistics and intermodal sector heavily laden with migrating waterfowl and recreational paddlers, the rumbling of commerce and commuters on the New Jersey Turnpike and Northeast rail corridor.

A TIMES Photo courtesy of Holly Nichols

Did You Know?

More than 393,000 Public Administration Review articles were downloaded 2006–an increase of 38% compared to 2005.

Federal Telework Adoption Outpaces Private Sector

Only 33% of Private-sector Employees Could Telework if Offices Closed Due to a Disaster

Hersdon, VA—CDW Government, Inc. (CDW-G), a wholly owned subsidiary of CDW Corporation [NASDAQ: CDWC] and leading source of Information Technology (IT) solutions to governments and educators, today announced the findings of its third annual telework survey. According to the national survey of Federal government and private-sector employees, telework adoption continues to accelerate in the Federal government and outpaces private-sector adoption by a three-to-one margin.

From Manhattan’s Times Square. It presents startling contrasts between wetlands heavily laden with migrating waterfowl and recreational paddlers, the rumbling of commerce and commuters on the New Jersey Turnpike and Northeast rail corridor, and a vast logistics and intermodal sector heavily laden with migrating waterfowl and recreational paddlers, the rumbling of commerce and commuters on the New Jersey Turnpike and Northeast rail corridor, and a vast logistics and intermodal sector heavily laden with migrating waterfowl and recreational paddlers, the rumbling of commerce and commuters on the New Jersey Turnpike and Northeast rail corridor, and a vast logistics and intermodal sector.
NJ and Rutgers, Newark Team-Up to Create Innovative CAP

From MEADOWLANDS, pg. 1
tioned from a region of unregulated landfills characterized by declarations such as the 1962 U.S. Fish and Wildlife Service comment that, “pollution of the waters has eliminated fish life,” and “there are no possibilities for extensive fish and wildlife developments,” into an area that is currently described as an environmental jewel and a place of increasing importance in New Jersey’s economic future.

Managing this complex set of mandates and outcomes with the added twist of unconventional revenue streams has not been easy for agency leaders. This past year it was decided that if the work of the Commission was to survive long into the future, considering the many uncertainties inherent in its range of responsibilities and budget options, a set of strategic management tools would need to be established that could encompass the entire scope of operations.

Few models existed that adequately bundled planning with budgeting and human resources in a workable package. The New Jersey Meadowlands Commission was to take a leadership role in moving forward, and the National Center for Public Performance at the Rutgers Newark School of Public Affairs and Administration was asked to develop a Comprehensive Action Plan (CAP) throughout 2006.

The resulting CAP breaks down into five components, each an integral part of the larger picture. Part one sets forth a Strategic Plan which outlines five key areas where the NJMC will satisfy and expand upon its missions: Environmental Protection, Economic Development, Solid Waste Management, Provision of Regional Services, and Operational Efficiency.

Part II presents performance measures that link to the NJMC’s Strategic Plan. A system for tracking each of these goals is established, as well as metrics, or tangible standards of accomplishment for each goal.

For example, the CAP recognizes that the Commission’s original mandate of providing orderly development is now encountering challenges from changing industries, new development patterns and economic globalization.

To meet this, Part I identifies the goals of establishing a marketing plan to attract new business and recreational uses to the District and developing new business marketing initiatives with municipalities and sister agencies.

Part II plots out longitudinal studies and the development of a program to satisfy the resulting goals. Another set of strategies applies to shared municipal services that are held to property taxes in check—seeking to analyze existing agreements between municipalities and facilitate new ones. The metric for this is a periodic count of shared services programs in the Meadowlands District and their results.

With an eye toward an ideal staff configuration Part III of the CAP considers human resource management practices to develop a framework for achieving maximum employee performance. This section begins with an overview of the agency’s executive, finance and management structure, solid waste and natural resources departments, the Meadowlands Environmental Research Institute and the Meadowlands Environment Center. At present, the NJMC does not have a system in place to link staff performance to the agency’s strategic goals.

Following the CAP, the NJMC will implement a human resource management information system that incorporates data on employees, jobs, recruitment, promotion, training and other vital job information. The agency will adopt a “management-by-objectives” system designed to evaluate how an individual employee’s work relates to the overall goals of the agency. A behaviorally-anchored rating scale will evaluate employees based on how well they are meeting pre-established criteria for their positions. Training and professional courses will be offered to current employees, including strategic planning training. All of these are to be implemented over a two-year timeline.

Part IV of the CAP describes the agency’s move towards a performance-based budget approach. Using systematically collected data to inform budget decisions can directly link dollars invested with outcomes achieved. The CAP suggests the agency utilize a “bottom up approach” that introduces performance goals into the budgeting process while retaining information and accounting categories.

Budgeting will remain a separate function of the NJMC, but budget presentations will directly show the consequences of budget decisions for performance goals. The NJMC would be one of the first agencies in the state of New Jersey to use this type of budget.

The NJMC would also be a model government entity in adopting a five-year financial plan. In Part V of the CAP, the financial plan is a tool for the agency to utilize in managing its operations in lieu of changing market conditions, political circumstances, technology and business growth. The NJMC currently manages the investing and spending of $81 million in funds, approximately $75 million of which is restricted for the purposes of landfill management, administration of a Meadowlands Area Grants for Natural and Economic Transformation and operation of the Meadowlands Environment Center.

For each operating and special purpose fund, the CAP forecasts revenues and expenses from the years 2007 to 2011. As with the other four parts of the CAP, the financial plan is expected to be updated to forecast an annual year each year.

The stakeholder based approach that the CAP emerges from has already generated a number of new regional initiatives that better define key areas where the agency can use its cross-border role. A Floodplain Management Plan has been developed, pinpointing the hardest hit flood zones in the District and setting aside funds to address them.

A transportation plan called Meadowlands Mobility 2030 is underway to address roadway congestion, another headache for residents. Individual report cards on the recovery of fish, birds and plant life will enable the Meadowlands Environmental Research Institute to set the best course for continued biological balance in the region. This and many other initiatives are leading to broad array of long-range quantifiable measures of progress.

Regional sustainable redevelopment, as well as the pending threat of global climate change, has come into focus with the advent of incentives for new and existing buildings to reduce water usage and waste output, utilize natural light and ventilation, incorporate recycled building materials into construction, along with other measures designed to reduce the ecological footprint of development.

A complementary package of initiatives is targeted to bring 20-25 ready sites of renewable energy to the New Jersey Meadowlands by 2020, starting with a photovoltaic system on rooftops, parking lots, brownfields and landfills. To complement this, the agency is looking cooperatively to bring renewable energy research, development and manufacturing to the region, making New Jersey a global competitor for high technology jobs.

For nearly 20 years, the NJMC has been harnessing enough methane gas from its landfills to fuel 10,000 homes. Just as the methane collection systems grew from the Commission’s founding mandate to provide for solid waste, orderly development and natural balance—new programs are now becoming possible and more effective through the process the CAP will begin to weave.

That is the hope as the quarterly reports settle into the executive director’s inbox with details on how many participants have taken part in stakeholder sessions, the results of a NJMC satisfaction surveys, the number of new affordable housing units and the number of new renewable energy jobs generated in the District.

Robert R. Ceberio is executive director of the NJ Meadowlands Commission. For more information on the Commission or to contact the executive director visit the Commission’s website at www.meadowlands.state.nj.us.
Finally, Florida School Concurrency is Mandatory

Efraim Ben-Zadok

Students of public administration have long been fascinated by stories about governments failing to make decisions on acute and critical issues that call for timely and effective policy responses. Florida school concurrency is one such story. For two decades public school construction in the State of Growth suffered from low political feasibility and infeasible trial-and-error policies. In 2005, the issue finally secured position on the legislature’s agenda and was written into a state law.

Florida Concurrency, 1985
The 1985 Growth Management Act (GMA) (Florida Statutes, Chapter 163) inaugurated Florida as a leader in state growth management. Concurrency, the most renowned requirement of the GMA, called for public facilities and services needed to support development to be available concurrent with the impact of that development.

This requirement covered six public facilities: roads, sanitary sewer, solid waste, drainage, potable water and recreation and open space. The comprehensive plan of every community included a capital improvement program describing the location of these facilities and their minimum level-of-service (LOS) standards. These LOS standards to accommodate projected growth could not exceed the minimum LOS standards in state Rule 9J-5 (Florida Administrative Code, Chapter 9J-5). Rule 9J-5 was enforced by the state land agency, the Department of Community Affairs (DCA).

Concurrency had tremendous power to control the location and timing of future development. Localities could deny permits for projects that could reduce LOS standards for facilities below the minimum. The availability of adequate public facilities became a condition for approving new projects. Localities and developers had to plan and ensure sufficient delivery of facilities before they started development and building.

A Voluntary Local Option, 1985-2005
The 1985 statewide concurrency requirement excluded schools from the mandatory list of public facilities. Even supporters of growth management in Florida legislature did not object to this move. They feared that a showdown around schools would strengthen opposition and undermine the whole GMA initiative.

Similar, to other states, education is the single largest expenditure of state and local governments in Florida. Yet in this fast growing state, school construction and maintenance was always a huge expenditure and the single largest one of all public facilities. Additional factors that ruled out schools from the facilities list were Florida’s powerful business and development sectors and general conservative fiscal culture. The political upshot was that school concurrency was tabled to the GMA’s unfinished agenda. It became a voluntary option, a free choice for localities.

School construction was a hot debate for two decades following the 1985 enactment. In general, developers and businesses throughout Florida resisted efforts to add schools to the list of required facilities in the GMA and 9J-5. Middle-class families and environmentalists pushed their communities and school boards to establish school concurrency. Stuck in the middle, local politicians often feared this requirement would be highly controversial in their communities.

Sometimes the debate got too hot and school construction appeared to reach a crisis-level. But state politicians kept coming up with creative incremental responses. In 1995, Florida legislature instructed localities wishing to establish school concurrency to coordinate the location of new schools and LOS standards with their school districts.

In 1998, it required local comprehensive plans to encourage the location of schools close to residential areas and other facilities such as libraries and parks. In 2002, it instructed all local governments and their school districts to sign a broad agreement to share information and coordinate plans for residential developments and school facilities.

Shortly thereafter, Florida citizens took matter in their hands. They bypassed the legislature and signed a petition for proposed state constitutional amendment on school overcrowding. They then got the State Supreme Court to support them, placed the proposal on the ballot and voted in favor. The 2002 amendment called to cap class size in public schools and reduce the number of students in each classroom by 2010. The amendment appeared to serve as a comprehensive solution. But even strong supporters had no idea how the state would raise the billions of dollars it was expected to cost.

To make a two-decades-story short, the list of mandatory facilities in the concurrency law has not changed. Every county in Florida has its own school district and each has been free to choose whether to implement school concurrency. Palm Beach County was the only one to enforce it. But public opinion, the courts, and many politicians, all gradually learned that a comprehensive and prompt solution was inevitable.

A Mandatory Statewide Requirement, 2005
In the last minutes of spring 2005 legislative session, the negotiation around schools finally received closure. School concurrency was incorporated into the GMA as a mandatory requirement affecting all Florida localities except those with low levels of student growth. Senate Bill 360 instructed local governments and school districts to join efforts on the schools issue.

Localities had to adopt a public school facilities element into their comprehensive plans, sign a school concurrency interlocal agreement with their school district boards, and submit both for DCA approval by December 1, 2008.

According to the new law, schools became a prerequisite for approving applications for subdivisions and site plans of residential development. A developer had to demonstrate a sufficient capacity of school facilities to accommodate the additional students in the service area. New school facilities had to be in place or under construction within three years after the approval of application for subdivision or site plan.

Implementation Issues and Policy Implications
Preliminary accounts from localities working to meet the state’s deadline often raise three critical local-state issues. These three implementation issues of Florida school concurrency and their policy implications are discussed below:

Local discretion. Some important local planning-administration items in Senate Bill 360 are addressed in open-ended language. Good examples are LOS standards and school concurrency management systems. Such items could become potential legal loopholes that encourage localities to continue “business as usual” and avoid serious enforcement. Consider also that with Republican administration in Tallahassee since the late 1990s, local governments gained more discretionary power to implement the GMA. Planners and administrators applied case-by-case solutions in order to accommodate developers and other local interests.

Policy implication. A pragmatic and flexible approach is necessary to keep the political viability of school concurrency. Still, local planners and administrators should maintain policy integrity and try to avoid exceptions and exemptions. State monitoring also is crucial for discouraging discretionary arrangements and variable local practices. The DCA must monitor localities by reviewing their public school facilities elements and interlocal agreements.

Interlocal coordination. The 2005 law requires each locality in the county to sign an interlocal agreement with its school district board. Next, each county signs an interlocal agreement with its school board. This enormous coordination task must be completed by December 2008. Consider the volume of activities required to create and negotiate the interlocal agreements of 472 cities, 67 counties, and 67 school districts. In addition, Florida’s 16 million people split to multiple competing growth management interests. The state is among the top five with highest interlocal interest groups over public policy.

Policy implication. Localities, counties, and school districts need to collaborate through joint committees for negotiating interlocal agreements. These local governments need to create mechanisms for horizontal communication, such as public hearings and workshops for sharing plans and experiences. The state should provide technical assistance and disseminate information, including websites to present local problems and plans. The DCA already selected six pilot counties for updating comprehensive plans and interlocal agreements.
Public Infrastructure in the 21st Century

Rebuilding the Nation's Urban Park Infrastructure: Supporting the National Agenda for Urban Parks and Recreation

Steven N. Walle, Sr.

Beginning in 1859, when Frederick Law Olmsted, Calvert Vaux and more than 3,000 laborers created Central Park, a wave of enthusiasm for urban “pleasure grounds” swept the nation. Thousands of parks were constructed and millions of words were written about their features and attributes. Over the next 75 years the purpose and design of parks metamorphosed, but they remained so important to cities that even during the depths of the Great Depression many park systems received large influxes of money and attention through the federal government’s relief and conservation programs.

During the height of the city park movement, from about 1890 to 1940, great efforts were made to plan for parkland, to understand the relationship between parks and surrounding neighborhoods, and to measure the impact of parks. Leaders in Boston, Buffalo, Seattle, Portland, Denver, Baltimore and elsewhere proudly and competitively labored to transform their cities from drab, polluted industrial cores into beautiful, culturally uplifting centers. They believed a well designed and maintained parkland, to understand the relationship of parks and poor maintenance seized headlines and made parks seem of secondary importance. According to a recent report issued by the Trust for Public Lands (TPL) there are more than one million acres of urban parkland in the United States. The 56 largest cities in the United States have a total of 745,000 acres of parks and open space. The TPL’s Center for Park Excellence estimates that more than 4 billion dollars is expended annually for park and recreation services in the nations largest 100 cities, with an average per capita expenditure of $86. Despite what appears to be a hefty expenditure for parks related services, the true funding need for operating costs and capital improvements remains unmet.

Creating an Urban Park and Recreation Agenda

Facing a $38 billion funding deficit for basic operating and infrastructure needs over the next four years, delegates convened to adopt a national agenda in support of revitalizing urban parks and recreation in America. At the core of the agenda are four guiding principles that were developed in 2005 by directors of park and recreation systems from the 25 largest cities and urban areas in the country. These guiding principles include:

- Urban parks protect the environment;
- Urban parks and recreation educate, protect, and enrich America’s youth.
- Urban parks promote health and wellness;
- Urban parks strengthen our diverse communities and stimulate economic development;
- Urban parks protect the environment;
- Urban parks and recreation educate, protect, and enrich America’s youth.

This call to action for a national agenda, built on these four pillars is prompted by a growing realization that the infrastructure of our nation’s urban parks is in great need of revitalization and re-investment. Reinvestment must come from private, local, state and federal sources to be meaningful.

Over 30 years ago, the U.S. Congress recognized that urban park and recreation systems were deteriorating at an unacceptable rate and the values, vitality and quality of life that urban parks brought to big cities was being lost. Subsequently, Congress passed the Urban Park and Recreation Recovery Act (UPARR), a competitive federal grant program in which the federal government provides matching funds to cities and urban counties for park rehabilitation projects. Since the program’s inception, $250 million in matching grants have aided more than 1,500 urban park restoration projects by providing seed money for innovation grants, planning funds for Recovery Action Programs and capital funds for actual renovation and repair of close-to-home park and recreation facilities. Despite the success of UPARR, no federal funds have been appropriated for any UPARR project in the past three years and no funds were proposed in President Bush’s most recent budget.

The deterioration of urban park infrastructure is not all that prompted the call to action. There is also a growing awareness that our urban parks serve as a catalyst for economic revitalization and environmental stewardship while providing places for America’s citizens to fight obesity, become fit and prevent chronic disease conditions. The need are especially great for children and teens in urban areas that are often most at risk from these life-threatening conditions.

A Call to Action in Support of the Agenda

Florida Requires School Concurrency

From FLORIDA, pg. 3

- State-local funding. Funding is the overwhelming issue clouding this initiative. The law provided $113.4 million for fiscal year 2005-06 to fund school construction and $75 million thereafter. As a result of property tax increases in 2006, the legislature gave public schools an additional $1.8 billion. These are not reliable sources in a state that needs about $35 billion to maintain service levels for infrastructure in the next ten years. Consider also the conservative fiscal culture: In 2000, Florida ranked 30th among the states in state-local government expenditure per capita and 46th in reliance on federal aid.
- Policy implication. Florida legislature must allocate significant funding to meet the school concurrency requirement. In the absence of adequate state support, funding is relegated to local governments already burdened with infrastructure needs and financial commitments. They also should generate revenues via sales taxes and impact fees. In addition, developers give localities proportionate share payments according to the number of new students. Payments include donation of land, construction of school facilities, or an actual fee. Localities should strictly enforce these payments. Developers must pay their fair share of school construction costs.

ASPA member Efraim Ben-Zadok is Professor of Public Administration at Florida Atlantic University. E-Mail: benzadok@fau.edu

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Infrastructure: The Catalyst for Successful and Sustainable Economic Development

Edward O’Donnell

Premise: Adequate infrastructure is a prerequisite for successful and sustainable economic development.

Usually when planning and development practitioners think of economic development, their first thought focuses on traditional hard infrastructure. Examples of this type of infrastructure include transportation, water, sewer facilities, etc. However, in addition to traditional hard infrastructure, there are also other types that can be identified such as soft, green (natural) and administrative/ fiscal. These other types, working in conjunction with the more traditional hard infrastructure, provide the necessary components for successful and sustainable economic development.

Traditional hard infrastructure usually includes the following:
- Water: Treatment, Distribution, Supply
- Sewer: Treatment, Collection
- Transportation: Road, Rail, Water, Air
- Electric/Power: Generation, Distribution
- Solid Waste: Disposal Site, Collection/recycling
- Storm Water Drainage: Treatment, Collection
- Telecommunications: Fiber Optics, Microwave
- Specialized Equipment: Cranes for offloading containers

The capacity of traditional hard infrastructure, or lack of same, is usually the first test used to determine whether or not an economic development proposal will be favorably considered. Examples of how this capacity is usually measured include millions of gallons per day (mgd) of water and/or sewer availability, level of service (LOS) for transportation facilities, and the availability of sufficient quantities of electricity and natural gas.

Soft infrastructure includes schools/ education facilities, libraries, medical facilities, police, fire and rescue, and open space/recreation. The school infrastructure is especially important since it is related to the educational levels of the workforce and the ability to provide necessary employment training/skills. In addition, higher education infrastructure also provides research capabilities for high-tech industries.

The quality of the educational infrastructure is an important aspect in recruiting a work force. In essence, employees need to have a high confidence level in the ability to school their children. Employers often use the quality of educational facilities as a marketing tool to recruit and retain employees. Police, fire and rescue infrastructure help to define the perception of community safety. Again, the presence of attractive open space and well-designed recreational infrastructure is an important marketing aspect as to the desirability of the community. Thus the quality of soft infrastructure is an important barometer of a community’s quality of life.

Green (natural) infrastructure concerns the physical attributes of a community. Components of green infrastructure include soils, topography, water bodies, geology, climate and drainage. This infrastructure can be a determinant in the ease/difficulty of construction. Poor soils can result in the need for expensive building foundations, unstable geology can have seismic implications, and climate extremes can affect heating and cooling as well as production processing costs. Poor drainage can result in expensive solutions as well as exposure to flooding.

Green infrastructure such as water bodies can be important determinants of certain economic activities such as ports, marinas and the use of water for cooling and processing purposes. The characteristics of this type of infrastructure affect the feasibility, cost and location of economic development. In addition, green infrastructure also can have a profound impact upon a community’s quality of life. If a community’s environment has been degraded, it becomes less marketable for new or expanded economic development activities.

Administrative/fiscal infrastructure at both the state and local level can greatly affect the timing and cost of economic development. It includes regulation of the development process such as zoning, subdivision/land development and permitting and licensing. The old axiom “time is money” was never more true than in this instance.

If the administrative process is perceived as too complex and lengthy, a community is at a disadvantage. Thus there is the need for clear and concise regulations regarding development. Some communities have instituted the use of an ombudsman to help steer development projects through the regulatory maze. This is especially important in dealing with multiple levels of government.

Re-invest, Re-build and Revitalize Urban Parks Resources

From PARK INFRASTRUCTURE, pg. 4

In May 2006, more than 400 park and recreation directors, civic leaders and advocates from metropolitan areas across the United States met in Chicago for the inaugural Urban Park and Recreation Summit, a two-day forum aimed at launching a National Agenda for Urban Parks and Recreation.

Targeted increased commitment and funding for urban centers, the event was sponsored by the National Recreation and Park Association (NRPA) in conjunction with the Trust for Public Land, the City Parks Alliance, the Urban Park and Recreation Alliance, and the Roundtable Associates.

The primary goal of the summit was to develop strategies to encourage Congress and our president to appropriate $1 billion dollars over the next three years for urban parks and recreation in new and recurring federal funding that will be matched dollar for dollar in funds and in-kind contributions by cities and states.

In tandem with NRPA several national advocacy organizations have taken up the call action. Most notably The National League of Cities emerged as a prominent partner in support of the cause. With its work in Washington, DC, and in partnership with state municipal leagues, NLC advocates for more than 18,000 cities and towns, with a mission of strengthening and promoting cities as centers of opportunity, leadership and governance. NLC and its “City Platform for Strengthening Families and Improving Outcomes for Children and Youth” play a major role in moving the urban park agenda forward.

The U.S. Conference of Mayors adopted a resolution at its 2006 meeting in Las Vegas supporting the call to action. Additionally, several municipalities, following the lead of Fort Worth, Texas have adopted resolutions in support of the national agenda for urban parks.

Supporting the Urban Parks Agenda as a National Imperative

Chris Walker of the Wallace Foundation in his policy brief The Public Value of Urban Parks summarizes the importance of urban parks by stating: “Parks have long been recognized as major contributors to the physical and aesthetic quality of urban neighborhoods.

But a new, broader view of parks has recently been emerging. This new view goes well beyond the traditional value of parks as places of recreation and visual assets to communities, and focuses on how policymakers, practitioners, and the public can begin to think about parks as valuable contributors to larger urban policy objectives, such as job opportunities, youth development, public health, and community building.” Urban parks are pivotal to the vitality and success of American cities. This is why supporting the Agenda for Urban Parks is an imperative.

A set of specific action steps is recommended in the National Agenda for Urban Parks and Recreation for local, state and federal governments to take in concert with citizens, community groups and business partners. The action agenda identifies the most important needs and answers how urban park and recreation systems can be revitalized through a unified national plan of action.

For further details visit www.nrpa.org/content/default.aspx?documentId=4212.

Because the values of urban parks and recreation; cost of inaction each day; and because Americans want a return to the support government has traditionally provided for urban parks and recreation in America, Congress, our president, states and cities are vehemently urged to join in the call to action to re-invest, re-build, and revitalize urban parks and recreation resources in America.

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Strong State Leadership Needed to Meet National Electronic Medical Records Goals

Lack of Awareness, Technical Complexity and Healthcare Staff Resistance Impede EMR Adoption and Participation

Ft. Lauderdale, FL—Citrix Systems, Inc. recently announced the findings of its survey of state- and private-sector health executives on electronic medical record (EMR) adoption and regional health information organization (RHIO) participation. RHIOs enable the secure exchange and use of patient information held in EMRs across facilities in order to improve healthcare quality and efficiency.

EMR Use Growing, But Roadblocks Remain

While 57 percent of private-sector health-care facilities are currently using EMRs, just 19 percent of state health-care facilities have adopted them. EMRs contain patient condition and treatment information and are used by healthcare practitioners across multiple facilities to document and manage healthcare delivery, speeding patient care, reducing administrative costs, and improving medical outcomes. Significant challenges to EMR adoption include budget constraints, healthcare staff resistance, and technical complexity, according to the survey.

The Bush administration has set the goal of providing e-health records for all citizens by 2014. At the present time, many communities are establishing RHIOs to facilitate medical record-sharing across healthcare facilities at the local level. Survey participants cited immediate access to up-to-date patient information, increased collaboration amongst healthcare providers, and access to information about EMR solutions as the key benefits of RHIO participation.

State health executives are leading the way in RHIO participation, with 43 percent currently involved in a RHIO, compared to 20 percent for the private sector. The top barriers to participation cited were lack of awareness/education regarding RHIO options, no EMR use, and budget constraints.

Public-Sector Healthcare Executives Advocate Increased State Leadership

Despite their higher level of RHIO participation, however, few states have set timeframes for achieving statewide EMR use. Just 16 percent of state health executives and 6 percent of private-sector health IT executives said their states had set a timeline. Yet state health executives said they see a strong role for the states in RHIO development. Seventy-nine percent said states should provide a framework for RHIO development, 73 percent said states should provide start-up funding, and 72 percent said states should provide access to EMR technology solutions via an ASP model.

“States need to quickly adopt a proactive EMR/RHIO leadership role in order to realize the 2014 goal of e-health records for all Americans,” said Bert Wakeley, director of State and Local Government Affairs for Citrix. “States can help healthcare organizations overcome the cultural, budgetary, and technical challenges to EMR adoption by setting timelines, raising awareness, and providing access to funding and technology resources.”

The full report is available via download at http://www.citrix.com/healthitsurvey.

Expanded Perception of Infrastructure

From INFRASTRUCTURE, pg. 5

governments controlling different aspects of the regulatory controls.

The tax structure and fiscal characteristics at both the state and local level can be important determinants as to whether or not sustainable economic development takes place. The perceived stability and fairness of the tax structure comes important as communities compete for economic development. The use of tax abatement programs and industrial revenue bonds are examples of important tax tools used by communities to attract economic development. The tax structure and fiscal characteristics at both the state and local level can “make or break” an economic development initiative.

Thus, a community needs to be aware of a capacity and efficiency of all of these different types of infrastructure if they expect to be successful in promoting economic development. Examples of tools used to achieve success include the pre-approval of economic development sites. This pre-approval ensures the proper zoning and a streamlined land development process coupled with sufficient capacities in the other types of infrastructure.

Another technique which communities could consider is the development of an infrastructure report card similar to the American Society of Consulting Engineers annual “Report Card for America’s Infrastructure.” This report card gives letter grades, with A being the highest, for various types of infrastructure. With some minor modifications, the community could develop a similar report card which would include hard, sof, green (natural), and administrative/fiscal infrastructure grades.

These grades could be monitored over time and could provide a community with important trend information as to the status of its infrastructure. Obviously, if a community has an excellent report card, it could be used as a marketing tool to promote economic development. The development of such a community report card would require a collaborative effort between various departments and possibly other levels of government.

Such an effort would also provide additional benefits by fostering increased coordination and a better understanding of a community’s assets and liabilities. In addition, problems identified through the report card process could provide the framework for programs/capital projects to address these problems.

The purpose of this article was to expand the reader’s perception of what constitutes infrastructure. By expanding our thinking to include these other types of infrastructure, a more robust, efficient and successful economic development process can be developed.

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The National Center for Public Performance at the School of Public Affairs and Administration, Rutgers-Newark, announces the Public Performance Measurement and Reporting Network. This web-based network, in partnership with the Alfred P. Sloan Foundation, will connect groups of citizens, government officials, public and non-profit managers, researchers, faculty and students who are dedicated to measuring, reporting and improving public sector and not-for-profit performance.

The National Center for Public Performance is a research and public service center devoted to improving performance.
John Kamensky

Federal agencies have submitted their proposed budgets to Congress for 2008, and their spending proposals are more clearly linked to what they propose to do, than ever before.

In the past, Congress has complained about such links, but in some cases, Congress has offered encouragement. Last year, for example, one appropriations report even encouraged one agency to mimic another’s reporting format: “The Department of Labor shall submit its fiscal year 2007 congressional budget justifications… in the format and level of detail used by the Department of Education…” In this case, Education’s format has been touted as one of the most performance-focused budgets across the government.

Progress occurs in small steps!

OMB’s Steady Push to Integrate Performance Information in Budgets

The roots of this steady change started a number of years ago, but momentum has built in the past few years. The Office of Management and Budget (OMB) contributed to this momentum through a series of initiatives. Budget and Performance Integration Initiative. As part of the President’s Management Agenda (PMA), OMB crafted a set of criteria each agency should meet in order to be rated a “green” on the PMA scorecard. These criteria include:

- Having strategic plans that contain a limited set of outcome-oriented goals, and measures of these goals appear in budget and performance documents.
- Demonstrating that senior agency managers meet at least quarterly to examine integrated financial and performance information.
- Reporting the full cost of achieving performance goals.

The objective, according to the President’s fiscal year 2008 budget, is to ensure taxpayers have “clear, candid, and up-to-date information about each program’s successes and failures.” At the end of December 2006, fifteen of the 26 agencies rated by OMB met these criteria, which shows that “getting to green” on this element of the President’s management scorecard—after nearly six years of effort—was more difficult than most had originally anticipated.

Program Assessment Rating Tool (PART). Another major element of the PMA budgeting initiative is the rating of each agencies’ major programs based on a set of questions in the PART. The questions are used to assess program design, planning, management, and performance. OMB started rating 200 programs each year five years ago, and this year largely completed the task. Nearly 1,000 programs have been rated and OMB judges that about 80 percent contain countable performance measures and have achieved their annual goals. OMB’s deputy director for management, Clay Johnson, noted that PART needs to be “the instrument that the chief operating officers of each agency use to meet with program managers and with bureau heads to talk about and drive continuous performance improvement.”

The President’s Budget. The budget the President submits each year to Congress has steadily increased the amount of performance information associated with its initiatives. In addition, OMB has been working with agencies to restructure their budget account structures to more closely align with the outcomes described in agencies’ strategic plans.

For example, in the budget account for the Federal Aviation Administration, instead of the traditional display of budget information by “off-setting collections,” “outlays,” or “budget authority,” the account for Research, Engineering, and Development is organized by categories such as: “improve aviation safety,” “improve efficiency of the air traffic control system,” and “reduce environmental impact of aviation.”

Tying the Performance Threads

Some say specific initiatives sponsored by President Bush will not outlast his Administration, but there seem to be two trends that likely continue to evolve, regardless who is President.

Trend 1: TYing the Performance Threads Together. The first trend is an effort to tie the different “performance” threads together. Linking budget to performance information is but one step. Other steps toward a more results-oriented approach include aligning other management systems–within an agency, to perform- ance to employee pay, linking contracts to performance, linking grants to performance, and ensuring a clear connection between budgets and financial systems. Crafting a broader performance management framework that reaches beyond the budget is beginning to happen in agencies as diverse as the Patent and Trademark Office, the Defense Finance and Accounting Service, the IRS, the Postal Service, and the Air Traffic Organization. To get these efforts underway required strong leadership, but extending this trend from ad hoc “islands of excellence” to a systematic effort across the rest of the government will be a challenge.

Trend 2: Linking Performance to Outcomes Across Agencies. The second trend is linking the performance strand of different agencies to each other—and possibly other levels of government or the private and non-profit sectors–so they can collaborate to achieve common outcomes. Again, ad hoc efforts are underway, and models for how to do this are evolving. For example, in the past year, OMB sponsored a cross-cutting analysis of the government’s 109 math and science
Private Sector Lagging When it Comes to Telework

From TELEWORK, pg. 1

Forty-four percent of Federal employee respondents to the survey indicate that they have the option to telework—up 6 percent from 2006—while just 15 percent of private-sector employee respondents have that option. During the past year, telework growth in the Federal government also outpaced the private sector: 35 percent of Federal teleworkers started teleworking, compared to 10 percent of private-sector teleworkers. Federal IT departments also are stepping up support for teleworkers. Forty-two percent of responding Federal IT professionals report that their agency started or expanded its telework program in the last year, and that 62 percent of Federal agencies now have written IT policies for telework in place compared to 46 percent last year.

Support for private-sector teleworkers lags well behind, with just 25 percent of private-sector IT professional respondents indicating a new or expanded program in the last year, and that just 40 percent of private-sector organizations currently have written telework policies in place.

“Federal agencies have made a strong and growing commitment to meeting the government’s mandated telework requirements,” said Andy Lausch, director of Federal Sales for CDW-G. “The year-over-year progress for both employees and IT professionals underscores that agencies are taking the requirement and the benefits of implementation seriously. The real surprise is the gap between the Federal government and the private sector, where agencies are simply doing a better job of identifying teleworkers and supporting them appropriately.”

With broad adoption of effective telework policies by both the public and private sectors, the United States could significantly decrease traffic and pollution in congested cities and improve employee recruitment and retention by enabling a better work-life balance. Further, broad telework adoption could ensure the continuity of government operations in the aftermath of a major catastrophe, or even for the duration of a minor disruptive event, such as a snowstorm.

In fact, teleworkers are more likely to be able to work in the event of a natural or man-made disaster. In the Federal government, 87 percent of current teleworking respondents said they could continue to work via telework in the case of a displacing event, compared to 66 percent of non-teleworking respondents. In the private sector, however, that gap increases substantially.

Though 74 percent of private-sector teleworking respondents said that they could continue working via telework, just 28 percent of non-teleworking respondents could continue. Given that fewer private-sector employees telework, just 33 percent of private-sector respondents overall stated that they would be able to continue to work via telework if their office was closed due to some event.

“The private sector is lagging when it comes to allowing employees to telework,” said Ken Grimsley, vice president of strategic sales for CDW Corporation. “Executive decision makers need to better understand the importance of having a telework program—such as ensuring the ability to operate during a storm, pandemic or other disaster. Add in other benefits such as employee availability and retention, as well as potential cost savings, and the benefits can quickly outweigh the costs.”

The only concurrent survey of both end-user employees and the Information Technology (IT) professionals that support them, the 2007 CDW-G Telework Report surveyed nearly 2,200 Federal government and private-sector employees and IT professionals nationwide. Federal respondents include 557 Federal employees and 355 Federal IT professionals. Private-sector respondents include 880 national employees and 405 IT professionals.

Other data points in the report include:
- Federal and private-sector interest in telework
- Top IT professional concerns about telework
- Current and planned telework security solutions
- Current and planned telework collaboration solutions
- Technical support solutions
- Office vs. home PC use

For more information on the CDW-G Telework Report or to download a copy, please visit www.cdwg.com/telework.

Budget and Performance Integration

From PERFORMANCE, pg. 7

programs to identify the extent to which there is quantitative evidence of achieving their goals. A government-wide council that inventoried these programs on behalf of OMB “agreed on common goals for the programs” but recognized that they needed to gather more evidence in order to determine what activities are “most effective at achieving common goals.”

The trend toward budget and performance integration has momentum and the tools needed to make it a reality continue to evolve. A new book, “Integrating Performance and Budgets: The Budget Office of Tomorrow,” co-edited by Jonathan Bрес and Moravitz, was recently published by the IBM Center for The Business of Government, begins to address these new tools and includes a helpful set of tips and practical recommendations.

ASPA member John Kamensky is a senior fellow with the IBM Center for The Business of Government, where he recently co-authored “Six Trends Transforming Government.”

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Center reports can be downloaded for free at: www.businessofgovernment.org.
Report Finds that Fewer Employers Offer Health Coverage to Lower Income Parents

Nearly 70% of Low-Income Kids are Uninsured; Mississippi, Arizona, Oregon Top List

Washington, DC—As President Bush, governors and members of Congress debate how much federal funding to devote to the State Children’s Health Insurance Program (SCHIP), a new analysis provides a clearer look at uninsured children in every state. The analysis, released by the Robert Wood Johnson Foundation, shows that since 1997, employer offers of health insurance to parents with lower incomes have fallen three times as fast as offers to parents who earn more money.

The figures underscore that working parents who earn modest incomes are experiencing dramatic erosion in employee benefits. Nationally, fewer than half (47 percent) of parents in families earning less than $40,000 a year are offered health insurance through their employer—a 9 percent drop since 1997. Meanwhile, offers of health insurance to parents in families earning $80,000 or more have held steady at about 78 percent.

“In reauthorizing SCHIP, Congress must consider eligibility rules, benefit packages and payment levels. Other information contained in the analysis includes:

- States with the highest percentage of uninsured children include Texas (23.0 percent), Florida (16.9 percent), New Mexico (16.6 percent), Nevada (16.4 percent) and Montana (16.2 percent).
- States with the lowest percentage of uninsured children are Vermont (5.6 percent), New Hampshire (6.0 percent), Michigan (6.1 percent), Hawaii (6.2 percent), Minnesota (6.5 percent) and Nebraska (6.5 percent).
- For uninsured children in families that earn modest incomes, the situation is even more dire. The analysis shows nearly two out of three uninsured kids in the United States (64 percent) live with adults who earn modest incomes, calculated at roughly $40,000 or less for a family of four.
- States with the highest percentage of uninsured children who are in families with modest incomes are: the District of Columbia (73.9 percent), Mississippi (73.7 percent), Kentucky (73.4 percent), Arizona (72.3 percent) and North Dakota (71.5 percent).
- States with the lowest percentage of uninsured children who are in families with modest incomes are: Vermont (36.2 percent), New Hampshire (41.3 percent), Hawaii (42.5 percent), Wyoming (46.2 percent) and Massachusetts (48.0 percent).
- Last fiscal year, more than 6 million children in the United States were enrolled in SCHIP.

“Because of SCHIP, millions of children can see doctors when they are sick and get the check-ups and prescription medicines they need. That's an important investment in our nation's future,” said Lavizzo-Mourey. “Many parents who work but cannot afford health insurance, or are not offered coverage through their jobs, can make sure their children get the health care they need because of these programs. Healthy children are better prepared to learn in school and succeed in life.”

This report was prepared by analysts at the State Health Access Data Assistance Center (SHADAC), located at the University of Minnesota. The report analyzes data from the U.S. Census Bureau (1998-2006 Current Population Surveys), U.S. Centers for Medicare & Medicaid Services (2002-2005) and the U.S. Centers for Disease Control and Prevention's National Health Interview Survey (1997 and 2005).

The report and other information on the uninsured are available at www.CoverTheUninsured.org.
State Election Officials Call for Reforms to Presidential Nominating Process

National Association of Secretaries of State Plan Would Rotate Regional Primaries Starting in 2012

Washington, DC—Distressed by the number of states rushing to move up their 2008 presidential primary dates, the nation’s secretaries of state are calling for nationwide adoption of their reform plan for a rotating regional system. Secretaries of state from 39 states are meeting in Washington, DC, this weekend as part of the annual winter meeting of the National Association of Secretaries of State (NASS). The group is reviewing primary dates for the 2008 nominating cycle and discussing ways to get the states and national parties to agree to changes.

“The 2008 presidential nominating calendar is going to be more frontloaded than ever before,” said Massachusetts Secretary of State William Galvin, Co-Chair of the NASS Subcommittee on Presidential Primaries. “Super Tuesday has turned into Super-Sized Tuesday, with the number of states that want to hold primaries in early February more than doubling from the last presidential election cycle. The reality is that most Americans won’t have a say in choosing the presidential nominees and those that do will have a few weeks at most to make up their minds.”

The association is hoping to generate support for the NASS Regional Rotating Presidential Primaries Plan. The proposal divides the country into four geographic areas—Eastern, Southern, Midwestern and Western—and rotates each region to vote first beginning in March. The other regions would hold their primary elections in April, May and June. A different part of the country would vote first every sixteen years. New Hampshire and Iowa would retain their early status to allow under-funded and less widely known candidates to compete through retail politics rather than the costly media-driven campaigns required in larger states.


“Our nonpartisan plan is a major improvement over the free-for-all system that’s currently in place,” said Kentucky Secretary of State Trey Grayson, Co-Chair of the NASS Subcommittee on Presidential Primaries. “Plus, the 2008 calendar indicates that the states are already moving towards regional primaries in the West, Midwest, South and New England regions. It is time for state and national party leaders to consider the NASS Regional Rotating Presidential Primaries Plan.”

To date, at least seventeen states are considering moving up the date of their presidential nominating contests compared to when they held them in 2004.

Governor’s Homeland Security Guide

From GUIDE, pg. 9

more complex, we must increase our efforts to work cooperatively across state lines and further our knowledge and understanding of those practices that have proven successful in other states. The Governor’s Guide to Homeland Security will provide each governor across the nation with proactive recommendations for emergency readiness, ensuring that each state is prepared to address a number of potential emergencies.”

A Governor’s Guide to Homeland Security outlines a variety of issues for governors, including interoperability, intelligence and information sharing and protecting the state’s critical infrastructure; points out the challenges along the way; and provides examples of how states have successfully navigated each obstacle.

For more information visit www.nga.org.

Have you visited ASPA’s website lately? www.aspanet.org
Social Equity in the 21st Century: 
An Essay in Memory of Philip J. Rutledge

H. George Frederickson

Among the better parts of being “senior” is that one is asked, from time to time, to sum things up. This essay is a response to an invitation to sum up the current state of social equity in American public administration. Because there have been similar invitations over the years, one might assume that there is little more to say about social equity. On the contrary, there is a great deal more to say. The applied field of social equity is highly dynamic. So, too, is the theoretical literature. A “summing up” is next to impossible because the social equity terrain changes so often. Therefore, an essay on the state of social equity in early 2007 will have to do.

This essay is written three days after the death of Phil Rutledge, a dear friend and fellow traveler along the roads of social equity. In view of Phil’s death, the original outline for this essay was quickly scrapped and replaced with some observations and thoughts on Phil and on how he might view the present state of social equity.

Phil J. Rutledge and I were brought together by John W. Ryan. It was 1971 and John had just been appointed the president of Indiana University. We were both active in ASPA and at an ASPA meeting John introduced me to Phil. Phil indicated that he had read my essay on social equity in my just published book Toward a New Public Administration and was anxious to talk about it. The conversation we began that day continued, off and on, for 35 years. Phil’s part of the conversation was applied, practical, rooted in the soil of American government and public administration; a search for the ways to make social equity work.

My part of the conversation was abstract and conceptual; a search for ways to bring others to the social equity cause and, along the way, a search for theoretical clarity.

Although we were having a conversation about social equity, conversations were never enough for Phil. He was the social equity entrepreneur. During his ASPA presidency he asked Dwight Waldo to include a symposium on social equity in Public Administration Review (January/February 1974). During this period ASPA was rewriting its Code of Ethics and Phil encouraged the drafting committee to include a social equity standard.

Phil was the force behind the continuing environmental justice project panels at the National Academy of Public Administration (NAPA). Phil also was the driving force behind what is now the Standing Panel on Social Equity in Governance of NAPA and the series of annual NAPA social equity conferences.

Phil was more a choir master than a soloist. He gathered people together to make things happen. An instinctive organizer and delegator, he parcelled out work, set the deadlines, probed here and poked there. When everything was organized and the choir was assembled he insisted that everyone introduce themselves and tell their little story. He was luxurious with time.

Our work was so important that it should take whatever time was available and more. Money was seldom involved but dedication to a cause was always involved.

We were all able to engage in the social equity cause because Phil engaged us. And he asked us to work for our cause. Although those of us who worked with Phil said this to one another in a joking way, it was true: “Phil takes it as his personal responsibility to go about the world creating work for others.” Work we did, and blessed work it was.

We were often in conferences or meetings at which one of us introduced the other. Over the years this became a contest. Of my introductions of Phil, his favorite was: “And now, ladies and gentlemen, it is my pleasure to introduce you to the Editorial Board: the Editorial Board. The Public Administration and the American Sociological Association.” My favorite of his introductions was: “And now, ladies and gentlemen, it is my pleasure to introduce you to the Social Equity Word Monkey, George Frederickson.” These introductions may not have been very amusing to the audience, but we loved them.

In November, 2006, the Board of Directors of the National Academy of Public Administration established the George Graham Award for Distinguished Service to the Academy and agreed that Phil would be among the first to be given the Graham Award. The presentation of the award was scheduled for a Board of Director’s dinner on January 26, 2007, and Phil planned to be there with Vi. He died that morning.

Imagine with me that Providence has given us one last chance to have a conversation with Phil regarding the state of social equity. In our imagination we are all at the dinner table with Phil on the night he is to receive the Graham Award. The conversation turns to the recent death of the great sociologist Seymour Martin Lipset. We are reminded that Lipset is the only person to have been elected president of the American Sociological Association (ASA) and the American Political Science Association (APSA). Someone else comments that Lipset was known for using a qualitative research methodology in the tradition of Max Weber; indeed Lipset, was known as the American Weber.

We are reminded that in his early years Lipset was on the ideological left and as he aged he moved to the ideological right. Yes, Phil comments, reminding us that it was Lipset, more than anyone else in the past generation, who regularly documented the sharp rise in income inequality. Lipset regularly wrote about how the rich were getting better at passing on their advantages to their children. And Lipset’s special interest was describing the increasing gaps in housing, health care, employment and lifestyles between the educated and the uneducated.

That may be true, someone else comments, but the point is that while Lipset continued to be the leading scholar of inequality in America, over the years he changed. He was initially committed to the welfare state, to a social safety net, and to redistributive social policies as ways to level the social and economic playing field. In his middle and later years he changed to a rather passive non-interventionist perspective in matters of social equity.

It was Lipset, we were reminded, who argued that there are two primary competing themes that run through American history. One theme is individual achievement; the other is equality. And it was Lipset who reminded us that throughout American history when individual achievement competed directly with equality, achievement always almost won. The American ethos of achievement and of individual merit has reshaped the ethos of equality. When our language is decoded, as Lipset said, what is usually...
City of Progress – 1

Suppose you are the city manager of a thriving community of 67,000 whose motto is a “City of Progress.” You have received outstanding performance evaluations over the 14 years you have served the city as the city manager. The city commission was so pleased with your performance over the past year that the awarded you a 9 percent pay raise. You regard members of the city commission and high ranking appointed officials such as the police chief and fire chief as good friends and colleagues who, you, have the best interests of the community at heart. You truly love your job and want to continue as city manager until you retire, some 12 years from now.

Alas, you have a long hidden personal secret. Since childhood, you have felt more like a woman than a man and have cross-dressed for years when vacationing out-of-state. Your wife is aware of your gender challenge but your 13 year old son is not. You are, of course, deeply concerned about how your son will be treated if it becomes known in the community that you are trans-gender and may even become a woman. After much anguishing about the situation, you decide to begin gender reassignment discreetly. The hormone treatments go well but the change in your body begins to be evident when you find that you can no longer keep up with the police chief during your weekly jogging with him.

What should you do? Should you bring the police chief into your confidence? What about the mayor who has always been a good friend and strong supporter? Should you approach other members of the city commission? The deputy city manager?

Since you manage a self-proclaimed city of progress, you are confident that city employees and the community at large will accept you as a woman if that moment arrives. Still, as an intelligent, high profile public official, you worry that the media may discover your secret before you have had time to educate your friends and city employees about trans-gender challenges. What should you do?

Source: Based on a real case, see St. Petersburg Times, February 28, 2007; March 1, 2007.

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

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OMB Issues 10th Annual Report to Congress on Costs and Benefits of Federal Regulation

Washington, DC—The Office of Information and Regulatory Affairs (OIRA) at the Office of Management and Budget (OMB) announced that it has issued its draft of the 10th annual “Report to Congress on the Costs and Benefits of Federal Regulations.”

In this draft report OMB includes, for the first time, a draft of the Unfunded Mandates Reform Act (UMRA) report, a step which will make information on the previous fiscal year available to the public in a more timely fashion. OMB also details agency compliance with Title II of UMRA, which requires each agency to conduct a cost-benefit analysis and generally select the least costly, most cost-effective, or least burdensome alternative for rules that will result in expenditures over $100 million in one year by State, local, and tribal governments or by the private sector.

Additionally, OMB provides an update on agency implementation of the Information Quality Act, including a summary of the correction requests that were received by agencies in FY 2006; an update on the status of FY 03, 04, and 05 requests; and a status report on the implementation of the Bulletin for Peer Review.

Similar to previous years, the report includes a 10-year retrospective of major Federal regulations reviewed by OMB to examine their quantified and monetized benefits and costs. The report shows that the estimated annual benefits of major Federal regulations reviewed by OMB from 1996 to 2006 range from $99 billion to $484 billion, while the estimated annual costs range from $40 billion to $46 billion.

Findings of the draft report include:

• The average yearly cost of the major regulations issued during the last six years is about 47 percent less than over the previous 20 years;

• The average yearly benefit of the major regulations issued during the last six years is more than double the yearly average for the previous eight years;

• The benefits of major regulations issued from 1992 to 2006 exceed the costs by more than three-fold.

In addition to OMB review of major regulations, the report includes a brief summary of the analysis of major regulatory activity by independent regulatory agencies over 10 years.

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Federal IT Drives Growth, Innovation in Washington Economy, ITAA Tech Talk TV Guests Say

Arlington, VA—The Baltimore-Washington region is a hotbed of innovation and prosperity thanks largely to federal IT procurement spending, but public and private sector organizations are also facing a serious workforce crunch, officials and experts said during an Information Technology Association of America (ITAA) television roundtable discussion. The comments will air during the debut of ITAA Tech Talk, a panel segment appearing on March Public Television as part of BusinessNow Capital Edition.

“In my district, we have about a two percent unemployment rate,” said U.S. Rep. Jim Moran (D-Va.), who represents a large part of the Washington suburbs in Virginia. “The IT sector is a big part of our booming economy. There is an opportunity for everyone with the skills and education who wants to work.”

“The Washington area is the largest research and development program in the country and it shows up as contracts,” said Dr. Stephen Fuller, director of George Mason University’s Center for Regional Analysis. “We don’t think of it as R&D, and yet we’re applying new technology to solve difficult problems and private sector benefits from this.”

In order to sustain the phenomenon, the federal government in particular should do a better job of attracting and preparing a skilled workforce, Moran added.

“The information technology contracting industry needs the very best and brightest in our country, actually on our planet, but we also need the best and brightest in the federal workforce. There needs to be a balance.”

ITAA President and CEO Phil Bond hosts Moran and Fuller for the discussion along with Karen Evans, administrator for e-Government and IT at the Office of Management and Budget; Greg Baroni, president of Unisys’ Global Public Sector division; and Evans agreed that improving the federal workforce is a priority, noting that the Administration offers continuing education for IT managers through its CIO University program. “We have agreements in place with universities in the area so people can go in and get a degree in information technology, in becoming what it means to be a CIO.”

ITAA Tech Talk debuts as part of BusinessNow: Capital Edition at 11 a.m. Sunday, Feb. 18 on Maryland Public Television. ITAA Tech Talk explores the partnership in innovation between the federal government and the IT industry in the greater Washington-Baltimore area through a series of fast-paced roundtables and in depth interviews. BusinessNow: Capital Edition is a half-hour news magazine focused on the public sector technology marketplace.

National Volunteer Week

Sponsored by the Points of Light Foundation and supported by USA Freedom Corps, National Volunteer Week is about thanking one of America’s most valuable assets—our volunteers—and calling the public’s attention to all that they do to improve our communities. The 2007 theme is “Inspire By Example” and runs from April 15th to the 21st.

National Volunteer Week began in 1974 when President Richard Nixon signed an executive order establishing the week as an annual celebration of volunteering. Since then, every U.S. President has signed a proclamation promoting National Volunteer Week (read President Bush’s 2006 proclamation). Additionally, governors, mayor and other elected officials from all over the country make public statements and sign proclamations in support of National Volunteer Week.

In honor of National Volunteer Week, USA Freedom Corps is encouraging all Americans to participate in a service-related activity.

For more information visit www.volunteer.gov.

ASSE Develops New Transportation Safety Tool

Aimed at Preventing Roadway Injuries

Des Plaines, IL—The American Society of Safety Engineers’ (ASSE) Transportation Practice Specialty (TPS) has developed and made available a special “Call to Action” TransActions newsletter with information aimed at helping government roadway safety officials and injuries in support of the annual May 6-12 North American Occupational Safety and Health Week (NAOSH).

Worldwide, roadway crashes and fatalities are at an all time high: Transportation incidents continue to be the number one cause of on-the-job deaths each year in the U.S. The 6,159,000 vehicle crashes in 2005 resulted in the deaths of 43,443 people, injured 2.7 million more people and cost the U.S. $230.6 billion. The majority of those killed in crashes were drivers, and of those that died 75 percent were male. According to the U.S. Fatal Accident Reporting System (FARS), 6,483 motor vehicle operators involved in fatal crashes had previous records for suspensions, revocations, DUI, speeding and harmful moving convictions.

TAPS Administrator Doug Cook notes the major impact roadway safety has on businesses and believes the information in this newsletter can help. The TransAction authors, TAPS members, include a safety engineering and biomechanics field expert, certified safety professionals (CSPs), casualty risk control professionals, loss control specialists, a safety, health and environmental director for a national food company, a forensic engineer, transportation engineering experts and a managing director of corporate safety, health and fire prevention for an international transportation company. Cook has 30 years of experience in transportation operations, sales and safety and is vice president of safety for Covenant Transport.

On May 9 ASSE celebrates the second annual Occupational Safety and Health Professional Day noting that every day millions of people go to and return home from work safely due, in part, to the work of dedicated safety professionals and environmental professionals and the businesses committed to protecting people, property and the environment.

To access ASSE “Call to Action” TransActions newsletter, the NAOSH 07 poster and tools please go to www.asse.org/naosh07.

CIOs Cite Progress in Information Security, Management

Arlington, VA—The Information Technology Association of America (ITAA) today released its 17th Annual Federal CIO Survey, “CIOs Focus on Results.” Prepared by Grant Thornton’s Global Public Sector, a leading management consultant, based on ITAA member interviews, the survey finds the federal government’s top IT executives reporting concrete results and improved information security in cooperation with their private sector partners.

Chief Information Officers (CIO) cited results in IT security, IT management, modernizing application systems, consolidating IT infrastructure and improving President’s Management Agenda scores. New lines of business initiatives and enterprise applications were two new prior priorities identified for the coming year.

“The government’s ability to apply cutting edge IT is crucial to serving American citizens, but it is also crucial to driving American innovation,” said ITAA President and CEO Phil Bond. “We are pleased to continue this longstanding tradition of surveying the Federal CIO community and thankful for the leadership demonstrated by Grant Thornton’s Public Sector in pulling this study together.”

The ITAA survey is based on interviews with 47 CIO/Information Resources Management (IRM) officials representing 33 executive, judicial and legislative branch organizations. Of the officials interviewed, 27 represented civilian agencies, 13 were from DoD agencies and 7 were from organizations with oversight responsibility. The interviews took place from August through December 2006.

The full report is available on the ITAA website at the following link: http://www.itaa.org/upload/news/docs/2007itaa_survey_report.pdf

If you have a press release for “Where Things Stand,” contact Christine McCrrien at cjmcevett@aspanet.org.
A Click Through Guide to ASPA’s Web site

Rip, Stick and Click.

Rip out this page • Stick it by your computer • Login and click away

www.aspanet.org

Welcome
ASPA would like to welcome new and returning students to our members’ only area of the ASPA website at www.aspanet.org. Members can update their information and access electronic issues of ASPA’s premier journal Public Administration Review (PAR) from 1940-present. Members have access to current job postings in the Career area of the website and may post resumes online. Keep ASPA current on your mailing and email address by updating your membership information.

ASPA Login
Paid ASPA members must login to access the members’ only areas of the web site.
• You will find your user login on the mailing label of PAR and PA TIMES.
• If you’ve changed your login information use the one you created.
• If you have forgotten your user ID or password, please contact the Member Services Department at (202) 585-4309 or 4310.

Other Online Options
Once logged in, members may update their contact information by clicking on their name or renew their membership by clicking Renewal Reminder.

Public Administration Review (PAR)
Access PAR online, tables of contents from recent issues, article submission information and a complete archive.

Access Articles Published from 1940-1999 (JSTOR)
1. Click the PAR/PATime link on the black tool bar.
2. Scroll down to the area of the page ... Online Access to Public Administration Review ... current ASPA members only.
3. To search by issues enter the volume number in the Basic Search link.
4. To search key words, click to Advanced Search link.

Access Articles Published from 2000-present
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6. Scroll down to the area of the page ... Online Access to Public Administration Review ... current ASPA members only.
7. Click the PAR Issues 2000-present link to (Blackwell Synergy).
8. To search by key words ... insert the title of the article you are searching in the [search] box to your right. This will show articles listed in PAR only. For a complete print copy click the PDF link.
9. To search using the Quicklink ... you will need to know the volume #, all issues published in 2000 start with the #6 followed by the year, for the September/October issue #5 you would enter Vol. 65 Issue 5 and click go.
ASPA Conference Attracts Over 1200 Attendees

More than 1,200 public administration students, practitioners, and academics from across the United States and the globe attended this year’s conference: “Monumental Possibilities: Capitalizing on Collaboration” on March 23-27 in Washington, DC.

Attendees had more than 130 workshops, sessions, and roundtables to choose from. There were numerous opportunities for attendees to network and expand upon their knowledge of issues in public administration.

ASPA opened its conference on Thursday with a Student and New Professional Summit. This two-day special event featured an engaging array of panels, workshops and networking opportunities tailored for undergraduates, masters and doctoral candidates as well as new practitioners and academics.

On the first day, undergrads and graduate students were given an overview of how to access information sources for research and policy analysis, and were taught effective job search strategies. Meanwhile, interested students attended sessions on how to prepare and apply for a PhD or DPA program, and how to succeed in a doctoral program.

Russell S. Horton

March 23-27, 2007, may have been an ordinary week for you, but for myself and nearly 200 other fellow students, it was anything but ordinary. This year’s ASPA National Conference, in our nation’s capital, offered an expanded two-day student and new professional summit at the start of the main national conference.

Many students then remained in attendance for all or part of the conference sessions after the summit concluded.

I cannot imagine a better setting for a conference on public administration than Washington, DC. As I traveled daily via Metrorail between my hotel in Arlington, VA, and the Omni Shoreham Hotel conference facility overlooking scenic Rock Creek Park, not only was I reminded of the history and culture on which the foundation of our Republic lay, but I was reminded also of public servants who came before me. The public servants who built and continue even today to manage the systems needed for our complex federal bureaucracy—the same public servants who have called me to service. Engrossed in my thoughts, I walked quickly up the escalator and out of the Woodley Park Metrorail Station while I hurried to day one of the summit.

The summit’s first day divided participants into two tracks: the graduate, undergraduate, and new professional track as well as the doctoral and pre-doctoral track. Participants in the former track attended a morning session to learn about accessing research and policy sources. In the afternoon, participants enjoyed the workforce.”

Among the panelists was a seasoned career advisor. She urged students to find students like myself and doctoral candidates alike had an opportunity to attend informative sessions geared toward doctoral studies and our future career paths. We had two morning sessions. The first, “Applying to a Doctoral Program” offered valuable insights into the admission process for those of us not currently attending a doctoral program.

“Succeeding in a Doctoral Program” was the title of our second morning session. Chris Herbst a PhD candidate at the University of Maryland, whose dissertation defense occurred March 27, provided invaluable perspective on successfully navigating the entire dissertation process.

American University Professor David Rosenbloom also informed us from his knowledgeable point of view as he has participated in more than 60 dissertation committees over the course of his career. The most significant advice emerging from this session stressed communication’s importance to successful management of

Russell S. Horton

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See ASPA CONFERENCE, pg. 20

See STUDENT SUMMIT, pg. 22
Visions of the Future

With great pleasure we submit this month’s column to you as a joint offering from your new president and your immediate past president. By doing so, we underscore the importance of leadership continuity and smooth transitions as we advance with pride and commitment into a great future for ASPA.

We want to ensure that worthwhile initiatives already underway continue to flourish for the benefit of our association and the public we serve. And we want to foster the kind of innovation that allows us to respond to the changing world around us. We begin the column with a few highlights of accomplishments from the year just past, including key initiatives that are expected to continue into ASPA’s new year. We end with several central themes for the year to come and the principles by which the leadership team will operate under Harvey’s leadership.

The 68th annual ASPA national conference in Washington, DC—Monumental Possibilities: Capitalizing on Collaboration—was a resounding success! We’re very pleased to announce that attendance was the highest we’ve seen for any year and the possibility of a joint working group with NASPAA to strengthen the linkage between MPA programs nationwide and ASPA resources.

• Multi-sector Work Force: We will continue to explore the reality of the multi-sector work force and the opportunities for ASPA to influence and serve emerging needs, thanks to the fine work of Denise Wells, Van Johnston, and others.

• Succession Planning: Michael Massiah did a fine job of collaborating with the Brookings Institution to present a seminar on succession planning at the conference to rave reviews and in other venues.

• Hallway of Heroes: We continue to explore ways and means for honoring the contributions of the luminaries who pass on in the years to come. For the 2007 conference, we created a “Hallway of Heroes” and will continue to build on that theme at future conferences.

• Strategic Planning: With guidance from Ed Jennings, we successfully launched our next five-year strategic planning process, which will proceed under President Harvey White’s leadership in the coming year. Stay tuned to ASPA’s e-newsletter The Bridge and the ASPA homepage for exciting ways to participate and make a difference in the future of ASPA.

• More to Come: Look in the May PA TIMES for more plans and important accomplishments under our five goals in the 2004-2008 Strategic Plan.

We join with you in celebrating the year past and the year to come. Below, we’ve quoted from portions of your new ASPA president’s installation speech. Harvey’s speech reflects core values and some fundamental expectations for the future that we share with you now:

Members of the organization for which I serve as president have embraced effectiveness, efficiency, ethics and equity as core values that guide their professional behavior. They feel compelled to always make effective and efficient use of the people’s resources. Our members believe that public service is a high calling, which requires ethical and moral behavior that promotes the common good. Because they believe that all men and women are endowed by their creator with certain inalienable rights—which include the right to life, liberty and the pursuit of happiness—our members value social equity and pursue social justice.

To help prepare for this year, I have consulted widely and often with ASPA officers, members and staff. I participated in state, regional and national meetings. I have made visits to chapters, schools and section meetings. I have listened and I have learned. My visits, interactions and observations suggest to me that our members have the following expectations of ASPA and its leadership:

• Our members expect us—officers, volunteers and staff—to continue the excellent record of improving our Society’s fiscal affairs.

• They expect us to be bold in defense and advancement of the public service.

• They expect us to be passionate in promoting ASPA’s core values.

• They want ASPA to be a more visible leader in addressing public service issues.

• Our members want us to be more engaged with those making decisions affecting the delivery of public services.

• And our members want ASPA to be more relevant to their current and future professional lives.

We’re excited to collaborate with you on transforming our organization and exploring the world of transformational public service. And we join with you in celebrating the monumental possibilities ahead! With warmest regard, we greet you and wish you well!

ASPA member Harvey White is ASPA president and an associate professor at the University of Pittsburgh. E-mail: hwhite@usouthal.edu (please copy rnholash@usouthal.edu on all correspondence)

ASPA member Wendy A. Haynes is ASPA’s immediate past president and an associate professor and MPA coordinator at Bridgewater State College. E-mail: whaynes@aspapanet.org
An Imagined Final Conversation with Phil Rutledge about Social Equity

From RUTLEDGE, pg. 11

meant by the word equality is “fair opportunity...” and what is meant by freedom also means “opportunity.”

In Lipset’s concept of American exceptionalism, when we are compared with other democratic nations, Americans are more individualistic, more pro-business, more anti-statist, and more meritocratic. We lead the democratic world in crime, incarceration, drug abuse, and family breakdown—all reflections of our weak social ties and our ethos of freedom and liberty.

Yet, we are more openly religious and more willing to politicize moral issues. And we are an increasingly heterogeneous people. It was Lipset who determined that homogeneous cultures and countries are much more inclined to equalizing social policies than are heterogeneous countries such as the United States.

Then, in our imaginary conversation, Phil reminds us that Lipset dropped his support for affirmative action in the 1980s and was identified with Daniel Patrick Moynihan’s concept of benign neglect. That’s right, someone else says. In his examination of declining support for affirmative action, Sally explains. In a way, I was attempting to account for one of Lipset’s claims—that opportunity, like achievement, will trump social policies designed to achieve equality.

I found that with a few exceptions, studies indicate that minorities and women have made impressive gains in equality. But most studies also show that there are still gaps, and in some cases wide gaps, between men and women, African-Americans and whites, Hispanics and whites and other minorities and whites.

Over time public support for affirmative action has waxed and waned but almost always within a fairly narrow range. The point is that the Americans are conflicted about affirmative action, neither support nor opposition holding a dominant position in public opinion. As might be expected, there is a relative small variation in opinions of affirmative action based on the race of the respondent.

In the last 15 years the courts have narrowed the scope of state and federal affirmative action programs. Grassroots legislative action, direct ballot initiatives often led by Ward Connerly, the former Trustee of the University of California, and executive orders have also narrowed the scope of affirmative action.

The representative bureaucracy thesis is generally confirmed, which is to say that greater diversity in the public workforce has a positive influence on performance and effectiveness.

In my conclusions, I wrote that... despite the gains achieved by women and minorities since the early 1960s, the challenges of eradicating discrimination in the workplace remain... (T)he educational pipeline for increasing diversity in their workforce is more robust than in the past, but the performance and graduation rates of minority students remain disappointing and require attention.

One profoundly important public administration principle is left out of contemporary considerations of affirmative action and the public service. Because of an increasing reliance on grants and contracts, the federal government as well as many state and local governments now have so-called “master labor forces.”

Indeed, for every one direct federal employee there are now between seven and eight equivalent contract employees—the so-called shadow bureaucracy. We know a very great deal about the diversity of the federal workforce and next to nothing about the diversity of the shadow bureaucracy. Furthermore we have weak theoretical and normative positions which might account for the need for diversity in the contract workforce social equity in the services of the contract workforce.

Ed Jennings is at the table and asks him to tell us about his recent research on the influence of the Government Performance and Results Act (GPRA) on social equity. Ed explains that GPRA requires each federal department to develop specific goals and to annually measure their performance with respect to those goals. He wanted to find out which two federal agencies focus on measuring outputs, outcomes and impacts incorporated attention to social equity concerns.

Of the 16 departments he reviewed, nine departments saw no need to report social equity impacts—Defense, Energy, Justice, State, Treasury, Interior, and EPA. The Department of Health and Human Services and the Department of Veterans Affairs and Education have developed social equity performance measures. All told, only 6.1 percent of federal performance measures reflect social equity consideration.

As those of us at the table reflect on Ed’s report, Phil indicated that he was surprised that the Environmental Protection Administration is not using measures of social equity in their consideration of environmental outcomes. After all, Phil explains, EPA has funded a long standing contract with NAPA to develop an environmental justice program. Then Phil says that the next stage of the NAPA contract with EPA should be the development of EPA social equity performance measures. Toward that end Phil begins to give particular assignments to those of us at the table. Ed adds that certain agencies that have among their purpose addressing the needs of the disadvantaged have developed good social equity performance measures. In addition, when social equity requirements are written into law, as in the case of education, social equity performance measure reporting is extensive. But cross-cutting laws and regulations that require attention to social equity in agency behavior, as is required by civil rights laws, do little to stimulate attention to the measurement of performance.

On a positive note, Ed makes the point that GPRA-based performance measures provide a potentially useful vehicle for making points about social equity. The trick will be to make federal performance measures reflect social equity purposes.

Phil agrees and reminds us of the big job ahead.

Another voice asks the table what we all think about Walter Benn Michaels’ new book The Trouble with Diversity: How We Learned to Love Identity and Ignore Inequality? The ensuing silence serves as a prelude to a difficult discussion of a complex and troubling argument.

Advocates of social equity in public administration are accustomed to challenges to affirmative action and diversity, but not ordinarily from so-called liberals. That’s what makes Michaels’ argument so challenging. He argues that inequality in all its forms—income, housing, schooling, health care, transportation—must be at the center of all claims of fairness and justice. Diversity, he argues, is a consolation prize, a second order issue that distracts policy makers and public administrators from the central issue—inequality.

It is no wonder, Michaels’ claims, that diversity is a powerful tool of self-legitimation for the rich. “A society free not only of racism but of sexism and of heterosexism is a neoliberal utopia where all the irrelevant grounds for inequality (your identity) have been eliminated and whatever inequalities are left is therefore legitimated.” Michaels reminds us that despite years of affirmative action and diversity, only three percent of the students at selective universities are from the bottom socioeconomic quintile.

Universities are, according to Michaels, serving the extra-educational function of laundering privileges into qualifications. Following Michaels, it is the ideology of diversity that demands examination. Diversity, he claims, plays an ideological

See RUTLEDGE, pg. 19
## New ASPA Members

ASPA welcomes the following new members from the months of February 2007. **Please note: Members rejoining ASPA are not included on this list.**

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<th>Name</th>
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Time to Say Goodbye to Our Leader and Friend

From RUTLEDGE, pg. 17

What do you conclude from that, Phil asked.

Well, she replies, it appears that when it comes to University of California admissions, both identity-based affirmative action preference criteria and poverty based preferences have been trumped by so-called “objective” or “color-blind” measures of merit—grades, test scores and school quality. So, at least at the University of California, Lipset had it right—achievement has trumped equality. And Michaels’ hope of structural means by which economic criteria influence admissions policy is nowhere in sight. The poor still make up less than three percent of enrolled students.

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What about the Texas case, Phil asked.

Well, she replies, the Texas policy of admitting to the University of Texas the top 10 percent of each high school’s graduates does appear to be more effective from a social equity standpoint than the California model. Because of the rather wide variation in the funding of Texas schools and the equally wide variation in the socioeconomic circumstances of students by school, the results of the Texas model lean in the direction of admitting more students of color and students from lower socioeconomic classes than is the case in California. But it also means that some students admitted under this policy have test scores appreciably lower than the norm for standard University of Texas admissions.

Phil then asks a more probing question about the Michaels thesis. Virtually all the institutionalists are of the opinion that race and ethnicity have been and continue to be defining aspects of the American experience: race and ethnicity are tightly coupled with poverty. How, in view of that, can Michaels seriously argue that race and gender-based diversity are distracting us from issues of social end economic equality? It is often race and ethnicity that put the face on poverty and give it identity. It seems to me that there is an otherworldly quality to Michaels’ claims.

Yes, someone at the table says. Both abstract “diversity” and abstract “inequality” and the stylized arguments about them, will almost give way to what they have in common. Abstract ideologies are seldom fully embraced by Americans, and that is the case with diversity and inequality. In application, against the messy realities of complex politics and administration, both diversity and inequality can be surprisingly pragmatic.

When affirmative action and diversity are “disappointing” we do not end them, we mend them. When the gaps between the haves and the have-nots are wide, as they are now, we work to narrow them. Diversity and inequality policy battles are untidy and protracted battles in on-going policy wars that never end. Policies do change, though, and the implementation of policy also changes. The battle is to influence policy and policy implementation to move in the direction of both diversity and equality.

That sounds right to me, Phil says. Both diversity and equality are honorable objectives. We may never live in an entirely fair and just world, but there is much we can do to make it more fair and just.

By then our dinner was finished. People were leaving the other tables. We were tired.

It was time to say goodbye to our leader and our friend.

ASPA member H. George Frederickson is Steen Professor of Public Administration at the University of Kansas and co-author of both The Public Administration Theory Primer and The Adapted City: Institutional Dynamics and Structural Change. E-mail: gfred@ku.edu
creative ways to highlight their experiences when writing resumes and talking with potential employers. "Don't discount the skills you already have," said Jennifer Blanck, assistant dean for Career Alumni Service at Georgetown Public Policy Institute. “You must discover ways to form parallel connections between your personal experiences and the job responsibilities of the given position.”

Following the panel, Donna Shalala, president of the University of Miami and former secretary of Health and Human Services, addressed students and new professionals and answered questions about public service careers. She underscored the power of networking and credited ASPA for providing invaluable networking and professional development opportunities for young, aspiring public administrators.

“I began my public service career as a Peace Corps volunteer and then quickly worked my way up the ranks," said Shalala. “A portion of my success can be attributed to my innate ability to network and establish noteworthy relationships.”

When asked about the decrease of funds for public service, Shalala said, “programs need to be carefully selected and implemented well so that the end result is a net positive. We need to think of creative ways to make public programs operate more efficiently (e.g., universal healthcare). That is an innovate concept.”

ASPA was honored to announce at the conference that Shalala has agreed to serve as its first Senior Executive Counselor. Shalala will advise ASPA’s leadership and serve as a symbol of ASPA’s important role in public administration. This opportunity has been made possible by a generous gift to the ASPA Endowment by Richard E. Vaden and the Vaden-Rey Foundation.

The capstone session of the Summit was facilitated by Vera Vogelsang-Coombs, MPA program director at Cleveland State University. The session, “Leadership with Distinction,” taught participants how to manage interpersonal relationships and workplace conflicts arising in public and nonprofit organizations.

Following the capstone session was a “Hallway Conversation” on the Constitutional Constraints of the United States Presidency. Beverly Cigler moderated and Louis Fisher was the featured guest.

The last event on Saturday was the Opening Plenary Session. Michael Thurmond, Georgia Labor Commissioner, delivered a powerful speech about his personal trials and tribulations growing up poor in Athens, GA. The ‘power of hope’ was the premise of his speech.

“My father was illiterate. And, the house we lived in did not have running water," explained Thurmond. “The set of circumstances I was born into was difficult, but I managed to persevere and hold steadfast to my dreams of one day becoming somebody.”

Commissioner Thurmond spoke of an ‘enlightened self-interest’ that echoed the ethos of the late Martin Luther King Jr. “We all have our self-interests to protect,” proclaimed Thurmond. “But, public administrators have an enlightened self-interest that provokes us to demand equal rights and opportunities for not only our children, but everyone’s children. That’s why public service is the noblest profession.”

On Sunday, the exhibit hall opened and attendees quickly filled the sold-out room to tour the booths. Many ASPA chapter/section representatives were poised to answer questions and exchange information. Representatives from accredited colleges/universities and well-respected publishers were also present.

The fifth annual Gloria Hobson Nordin Social Equity Award Luncheon recognized Joel M. Levy, CEO YAI/National Institute for People with Disabilities.

The awards are given to a public administrator in recognition of distinguished contributions toward achieving fairness, justice and equity in government.

Levy established YAI because he “believes every person with a disability has the ability to be successful.” The organization helps people make their dreams come true by trying to create: community integration, employment, healthcare, and advocacy.

That afternoon, ASPA hosted the seventh annual Elliot Richardson Lecture. Co-sponsored by ASPA and the National Academy of Public Administration (NAPA), the lecture series was established to honor Richardson and the ideals of public service that he embodied.

Delivering the lecture this year was Valerie A. Lemmie, commissioner of Public Utilities Commission of Ohio. The theme of her lecture was “Citizen Engagement: Inviting the Average Citizen Back to the Public Square to Fix Wicked Problems.”

Prior to joining the PUOC, Lemmie served as the city manager for the cities of Cincinnati, Dayton and Petersburg. where she was responsible for the day-to-day
Korean Association for Public Administration (KAPA) Members Attend ASPA Conference

ASPA 2008 Conference to be Held in Dallas

From ASPA CONFERENCE, pg. 20

administration of city government. The day came to a close as attendees gathered at the Welcome Reception and enjoyed the mellow jazz sounds of the Cocuzzi Quintet. Hundreds of people renewed old acquaintances and established new friendships.

Monday began early with the always-popular Section for Women in Public Administration (SWPA) Breakfast, co-sponsored by the Women and Politics Institute of American University. Eleanor Clift from Newsweek was the honorary speaker. She thanked SWPA for the invitation and promptly began talking about her area of expertise—politics. Clift joked about finally getting the opportunity to voice her thoughts without constant interruption from colleagues on the syndicated talk show “The McLaughlin Group.” She concluded by recognizing ASPA as the premiere organization doing work to promote the field of public administration and service.

The day also featured ASPA’s prestigious National Public Service Awards (NPSA) Luncheon. Sponsored by ASPA and NAPA, the NPSA’s pay tribute to exemplary public managers. The awards reflect our pride in the public service, communicating professionalism, encouraging excellence and promoting positive awareness of public administration.

While winners come from diverse backgrounds, they are often individuals who have been willing to take risks to achieve change, made a profound difference to improve service to the public, achieved substantial savings in government operations, developed a cadre of other government leaders, and contributed to the communities in which they live.

Winners of this year’s awards were: Peter M. Blumberg (Molecular Mechanisms of Tumor Promotion Section in the National Cancer Institute’s (NCI) Laboratory of Cancer Biology and Genetics; Barbara S. Dorf (Office of Departmental Grants Management and Oversight in the Office of Administration within the U.S. Department of Housing and Urban Development); James E. Hartwell (United States Air Force’s Harburt Field); Thomas H. Muchlenbeck (city manager of Plano, TX); and Mark A. Pisano (Southern California Association of Governments).

Winners of the Rosslin S. Kleeman Keeper of the Flame Award were also recognized. This award was established in 2000 as an annual special recognition award for “an individual who has continued to provide public service after their official retirement from the profession.” This year Keeper of the Flame Awards were given to Marcia P. Crowley and Harriet G. Jenkins.

Also on Monday, ASPA’s Section on Transportation Policy and Administration (STPA) presented its Lawrence J. Truitt Award to former Secretary of Transportation Norman Y. Mineta.

Following the STPA event, the Society presented its annual Donald C. Stone Lecture. The ASPA Endowment established the Donald C. Stone Fund to honor the memory of this public administration legend, charter member and past president of ASPA.

Delivering the lecture this year was George Frederickson, Edwin O. Stene

Later that afternoon hundreds of attendees gathered to honor the winners of various awards during ASPA’s annual Awards Ceremony.

Monday came to a close as members participated in ASPA’s Annual Membership Meeting, an opportunity for the Society to share its current status with the membership and embark on a new strategic plan.

Tuesday was the final day of the conference. Some attendees actively participated in remaining sessions, while others used the remaining time to say their goodbyes to old and new friends.

ASPA’s Closing Plenary Session entiled “The Future of Public Service: Perspectives from ASPA Past Presidents and Public Officials” was moderated by Marilyn Rubin, professor of Public Administration and Economics at John Jay College. Guest panelists made recommendations for how public administration organizations can attain higher degrees of success in this era of globalization and technological advancement.

Widely seen as the “most comprehensive public administration conference,” ASPA will convene its 69th annual conference in Dallas, TX, March 8-11, 2008. We hope you will join us for “Transformation Public Administration: A Call for Public Service.”

Nebeyou Abebe is the public relations manager for the American Society for Public Administration (ASPA). E-mail: nabebe@aspanet.org
From STUDENT SUMMIT, pg. 15

the dissertation committee process.

Our afternoon panel sessions focused on careers and publishing. First, we heard from Mary Denigan Macauley of the United States Government Accountability Office (GAO) on the virtues of public careers after concluding our PhD programs. Then, Professor Suzanne Piotrowski, a tenure track faculty member at Rutgers University, Newark, spoke to us about the process of getting and keeping a teaching job.

We also heard from Professor Dale Swoboda of Walden University about the world of online teaching. Finally, Professors Meredith Newman and Douglas Watson presented a session about getting published in their capacities as associate editors at the Review of Public Personnel Administration.

These sessions provided significant information on entering and remaining in the professional world. I found this particularly useful as I am determining whether or not to pursue a PhD program. While participating in the dissertation committee process, I was able to gain valuable insight into the world of public service from experts in the field.

The highlight of the morning, however, came when Donna Shalala, president of the University of Miami and former Secretary of Health and Human Services for the Clinton Administration, spoke to our group regarding her career and accomplishments in public service. Shalala was down to earth, accessible and eager to impart her knowledge and experiences to us. She even generously continued taking our questions despite attempts by conference leadership to allow her departure.

Summit participants spent the afternoon engaged in a Myers-Briggs leadership workshop with facilitator and Cleveland State University Professor Vera Vogelsang-Coombs. The information gained in this session about personality types and styles of communication is immediately applicable in both professional and personal settings. This was one of my favorite conference sessions. One of the many benefits in attending this conference was later running into Vogelsang-Coombs at another session and having the opportunity to further delve into the various facets of my personality type as assessed by Myers-Briggs.

At the conclusion of the two-day summit, many students attended the regular national conference activities. For many of us, our first experience at an ASPA conference began with gusto. State of Georgia Department of Labor Commissioner Michael Thurmond kicked off the conference with an inspirational opening plenary session. Thurmond captivated us with his “bold new vision” of an undivided America.

The next days of the conference found students interspersed among veteran and novice non-student attendees in the many paper presentations and other student to professional interactions. The many paper presentations and other student to professional interactions were valuable as an additional session.
SECoPA Announces Call for Papers, Proposals & Panels

The 2007 SECoPA Conference, “Sound Innovations in Public Administration: Setting the Tone for the Future,” will be held in Nashville, Tennessee, September 26-29. Proposals are now being invited. If you have a panel idea, want to present a scholarly paper, or have professional experience that you want to share; this is an opportunity you won’t want to miss.


Nominations Sought for 2007 Senator Boorsma Award

SECoPA seeks nominations for the 2007 Senator Boorsma Award. This prestigious award is given annually to a practitioner or an academician with a long and consistent track record of facilitating the improvement of public management across national boarders through the exchange of new ideas and the transplantation of best practices.

Letters of nomination with a brief CV of the nominee plus any other documentation should be received by April 30, 2007 at the following address: Arie Halachmi, Institute of Government, Tennessee State University, Downtown Campus, Suite F, Box 140, Nashville, TN. 37203-3401, USA, Fax: 615-963-7245, or email your letter of nomination to ahalachmi@tnstate.edu.

ASPA Announces Launch of PublicServiceCareers.org

ASPA is pleased to announce the launching of PublicServiceCareers.org. The new site has been launched in partnership with the Association for Public Policy Analysis and Management (APPAM) and the National Association of Schools of Public Affairs and Administration (NASPAA).

The site has been created to strengthen the visibility and identity of the public service career sector, and to provide a resource on the web, which will aid career development at all levels. Because of this partnership, ASPA no longer accepts job postings directly on our site.

Employers and job seekers are encouraged to visit www.PublicServiceCareers.org to post jobs, resumes and search for jobs.

RFP for International MOU Coordination Issued

ASPA is seeking partner organizations to assist in coordinating the Society’s international memoranda of understanding with the following associations:

• Commonwealth Association for Public Administration and Management
• Free State Society for Public Administration and Governance (FRESPAG) of South Africa
• Hong Kong Public Administration Association
• Slovenian Society of Public Administration
• ESADE’s Institute of Public Management (Spain)

URL: http://www.aspanet.org/scriptcontent/word/mourpf.doc

Benefit for Members

ASPA has reached an agreement with publisher M.E. Sharpe to provide all members with a special 20% off the normal retail price on M.E. Sharpe books authored or edited by an ASPA member.

The agreement allows us to put you in touch with the latest, cutting-edge publications in the field at discounted prices. The books cover key issues and research in the areas of administration, leadership, financial management, budgeting, policy, ethics and local government.

To review the list of books and to order, visit ASPA’s website at www.aspanet.org and click on the link for Membership or contact Steve Dumphy at sdumphy@aspanet.org.

Nebraska Chapter Publishes Social Equity Leadership Conference Proceedings

In February of 2006, the ASPA Nebraska Chapter was a sponsor for the Fifth Social Equity Leadership Conference in Omaha. The National Academy of Public Administration Standing Panel on Social Equity in Governance was the primary sponsor of the conference, which was hosted by the University of Nebraska Omaha College of Public Affairs and Community Service. Antoinette Samuel, Executive Director of ASPA, was a panelist and coordinated one of the breakout groups.

The theme of the conference was Taking Social Equity to the Streets. The conference focused on disparities in health care access and quality of care and on disparities in the criminal justice system in Omaha and nationally.

The proceedings of the conference are now available to ASPA members at no charge. You may order a copy by contacting Melanie Kiper at 402-561-7385 or mhayes@unomaha.edu.

New Jersey Chapter Annual Symposium

The symposium, held annually in conjunction with the Trenton NJ Chapter of AGA, will be April 27, 2007. This year’s theme: “Government Efficiencies: Retooling for Tomorrow.” Incoming ASPA President Harvey White will be the Luncheon Speaker. For more information visit the chapter’s website at www.njaspa.org.

If you have a Section or Caring announcement for this column, contact Christine McCrehin at cjswett@aspanet.org.

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Public Integrity is the foremost journal on ethics and leadership in all aspects of modern public service. Written for both scholars and practitioners as well as concerned citizens, its driving force is the notion of integrity that is so basic a part of democratic life. The journal features articles, case studies, exemplar profiles, field reports, commentaries, and book reviews on a broad spectrum of ethical concerns in local, state, national, and international affairs.

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Students Gain Much at 2007 ASPA Conference and Student Summit

From STUDENT SUMMIT, pg. 22

lectures. I attended a number of paper presentations the most fascinating of which was the provocatively titled, “Is State-Centered Public Administration Dead in the United States?” Participants in this discussion presented their research for several minutes and then engaged in a spirited and informative debate on the material. Unlike cable news, participants politely but firmly disagreed with one another and utilized rational argumentation to state their points.

Another important conference activity, where I found many students gathering, was the exhibition hall. A number of vendors and universities staffed booths where you could learn about various programs and purchase publications. I took the opportunity to purchase a couple of books of interest as well as to speak with university representatives regarding PhD programs.

Perhaps the most rewarding aspect of the conference came when running into students whom I originally met at the summit. It was wonderful to catch up on our various activities and experiences. MPA student Matthew Watkins from the University of Texas, Pan American related that the conference taught him the value of networking and social connections in our profession. The conference also sharpened Watkins focus for finishing his Master’s thesis and, perhaps most importantly, the conference imparted the “value of loving our profession.”

Attending the summit and national conference really provided a valuable place to gain increased familiarity with both the academic and practical aspects of public administration. The takeaway knowledge gained and relationships formed will no doubt prove invaluable as I progress with my academic and professional future.

If you did not attend the national conference, I would encourage you to get involved in your local ASPA chapter and to attend other public administration conferences in your region. Of course, the 2008 national conference in Dallas is only 11 months away! I would be remiss if I did not mention that ASPA President-Elect Harvey White expects to see five hundred students at the 2008 conference. I plan to be there; I hope to see you as well.

ASPA member Rusty Horton is an MPA student at Seattle University and works in the Office of the Registrar at the University of Puget Sound. E-mail: hortonr@seattleu.edu

Public Service Careers Blog

Hosted by the University of Nebraska Omaha College of Public Affairs and Community Service, the website at www.PublicServiceCareers.org is a delight to read for scholars and practitioners who wish to stay current on ethical issues and research so vital to all aspects of modern public administration. The journal features articles, case studies, exemplar profiles, field reports, commentaries, and book reviews on a broad spectrum of ethical concerns in local, state, national, and international affairs.

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AJ713E
Commentary

A Surge of Constitutionalism

Please Note: This article was originally written for The Huffington Post News Blog and is reprinted here at the request of ASPA President-Elect Donald Klingner. The endless Iraq war is decreasingly about Iraq and increasingly about the U.S. Constitution.

President Bush’s decision to escalate the war, and to further Americanize it, is based on his flawed and dangerous theory of the “unitary presidency,” a theory under which, once war is declared, the president as commander in chief can ignore constitution checks and balances, disregard the bill of rights, suspend accountability, and concentrate dictatorial power in his own hands.

History has already judged the invasion and occupation of Iraq as an American disaster of epic proportions. But an even more important judgment remains to be made. What damage has been done to the U.S. Constitution and our form of government in the name of the “war on terrorism” as cover for a secret neconservative agenda in the Middle East?

In rendering this judgment in years to come, constitutional scholars will take into account Congress’s appalling suspension of habeas corpus, its approval of torture and rendition, and its abdication of its constitutional oversight responsibilities. These congressional failures, however, will not be seen as cover or justification for an executive branch run totally amok.

George W. Bush will be held accountable in the court of history for manipulation of intelligence to serve his neconservative political agenda, his erosion of national security by the unnecessary exhaustion of our standing and reserve forces, his pathetic failure to respond to natural disasters, his unhinging of the national budget in the service of accumulated wealth, and his almost demented insistence that the U.S. military could put the lid back on a 1300 year old Islamic struggle that he himself had ignorantly removed.

In his adopted role as Captain Ahab, Mr. Bush will extend the tours of four combat brigades and add another to the Iraqi meat-grinder, all in the name of pacifying the capital city where, even today, F-18 aircraft are bombing neighborhoods to rout out insurgents. Thirty-five years ago in Vietnam this was called “pacification.” “Secure and hold” will fail equally for a simple reason: patience. It requires no MBA from Harvard to know that occupations, unless they intend themselves to be permanent, will be defeated by insurgents waiting for the occupiers to leave. Those meant to “hold” after we “secure” are all part of a sectarian blood feud that was there long before we came and that will be there long after we leave.

All this will have to be tidied up on the watch of the unfortunate next president who must assume, on top of many other duties left unfinished, the job of restoring the health, integrity, and capability of the armed forces of the United States now so eroded by war they should never have been called upon to wage.

Likewise, the price for this folly will live long after Mr. Bush departs the premises. Were he sincere in the faith he professes, he would require those who have benefited the most from his tax cuts, those now increasing the size of their gilded yachts, to adopt one of the families of the more than 25,000 American military casualties. Each Bush billionaire can surely afford to care for the widow and orphans of one of the fallen or to provide long-term physical and mental care for one of the wounded in body and mind as a result of his folly.

Surely now even the most cynical neconser- vative is prepared to declare victory.

We destroyed all those weapons of mass destruction that Richard Cheney knew existed. Iraq is no longer an imminent threat to U.S. national security, not that it ever was. We have rid ourselves of the tyrant S. Hussein (though it was never quite clear why he, among several dozen tyrants, deserved our special attention), and we have give the Iraqi people freedom, which they are now using to kill each other.

What we, the world’s most dominant military power in history, cannot do is impose peace on a nation with scores of its citizens aslyphants, deserved our special attention), and we have give the Iraqi people freedom, which they are now using to kill each other.

Needed now is not a surge of military forces. Needed now is a surge of citizen commitment to restore the Constitution of the United States of America.

Gary Hart, chaired faculty member at the CU Graduate School of Public Affairs.

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Copies are $25 each and may be ordered on-line through the ASPA store or by contacting Delores Toye at 202-585-4319, dtoye@aspanet.org, or Darryl Townsend at 202-585-4308, dtownsend@aspanet.org. Minimal shipping and handling charges also apply.

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### 2007 Editorial Calendar

**January**  
Election Management  
(Voter reg./Federal mandates/Electronic voting/Poll worker training, quality)  
Advertising/Article Deadline: December 20, 2006

**February**  
Citizen Participation  
(Case studies/Encouraging participation/Making participation useful)  
Advertising/Article Deadline: January 22, 2007

**March**  
State and Local Economic Development  
**International Supplement:** Collaboration Across Borders  
Advertising/Article Deadline: February 20, 2007

**April**  
Public Infrastructure in the 21st Century  
(Designing/Financing/Constructing/Maintaining)  
Advertising/Article Deadline: March 20, 2007

**May**  
IT Security: An Oxymoron or Viable Goal?  
(Case studies/Financing/Infrastructure)  
Advertising/Article Deadline: April 20, 2007

**June**  
Achieving Ethical Administration  
(ASPA Code of Ethics/Workplace ethics programs/Value of ethics education)  
Advertising/Article Deadline: May 22, 2007

**July**  
Promise of the Business Model: Fulfilled/Unfulfilled?  
(Contracting-out/Social equity issues)  
Advertising/Article Deadline: June 20, 2007

**August**  
State of Emergency Management  
(Collaboration/What's better, what's worse/Success stories)  
Advertising/Article Deadline: July 23, 2007

**September**  
Is Public Administration Dead?  
(Gen. vs. Spec. managers/Prof. Assoc./Practitioner, Academic perspectives)  
Advertising/Article Deadline: August 20, 2007

**October**  
Open Issue, Miscellaneous Topics  
**Edu. Supp.:** KSA's for Public Servants: What Managers Want  
Advertising/Article Deadline: August 31, 2007  
Article Deadline: September 20, 2007

**November**  
The Media and Public Administration  
(Influence on pub. pol./Govt. and media relations/Image of PA in media)  
Advertising/Article Deadline: October 22, 2007

**December**  
Useful PA IT: Are We Past E-mail, Web pages and Solitaire?  
(Current innovations/Telecommuting/Record accessibility)  
Advertising/Article Deadline: November 20, 2007

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**Note:** Items in parentheses are intended as subject ideas for monthly topics. Authors are not limited to these subjects and are encouraged to write in their specific areas of expertise/interest.

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UNIVERSITY POSITIONS

**Director and Associate Director**

**Stephenson Disaster Management Institute**

The Stephenson Disaster Management Institute (SDMI), newly created at the E. J. Ourso College of Business at Louisiana State University, aims to save lives by continuously improving disaster management through applied research and education. It will do this by bringing business and information management principles and high-quality research to bear on the unanswered management challenges of large, complex disasters.

**Director**

Required Qualifications: Bachelor’s degree with related coursework and/or experience. Additional Qualifications Desired: Master’s degree; strong leaders with a clear commitment to improving disaster management through collaborative, interdisciplinary research and educational endeavors; substantial expertise in the field of emergency preparedness and response, based on experience as a senior-level practitioner in a public sector; a demonstrated ability to manage projects, people, budgets, and resources; leadership on a national level with professional associations and organizations; knowledge of strategic planning; familiarity with the field of emergency preparedness and education; strong record of service in an administrative capacity; excellent communications skills; clear interest in improving disaster management through research and education; strong record of service in an administrative capacity; demonstrated ability to manage projects, people, budgets, and resources; record of participation on a national or international level with professional associations and organizations; knowledge of strategic planning; familiarity with the field of emergency preparedness and response, based on experience as a senior-level practitioner in a public sector.

**Associate Director**

Master’s degree; excellent communications skills; clear interest in improving disaster management through research and education; strong record of service in an administrative capacity; demonstrated ability to manage projects, people, budgets, and resources; record of participation on a national or international level with professional associations and organizations; knowledge of strategic planning; familiarity with the field of emergency preparedness and response, based on experience as a senior-level practitioner in a public sector.

Responsibilities include but are not limited to: (Director) guides and enables the Institute’s research and education missions; implements the strategic plan for the Institute; helps develop and support an applied, multidisciplinary research agenda for the Institute; builds the Institute’s staff and research faculty; builds partnerships with management scholars, emergency responders, and the business community nationwide; develops meaningful executive education programs and publications for business and government managers to disseminate learning; assures that the institute’s financial and human resources are properly employed in support of its mission; (Associate Director) helps the Director by directing day-to-day Institute operations; implements activities that support the Institute’s research and education missions; supervises SDMI grantee administrators; coordinates SDMI events; oversees the production of publications and other outreach materials; develops and maintains relationships with state and local emergency response organizations; coordinates with other LSU centers and initiatives related to disaster response; assumes decision-making authority in the absence of the Director.

Salary range is (Director) $140,000-$180,000 annually; (Associate Director) $80,000-$90,000 annually. An offer of employment is contingent upon satisfactory background check.

Louisiana State University is an equal opportunity/affirmative action employer. Women, minorities and persons with disabilities are encouraged to apply.

**Assistant Director**

**Stephenson Disaster Management Institute**

The Stephenson Disaster Management Institute (SDMI), newly created at the E. J. Ourso College of Business at Louisiana State University, aims to save lives by continuously improving disaster management through applied research and education. It will do this by bringing business and information management principles and high-quality research to bear on the unanswered management challenges of large, complex disasters.

Required Qualifications: Bachelor’s degree with related coursework and/or experience.

Additional Qualifications Desired: Master’s degree; strong experience with public and private research grants programs; five years work experience in a position substantially concerned with grants and contracts management and/or program planning; demonstrated ability to manage budgets; solid understanding of intellectual property issues; good knowledge of regulations pertaining to human subjects research; strong commitment to ethical and responsible research; clear commitment to facilitating collaborative, interdisciplinary research.

Responsibilities include but are not limited to: develops funded research opportunities that advance the Institute’s applied research mission; identifies sources of funding for research projects; investigates and analyzes promising opportunities; develops relationships with potential funders in the public, private, and nonprofit sectors; matches funding opportunities with faculty throughout LSU and facilitate collaborative research; helps faculty members obtain research funding; including providing detailed technical assistance with the preparation and submission of proposals; manages grants and contracts once they are awarded; including assuring that they are deliverable and prepared and submitted as required; complying with reporting requirements; tracks project budgets.

Salary range is $80,000-$110,000 annually. An offer of employment is contingent upon satisfactory pre-employment background check.

Louisiana State University is an equal opportunity/equal access employer committed to a diverse faculty, staff, and student body. Application deadline is April 30, 2007 or until a candidate is selected. Submit a cover letter, resume (including e-mail address), and the names and addresses of three references to: SDMI Search, Attn: Dr. Amy K. Donahue, E.J. Ourso College of Business, 3166B CEBA, Louisiana State University, Ref: Log #0925, Baton Rouge, LA 70803 Email: SDMI@lsu.edu

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Assistant/Associate Professor
The Department of Political Science and Public Administration
Auburn University Montgomery

The Department of Political Science and Public Administration at Auburn University Montgomery invites applications for an Assistant/Associate Professor position beginning August 15, 2007. Applicants must have a doctoral degree in political science or public administration at the time of appointment. We are seeking a scholar whose research and teaching interests are focused primarily in the areas of public financial management/budgeting, program evaluation, decision analysis, and/or geographic information systems (GIS). All candidates applying as Assistant Professor candidates must have significant teaching experience and an active research program with potential for continuing scholarly production. However, preference will be given to candidates who are able to teach in one or more of the other courses in the department’s NASPAA-accredited MPA program core curriculum or courses that are offered in the department’s Ph. D. program in Public Administration and Public Policy, which is offered jointly with Auburn University. These courses include Public Administration Theory, Human Resources Management, Research Methods, and Health Care Policy and Administration. While most teaching will occur at the graduate level, the successful candidate should be prepared to teach the introductory American Government class. The teaching load is three/three. Preference will be given to candidates who can teach online courses or web-enhanced courses. While summer teaching is generally available, it is optional.

Applications should include a statement of interest, curriculum vitae, statement of teaching philosophy and research focus, graduate transcript, copies of teaching evaluations, sample syllabi, and two copies of written work, preferably published.

Review of applications will begin on April 27 and will continue until the position is filled. Auburn University Montgomery is an affirmative action/equal opportunity employer and encourages applications from women and minorities. You can visit the Department’s website at http://www.aum.edu/pspa

Send application and letters of reference to: Dr. Bradley Moody, Chair Political Science/MPA Search Committee, Department of Political Science and Public Administration, Auburn University Montgomery, P.O. Box 244023, Montgomery, AL 36124-4023, 334-244-3593, bmoody2@mail.aum.edu

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4-5  Excellence in Government Conference  
Location: Washington D.C. Convention Center  
Register here: www.letsmeeet.net/forms/eig/  

27  New Jersey Chapter Annual Symposium  
Held jointly with the Trenton NJ Chapter of AGA  
Theme: Government Efficiencies: Retooling for Tomorrow  
Incoming ASPA President Dr. Harvey White will be Luncheon Speaker  
Location: Trenton NJ Marriott Hotel  
More Info:  http://www.njaspa.org/  

May  
24-25  30th Annual Teaching Public Administration Conference  
Location: Harrisburg, PA  
More Info:  www.teachingpa.org  

31-June 2  Leading the Future of the Public Sector: The Third Transatlantic Dialogue International Conference, Location: University of Delaware, Newark, Delaware  
More Info:  http://www.ipa.udel.edu/  

June  
25-27  AGA’s 56th Annual Professional Development Conference and Exposition  
Theme: Creating Exceptional Value in a Changing World  
Location: Nashville Convention Center, Nashville, TN  
More Info.:  www.agacgfm.org/pdc  

October  
21-22  Third Annual ICPA Conference  
Location: Chengdu, Sichuan, P.R.C  
More Info.:  www.icpa-uestc.cn  

25-27  19th Annual Association for Budgeting and Finance (ABFM) Conference  
Location: Washington, DC  
Contact:  Rebecca Hendrick  
  hendrick@uic.edu  
More Info.:  www.abfm.org  

For more detail on any of these events, click the link to ‘Conferences’ on the ASPA home page  
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INSIDE:
Insights on Perf. Management  7
Frederickson Perspective  11
Ethics Moment  12
President’s Column  16
Conference Coverage  15, 20-21
Recruiter  26

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