Information Sharing Guidelines that Protect Civil Liberties Offered

Public Trust Essential for Success to be Achieved

Washington, DC—The Markle Foundation Task Force on National Security in the Information Age recently released its third report with recommendations on how to reconcile national security needs with civil liberties requirements. The report offers a new “authorized use” standard for government handling of legally collected information that bases authorization to view information on how the information is going to be used, rather than on the nationality of the subject or the location of collection. The report also proposes a new risk management approach to sharing classified information that balances the risk of compromising classified information with the security risk that can come from failing to share information with those who need it to understand the threats to national security. Further, the report identifies examples of technology that can be used effectively to provide appropriate oversight and accountability.

In two previous reports that were incorporated in the information sharing provisions that protect civil liberties:—}

See INFO. SHARING, pg. 2

Institute of World Politics Earns Academic Accreditation

Richard Galen (right), political pundit and columnist, joins Dr. John L. Lenczowski (left), President and Founder of The Institute of World Politics (IWP), Wed., July 26, 2006, in Washington, DC, during a celebration of IWP’s 16th anniversary, its confirmation of accreditation, and its role in the education of tomorrow’s leaders in national security and international affairs.

UN Hosts Annual Public Service Day

On June 23, 2006, simultaneous celebrations highlighting public management contributions were held across the world. To the left, Director Guido Bertucci, Division for Public Administration and Development Management, UNDESA. See pg. 10 for more.

Hurricane ‘Xena’ Hits Oakland Park, FL in Tabletop Exercise

David Rafier

A fictional “Hurricane Xena” struck South Florida on July 10th and the City of Oakland Park’s Emergency Management Team went into full response mode in a simulated exercise designed and facilitated by the Broward County Emergency Management Agency (BEMA).

The eye of the Category 3 hurricane passed through the city of 42,421 just north of Fort Lauderdale at approximately 9 a.m. leaving extensive damage in its wake.

David R. Sandau and Craig A. Smith—emergency management coordinators with BEMA—detailed the scenario facing Oakland Park city officials as they convened in the city’s Emergency Operations Center (EOC). Hurricane Xena’s winds and rains caused significant
Information Sharing Concepts Reconcile Security Needs with Civil Liberties

From INFO. SHARING, pg. 1

of the Intelligence Reform and Terrorism Prevention Act of 2004 and several Executive Orders, the Task Force called for the creation of a trusted information sharing environment where terrorism-related information is shared among all the people who need it— at the federal, state and local level as well as the private sector—with confidence and accountability for security and civil liberties protections.

Better information sharing is essential in the fight against terrorism. Two years since the publication of its last report, and nearly five years since the terrorist attacks of September 11, the Task Force finds that while more information is being shared, the government still has not taken many key steps to meet the challenges of sharing information to prevent terrorism while protecting civil liberties.

“We have consistently said that public trust in a network that uses personally-identifiable information can only be achieved if government-wide guidelines for information sharing and privacy protection are established after open public debate,” said Zoe Baird, co-chair of the Task Force and president of the Markle Foundation.

The Task Force again emphasized the importance of trust in the information sharing environment. Government agencies must trust each other with sensitive information, and the American people must trust their government to use information in a manner that protects their privacy and civil liberties.

The report calls for renewed leadership by the president and Congress to accelerate the process already underway. “Persistent leadership in the implementation and strong oversight of the operation of information sharing systems is required from all branches to accelerate the creation of a trusted information sharing environment,” said James Barksdale, Co-Chair of the Task Force.

To help implement a trusted information sharing environment, the Task Force recommends the adoption of:

• An “authorized use” standard to determine who should have access to information the government has lawfully collected on the use to which they will put the information rather than its place of collection. “The borderless nature of the threat has rendered unworkable some of the old rules on sharing lawfully collected information. Under the authorized use approach we propose, each agency can get the information it needs to pursue a clearly articulated mission, subject to additional incentives and guidelines to ensure accountability and protect privacy,” says Jim Dempsey of the Center for Democracy and Technology and a member of the Task Force.

The rules for the authorized use standard should be developed through open public debate. The current outdated standards for sharing and accessing information based on nationality and place of collection have caused confusion and in some cases produced a rigidity that impedes desirable information sharing without protecting civil liberties. The Task Force recommends an “authorized use” standard based on well-defined missions for participants in the information sharing environment.

• A “risk management” approach to classiﬁcation that better balances the risks of inappropriate disclosure with the risks of failing to share information. Current classification procedures are frequently a barrier to effective information sharing because they overwhelm the risks of inadvertent disclosure over those of failure to share information. To avoid this situation, the Task Force recommends a new risk management approach to classiﬁcation that gives adequate weight to the risks of not sharing information.

• Clear guidelines for sharing information while protecting civil liberties. “Government-wide policies, processes and guidelines that facilitate information sharing and provide trust by empowering and enabling sharing users should be developed as well as the technology solution we have suggested,” says Bill Crowell of the Task Force. “The guidelines should clarify agency missions and address the requisite security, civil liberties and privacy protections.” Every government agency and department should know and understand the rules of information sharing—not only to improve our anti-terror efforts but also to provide a standard to measure success and ensure accountability.

• Technology that facilitates sharing while protecting security and privacy. The Task Force calls for the continued development and use of technology to connect people in ways that improve trust among government officials and the public. Technology exists that can improve data sharing, enhance security, as well as facilitate privacy and accountability.

• An effective dispute resolution process. Even with clear and consistent guidelines for information sharing, disputes will inevitably arise over decisions not to share information. The Task Force recommends the creation of a systematic, workable, efficient process to resolve these disputes. The recommendations address disputes about dissemination and retention, accuracy and correction, as well as broader disagreements about access to and use of databases and categories of information.

• A new Information Sharing Institute. The Institute could make operational and professional expertise available beyond that of individuals working in any particular government agency, department, or contractor. This Institute would provide a mechanism to identify and distribute best practices, and to apply technologies available in other sectors. It should have the full and active participation of organizations from federal, state, and local governments as well as the private sector.

To download a copy of “Mobilizing Information to Prevent Terrorism: Accelerating Development of a Trusted Information Sharing Environment,” please visit www.markletaskforce.org.

Information Sharing Concepts Reconcile Security Needs with Civil Liberties

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Post-incident Analysis: Continuously Improving Emergency Operations

Thomas E. Poulin

Hurricane Katrina was, arguably, the greatest disaster to ever strike the United States. In the aftermath of the storm, calls for improvements to emergency services rang out. Some of these calls have also been heard after other disasters, natural or manmade. Such calls for improvement are heard daily after emergencies occur in localities across the nation.

Local emergency response organizations, including fire departments, use a post-incident analysis process to improve operations. The process can be adopted by agencies that traditionally have not been associated with disaster response and recovery, but found themselves engaged in work related to Hurricane Katrina. The post-incident analysis process can improve emergency services, but only if it is applied carefully, taking into consideration the special characteristics of disaster response.

Many fire departments conduct post-incident analyses. Originally, they were widely referred to as critiques. Over the past few decades, post-incident analyses have also been referred to as after-action reviews, but the focus remains the same: to improve services after every emergency. Continuous process improvement is not new and it should not be surprising to learn such processes have been adopted by emergency organizations. Other agencies may be able to learn from the experiences of the United States fire service in applying this process to disasters. It should be noted that it is vital the process be approached with an open mind, focused on improving processes.

The word critique is derived from the Latin root criticize, which can have a negative connotation. If the process is applied with such a mindset, many in the organization may become hesitant to become engaged, worried the process is directed at fault finding as opposed to process improvement. This challenge becomes more salient after a large-scale disaster, when many problem areas have been widely publicized, such as happened after Hurricane Katrina.

Agencies should understand that no event is too small for a post-incident analysis. Many fire crews linger at the scene of an emergency to discuss what happened, how and why decisions were made, and how operations could be more effective in the future. Often, they take the time to walk through another approach to the event, discussing other options that could have been taken.

These types of smaller critiques of “bread and butter” operations are extremely valuable in sharing institutional knowledge, especially for newer firefighters. Without such processes, newer firefighters might have to work years to garner the experience and insights of more seasoned firefighters. Such sessions do not require a formal process or any documentation to provide a valuable learning experience, but they are limited in their ability to share information across the organization.

Information for a formal post-incident analysis must be collected in a timely manner, to prevent memories from fading over the passage of time or transforming to reflect communal memories. The information collected must be sufficient for a comprehensive analysis of events. This should include not only official documents and media reports, but also the perspectives of everyone involved.

It is not uncommon for the lowest ranking members of fire departments to believe their opinions are ignored, though they may have invaluable insight on how to improve a specific function. The ultimate outcome of an incident is the collected effort of all involved and no one’s view should be considered unimportant. Some means of collecting their opinions should be incorporated into any effective post-incident analysis process.

There must be some form of framework for an evaluation. In industrial settings, continuous process improvement revolves around statistical analysis of production, which is not easily translatable to the emergency scene. Policies for emergency operations must often be flexible, providing realistic but adaptable guidelines for rapidly evolving situations.

Training standards are often used as a framework for evaluation, but they often provide only a vague framework for it is impossible to train for every emergency. Consequently, the evaluation of emergency operations must be approached contextually. Existing policies and procedures must be considered, as must training standards and standard practices, but senior management must learn to understand how and why decisions were made on the scene based upon the information available at the time.

Such naturalistic decision-making processes are foreign to some agencies working in more predictable and stable environments, which can present a challenge. Sometimes the “right” choice based on conditions and available information will lead to mission failure. This is a difficult concept to accept, but in emergency operations it is highly applicable and in disasters even more so. By understanding how and why decisions were made, agencies can learn to either provide better information and training, or educate personnel to make decisions differently before the next event. While the goal is continuous process improvement, sometimes, success is not making matters worse than they were on arrival.

Last, and perhaps most importantly, one of the greatest challenges with improving operations is that the lessons learned are not shared. While this sometimes occurs because of concerns for legal liability or confidentiality, the cause is sometimes more mundane. Often, no one is quite sure how to share the information.

Fire crews are geographically and temporally separated when at work. Some organizations share a summary of events through the inter-office mail. In other instances, video presentations have been developed and distributed. Sometimes, the lessons learned are incorporated into training sessions.

The format the information is shared in is incidental; it must be shared. For a post-incident analysis to be truly effective, it must improve processes on a systemic level. Therefore, ideally, the lessons learned from a post-incident analysis should be used to improve organizational policies, which should be used to improve training, which should be used to improve operations, which should subsequently lead to better service provision to the community.

Most emergencies are handled by a single agency of local government, far from the eyes of the public, without any notable problems occurring. Processes are often changed with little fanfare, based solely on the desire of workers to improve their professional skills. Disasters of the magnitude of Hurricane Katrina make it clear that large-scale events require the collaborative efforts of many agencies, which often are working under their normal operational environment.

Publicity can make change more difficult, when the perceived need for immediate change is great. Change is often initiated with little analysis or planning, which can lead to a degradation of effectiveness. Effective change is always difficult, but it is always possible.

If agencies approach the post-incident analysis process appropriately, they may improve services dramatically, increasing the safety levels of their communities, ultimately making the nation better prepared for disasters of any kind.

ASPA member Thomas E. Poulin serves on the adjunct faculty at the University of Richmond and works as a battalion chief for a metro-sized fire department in southeastern Virginia.

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The FEMA Disaster: Politics, Patronage and Privation

Mark Daniels

During testimony before a U.S. House of Representatives committee, Former FEMA Director Michael Brown gave lawmakers a lesson in federalism. Brown expressed his perception that FEMA is only a coordinating agency for state and local emergency responses. “We don’t own fire trucks, we don’t own ambulances,” he explained. Brown’s comments suggested that FEMA’s multi-level agency was partly a result of the politics of federalism.

By the 1960’s federalism was viewed symbolically as a “picket fence.” The pickets represented policy areas (education, transportation, housing and so forth) and the horizontal boards that held the pickets upright were the three levels of government (national, state and local). One researcher, William Waugh, has described FEMA under James Lee Witt’s leadership as an example of “picket fence federalism.”

For example, during Hurricane Floyd in 1993, Witt called every governor and every member of Congress in each of the states affected on the weekend preceding the storm. He set up video conferencing with all of the hurricane-risk states, talked to mayors and asked them to talk to their governors about their needs.

FEMA helped to evacuate 4 million people before the flooding from the Hurricane could get to them. According to one FEMA employee, acting preemptively, even before the governor could request assistance, was not permitted by the law, “but when was the last time Clinton obeyed the law?” the employee joked.

Under the most recent era of federalism, the “devolution revolution,” recent presidents have returned policy initiatives to state governments in a fashion consistent with Michael Brown’s explanation of what went wrong during Hurricane Katrina.

Brown explained that he was waiting for Governor Kathleen Blanco of Louisiana and Mayor Ray Nagin of New Orleans to act and request assistance from FEMA, and that the emergency management agencies at the state and local level did not function well.

When Brown’s poor performance was compared with the response of Rudy Giuliani after the September 11, 2001, World Trade Center attacks, Brown responded by rhetorically asking, “So I guess you want me to be the superhero, to step in there and take everyone out of New Orleans?” Brown continued: “Guess what, FEMA doesn’t own fire trucks; we don’t own ambulances; we don’t own search and rescue equipment. In fact, the only search and rescue emergency that we own is a very small cadre to protect some property that we own around the country. FEMA is a coordinating agency. We are not a law enforcement agency.”

Brown was right and wrong. FEMA doesn’t own fire trucks, but there were federal assets not used during Katrina.

The Interior Department offered FEMA 500 rooms, 119 pieces of heavy equipment, 300 dump trucks and other vehicles, 300 boats, 11 aircraft and 400 law enforcement officers.

The delay in obtaining a request for help from the governor and mayor should have prevented Brown from moving ahead quickly to bring federal assistance to the disaster area if he had been operating within a cooperative, picket fence federalism model.

FEMA’s meltdown during Katrina was also a result of unqualified patronage appointments and a privatization of performance. Although the early emergency management directors were civilians, with the election of President Ronald Reagan, this shifted to political appointees. FEMA became known during this period as a dumping ground for political appointees with little experience. The agency became crowded with more than 30 political appointees, all mid- to lower-level political operatives; for example, a campaign advance man, or a regional political organizer.

Of course, political appointees who are qualified for their appointments can be valuable assets to the bureaucracy. Within FEMA, regional directors have to work with mayors, county executives and boards and governors; politically appointed directors possess a political comfort level they can bring with them to the job. As Robert Maranto has observed, “in a political system politicians tend to be better at politics.”

The issue is not so much patronage, but the qualifications and ethics of those selected for political appointment. FEMA descended into scandal during the Reagan administration, and in response, the director and top aides resigned. FEMA’s poor response to Hurricane Hugo in 1989 was followed by an even worse response to Hurricane Andrew in 1992 in which 61 people were killed and 160,000 people were left homeless along with $26.5 billion in damages. FEMA’s poor response led Senator Ernest Hollings to call FEMA top executives “the sorriest bunch of bureaucratic jackasses.”

The election of Bill Clinton ushered in a new era in FEMA history. President Clinton appointed James Lee Witt as director, an appointment based on Witt’s experience with the Oklahoma City bombing. Witt was appointed Brown from moving ahead quickly to bring federal assistance to the disaster area if he had been operating within a cooperative, picket fence federalism model.

FEMA's performance problems were due to a nostalgic, ideological embrace of an intergovernmental arrangements federalism model that undermined the cooperation among national, state and local governments during emergencies and disasters.

At the same time, the Bush Administration abandoned the best practices model of the Clinton Administration and allowed FEMA to once again employ marginally qualified, minor political operatives who destroyed the morale of career employees, drove career employees to early retirement and were human obstacles when action had to be taken to save lives during our nation’s greatest natural disaster.

In order to become an effective organization, FEMA needs to conduct a purge of its unqualified patronage appointees, be moved from HSA, have a director withabinet rank and return to a “picket fence” approach to federalism and intergovernmental relations.

ASPA member Mark Daniels is professor and chair of political science at Slippery Rock University, and is a member of the Graduate Faculty of Indiana University of Pennsylvania, teaching in the Ph.D. program in administration and leadership studies in Harrisburg.

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American Society for Public Administration
Why FEMA is a Four-Letter Word

Dwight Vick

Harriett Manuel and Dee Hodgins volunteer every Friday at Lynn Meadows Discovery Center, a children’s museum, in Biloxi. They personify the Southern gentility and grit that defines the term “steel magnolia.” They needed those qualities to survive two perfect storms, Hurricanes Camille and Katrina.

“Camille was wind. Katrina was water,” Manuel said when asked the difference between the two storms. Hodgins replied, “We had flooding with Camille too.” Manuel agreed but continued, “But nothing like we had with Katrina. It was explained to me like this. Katrina was a Category 5 storm on shore that brewed Category 5 waves in the Gulf.” Hodgins nodded her head slightly in agreement.

“We had flooding with Camille too,” Manuel explained to me like this. Katrina was a...
Commentary

Uncertainty as Reality: A Year in New Orleans

Evan and Maria Berman

The year following Hurricane Katrina was consistent with the expression, “may you live in interesting times.” This is the account of a public administration professor, his wife, and two cats who live in the New Orleans area. It has been a year of living through uncharted waters, and of not knowing what tomorrow might bring.

This article follows our earlier article, “There was No Plan–A Louisiana Perspective,” recipient of the best article award in PA TIMES (October 2005). While this is a personal account, we also weigh in on some matters of public administration.

The setting: We live in Metairie, just outside of New Orleans, about 10 miles from the French Quarter—one block off Lake Pontchartrain. Our house sustained major damage—we lost the first floor due to flooding, and the third floor roof decking due to wind. Two very large oak trees also fell against the house, causing some structural damage. About 95 percent of our home repairs were completed during 2006, but not all of our neighbors are that far along. We spent every minute during the last eight months either working or repairing our house. We are recovering from exhaustion.

While this seems bad, we were fortunate in some ways. Unlike some neighbors, we had both flood and homeowners insurance and, as a tenured professor in Baton Rouge, I did not lose my job. Nor, did we lose any family members. My father’s house in Metairie sustained only minimal roof damage. Our house did not have catastrophic (that is, unfixable) damage, such as those in the ninth ward shown by such as those in the ninth ward shown by catastrophic (that is, unfixable) damage, such as those in the ninth ward shown by the media over and again. We were also lucky to be living in Jefferson Parish which, unlike New Orleans, made many right decisions to get people and services back quickly in areas where they could.

But we were not as lucky as other neighborhoods—the French Quarter and Garden districts, the most beautiful and popular parts of New Orleans, had little or no damage at all.

Back from the Edge

The Hurricane struck on August 29, 2005, and each month since was characterized by its unique, unfamiliar challenge and circumstance. September was about trying to return home—we were allowed to assess damage after a few weeks, and we moved back after about a month. Law enforcement was a chief concern; for example, with neither electricity nor cell phones, to whom might one turn in need? Police presence was minimal, but the military made a good show of patrolling the streets every few hours. The curfew also helped. Above all, Sheriff Lee of Jefferson Parish was rumored to have proclaimed a shoot to kill policy of anyone caught looting. No one knew whether this was fact or fiction, but it was widely believed in the New Orleans area, and officials in Jefferson Parish did little to denounce the rumor. It greatly helped make people feel safe.

Another concern was energy. The utility company, Entergy, did a great job restoring power in Jefferson Parish—we had power before we actually returned home. That company worked very hard, and expended incredible resources. Now it is on the brink of bankruptcy, with no public aid forthcoming.

October was about getting basic services back—food, water, schools, and telecom. No one knew when or if they would come back, but eventually they did. Jefferson Parish recognized early that schools were key to getting people back and, hence, restoring neighborhoods. School enrollment was reasonable for trailers and whatnot, but they were there. Food was very limited in September, but by October more stores had opened. We also got our telecom services back in October, and were able to complete many emergency and structural repairs. We were lucky to have had a contractor before the storm working on our house, whom we continued with after the storm; this also helped us avoid unscrupulous contractors who appeared with alarming frequency. This also shows Berman’s law at work—no one can be unlucky all of the time.

November was about getting your house, debris removal and dealing with insurance companies. No one knew when the debris piles would be removed—our house could fill 10 large containers—but one day the bulldozers miraculously appeared. We lifted so much garbage that we both developed tennis elbows—in the left arms. It was also unknown whether insurance companies could handle the claims; some were able and willing, others were not. Our contractor knew the insurance business well, and this helped. Even so, I called them every day, sometimes twice. Those who did not have a contractor took months to clear this hurdle.

December was about starting to rebuild. There was not enough labor and materials to go around, and it is hard to blame contractors for taking on too many clients. But by December, the government had provided many trailers, in which most of those who worked on our house lived. It also allowed many of our neighbors to return, to begin working on their houses. The FEMA trailers are ugly and bight, but welcome and key to recovery.

January was about normalcy retuming—maybe. Schools in New Orleans Parish finally reopened in January, and this brought more people back. By then more stores in Jefferson Parish reopened. Perhaps 35 percent of stores closed permanently, though I suspect that some were doing poorly even before the storm. Keep in mind that residents who did not do the above earlier, now got to gut their home and so on. Those who waited had the benefit of more clarity, but they also faced greater shortages and higher prices. By contrast, in Jefferson Parish we might get on with the task of rebuilding, and thereby try to stay ahead of the curve.

Neighors who sold their damaged homes received 80-100 percent of the pre-hurricane value; such was the demand for real estate in livable neighborhoods in the New Orleans area.

We spent most of January-April rebuilding. If you think that remodeling your kitchen is bad, we, have done that and about 10-times more. Sometimes the workers showed up, but most days they didn’t. When they did, endless decisions were needed. Dealing with contractors, insurance companies and banks is demanding. It all comes to an end, eventually. And that is when the bodily ailments of prolonged stress were finally revealed—only to find that 3,000 doctors, including ours, had left the area.

In April we attended the ASPA conference—a personal victory for us. In a show of responsiveness, some panels presented on Katrina, but little was said beyond which had already been reported by the media—it was too soon. We were often asked how we felt about rebuilding and living in a region that could again be catastrophically damaged by a hurricane. The answer is having insurance. It is certain that people in California and Florida feel the same.

Community

It is said that difficult times bring out the best as well as the worst in people. This is true. Much of the following can be framed in terms of community and networking which are increasingly used in public administration.

True friendship was important through the hurricane saga and its aftermath. Before landfall, friendship was key to finding shelters. Those without friends outside New Orleans were forced to either stay in shelters or drive many hundreds of miles, or more. Simply, there were no hotel rooms that any amount of money could buy anywhere—sometimes, not even in Houston. We thank our colleagues, the Lynches and Whites for their friendship and hospitality which got us through that period. We also received many offers from friends elsewhere, some of them friends in public administration. While we quickly returned to New Orleans, others did end up with their friends in other States for long periods. Friendship was also key to getting contractors and workers. Friendship has no price, but we did trade a warm meal for getting our Internet service back. We also became friends with even more neighbors, and we often helped each other.

The year was personally challenging—any plans we had before the hurricane for anything were scrapped. Notions of happiness as being based on possessions, control and certainty were challenged. We, like others, were challenged to reflect on our spirituality. As the saying goes, “if it doesn’t kill you, it makes you stronger.” Some also say that living this experience is akin to four years of psychotherapy. Well, getting through it required having friends and family with whom one could earnestly talk, share and cry. Such sharing and
National Governor’s Association Center Outlines Challenges, Opportunities for State Welfare Programs

New Issue Brief Examines Changes to TANF, Offers Guidance for Implementation

Washington, DC—In the wake of the recent reauthorization of the Temporary Assistance for Needy Families (TANF) block grant program, a new issue brief from the National Governors Association Center for Best Practices (NGA Center) helps governors and their staff understand changes to the program and develop strategies to implement those changes. Created in 1996, the TANF block grant program ended the federal entitlement to welfare assistance and gave states significant flexibility to operate programs. Over the past ten years, governors have been very successful in using this framework to move record numbers of low-income individuals from welfare to self-sufficiency. However, recent changes in federal policy challenge the states to do even more in the future.

After a series of 13 short-term extensions that left states unsure about the program's future and inhibited their ability to adopt major innovations or changes to their state programs, Congress reauthorized TANF through the passage of the Deficit Reduction Act (DRA) in 2006. Under the provisions of the DRA, states will need to engage an estimated 236,000 more families in work by the end of FY 2007 with no additional TANF funds and reduced flexibility. The provisions in the DRA include:

• extending the TANF block grant through 2010 with fixed funding of $16.57 billion per year;
• increasing the Child Care Development Fund by $200 million per year in federal matching dollars;
• eliminating the high performance and out-of-wedlock birth bonuses and establishing new competitive grants for healthy marriage promotion and responsible fatherhood initiatives; and
• retaining work participation rates of 50 percent for all families and 90 percent for eligible childless families but allowing the value of the caseload reduction credit which had served to significantly reduce the work participation rates for states.

According to the brief, “While the recent reauthorization of TANF has increased time and financial pressures on states, it also provides an opportunity to review efforts to date, clarify goals and recommit to governors’ visions…. Governors are again in a position to exercise leadership in setting a new course for assisting low-income families—one that helps families address barriers to employment, offers meaningful work and training activities that lead to employment and provides ongoing supports for job retention.”

The brief offers guidance for developing strategies to implement the latest reforms. Key roles for governors and their staff include: setting direction by reviewing state investments, goals and priorities; taking stock of programs to identify strengths and areas for improvement; implementing program design options that maximize work participation; and monitoring progress toward goals.

“Ten years ago, governors worked with Congress to reform the nation’s welfare system, a partnership that allowed states to adopt innovative approaches and initiatives to help families in need move into the workforce,” said executive director of NGA. “Governors will meet these new challenges and continue to play a vital role in helping low-income families end welfare dependence and achieve self-sufficiency.”

For more information visit the National Governor’s Association (NGA) website at www.nga.org.

Can We Turn the Corner and Do Better?

From BERMAN, pg. 6

building of community is among the most precious moments of the last year. Some people also showed leadership by keeping their communities going. New Orleans has many community groups, and we worked to ensure the continuity of a community-based philosophy discussion group. Internet and email were key to people finding each other and ensuring communication.

Since January, we have held Sunday afternoon discussion groups on such topics as the meaning of catastrophe, heaven and evil and on living the good life. These events, like many others in the city, provided a platform for sharing, connection and mutual support. By April, many groups that had existed before the hurricane, had come back in some way, sometimes under new leadership.

But the hurricane events also revealed large fissures in society. Diversity is sometimes practiced more in theory than in practice. Many people resented the influx of evacuees from New Orleans with their own culture and ways of doing things in their communities. Though many communities outside New Orleans initially opened up their arms in exemplary ways, eventually the added inconveniences and differences were often not well tolerated.

The State of Louisiana did surprisingly little to assist the New Orleans area beyond initial recovery efforts; the parishes and cities might as well have counted on nothing. The comment of Mayor Nagin about New Orleans being a chocolate city did not strike us as racist (it is a matter of fact, and it does take milk to make chocolate), but the media and others surely did choose to take it as such. The lack of connectedness and thoughtfulness also led to some rather insipid comments. U.S. House Speaker Hastert suggested that perhaps New Orleans should not be rebuilt, ignoring that cities are quite resilient, that the federal government has no bailout plan for the 1.5 million people of the region, and that the lacking levee system is a federal responsibility.

Others have stated that New Orleans will come back stronger, and that people now have an opportunity to rebuild their homes—this may be true, but the price in terms of death and human suffering is far too high. Any silver lining is only part of the story, of course. No one in their right mind would sign up for this experience. The hurricane events have shown that while people can come together, community and human connectedness is still far from common in America. It is often seen more in theory than in practice.

Uncertainty Reigns

Desperate times call for desperate measures. People were called to show leadership—not in theory but in practice. In the face of loss and uncertainty, people were required to make decisions and act decisively. A lot was at stake. Uncertainty reigned, and some responded far better than others. Goals had to be set, and the course maintained through substantial daily adjustment and, yes, improvisation. Some families got stronger, others ended in divorce and some people fell into depression and suicide.

Cities are resilient, and New Orleans will surely recover. But how well New Orleans recovers depends a lot on what decisions various governments make. Thus far, the tasks have been about emergency management, but the record is mixed at best. The trash needed to be picked up, and some parishes stepped up to the plate quickly, not always knowing how these costs might be borne. Others did not. Traffic needed to flow, and some parishes quickly repaired traffic signals, whereas others did not. This was not a time for indecision and deliberation; it was a time for public managers to make bold decisions to move their communities forward. Some did, while others, did not.

The bigger tasks of public administration begin only now. The federal government is called upon to decide that the levees will be upgraded and fixed where needed. The City of New Orleans is called upon to declare which areas will be rebuilt, and which turned into parks. The State of Louisiana is called upon to ensure that education and healthcare services will be provided with quality. Quite simply, these decisions are required, and then the set course maintained.

Thus far, the record of making progress on these decisions is mixed at best. Government is seen to move slowly. While the magnitude of these decisions is unique, to be fair, public leaders in this region are not ubiquitously known for a progressive vision. Thus, uncertainty reigns. Is the past prologue? Can we turn the corner and do better? The fact is, no one knows. A few good public decisions could change everything in a heartbeat. We, like others, are waiting. Until then, we will go with the flow and enjoy the great food, jazz and community groups that New Orleans offers. After all, life is just one.

ASPA member Evan Berman is professor of public administration at Louisiana State University. Maria Berman is a psychotherapist in private practice. Evan and Maria Berman live in Metairie, LA, located just outside of New Orleans. E-mail: berman@lsu.edu

Would you like to submit an article to PA TIMES?
Update on Performance-Based Pay for Federal Executives

John Kamensky

Eighteen months ago, this column focused on the start-up of a new performance-based pay system for federal executives. Now it is in place. Does it work? What lessons does its implementation have for expanding performance pay to the rest of government employees? A July panel sponsored by the Washington DC-based Council for Excellence in Government explored these questions.

First, some background. The new performance-based pay system stems from statutory changes in 2003 that raised the ceiling on how much federal executives could be paid. Congress stipulated that agencies could raise the bonuses and salaries for their executives only if they could demonstrate that their bonus and pay decisions made “meaningful distinctions in performance” among their executives.

In response to this provision, the U.S. Office of Personnel Management (OPM) created a certification system where agencies had to meet defined standards before they could pay their executives beyond the old ceiling of $145,600. The new law allows agencies to raise salaries up to $121,200 in 2006, with a two cap on pay-plus-bonus of $121,100 (the vice president’s salary).

While this system only covers the top 6,800 of the 1.9 million civil servants, it may serve as a pilot for the expansion of similar pay systems for the rest of the civil service. In fact, Congress authorized performance-based pay systems for Defense and Homeland Security that, together, comprise nearly half of the civil service, and the Homeland Security that, together, comprise nearly half of the civil service, and the

...continued...

However, he said that the department’s SESEs initially resisted this approach because they didn’t feel they could influence or control the outcomes of the department – that there were too many intervening factors – and that they were unwilling to commit to that kind of risk.

McMullen went on to say that in his experience, the most difficult thing in moving to a performance-based pay system was the creation of a bridge from a system that is designed to measure year-to-year performance to one that could measure the achievement of long-term outcomes. The longer-term outcomes have to be redefined into a set of outputs and activities that build to the longer-term outcome, such as through the use of logic models. Also, the system has to be flexible enough to reflect unexpected changes in the operating environment, such as an economic downturn, or a hurricane.

Real benefit: increased communication. In conclusion, Perez said that a visible link between performance and pay “is key to the overall effort.” However, the amount of pay at-risk is not generally seen as a driver of executive performance in the public sector, largely because it is smaller than in the private sector. For example, in 2005, SES performance-based pay increases averaged about 3.8 percent. The significance of the link, some observers say, is driven more by professional pride in a job well-done.

Perez said the real benefit of the new SES performance pay system is that it serves as a foundation for creating and sustaining an ongoing conversation and feedback between executives about the outcomes they are trying to work together to achieve. This reflects similar observations made by Shelley Metzenbaum in a recent report for the IBM Center for the Business of Government, Performance Accountability, where she noted that “feedback and interactive inquiry [are] powerful motivators and performance drivers on their own.” Yet, as Perez notes, the sharpened focus on performance and outcomes didn’t happen at the federal level until the tie was made to pay in the past few years.

ASP member John Kamensky is a senior fellow with the IBM Center for the Business of Government, where he recently co-edited “Competition, Choice and Incentives in Government Programs.” He is also an associate partner with IBM Global Business Services and a fellow of the National Academy for Public Administration.

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Center reports can be downloaded for free at www.businessofgovernment.org.
City of Oakland Park, FL, Conducts Disaster Drill, Updates Disaster Plan

From XENA, pg. 1

structural damage and downed trees and power lines left most of the Oakland Park’s streets blocked. There was a 100 percent power outage throughout the city and the heavy rains left the east side residential area of the city “six feet under.”

Other details that Sandau and Smith gave the city’s Emergency Management Team to deal with included a stalled freight train carrying a stable of horses on the tracks that run through the city’s downtown and an apartment collapse and fire with reports of 30 residents unaccounted for— including a paraplegic man and his service dog.

“The purpose of this tabletop exercise was to test our city’s Comprehensive Emergency Operations Plan,” said City Manager John Stunson, who helped guide the community through Hurricanes Katrina and Wilma last year. “The National Incident Management System requires that we test our plan on an annual basis and conduct an after action review of how we implement our plan.”

Sandau and Smith possess approximately 70 years of combined emergency management experience and had a clear goal in mind with their tabletop exercise in Oakland Park.

“As an exercise of this nature allows the city to ‘gear up’ for emergency response and planning,” Sandau said. “Our field responders from police and fire-rescue work on this basis every day, but the majority of the city’s EOC staff have their ‘day’ jobs and need to shift gears.”

“The opportunities involved in this type of exercise can be valuable for rekindling the thought process of emergency management of catastrophic events,” Smith added. “This also provides the community an opportunity to utilize their EOC paperwork, review checklists and gain a working knowledge of their city’s Comprehensive Emergency Operations Plan, as well as the capabilities of the other Emergency Support Functions.”

As the tabletop exercise unfolded, Sandau and Smith added more details to the situations such as railroad cars leaking an unknown fluid, thick clouds of smoke in the air and a roaming pack of vicious dogs.

Oakland Park’s Fire-Rescue Chief Donald P. Widing also wears the hat of “Incident Commander” of the city’s EOC. Widing is a hurricane veteran who worked on the scene in the aftermath of Hurricane Andrew which devastated parts of Miami-Dade County in 1992.

“I felt the response of our Emergency Management Team was well organized and our key personnel were well versed in emergency management procedures and their individual responsibilities,” Widing said. “We utilized our status boards effectively to visually manage critical incident issues, staffing and accountability.”

Sandau and Smith were careful to create a scenario where all of the city’s Emergency Support Functions (ESF’s) came into play. Critical issues were updated and staff briefings were held every 20 minutes to disseminate information, make assignments and receive reports.

While ESF 1 was busy scheduling a rotation of portable generators to power the city’s 31 lift stations, ESF 14 was writing news releases with emergency bulletins and advisories and scheduling press conferences where Mayor Steven R. Armst and City Manager John Stunson could address the media and announce a “dusk to dawn” curfew.

“I was working with ESF 14 for public information and we actually wrote news releases based upon the specific information and details we were provided, as well as recorded radio announcements for our city’s emergency alert radio station 1680-AM,” said Assistant to the City Manager Marie W. Elianor. “We scheduled our press conferences to take place twice each day—one before the Noon newscast and the second before the 6 p.m. news.”

Stunson, Widing and Elianor were part of the EOC’s management staff which worked alongside the Operations Section (Fire-Rescue, Law Enforcement, Public Works and Damage Assessment branches), Planning Section, Logistics Section and Finance Section.

“The thought processes and discussion throughout the exercise were right on track,” Sandau said. “The staff tried to take care of the life and limb situations presented without losing perspective of the overall incident.”

“There was excellent planning and cooperation,” Smith added. “The City Manager and incident command staff had a firm handle on the situation and incident action plan process.”

City Manager John Stunson felt the time and effort that the city staff put into the tabletop exercise was a worthwhile investment.

“The City of Oakland Park has worked hard to create a Comprehensive Emergency Operations Plan that can be implemented and adapted to effectively respond to emergency events,” Stunson said. “I believe preparation is a key component of the plan and this exercise was an excellent preparation tool.”

Since the City of Oakland Park will work closely with Broward County in any significant disaster or emergency event, the benefits went both ways and showed the Broward County Emergency Management Coordinators that Oakland Park is prepared to respond to the worst case scenario.

“Oakland Park has the premier municipal comprehensive emergency management plan in Broward County,” Sandau said.

David Rafier is the public information officer for the City of Oakland Park and worked through Hurricanes Katrina and Wilma in 2005.

E-mail:  DavidR@oaklandparkfl.org

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This ad appears in the December 2006 issue of PA TIMES and is available at a 20% discount when purchased by November 22, 2006. The deadline for this issue is 6 p.m. on December 6, 2006.
Innovative Projects Honored on UN Public Service Day

New York—Eleven pioneering projects from the developing and developed world were honored recently with the prestigious 2006 UN Public Service Awards at the United Nations Headquarters in New York. With good governance a prerequisite in ensuring sustained development and the achievement of the Millennium Development Goals (MDGs), this year’s Awards focus on innovative projects that prioritize accountability, service delivery, transparency and use of e-governance.

The Awards ceremony, held June 23, 2006, is also recognized globally as the United Nations Public Service Day celebrating service to the community at the local, national and global levels. The ceremony was followed by a technical panel on “Innovation and Successful Initiatives in the Delivery of Services” in the afternoon.

Speaking about the Awards, Under-Secretary-General for Economic and Social Affairs José Antonio Ocampo said, “The United Nations Public Service Awards recognize ground-breaking institutional efforts to make services more efficient and accessible to all members of society and to engage people’s active participation in their design. This event serves to showcase and share, in a global setting, novel models of governance that are being practised in different parts of the world.”

The Awards initiative has become a pivotal tool in disseminating information on successful experiences and best practices in good governance geared towards citizens’ satisfaction and development, in particular the achievement of the MDGs. Equally important, it has enhanced the visibility and motivation of public servants around the world.

This year’s selection process for the Awards raised considerable interest around the world, bringing in 146 applicants. A total of 11 nominees from 11 countries doing innovative work in rural and urban areas were selected: Australia (Australian Government Department of Industry, Tourism and Resources), Belgium (Crossroads Bank for Social Security), Brazil (Secretaria de Desenvolvimento Humano do Estado da Bahia), Canada (the Provincial Court of Manitoba), India (Government of Karnataka Revenue Department), Korea (Ministry of Government Administration and Home Affairs), the Netherlands (Rijndijk District Water Board), Rwanda (National Examinations Council), Singapore (Work Pass Division, Ministry of Manpower), United Arab Emirates (Dubai Municipality), and Zambia (Masaiti District Health Management Board).

Jan Eliasson, president of the 60th Session of the General Assembly, José Antonio Ocampo, under-secretary-general for Economic and Social Affairs will spoke at the awards ceremony. Mohamed Bin Issa Al Jaber, the founder, chairman & CEO of MBI International, and the UNESCO Special Envoy made a special address on private-public partnerships for good governance. Guido Bertucci, director, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs, introduced the program and speakers.

The UN Public Service Day was established by the UN General Assembly in order to promote global attention and discussions on the importance of governance and public administration, attract international audiences to the Public Service Day and Awards. The awards are also designed to ignite national and local governmental organizations to organize events dedicated to the Day, as well as inspire recognition of people who serve the public.

The United Nations Division for Public Administration and Development Management is responsible for administering the Awards and promoting the Public Service Day. The Division assists governments in strengthening policy-making and improving the efficiency of their governance systems through disseminating information, delivering technical assistance and providing an international forum for the exchange of national experiences.

For more information on Public Service Day and Awards, please visit: http://www.unpan.org/dpepa_psaward.asp

Letters to the Editor

June Issue Too Political

I’m writing in response to the glaring political slant in the June 2006 Edition of the PA Times and ASPA Times. As you know, the cover story was “U.S. Blasted in Amnesty International Report...”

Below the fold was a photo of the recent “Eyes Wide Open” exhibit of the carnage we’ve caused in Iraq. Of course that exhibition is sponsored by the “American Friends Service Committee” whose website, despite the claimed affiliation with the Quakers, generally reads like a Democratic, anti-administration, anti-military, anti-Israel political magazine.

On page 7, Bill Miller’s article wrote about the United States “quietly taking enemy combatants to Egypt and torturing them.” On page 10 Stephen King’s article talks about whether the U.S. is “morally bankrupt.” Even the article about Frank Peak’s award and the reprint of his acceptance speech attacks the military and law enforcement for racism, injustice, and even murder by police officers.

Just to be clear, I’m not military or law enforcement myself and never have been. Further, just because I work in government doesn’t mean I’m mindlessly defensive of every government action. For example, Hurricane Katrina response was a shameful fiasco, and I think ASPA ought to be screaming about government’s outrageous inability to safeguard citizens’ private data.

Still, much of that June edition reads like something published by Michael Moore, MoveOn.org or the Democratic National Committee, rather than by a supposedly neutral professional association on public administration.

Fortunately most publications are not as drastically slanted as the June edition and so for now I can still justify continuing my membership and subscription. However, if I attached the June edition to my membership renewal notice and sent it to the state finance office for payment, based just on that edition I wonder if the State Auditor would consider it a legitimate public professional development expense.

I also wonder whether a survey of the party affiliation of ASPA’s membership and leadership, like the faculty at public universities (who of course make up a significant portion of ASPA’s membership) would likewise be drastically out of balance and un-representative of the country as a whole.

Thanks for considering these comments.

Sincerely,

Karl E. Thoennes III
Sioux Falls, SD

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Reader Enjoys July Fredericson Perspective

Professor Frederickson:

I just wanted to take this opportunity as a long time ASPA member, a former retired city manager, and current professor of practice, to tell you how much I enjoy and learn from your articles each month in PA TIMES. I especially enjoyed this month’s article [July 2006] “The Public Administration Nation” (this one is a keeper). On many occasions your articles cause me to think and reflect about what the future holds for public administration. I appreciate that.

Thank you,

Martin Vanacour
Arizona State University
Contemplating Bureaucratic Power

Caution is the natural position of the bureaucrat, and nothing is more conducive to bureaucratic caution than the subject of power. In a democratic polity governmental power is logically associated with elected executives (mayors, governors, presidents) on one hand and legislators on the other.

Following our constitutional form, executive powers will check the excesses of legislative powers and will, in turn, be checked by them. There are no questions regarding claims to governing power by the two types of elected officials, only claims by one of the excesses of the other. But both question the legitimacy of the exercise of bureaucratic power, causing bureaucrats to be loath to openly claim governmental power.

Fifty-six years ago Norton E. Long was not afraid to describe bureaucratic power; he was, after all, an academic. The opening sentences in his essay on power and administration are now canonical:

There is no more forlorn spectacle in the administrative world than an agency and a program possessed of statutory life, armed with executive orders, sustained in the court, yet stricken with paralysis and deprived of power. An object of contempt again, however carefully put,

The bureaucratic dictionary does not include the word power. It does include the words delegation, implementation, discretion, responsibility, and process—all words that mean power.

Finally, Philip Selznick, Hugh Heleo, John Kingdon, Dan Wood, Rick Waterman and others describe the exercise of bureaucratic power in the context of iron triangles or issue networks of interest groups, congressional committees, policy entrepreneurs and administrative agencies.

To understand bureaucratic power and those who exercise it, one must turn to the work of the brilliant Earl Shorris (see especially his little book Power Sites at Another Table). Rather than tedious descriptions of power, such as the first several paragraphs of this column, Shorris works in aphorisms, short observations designed to make the reader think.

Hereewith I adapt some of Shorris’ aphorisms to the subject of bureaucratic power and mingle them with some of my own.

The Language of Bureaucratic Power

• The bureaucratic dictionary does not include the word power. It does include the words delegation, implementation, discretion, responsibility, and process—all words that mean power.

• Clarity vitiates bureaucratic power. An agency vision is powerful, unless it is understood. (The astute reader will know that this description of bureaucratic power is the opposite of the premise upon which strategic planning rests.)

• The powerful bureaucrat said nothing, and everyone knew exactly what he/she meant. Later they could not agree on what they had heard.

• In theory bureaucratic power is the same in theory and in practice. In practice they are different.

The Properties of Bureaucratic Power

• Power is the predicate to all bureaucratic achievement.

• Power is or is not. There is no essential difference between great bureaucratic power and small bureaucratic power.

• Those without power wait.

• Distance indicates bureaucratic power and bureaucratic power fosters distance.

• Stylishness in all forms mitigates bureaucratic power. Conspicuous power is vulnerable.

• Bureaucratic power conserves.

• Emptiness is a sign of bureaucratic power.

• Powerful bureaucrats are found in cities: wide open spaces remind them of their insignificance.

• If the subject is bureaucratic power, then the subject is bureaucratic power. Conspicuous power and small bureaucratic power. Practice they are different.

The Acts of Bureaucratic Power

• The wisdom of bureaucratic power is to blame the committee.

• Power punishes by disinterest.

• Power interrupts.

• In the world of bureaucratic power, unpredictability dominates.

• Bureaucratic power is conferred by association, the basking of others.

• To recognize virtue in another can be an act of bureaucratic power.

These aphorisms capture some of the hard and mordant truths of bureaucratic power. Understanding these truths will help the bureaucrat understand how to and how to practice the arts of power. When this happens the agency of the powerful bureaucrat will prosper and so will the people.

ASPA member H. George Frederickson is Stone 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
Outsourcing City Management Ethics... New Age Leaders?

State ethics laws are sometimes characterized as having giant loopholes. Consider this scenario.

Suppose you are hired as an independent contractor to manage a newly incorporated community of 7,000 residents that is zoned almost entirely rural residential and agricultural. The town has a “department administrator” form of government.

With the blessing of elected city officials, you staff the city with personnel from your consulting firm which includes your daughter as the town clerk and your wife as your assistant. The town’s attorney believes that you should not have hired your daughter and that salaries should be made public. After first refusing to make public your $114,000 salary, you change your mind.

In the meantime, the town’s attorney suggests that an opinion should be sought from the state ethics commission regarding whether the anti-nepotism law applies to contracted employees. Several months later the state ethics commission renders an opinion that independent contractors are not public employees and therefore not subject to the state’s ethics law.

Happy with this finding, you are even more delighted to discover that one of your employees drafts a four-page press release extolling you and your team as “new age” governmental leaders.

Source: Based on a real case, see “State rules town official exempt from ethics law.” Miami Herald, March 9, 2006.

ASPA member Donald C. Menzel is ASPA’s immediate past president and professor emeritus of Northern Illinois University. E-mail: dmenzel1@tampabay.rr.com

We All Want Organized, Community-based Response to Disaster

From BAMBOO FEDERALISM, pg. 4

States need to coordinate disaster relief plans in their capitals and distribute them throughout every region within their jurisdictions. Local governments will know how to respond in ways that fits within the needs and expectations of the community.

Replacing interest groups, NGOs and faith-based institutions will have contact information to assist them in coordinating their relief efforts. Media outlets can assist in providing information coverage on evacuations, providing assistance to those left behind, contacting relatives, etc. Even if a disaster occurs in a state capital, command posts can be established in nearby communities. These centers would have the same plans and contact information as all other locations.

The information would not be lost or destroyed in the disaster. State governments must include more than elected officials, bureaucracies, and interest groups. Working within an iron Pentagon framework, bamboo federalism provides this stability while including other organizations that impact the long-term success of a recovered community.

Bamboo federalism and Iron triangles are not the panacea. Conflicting personalities or personnel changes within one side of the iron Pentagon may result in less cooperation among all other players. The groups may compete when prioritizing needs. A lack of uniformity in any area may exist across jurisdictions. Each party or group may resist any form of outside cooperation, input, or control.

These situations can be avoided if states accept primary responsibility. They must spearhead coordinating efforts to meet the basic needs outlined in the bamboo model illustrated in this article. Many of the problems can be avoided if states provide the basis for the plan while giving equal recognition and importance to each of the other four groups that comprise the iron Pentagon.

Whether they be steel magnolias, villagers and street fighters, disaster relief managers, ASPA members, or any other citizen, we all want an organized, community-based response to a disaster. Bamboo federalism, involving the proposed iron Pentagon approach, may be the answer.

ASPA member Dwight Vick is an assistant professor of Political Science and Public Administration at the University of South Dakota. E-mail: dwight.vick@usd.edu

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

Marc Holzer, Editor-in-Chief
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### 24/7 Online Database for Disaster Recovery and Business Continuity Resources

**The World's Largest Disaster-Recovery Reference Directory, Now Online**

**Where Things Stand**

Boston, MA—Following the most active hurricane season and natural disaster season in years, many businesses and organizations have felt the frustration of not knowing where to turn to find the help they need to prepare for and recover from disasters.

Edwards Information, LLC, has just released an online version of its Edwards Disaster Recovery Directory to help cope with this problem.

Now in its 16th year, Edwards Disaster Recovery Directory (www.EdwardsInformation.com) is a business-to-business directory containing thousands of vendors divided into over 400 disaster-recovery categories designed to help professionals be better prepared and save time and money when every second counts, by quickly locating crucial but hard-to-find recovery services throughout the United States and Canada.

Access to the online database is included with the purchase of either the book version of the directory or the CD version, which also has hotlinks to vendor websites. Edwards Disaster Recovery Directory contains thousands of vendor listings organized into more than 400 categories such as data recovery, drying and dehumidification, smoke odor counteracting services, trauma counselors, salvage, emergency rentals, storm damage restoration, disaster planning software and hundreds more.

Augmenting these listings is an introductory section, with articles on “getting started,” disaster-planning without destroying your budget, items which even experienced disaster planners often overlook, planning for bio-terrorism, crisis communications, and workplace violence.

**Improving the Social Safety Net Before the Next Disaster**

Washington, DC—The structural complexity and inadequate benefits of four essential government programs made it hard for them to respond quickly and effectively to the deep-seated needs of people harmed by Hurricane Katrina, says a new Urban Institute study.

Katrina’s scale and severity tested the intergovernmental funding arrangements, eligibility guidelines, and benefit structures at the heart of housing, health care, and cash support programs.

The storm’s aftermath raised unsettling questions about whether these programs could protect those who were once-securely warded off the Gulf Coast swiftly and fairly, and about state and local governments’ incentives to address victims’ needs.

“Federalism after Hurricane Katrina: How Can Social Programs Respond to a Major Disaster?” explores the programs’ response to Hurricane Katrina, describes pre-disaster operations, specifies what made Katrina so hard to handle, and recommends better ways to respond to disaster in the future.

This paper, available at http://www.urban.org/url.cfm?id=111344, is part of the Urban Institute's After Katrina research series (http://www.urban.org/afterkatrina).

**Health Savings Accounts Are Not Likely to Stem Rising Health Care Spending**

New York, NY—Health savings accounts (HSAs) coupled with high-deductible health plans sometimes lower costs and may save money, compared with many typical health insurance plans, according to a study supported by the Commonwealth Fund in the July/August issue of Health Affairs.

Many of the HSA-high-deductible health plans in the market today actually reduce cost-sharing for those who spend the least and the most on health care, while increasing cost-sharing for those who fall in the middle, according to the study, “How Much More Cost Sharing Will Health Savings Accounts Bring?” by Dahlia Remler and Sherry Glied.

Decreased cost-sharing is due to several factors including tax subsidies for out-of-pocket expenses and the fact that people with high deductible plans can reach the plans’ out-of-pocket maximum far more quickly than those in more comprehensive plans, potentially reducing the total amount of medical spending that is subject to cost-sharing.

HSAs—a form of medical savings account that must be accompanied by a high-deductible health plan (at least $1,050 for an individual and $2,100 for a family)—allow people to save money tax-free and use those funds, also tax-free, to pay their out-of-pocket health care expenses.

Proponents of HSA-high-deductible health plan arrangements say that increased out-of-pocket costs will encourage consumers to be more cost-conscious, leading to lower costs and greater efficiency in the health care system.

In their analysis of HSAs, authors Remler, a professor at the Baruch College School of Public Affairs, City University of New York, and Glied, chief economist with the Department of Health Policy and Management at Columbia University, compared HSAs combined with high-deductible plans with traditional health insurance policies.

They found that the 7.7 percent of people who are responsible for half of all medical spending would see no change or a decrease in their level of cost-sharing under an HSA-high-deductible plan. In contrast, cost-sharing would increase for people who spend between $700 and $6,100 of their own money on health care. Taking the tax subsidies of HSAs into account, the authors found that for enrollees with a 40 percent marginal tax rate (including exclusion of HSA contributions from both income and payroll taxes), only those with expenses between $700 and $2,500 would see an increase in the marginal and average cost-sharing.

“Health care spending is highly concentrated among a small group of people who have very high medical costs,” said Remler. “This study shows that a high-deductible HSA would have no effect on this spending, leaving a negligible impact on health care costs.”

Out-of-pocket caps in HSA-eligible high-deductible health plans are a primary reason cost-sharing decreases rather than increases. For example, once a person with a typical high-deductible health plan (no more than a deductible of $2,500, and an out-of-pocket maximum of $2,500) spends $2,500 there are no additional out-of-pocket costs. However, in a traditional plan with a deductible of $2,500, if the enrollee reaches $2,500 in out-of-pocket costs, a person would have to spend $12,500 before they would reach their maximum out-of-pocket costs.

**Cost-Sharing Already Significant**

The researchers reviewed a series of recent health insurance surveys and found that today’s insurance plans already require a substantial amount of consumer cost-sharing. The average plan had a deductible of $227 and a maximum out-of-pocket maximum of $1,864, and 80 percent of plans had cost-sharing.

“These plans do not appear to be living up to the rhetoric about their effect on consumer spending,” said Glied. “The health care market has been asking consumers to pay a bigger part of their health care costs for years.”

To give HSA-high-deductible policies more bite, the authors say that cost-sharing would have to be increased sizably among the people who spend the most on health care. The risk is that substantially increasing cost-sharing would make health care inaccessible for people who need it the most. The authors contend that HSA-high-deductible health plans can only seek to increase cost-sharing so much while still protecting consumers from excessive health care expenditures.

“This analysis points to the importance of considering the tax subsidies provided by HSAs,” said Commonwealth Fund President Karen Davis. “Tax subsidies benefit higher-income individuals disproportionately, while failing to achieve the purported advantages of high-deductible plans. Public subsidies should instead be targeted on those least able to afford health insurance or health care.”

If you have a press release for “Where Things Stand,” contact Christine McCrehin at cjewett@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 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.

Access Articles Published from 2000-present
5. Click the PAR/PATime link on the black tool bar.
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.
Advancing excellence in public service.

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ASPA TIMES

Empire State Capital Area Chapter Present Awards at State Fiscal Symposium

Albany, NY—The Empire State Capital Area Chapter (ESCAC) of ASPA recently presented its two most prestigious awards. William F. Howard, acting chief of staff to Governor George Pataki, was awarded this year’s Alfred E. Smith Award and Sharon Dawes, director for the Center for Technology in Government at the University at Albany, was awarded the Charles Evans Hughes Award.

“Both Howard and Dawes should be commended for their tireless efforts on behalf of the citizens of New York State,” said Michael Christakis, president of the Albany-based ASPA chapter. “These awards are a testament to their lifetime of achievements and are a fitting recognition of their accomplishments.”

The Alfred E. Smith Award is presented in recognition of outstanding individual service and initiative, which may consist of a singular accomplishment, that has exemplified superior management and administration within New York State. George C. Simitto, chief executive officer of the New York State Bridge Authority, in his letter nominating Howard commented, “Throughout the course of our lives we may be fortunate enough to encounter ordinary people who do extraordinary things without expectation of recognition or reward. Howard would certainly qualify as one of those individuals, as he maintains a distinguished record of meritorious public service which spans two decades.”

Prior to his appointment as acting chief of staff to Governor Pataki, William F. Howard served as first deputy secretary to the governor assisting in the day-to-day operations of state government. Howard’s responsibilities included labor, civil service and military issues, and general governmental administration. During the days following the September 11, 2001, attacks, Howard helped coordinate the State’s response efforts and was awarded the Defense of Liberty Medal for his efforts. In the wake of the attacks, Howard directed and coordinated the State’s homeland security efforts, bringing the agencies of New York State government together and helping establish the State Homeland Security Team regarded as one of the finest in the country.

The Charles Evans Hughes Award is presented in recognition of outstanding individual service that has exemplified superior management and administration within New York State over an extended period of time. More than a decade ago, Sharon Dawes became the first director of the then-new Center for Technology in Government (CTG) at the University at Albany and “set out to create a new kind of partnership between research and practice in New York State government,” wrote nominator Theresa Pardo.

Over the past 13 years the Center for Technology in Government has engaged in 29 partnership projects that have helped to improve the services and operations of state, local and federal government agencies. Under Dawes’ leadership, the Center has collaborated with nearly 100 government agencies, 42 private companies and 14 academic institutions and research organizations. Additionally, the Center has developed and evaluated 12 prototype systems that answered critical policy, management, organizational and technology questions. In 1997, Dawes won Governing Magazine’s Public Official of the Year Award for building a culture of collaboration and cooperation among New York State’s “sprawling information management structure.” In 2004, Dawes was named by Government Technology a “Top 25 Doer, Dreamer and Driver.”

Howard and Dawes were presented their awards at the annual ASPA Awards Luncheon today at the Empire State Plaza, this year held as part of the Fiscal Symposium co-sponsored by the State Academy of Public Administration (ASPA) and the Empire State Capital Area Chapter (ESCAC). The Honorable Alan G. Hevesi, New York State comptroller, was the Key Note Speaker at this year’s Awards Luncheon.

ASPA Delegation Travels to Moscow

An ASPA delegation participated in the International Conference, Public Administration in the 21st Century: Traditions and Innovations at the Lomonosov Moscow State University, May 24-26, 2006. The conference provided the opportunity for the delegates to present papers and exchange views with Russian experts drawn from Moscow, St. Petersburg and other regions of the Russian federation. Moscow State University was established in 1755 when Empress Elizaveta Petrovna signed the decree that a university should be founded in Moscow. The university is the educational home of 40,000 students, 4,000 professors and lecturers, 2,000 international students, and 7,000 post-graduate students.

The MSU School of Public Administration headed by Dean Alexey V. Surin hosted the delegation. Members of the delegation, including accompanying persons, were Howard R. Balanoff, professor & director The William P. Hobby Center for Public Service, Texas State University-San Marcos; Marilyn K. Balanoff, program faculty Department of Continuing Education, Texas State University; Jane Beckett-Camara, assistant professor, Department of Political Science, Kent State University; Michael Camarata, assistant professor of Management, Department of Management, College of Business Administration; Stephen E. Condrey, senior associate and program director, University of Georgia; Richard K. Ghere, associate professor, Department of Political Science, University of Dayton; Manfred F. Meine, professor and regional director, Troy University; Rita Meine; Donald C. Menzel, ASPA 2005-06 president; Kay Menzel; Edwids Vanaga, professor, University of Latvia and director of the Latvian Statistical Institute; and Samantha Webb, associate professor, University of Montevallo, Alabama.

ASPA’s International Task Force Gets to Work

Washington, DC—At the ASPA conference in Denver, National Council member David Broom read acceptance remarks from Patricia de la Cruz Julnes, newly appointed by President Wendy Haynes to be International Coordinator for the coming year. Julnes’ remarks ended with the following observation:

“...I plan to promote collaboration among US and foreign institutions that seek to improve public service around the world in pursuit of better government and a better life for citizens. Speaking from my experience as a naturalized American and having lived and worked in other countries, I can tell you with confidence that American public administrators have a lot to share with the world. And yet, there is much that we can learn from others, as well. By fostering inclusive collaborations, we can assist in this mutual learning. Thank you and “manos a la obra” [trans: let’s get to work].”

In consultation with Julnes, ASPA President Haynes appointed an International Task Force. The one-year appointments include members who worked under Don Klingner’s leadership as the previous International Coordinator (Erik Butenschon, Marc Holzer, Tom Lynch, Bill Miller, Sy Murray and Kaifeng Yang) as well as two new task force members: Kyle Farmby and Mary VanVerst.

Julnes is, indeed, getting to work. The highest priority in the coming year will be securing state-side secretariats for ASPA’s memoranda of understanding with international institutions. Seven are currently without secretariats and Julnes remains cautiously optimistic that the efforts of the Task Force, ASPA members and professional staff, will have created strong domestic institutional secretariats for at least three of those entities by the end of the summer.

The Task Force will also work closely with the conference leadership team to help ensure a vital international presence at the ASPA conference in Washington, DC, March 23-27, 2007. Expect to hear more in PA Times and on the ASPA web site as events unfold in the coming year. We welcome your ideas, involvement, and work on behalf of fostering international collaborations.

Please contact Patria for more information on how you might assist patria.julnes@usa.edu.
Auto-Adaptation in Risk Environments: The Legacy of Hurricane Katrina

In past columns, I’ve introduced you to some of the initiatives we’ve launched under ASPA’s 2004-2008 Strategic Plan and invited you to be involved in those ventures. The invitation still stands. Others on our team and I will update you on progress toward our strategic goals throughout the year.

This month, I knew there would be special value to inviting a guest columnist to present her perspective on the legacy of Hurricane Katrina. I hope to include future guest columnists on a variety of topics, including ASPA’s current and emerging priorities: professionalism; performance and accountability; and ethical governance.

I’m pleased to turn the August president’s column over to Louise K. Comfort for an insightful commentary on collaborative action across sectors and levels of authority and action. Feel free to send your comments to comfort@gspia.pitt.edu or to me – Wendy A. Haynes

ASPA member Wendy A. Haynes is ASPA’s president and an associate professor and MPA coordinator at Bridgewater State College. E-mail: whaynes@aspanet.org

Louise K. Comfort

A Changing Vision of Disaster Management

As the first anniversary of Hurricane Katrina approaches, the painful memories of loss and destruction to the devastated cities and towns of the Gulf Coast return. For public managers, the event represented a major collapse of governmental planning and performance at local, state and federal levels.

Citizens and policy makers alike are searching for a more effective approach to coping with recurring disaster risk. Hurricane Katrina’s lasting legacy may be that the catastrophic event shattered the belief that public agencies alone could protect their communities.

The sobering consequences of Hurricane Katrina demonstrated that the existing processes of planning and organization for managing disaster risk are ineffectual. The bold concept of a National Response Plan, developed presumably to enable the nation to rapidly adapt and respond to risk from natural, technological and human-induced hazards, bore no resemblance to the delayed action and failed coordination exhibited at each level of public authority in the events leading up to, and immediately after, Hurricane Katrina. How these events evolved into catastrophic failure is now a matter of public record that will be reviewed and analyzed for years.

Yet, hurricanes will again threaten major metropolitan regions and rural communities – as well as earthquakes, tornadoes, fires, contamination crashes and deliberately destructive acts. In retrospect, responsible administrators must ask what public policies will enable communities to assess and manage recurring risk more effectively.

Precious strategies for managing disaster risk have addressed only parts of the problem. Traditional strategies of “command and control” work well in environments with known dangers, but largely fail under uncertain conditions. Implementation of professional standards represents an effort to upgrade performance across multiple jurisdictions by specifying expected levels of action for key types of threats.

Yet, fitting the standards to the available resources and capacity of local communities is not easy. Systematic monitoring of risk enables agencies to learn from feedback regarding their performance in reference to well-known dangers, but the process may miss unexpected events.

The conscious effort among agencies to exercise mutual understanding and support for their respective actions, termed “heeded interrelating” by high reliability theorists Karl Weick and Karlene Roberts, represents a constructive effort to build a coherent, collective approach to coping with risk. This method relies on common knowledge and training that is rarely present in the heterogeneous world of civilian emergency management.

The weaknesses exposed in Hurricane Katrina require a more comprehensive concept of auto-adaptation for communities exposed to recurring risk.

Auto-adaptation in Practice

Auto-adaptation means the capacity to reallocate resources and to shift attention to emerging or immediate needs. It is based on timely, shared information and collective recognition of an impending threat or opportunity. In its most effective form, auto-adaptation engages all organizations and members of the community in a process of mutual adjustment that minimizes risk, maximizes available resources, and sustains the community.

The concept of auto-adaptation is not new to disaster management. Instances of auto-adaptation occurred in the aftermath of Hurricane Katrina, as individuals picked up chainsaws and formed networks of volunteers to clear the roads of fallen trees. Businesses volunteered skills and supplies to assist one another recover lost data or property. Churches set up shelters and served meals to families displaced from their homes. Although many acts of generosity and cooperation emerged spontaneously in the aftermath of Katrina, the adaptive approach had insufficient event infrastructure and support to meet the overwhelming need.

Auto-adaptation, articulated in terms that agencies and individuals at each level of jurisdiction understand, could serve as an organizing framework for national disaster management. It offers a vision of collaborative action that is scalable; that is, it moves through the different levels of jurisdictional authority, initiating change at the community level and engaging support and participation at successive levels of local responsibility: county, metropolitan region, state, and national.

For example, in the Pittsburgh Metropolitan Region, the Region 13 Counterterrorism Task Force is organizing a common approach to all hazards management among the 13 counties in southwestern Pennsylvania. Allegheny County, the county with the largest population in the region, has 130 municipalities. Historically, these 130 municipalities have each competed with one another for scarce resources and developed separate strategies for managing risk that often failed in recurring hazards such as flooding.

Currently, Region 13 is investing significant resources in the development of a common information infrastructure that enables rapid communication and mobilization of resources from municipal to county to regional to state levels of jurisdiction. The information infrastructure will enable near-real time communication and assessment of risk among the thirteen counties, and among the municipalities within the thirteen counties. While this approach is still developing in practice, it represents the acceptance of a regional perspective for shared responsibility to reduce risk effectively and to manage scarce resources efficiently among different levels of jurisdictional operation.

There are six main functions involved in auto-adaptation, which is essentially a collective learning process evolving sequentially at different scales of action. These functions include:

• “Situational assessment” of risk
• Calculation of potential consequences
• Estimation of community’s capacity to cope
• Identification of alternative strategies
• Reciprocal adjustment of actions
• Review, reflection, redesign in terms of the goal of safety for community

Building Capacity for Auto-adaptation

Building capacity for auto-adaptation requires a regional perspective for shared responsibility to reduce risk effectively and to manage scarce resources efficiently among different levels of jurisdictional operation.

See LEGACY, pg. 21

Announcing For Fall Adoptions

Profiles of Outstanding Women in Public Administration

Edited by Claire L. Felbinger and Wendy A. Haynes

The American Society for Public Administration (ASPA) and its Section for Women in Public Administration (SWPA) is publishing Profiles of Outstanding Women in Public Administration, a book that chronicles the contributions of women in public administration, political science and public service.

This work builds on the book, Outstanding Women in Public Administration, published by M.E. Sharpe.

For adoption information please contact Steve Dunphy at ASPA, (202) 585-4313, sdunphy@aspanet.org.

ASPA’s Section for Women in Public Administration (SWPA)
Feeding the Pipeline

August marks the start of ASPA's bi-annual Student Recruitment Campaign. For the past 10 years ASPA has launched this recruitment campaign during the traditional fall and spring semesters, to attract and recruit students into our Society. The purpose is to bring to the attention of our future public administrators the value of ASPA membership. In addition, and most important, our student membership seeks to provide students with the support, services and resources needed as they pursue their studies, as well as forming a solid foundation for their future work in the field of professional public service.

It has been ASPA’s university community that has formed the bedrock for this recruitment effort. They have committed their support to ASPA, and to helping us “feed the pipeline” by ushering in the next generation of public administrators. ASPA, in turn, is dedicated to supporting these students and offering them the opportunity to reap the benefits of membership at significantly reduced rates. We are indebted to the contribution of our university deans, directors and professors who have encouraged their students to join ASPA. Again, we ask for your support as we launch the 2006 fall campaign.

In addition, I would ask that we all join and provide our individual, chapter and section support to the Student Recruitment Campaign. I openly solicit your help and involvement, as a collaborative partner with our university community in feeding the pipeline for our profession. This is our future! It is not just the future of ASPA, but the pipeline reflects the growth and viability of the field of public administration and the development of professional public service.

Please go to ASPA’s website at www.aspanet.org for details about the campaign and how you can get involved; or, contact Pat Yearwood, senior director for membership development and recruitment, at pyearwood@aspanet.org. In the meantime, some of the benefits and special offerings ASPA affords students are highlighted below:

Benefits of Student Membership:
If you know of a student, or are a student enrolled in a college or university in the United States, membership in the Society is available for a maximum of three years. The benefits are:
- Online Access to the Public Administration Review (PAR)- the premier PA journal in the world since 1940.
- Online Career Center–access job listings, apply for jobs, post resumes and cover letters.
- Public Administration Links–to thousands of public administration resources.
- PA TIMES–our monthly newspaper reporting of the latest trends and happenings in public administration, including regular columns on advancing your career.
- Annual Education Supplement-in the October edition of the PA TIMES.
- Subscription to The Bridge-ASPA’s bi-monthly electronic newsletter.
- Professional Development Opportunities–skill-based trainings, annual conference panels, web resources, publications.
- Chapters, special-focus sections, and volunteer leadership opportunities–for students to develop interest, skills and talents.

Student Scholarships and Student Conference Fellowships: Students can apply for one of four $250 grants ASPA offers to outstanding students to attend our national conference. Other scholarship for educational and conference opportunities are offered by ASPA’s chapters and sections.

New Online Features

See PIPELINE, pg. 18.

Executive Director’s Column

Carole L. Jurkiewicz, Women’s Hospital Distinguished Professor of Healthcare Management at Louisiana State University: cljrkwcz@lsu.edu.

Manuscripts focused on Louisiana and Southern Mississippi in the following areas are sought:

- The Federal Responders:
- The Responsiveness of Key External Actors
- FEMA-National Security-What elements in the structure, policy, leadership, and oversight of these affiliated agencies contributed to their successes and failures in responding to the disaster? What caused the failures that occurred? How could they have been prevented? What steps can be taken now to ensure they are better prepared to respond to a similarly devastating event? How and why did the coordination between this agency and other responders fail, and what steps can be taken to improve the system?
- Army Corps of Engineers—What elements in the structure, policy, politics, and oversight of this agency contributed to its successes and failures in responding to the disaster? What caused the failures that occurred? Should they have foreseen the problems that emerged and could they have been prevented? What steps can this agency take now to ensure it is better prepared to respond to a similarly devastating event? How can the coordination between this agency and other responders be improved to avoid the pitfalls experienced in this situation?
- State, Local, and Nonprofit Responders:
- The Responsiveness of Key Grassroots Actors
- Governor’s Office—An analysis of Louisiana’s and Mississippi’s top administrative officer and his/her direct reports in responding to the threat of Katrina, its impact, and its consequences. Did they do what was successful and what wasn’t, what should have been done and by whom, and why weren’t actions taken that would have ameliorated the extent and impact of the disaster? What is the scope of the executive branch’s responsibility in such situations, both defined and expected? Compare and contrast this administration’s response to the Katrina crisis as compared to 9/11. What is recommended to better prepare the executive branch to deal with such crises in the future?

U.S. Military/Coast Guard—What elements in the structure, policy, and oversight of these units contributed to its successes and failures in responding to the disaster? What is the key to their effectiveness in responding when they did? What setbacks occurred and could they have been prevented? What steps can they now take to ensure greater preparedness in responding to similarly devastating events? How and why did the coordination between these units and other responders contribute to their success or failure, and what steps can be taken to improve the system?

State, Local, and Nonprofit Responders:
- The Responsiveness of Key Grassroots Actors
- Governor’s Office—An analysis of Louisiana’s and Mississippi’s top administrative officer and his/her direct reports in responding to the threat of Katrina, its impact, and its consequences. Did they do what was successful and what wasn’t, what should have been done and by whom, and why weren’t actions taken that would have ameliorated the extent and impact of the disaster? What is the scope of the governors’ responsibility in such situations, both defined and expected, in comparison to the mayors of the cities affected, and the federal government? What can and should be done now by these governors to restore homelostates in the region? How does the level of professionalism in Louisiana public administration demonstrated in the wake of Katrina compare to that of New York in responding to the 9/11 disaster? Is disaster different, to what extent should the federal government accommodate for those differences in providing assistance and support?
- New Orleans Mayor’s Office—What actions were taken following the initial threat of hurricane Katrina through its impact, aftermath, and continuing today. What did Mayor Ray Nagin do to successfully address the situation at all points and what did he fail to do? What factors contributed to these outcomes? Address the efficacy of coordination and communication with other local departments and agencies, state administrators, the media, and federal government. What specifically should have been done differently and what adjustments in organizational structure or policy are necessary to prevent such dire consequences in the future, both for New Orleans and more broadly across the entire U.S. What lessons can be learned from this experience regarding municipal preparedness, leadership, communication, coordination, and how well our decision-theory of disaster management apply to what transpired in New Orleans.
- Police and Law Enforcement—An analysis of their disaster preparedness planning and how they responded to the impact and aftermath of Hurricane Katrina. What did they do well, and what contributed to the negative outcomes of the event. Include a discussion of the ethical and legal transgressions alleged against members of these units, how and why these occurred, and what oversight was in place that should have prevented such actions. What lessons can be learned for the future, not only for New Orleans but nationwide, in terms of emergency preparedness and responsiveness, accountability, and oversight.

The Role of Nonprofit Organizations—An examination of how nonprofit organizations at the federal, state, and local levels responded to the crisis, what they did and when, both in preparing for the disaster and responding to it. Compare the efficiency and effectiveness of well-established and well-funded nonprofits nationally with religion-based charities and with the nonprofit organizations that spontaneous emerged across Louisiana in response to specific disaster-related needs. How did the nonprofit sector’s response to Katrina contribute to a new conceptualization of the role of nonprofits in service delivery, professionalism, funding, and as a sector in coordination with public and private entities. What does this shift forecast for the future of nonprofits in the U.S.

By all accounts the single most devastating natural disaster in the history of the U.S, the impact of Hurricane Katrina continues to be felt acutely in Southern Louisiana and Mississippi, and in profound ways its reverberations persist across the U.S and the globe. It will be many years if not decades before the site of the storm’s impact achieves any sense of normalcy. The ultimate question is why, how could an event for which the area had adequate warning (unlike the recent devastating earthquakes or tsunamis), lead to such complete destruction of cities, property, and lives. This special issue attempts to answer that question by examining the roots of administrative failure, probing the actions of various key responders to the crisis, and gleaning from the devastation lessons learned as we attempt to move forward.
New Benefit for Members

ASPA has reached an agreement with publisher M.E. Sharpe to provide all members with a special discount of 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 go to the special offer page on the M.E. Sharpe website www.mesharpe.com.

SECoPA 2006 to be Held in September 2006

Mark your calendars! The 2006 SECoPA will be held in Athens, Georgia, September 27–30, 2006. Academics, students and practitioners from the southeast as well as the rest of the country are welcome to attend. The theme of the conference is “Bridging Theory, Policy, and Practice.”

The program committee is currently accepting proposals, panels, and roundtables in the following tentative tracks: budgeting and finance, emergency management/homeland security, ethics, accountability and performance in the public sector, health & human services/non-profit management, human resource management, intergovernmental relations, local governance and form of government, and public policy.

In addition to the numerous panels and planned activities, awards will be given for the most outstanding paper by a Master’s student (Robert L. Kline Award) and the most outstanding paper by a doctoral student (Morris W.H. Collins Award). Winners of both awards receive a plaque, $300 cash, and a waiver of their SECoPA registration fees.

Please visit www.secopsa2006.org for conference information, registration and awards requirements.

Call for Nominations for ABFM 2006 S. Kenneth Howard Award

The Association for Budgeting and Financial Management seeks nominations for its S. Kenneth Howard Award to be presented at the 18th Annual Conference in Atlanta, October 18–21, 2006. The S. Kenneth Howard Award is presented annually to recognize the exemplary work and professional integrity of an individual who has devoted a significant part of his or her public service career to the advancement of public budgeting and financial management. Several recent winners of the S. Kenneth Howard Award have divided their careers between the academy and the practitioner world. A person nominated for the award may have split their career in this way, or may have contributed to learning and the advancement of knowledge through significant work as an adjunct faculty member, continuing education instructor or trainer, or other educational activities.

Nominations should include the nominee’s full name and affiliation; a description of the nominee’s career achievements including information on their work in the public sector and in educational activities; and a curriculum vitae or résumé if available. Nominations should be sent to the chair of the S. Kenneth Howard Award Committee: Dr. Wes Clarke, Carl Vinson Institute of Government, University of Georgia, 201 N. Milledge Ave., Athens, GA 30602

Nomination deadline: August 11, 2006

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
- ESADE’s Institute of Public Management
- European Group of Public Administration
- Free State Society for Public Administration and Governance (FRESPAG) of South Africa
- Hong Kong Public Administration Association
- Institute of Public Administration of Canada
- South Korean Association for Public Administration
- Slovenian Society of Public Administration

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

Executive Director Asks for Members’ Help

From PIPELINE, pg. 17

Coming soon, look for expanded resources and services developed especially for students and new professionals.

Networking Opportunities

Participate in ASPA through its chapters, sections, national and district conferences.

National Conference

The ASPA Annual National Conference features major speakers, skills workshops, panels of high-ranking public officials and noted scholars. Mark your calendar for March 23-27, 2007, in Washington, DC. Also, watch for special student registration rates and events, such as the new two-day Student Summit!

How To Join ASPA

Join online at www.aspanet.org or download the PDF membership application form online. If you would like to receive additional membership applications, please email Patricia Yearwood at pyearwood@aspanet.org. ASPA offers students and new professionals a discount on membership.

- Electronic Student Membership—for only $40…includes access to PAR current issues and archives online, dating back to 1940, and receipt of PAR TIMES by mail.
- Full Student Membership—for only $75

… includes both hard copies of PAR and PAR TIMES in the mail, and access archives for both online.

BREAKING NEWS!

As an incentive, ASPA will offer three complimentary conference registrations…be one of the first three members to recruit 25 or more new student members between August 2006, and October 31, 2006 and receive a free registration, valued at $375, to next year’s conference in Washington, D.C., March 23-27, 2007. Please include your name on each application form to receive credit for those students who join!

Antoinette Samuel is ASPA’s executive director. E-mail: asamuel@aspanet.org

ASPA’s Section on Science and Technology in Government (SSTIG)

would like to recognize

Maria Veronica Elias of the University of Akron

Carmen Apaza of American University

students who as Founders Forum Fellows were able to attend the Denver conference thanks to the financial support of SSTIG. We appreciated their contributions at SSTIG’s Doctoral Roundtable on Katrina and welcomed them to our annual Business Meeting. We offer them best wishes on their doctoral work and speedy completion of their dissertations.

ASPA In Brief

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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
- ESADE’s Institute of Public Management
- European Group of Public Administration
- Free State Society for Public Administration and Governance (FRESPAG) of South Africa
- Hong Kong Public Administration Association
- Institute of Public Administration of Canada
- Korean Association for Public Administration
- Slovenian Society of Public Administration

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

Executive Director Asks for Members’ Help

From PIPELINE, pg. 17

Coming soon, look for expanded resources and services developed especially for students and new professionals.

Networking Opportunities

Participate in ASPA through its chapters, sections, national and district conferences.

National Conference

The ASPA Annual National Conference features major speakers, skills workshops, panels of high-ranking public officials and noted scholars. Mark your calendar for March 23-27, 2007, in Washington, DC. Also, watch for special student registration rates and events, such as the new two-day Student Summit!

How To Join ASPA

Join online at www.aspanet.org or download the PDF membership application form online. If you would like to receive additional membership applications, please email Patricia Yearwood at pyearwood@aspanet.org. ASPA offers students and new professionals a discount on membership.

- Electronic Student Membership—for only $40…includes access to PAR current issues and archives online, dating back to 1940, and receipt of PAR TIMES by mail.
- Full Student Membership—for only $75

… includes both hard copies of PAR and PAR TIMES in the mail, and access archives for both online.

BREAKING NEWS!

As an incentive, ASPA will offer three complimentary conference registrations…be one of the first three members to recruit 25 or more new student members between August 2006, and October 31, 2006 and receive a free registration, valued at $375, to next year’s conference in Washington, D.C., March 23-27, 2007. Please include your name on each application form to receive credit for those students who join!

Antoinette Samuel is ASPA’s executive director. E-mail: asamuel@aspanet.org

ASPA’s Section on Science and Technology in Government (SSTIG)

would like to recognize

Maria Veronica Elias of the University of Akron

Carmen Apaza of American University

students who as Founders Forum Fellows were able to attend the Denver conference thanks to the financial support of SSTIG. We appreciated their contributions at SSTIG’s Doctoral Roundtable on Katrina and welcomed them to our annual Business Meeting. We offer them best wishes on their doctoral work and speedy completion of their dissertations.
PAR Announces New International Section to the Journal

Editor: Christopher Hood, All Souls College, Oxford, UK, christopher.hood@all-souls.ox.ac.uk

What are the Aims of the International Section? The aim of PAR’s international section is to put public administration ideas and practice outside the United States under the spotlight. The section aims to critically examine ideas, developments and practices from the rest of the world that are likely to be of interest to the mainly US-based readership of PAR. Articles to be published in this section will consist of brief, punchy papers combining rigorous analysis with accessibility to a general public administration readership comprising practitioners and academics, and not just to area-studies specialists.

What is the Planned Format of the International Section? As currently planned, the international section will comprise three journal pages (approximately nine manuscript pages) appearing in every other issue (that is, three times a year), but we will normally expect to see if papers fit within the scope of PAR’s International Section prior to publication. Papers might consist of comparative or historical administration theory and practice. They may consist of causal analyses or historical/empirical generalizations. They may consist of critical case studies from outside the USA that are highly significant for public administration theory and practice. They might consist of comparative or historical studies, follow-up studies or reassessments of earlier studies. They might comprise accounts of how public administration institutions and practices develop when transplanted from one context or culture to another, or of how ideas and concepts work out at the implementation stage. Occasionally we might publish a polemic although that is likely to be the exception rather than the rule. But the common thread that should run through every paper published in this section is that of analytic rigour, originality, clarity and relative brevity. We will not ordinarily send papers running to more than 4,500 words out to referees (unless they comprise part of a two-part package involving a shorter paper for the main journal and a longer version for the website) and the papers we publish in the main journal will mostly be shorter than that.

What is the Peer-Reviewing Policy of the International Section? Papers published in the international section will be subject to blind peer-review to exactly the same standards that apply to the other parts of PAR. Length limits will be strictly applied, as specified above.

It will be a good idea to contact Christopher Hood and/or the members of the advisory editorial board in advance to see if papers fit within the scope of the international section. Christopher Hood will make recommendations for publication on the basis of referees’ reports plus his own reading of papers submitted, but the final decision will be made by PAR’s editor-in-chief Richard Stillman.

Who Do I contact about the International Section? The international section will be edited by Christopher Hood of All Souls College, Oxford, UK, under the general direction of PAR’s Editor-in-Chief Richard Stillman. For selection of topics, arranging peer reviews and strategic direction, Christopher Hood will be assisted by a small editorial advisory board which currently comprises:

- David Arellano-Gault (CIDE, Mexico)
- John Burns (University of Hong Kong, SAR China)
- Patrick Le Gales (Sciences-Po, France)
- Akira Nakamura (Meiji University, Japan)
- Rune Premfors (SCORE, Sweden)

If you have an original paper that you would like to be considered for PAR’s new international section, please send it to christopher.hood@all-souls.ox.ac.uk

Please also contact Christopher with inquiries, proposals for topics and articles, and your other thoughts and suggestions about how the international section should be shaped. Christopher Hood aims to increase the frequency of his attendance at ASPA and/or PAR, and will also be attending conferences and meetings elsewhere in the world, so if you have ideas or proposals please let him know.

Have you visited ASPA’s website lately? www.aspanet.org

Supporting Contributors

Stephen E. Bacher  
Vienna, VA

Rodney B. Benson  
Flushing, NY

Terry L. Busson  
Fort Myers, FL

Stephen E. Condrey  
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Costis Toregas  
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Thomas Vocino  
Montgomery, AL

Sustaining Contributors

Glenn Hahn Cope  
Creve Coeur, MD
Icarus*

*Please note that the author has requested anonymity in order that he may write freely about his experience serving on his local city council.

Why would a public administration professor choose to soil his ivory tower hands in the messiness of electoral politics? I sheepishly confess that so far it has been great fun. I often call it my postdoc in public policy.

Budget

Because this is my first year in office this is also my first budget process. The city has a biennial budget, although I am told it is pretty much reviewed each year. However, since this is the first year it is the more official review.

I am enthusiastic about doing some true policy making. The budget allocation process is where the rubber meets the road. We get to decide who spends what, where, when and how. I get to put into practice budgetary theory, and in V.O. Key’s words, determine on what basis one allocates the marginal dollar to A rather than B. I get to practice performance-based budgeting, and I get to consider the disadvantages of line item budgeting. I get to fight the “spend it or lose it” philosophy. I HAVE THE POWER!!!!

Silly me…

At the initial budget meeting, the city manager and finance director summarize the whole budget and brief us on the review process. Each Council member receives a beautifully packaged budget binder, with colorful tabs and separators. It is well organized. It is comprehensive. It is four inches thick. I–and I suspect my colleagues–rarely look at more than the summary pages.

For five weeks we have weekly budget meetings where different major city divisions make presentations. We hear the budgets for the School Board, the School for Advanced Training in Management and Administration, the Library, the City Hospital, the Fire and Police, the Finance Department, the City Manager and the Department Managers. After each session the chief financial officer presents the budget summary. In the meeting’s closing the manager asks the council members for input on the budget and then makes a tentative decision and moves on. My senior colleagues seem to just accept it all as SOP.

This gives me a whole new insight into the police in v. administration dichotomy. Legislators supposedly make policy while administrators implement policy. Yes, of course there are Lipinsky’s line item bureaucrats making micro-level policy decisions, but I am talking about macro policy.

In the case of municipalities like ours under the council-manager system, policy is definitely directed by the city manager and department directors.

So, while it has probably been formally presented somewhere else, let me propose Icarus’ theory of the policy/administration dichotomy continuum. Public managers increasingly make public policy:

• as the elected legislator’s position is more part time (normally a function of compensation)
• inversely to the number of legislative staff (separate from the executive staff)
• inversely to the length of time for the budget review process.

Not too profound, I know, but there it is. Federal legislators are compensated (VERY well) for a full-time job. They have a significant paid staff and the appropriations process takes 6-12 months. State legislators are often compensated as half-time positions, they have some paid staff and the appropriations process takes 3-6 months. In our municipality, council members are minimally compensated, have no staff and the appropriations process takes about six weeks.

Under Icarus’ Policy/Administration Dichotomy theory (IPAD), federal legislators have the most policy making power, followed by state legislators and then municipal. Conversely, public managers have the most policy making power at local levels and the least at federal.

Of course there are other factors involved. When there is an elected executive (e.g. president, governor or strong mayor), public manager policy making power decreases with the appointment power of the chief executive (IPAD corollary 1). The council manager system was created to increase managerial efficiency (and managerial policy power) by decreasing the political power of the strong mayor system. In the council manager system the executive branch of government assumes control of itself and public administration becomes a full fledged third branch of government.

Throw in citizen boards that have policy making power like the hospital, docks and harbors, airport boards and the local legislator’s power declines even more.

Maybe this is all just sour grapes, but my opinion of the policy making power of local legislators has declined significantly.

Media

The media is seen as such a huge power player in national politics, less so at the state level and even less at local levels. Media power seems to decrease in relation to the level of citizen interest (although that is an interactive function), and citizens appear to be less interested in local politics, despite the fact that local politics have greater influence on their day-to-day lives.

Citizens have less knowledge of local issues and rarely can name their representatives. It is not uncommon for local elections to get a 15 percent to 20 percent voter turnout, if they are not bundled with state and federal elections.

Still, media does have a significant role in local politics and elected officials pay attention to it. Our local paper has its “city reporter,” and the local radio and TV stations have some local newscasts. Council meetings are broadcast over public radio. The local news reporters attend council meetings and sometimes ask questions of council members at the end of the meetings. The mayor gets the preponderance of the questions and coverage, but it sometimes seems that one or another council member gets more quotes than the mayor.

Is getting quoted in the media good or bad? Is all publicity good publicity? Should I try to get myself quoted more? Should I cultivate the media? I’m not up for election for two more years, but I still feel the urge to get noticed. I decide to call up the city beat reporter and ask to talk. In local newspapers like ours the reporters are often young and inexperienced. They want contacts, and I encouraged the young man to call me any time. He did, and for a month or two I had my name in the papers fairly frequently with decent quotes. But then, as often happens in low paying jobs, the reporter left for greener pastures and I have not followed up with the new one. It makes me a little uncomfortable to so brashly fish for media coverage.

Local radio often plays sound bytes from the council broadcasts, so I also find myself quoted there. Something given that it might be replayed over the radio. While I don’t think I have been “grandstanding” I am certainly aware that some words are more “interesting” to the media than others.

Is it possible to be a legislator and not a “politician”? Maybe, but it doesn’t seem like I am following that route.

Theory vs. Practice

Diary of a Mad Professor: The Budget and the Media

Icarus*
Public Service Profile

Marc D. Dashield

What is your job? Since 1999, I have been employed by the Township of Franklin in Somerset County New Jersey. Franklin Township is 46 square miles with a population count of more than 50,000 residents at the 2000 Census. Franklin is a diverse community with rural, farmland, suburban and urban residential areas as well as substantial industrial and commercial areas. The Township operates under the Council-Manager form of government. Over the past six years, I have held a number of positions within the Township including assistant township manager and acting township clerk. Currently, I am the chief finance officer responsible for the Finance, Administrative, Tax Collection and Tax Administration on behalf of Franklin Township.

What do you like best about your job? What I like best about my job is the ability to pursue “model” solutions to problems that have an impact on my community. Most exciting about my work in local government is finding solutions to problems in an environment that is written with internal and external constraints. Constraints that truly make public administration a “craft.”

What motivated you to pursue a career in public administration? I was motivated to pursue a career in public administration after working on the Jesse Jackson presidential campaign as a high school student in 1984. This experience impressed upon me the importance of public service. As a result, I pursued a bachelor’s degree in public administration and later completed a masters in public administration at Kean University.

What advice would you offer to others who might be interested in a public service career? Develop a career plan then work your career plan. Next re-evaluate your career plan and work it again. Pursue the right technical/educational background for your specialty area. Make personal and professional connections to others in your career area through work and professional organizations like ASPA.

Power Lies in Capacity to Learn

From LEGACY, pg. 16

communities exposed to risk requires an innovative approach. Emergency management agencies have long used exercises and training for emergency services personnel, but auto-adaptation at the community level involves households, businesses, schools, hospitals, churches, neighborhood associations and the full range of social and economic organizations.

Setting up training exercises for an entire community would be both costly and time consuming. An alternative method is to design trial demonstration projects in which selected communities would go through a detailed process of assessing the risks to which they are exposed and exploring alternative strategies for minimizing them. The demonstration projects would actively engage the residents in documenting and monitoring the risk to which their respective communities are exposed. The projects would illustrate to other communities practical ways in which collaborative action can significantly reduce disaster risk.

Trial demonstration projects are used often in business environments, but public agencies have been reluctant to adopt this approach. A new program sponsored by the National Science Foundation, the Global Environment for Network Innovations (GENI) now offers an opportunity to simulate large-scale innovations in information infrastructure to support the rapidly changing, dynamic decision processes characteristic of disaster operations.

This program, still under development, offers a promising opportunity to explore methods of community-wide practice in managing recurring risk. The high cost of error in government makes simulations and trial demonstrations an attractive means of exploring policy options to assess effectiveness under varying conditions before implementing them, nationwide. For more information, please see http://www.geni.net.
### New ASPA Members

ASPA welcomes the following new members in the month of June 2006.

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

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*Members listed alphabetically by last name.*
ASPA Commentary

ASPA Should Take a Stand Regarding Policy Issues: Continuing the Discussion

Edward B. Flournoy

I’ve been an ASPA member starting with the Long Island Chapter (1976-1980) and currently now (board member) with the North Texas ASPA Chapter. Although I have taken the business-profit path, I have always been involved in the public arena. It is interesting to see such a debate on the above topic regarding the idea of ASPA taking a position on a volatile issue that governs the heart of democracy, such as policies that affect our lives. Therefore, let me quote the opening general statement on the ASPA website as follows:

“Since 1939, we have been the nation’s most respected society representing all forums in the public service arena. We are advocates for greater effectiveness in government—agents of goodwill and professionals-publishers of democratic journalism at its very best—purveyors of professionalism—publishers of democratic government—agents of goodwill and forums in the public service arena. We are ‘ASPA services to our citizens."

I have read the ASPA BYLAWS and Mission statements and they explicitly say that as I quote:

• Mission Statement: Advances the art, science, teaching, and practice of public and non-profit administration. Building bridges among all who pursue public purposes. Provides networking and professional development opportunities to those committed to public service values. Achieves innovative solutions to the challenges of governance.

It may not be ASPA’S position to enforce or start the proceedings on any improper function a government representative or organization is doing. But ASPA is a “watch dog” for public policy and administration. It is the organizations duty to document, write and register the attention of all our practitioners of policies and management issues that have a negative impact on our government and services affecting the people. ASPA does not need to take a democratic or republic stance. However, ASPA does need to bring all policy issues to the floor...

I believe that by embracing new ideas—addressing key public service issues—and promoting change at both the local and international levels, we can enhance the quality of lives worldwide. As practitioners and theorists of public administration we have a duty to inform and change in any way or means necessary the public and public servants on the issues of policy that govern our country. As a public organization we must research, analyze and suggest ways to correct the wrongs in our government so it can run efficiently and provide the best services that the citizens demanded through their votes.

“ASPA does not need to take a democratic or republic stance. However, ASPA does need to bring all policy issues to the floor...”

Ordering Information:

• Order both Meeting the Challenges of Performance-Oriented Government and Performance Measurement Concepts and Techniques for $37, a savings of $3 off the individual prices.

Don Leslie Bowen

Don Leslie Bowen, professor emeritus, University of Arizona, died following a lengthy illness, July 20, 2006. He was 84 years old.

Throughout a distinguished professional career in public administration, Bowen was recognized as both a dedicated Educator and a noted administrator and contributor on the local, state, national and international levels of government. He was a founding member of the National Academy of Public Administration (NAPA) in 1967. NAPA, which is chartered by Congress, serves as an independent source of research and advice for every branch and level of government, Congressional committees and civic organizations. He was a founding member of Pi Alpha Alpha, the national honorary for public administration and its first national president. He was also national president of Pi Sigma Alpha, the national honorary of political science.

Bowen was professor at the University of Arizona, Department of Public Administration from 1971 until his retirement in 1987. During his tenure at the university he served on committees accrediting public administration programs at other universities throughout the United States and on a number of committees for the Governor or Arizona and the Pima County Board of Supervisors. He also researched and published studies on Arizona county government and Special Districts within the state of Arizona, a study which has become a national standard on the subject. He initiated the establishment of the Udall Center of Studies in Public Policy.

He was the former executive director of the American Society for Public Administration; director, Bureau of Governmental Research, University of Maryland; administrative assistant to an Oklahoma Congressman; research director and acting director, Oklahoma State Legislative Council; as well as professor at the Universities of Arizona, Maryland and Oklahoma throughout his career.

He strongly believe that good practitioners made for the best teachers, a tenant he applied and followed throughout his own career. He also believed in the innate value of public service in the quest to improve both the quality of government and the quality of life for all.

Don Bowen was born April 16, 1922 in Spanish Fork, Utah. He received his BA from Utah State University, MS in Public Administration from the University of Denver and his PhD from Syracuse University. He is survived by his wife, son, daughter, brother, sister, three grandchildren, three step-grandchildren and seven great-grandchildren.

Services were private after cremation. The family requests that memorances be made to favorite charities.

Looking for Useful Information on Performance Measurement and Managing for Results?

CAP HAS WHAT YOU NEED!

ASPA’s Center for Accountability and Performance

Meeting the Challenges of Performance-Oriented Government brings together the experience and insights of practitioners and academics who are active participants in performance measurement initiatives at all levels of government and in the nonprofit sector. This volume addresses the opportunities and challenges that managers, elected officials and citizens face as governments and nonprofits focus more on performance measurement and reporting. Meeting the Challenges of Performance-Oriented Government includes articles by Cheyle Broom, Sharon Caudle, Paul Epstein, Stuart Grifel, Michael Hendricks, Edward T. Jennings, Jr., Philip G. Joyce, Cheryl Simrell King, Allen Lomas, Martha Marshall, Christopher Milim, Kathryn Newcomer, Beryl A. Radin, Susan Sieg Thompson, Joseph S. Wholey, and Lyle Wray.

Ordering Information:

Copies are $25 each and may be ordered online through the ASPA store or by contacting Duanne Crawley, dcrawley@aspanet.org. Minimal shipping and handling charges also apply.

Special Offer!

First published in 1998, Performance Measurement Concepts and Techniques brings together the experience of some of the country’s top performance measurement consultants and trainers in a workbook especially designed for MPA classroom instructors, workshop trainers, and managers who manage for results. Copies are $15 each; orders of 12 or more are only $9 per copy.

Order both Meeting the Challenges of Performance-Oriented Government and Performance Measurement Concepts and Techniques for $37, a savings of $3 off the individual prices.

Obituary
National Public Service Awards (NPSA)

ASPA and the National Academy of Public Administration have established the National Public Service Awards program to pay tribute to public service practitioners, to provide recognition for outstanding individuals, and to underscore the need to have creative and highly skilled individuals as career managers of complex and demanding government functions. There is a separate nomination procedure for these awards. A brochure with complete nomination information is available by contacting ASPA.

Charles H. Levine Memorial Award for Excellence in Public Administration

This award is presented by the ASPA and the National Association of Schools of Public Affairs and Administration (NASPAA); recognizes a public administration faculty member who has demonstrated excellence in three major areas of the field: teaching, research and service to the wider community. Nominations must include a current curriculum vita of the nominee and a one-page statement on each of the following three criteria: Research, Teaching, and Community Public Service.

NASPAA/ASPA Distinguished Research Award

This award recognizes the research of an individual whose published work has had a substantial impact on the thought and understanding of public administration. It is not intended to honor lifetime contributions to the field. It allows the public administration community to recognize an identifiable body of work by an individual that has had specific consequences for the way we think about the field.

Center for Accountability and Performance (CAP) Awards

Gloria Hobson Nordin Social Equity Award

This annual award recognizes lifetime achievement and effort in the cause of social equity and is open to all nominees. Candidates may be employees of state, local or federal government; employees in the non-profit sector; or employees of colleges and universities. Elected public officials are eligible for the award. Employees from the private sector are also eligible for the award, but the emphasis should be on their achievement and effort in the public sector.

John W. Gaston, Jr. Award for Excellence in Public Service Management

This award is presented to a public manager for excellence in public service management, particularly in the areas of natural resource management or public health/health care protection. Selection criteria include demonstrated attention to strategy, structure, systems, shared values, and skills, but the bottom line criteria is the achievement of results that contribute to public safety, health, welfare, and the quality of the environment.

Public Integrity Award

This award pays tribute to an organization, which has made outstanding contributions to responsible conduct in public service. The award will be presented to an organization that: presents evidence of accomplishing, or causing to accomplish, significant programs or projects benefitting the general public and that, represents any domain of public service, local, state, national, international, or non-profit.

Dwight Waldo Award

Presented to persons who have made outstanding contributions to the professional literature of public administration over an extended career. To be eligible the nominee must have had at least one article published in Public Administration Review and a minimum of 25 years of active scholarship that has furthered the discipline of public administration. The winner and career summary of the Waldo Award winner will be published in Public Administration Review.

Equal Opportunity/Affirmative Action Exemplary Practices Award

Presented to individuals and organizations which have made outstanding contributions to a more equal society. Up to four awards may be presented to individuals and organizations representing the following categories: federal, state, or local government units, educational institutions, non-profit institutions, private sector organizations.

Elsner B. Staats Lifetime Achievement Award for Distinguished Public Service

The Elsner B. Staats Lifetime Achievement Award for Distinguished Public Service has been established to honor a public administrator’s career accomplishments and contributions to the public service and ASPA over a lifetime.

Paul P. Van Riper Award for Excellence and Service

The Paul P. Van Riper Award for Excellence and Service will be awarded to an ASPA member who has made significant contributions to both the academic and practitioner communities of public administration. Award recipients will have distinguished themselves through their current active participation and contributions to developing the public service of the future.

International Public Administration Award

This award honors a distinguished foreign scholar or practitioner for significant contributions to public administration in other nations. To be eligible to be nominated for the award, the individual must meet the following criteria: holds citizenship in a nation other than the United States of America (even if he or she was born in the United States of America or has become a citizen in a United States of America), contributes significantly to the field of public administration as a scholar, practitioner, or both, as demonstrated by publications, other awards and honors, and the testimony of the nominee’s colleagues and beneficiaries of the nominee’s work.

Donald C. Stone Service to ASPA

The Donald C. Stone Service to ASPA awards recognize individuals who have contributed outstanding services to the Society. Individuals who have been an ASPA member for five or more consecutive years are eligible for this award. Letters of nomination may be submitted by any currently ASPA member on behalf of another member and should include a brief narrative of the nominee's services to ASPA.

Walter W. Mode Scholarship

Managed by the ASPA Endowment, Inc., the Mode Scholarship is awarded out of a special fund named in honor of Walter W. Mode (the 30th National President of ASPA), with a distinguished record of public service at the federal and international levels. One $200 scholarship is given each year for graduate study in public administration to a student who is an ASPA member and who demonstrates a commitment to a career in the public service.

Wallace O. Keene ASPA Conference Scholarships

Established in 2003, the Wallace O. Keene ASPA Conference Scholarships are awarded to students in the fields of public administration and public policy. The scholarships are intended to provide students financial assistance to attend the ASPA national conference, and thereby expand their knowledge of the field and their acquaintance with others in the field. The $250 scholarships are also intended to emphasize the importance of ethical leadership in the public's trust in government. Click here for more information.

Visit ASPA's website for more detailed information and criteria on all of the awards listed above.

www.aspanet.org

Chapter/Section Newsletters

Journals

American Society for Public Administration
In Memory

Colleagues Remember Former PAR Editor Larry Terry

Note from Editor: Because of the large outpouring of sentiments, PA TIMES was unable to publish all submitted tributes to Former PAR Editor Larry Terry in the July issue. Following are the pieces that did not run in July.

Larry and I met when we were graduate students at Virginia Tech. We were 25 and 26 years young and like most people of that age, we thought we were going to walk off into the sunset together. Instead we walked into real life. We were married nearly 20 years.

In my life with Larry I learned how far belief in self can take us. Larry came from humble beginnings and achieved what he did because he believed that when someone gave him a sliver of a chance, he could make it happen. He also understood that luck is a magical combination of preparation meeting opportunity so he worked terribly hard. Few people I’ve met in life work that hard.

Larry was a tumble of ideas, more than he could pursue, and he was delighted to share them. His excitement was contagious and it supported the intellectual work of friends, students, and colleagues. He was brilliant and not just intellectually curious but demanding of himself. On our first date, he handed me a paper he was working on and asked me to talk with him about it.

Because of his early life experiences, Larry opened doors for a number of people, many of them African-American, and gave them access to educational opportunity. Cleveland State University and, no doubt, University of Texas at Dallas, are proud to name several strong, emerging scholars, for many people.

The news about Larry Terry is so sad. He loved him as a student, admired him as a scholar. Larry Terry indeed exemplified the best of Virginia Tech’s Ut Prosim, that I may serve, and of CPAP’s To the Life of the Mind.

Larry Williams was to his students in the movie, Virginia Tech’s Ut Prosim, that I may serve, and a colleague to be a shock. Too often we put ourselves in life and is largely responsible for who I am now, where I've gone, and more specifically for directing me to CPAP which was a wonderful, life-changing experience for me that will always be dear to my heart...always. In many ways, Larry helped me to recognize and acknowledge my true passion in life...that is, public administration and the life of the mind. I am still having such difficulty in knowing that he's gone that it is beyond words. But also knowing that he is gone, makes me want to live harder and stronger and as vivaciously as he did...he truly embodied the notion of carpe diem.

He was my "Captain" much like Robin Williams was to his students in the movie, Dead Poets Society.

--Susan Pandy

The news about Larry Terry is simply heartbreaking. A tragic reminder of just how short life really is.--Susan Gooden

Too young, too much left to contribute. I'll be thinking and praying for Larry's family on Friday. --Karen Evans

I am so sorry for CPAP and all PA community loss of Larry Terry. He was such a wonderful person and a great scholar.--Alesya Bogaevskaya

How tragic! I am shocked and saddened. Please send my heartfelt wishes to all. -Gary Marshall

We wish to remember Larry Terry’s love of CPAP and our respect for his contribution to the field of public administration and policy.--Lori Anderson, Jennifer Alexander, Amos Avny, Kim Baker, Raquel Becerra, Missy Graham, Robert Griffin, Tammy Hall, Bryce Hoflund, Jean Hovey, Jeff Janosko, Ryan Lanham, Wanxin Li, Lluana McCann, Carol Neves, Stephanie Newbold, Michelle Pautz, M.A. Price-Rhodes, Reggie Shareef, Bethany Stich, Camilla Stivers, Lisa Tabor, Amporn Tamronglak.

Larry was a powerful force in shaping my life and is largely responsible for who I am now, where I've gone, and more specifically for directing me to CPAP which was a wonderful, life-changing experience for me that will always be dear to my heart...always. In many ways, Larry helped me to recognize and acknowledge my true passion in life...that is, public administration and the life of the mind. I am still having such difficulty in knowing that he's gone that it is beyond words. But also knowing that he is gone, makes me want to live harder and stronger and as vivaciously as he did...he truly embodied the notion of carpe diem.

He was my "Captain" much like Robin Williams was to his students in the movie, Dead Poets Society.

--Susan Pandy

I had worked very hard on an article about public guardianship, believing it an important one for PAR and also for me, but there was a split in the reviewers. Larry called me on the telephone to tell me that he was going to publish it. It was the first day I had returned to the office since my mother's death. I was exhausted from seeing to her, to my dad, and to my son and heartbroken for our loss. I can't tell you what that meant to me at that time. --Pamela Teaster

Yes, indeed, it is very sad. He was so energetic, full of life.--Goktug Morcol

Even I, with my background in hospice and health care administration and policy, find this news about a friend and colleague to be a shock. Too often we put into the back of our minds the reality that life is as fragile as it is precious. --Cynthia Massie Mara

The CPAP Community Remembers Larry Terry

Below are memories from members of the CPAP (Center for Public Administration and Policy, Virginia Tech) community.

Larry embodied leadership and the conservation of the best values surround-
Know Your Code

Demonstrate Personal Integrity

Jack D. Kem

The Concept of Integrity

General Charles Krulak, former commandant of the United States Marine Corps, made the following comments at the Joint Services Conference on Professional Ethics (JSCOPE) on January 27, 2000 in Springfield, Virginia:

During the time of the 12 Caesars, the Roman army would conduct morning inspections. As the inspecting centurion would come in front of each legionnaire, the soldier would strike with his right fist the armor breastplate that covered his heart. The armor had to be strongest there in order to protect the heart from the sword thrusts and from arrow strikes. As the soldier struck his armor, he would shout "integritas," which in Latin means material wholeness, completeness and entirety. The inspecting centurion would listen closely for this affirmation and also for the ring that well kept armor would give off. Satisfied that the armor was sound, it also indicated that the soldier wearing the armor was sound of character. He was complete in his integrity...his heart was in the right place...his standards and morals were high. He was not associated with the immoral conduct that was rapidly becoming the signature of the praetorian guards.

Integrity...it is a combination of the words, "integritas" and "integer". It refers to the putting on of armor, of building a completeness...a wholeness...a wholeness in character...

What the ASPA Code Says

The ASPA Code of Ethics makes a strong statement about the importance of personal integrity and character for public administrators. The third major section of the ASPA Code of Ethics is titled “Demonstrate Personal Integrity.” The code states that ASPA members should:

- Demonstrate the highest standards in all activities to inspire public confidence and trust in public service. ASPA members are committed to:
  - Maintaining truthfulness and honesty and to not compromise them for advancement, honor, or personal gain.
  - Ensuring that others receive credit for their work and contributions.
  - Zealously guard against conflict of interest or its appearance: e.g., nepotism, improper outside employment, misuse of public resources or the acceptance of gifts.
  - Respect superiors, subordinates, colleagues and the public.

Announcing...

a new publication from ASPA

Public Administration with an Attitude

by H. George Frederickson

Available for adoption in Fall 2006 classes. To order your review copies, call 202-585-4313. Order now. Review copies are limited.

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

Students preparing for public service careers will benefit not only from the wisdom and insight in Public Administration with an Attitude, but from the pervading theme of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroines moments.

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

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What do you think about the ideas/situations discussed in the column Know Your Code?

Tell us.

E-mail: KnowYourCode@aspanet.org
Senior Scholar  
The College of Social and Behavioral Science (CSBS)  
University of Utah

Responsibilities: The College of Social and Behavioral Science (CSBS) at the University of Utah is launching an exciting new Institute of Public and International Affairs (IPIA) that will house numerous research, teaching, and outreach activities related to politics, public policy, governance, security, and international affairs. The University of Utah is seeking an accomplished senior scholar with expertise in public policy who would be tenured as an associate or full professor in one of the seven departments in CSBS and hold a senior appointment in IPIA. Departments in CSBS include anthropology, economics, family and consumer studies, geography, political science, psychology, and sociology. The successful candidate will be expected to contribute to core public policy teaching, undertake research projects that will advance the IPIA's public policy emphasis, and assist leadership in building the IPIA's regional, national and international reputation during its early, formative years.

Qualifications: We seek applications from individuals who conduct research related to policy analysis and/or policy decision-making whose work would build on existing public policy strengths within the university. Preferred areas of research include, but are not limited to and are not listed in priority order: (1) economic and social well-being, (2) health, and (3) the environment. Researchers with an international perspective will be considered favorably. We encourage applications from individuals who are excited about working in a multi-disciplinary environment. The successful candidate must have a Ph.D., be familiar with current public policy issues, have effective interpersonal skills, and an established, nationally visible, extramurally funded research program.

Application Deadline and Start Date: Applications should be received by October 16, 2006. The search committee may consider applications received after this time until the position is filled. This is a new position with an expected starting date of approximately July 1, 2007.

Contact Person: Inquiries should be made to the IPIA Public Policy Search Committee, c/o Jolaine Randall, 801-581-6493 or jrandall@cppa.utah.edu. Applications should include a letter of interest, CV, a sample of published work, and contact information for three references. Applications should be mailed to: Professor Robert Haefner, Chair, IPIA Public Policy Search Committee, c/o Jolaine Randall, University of Utah, 260 South Central Campus Dr., Rm 214, Salt Lake City, Utah 84112.

The University of Utah is an Equal Opportunity, Affirmative Action Employer, encourages nominations and applications from women and minorities, and provides reasonable accommodation to the known disabilities of applicants and employees.

Faculty Positions  
The Asker School of Public Administration and Policy  
Florida State University

The Asker School of Public Administration and Policy at the Florida State University, offering a NASPAA accredited MPA program and Ph.D. program, has two tenure and one non-tenure track positions at the assistant professor level. 

Position One: teaching in our public financial management specialization is required. Search Chair: Earle Klay. 

Position Two: teaching health systems management is required and other classes to support the MPA and Ph.D. degrees as well as Master of Public Health degree. Search Chair: James Bowman.

Position Three: Executive in Residence (EIR) is a two-year, full-time, non-tenure track position with renewal possible. Duties include teaching graduate courses in public administration. Within two years the EIR is expected to generally take on one or more sponsored projects that help the Askew School serve the international, national, state or local communities in the person’s areas of management or policy expertise. Preference may be given to a person with local government experience, as the Askew School develops a Center in Local Government Management. Search Chair: Lance deHaven-Smith.

For all three positions, teaching and research interests in other areas of public administration in addition to specified fields for each position are welcome. Individuals in nonprofit or information management would be a plus.

Located in Florida’s capital city, the Askew School offers extensive opportunities for research and networking. Faculty members are actively publishing scholars who enjoy working with junior colleagues, and who value good teaching and practitioner experience. The School (http://askew.fsu.edu) is committed to sound scholarship and the foundational values of citizenship and public service. The standard teaching assignment is 2+2 and salary is competitive. The doctorate must be completed by the date of appointment for positions one and two, but is not required for position three. Applications are invited especially from minority candidates. The Florida State University is an Affirmative Action/Equal Opportunity Employer.

Submit C.V., three letters of reference, teaching evaluations (if available) and a sample piece of writing to: [Specific Chair], Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL 32306-2250. Applications should be submitted by October 27th when the first review of applicants will begin, continuing thereafter until the positions are filled.

Assistant Professor  
School Of Urban And Public Affairs  
University Of Texas At Arlington

The School of Urban and Public Affairs (SSPA) at the University of Texas at Arlington invites applications for a tenure-track faculty position in Public Administration at the Assistant Professor level beginning Fall 2007. The successful candidate will be teaching at the graduate level (MPA and Ph.D.). In addition to contributing to core curriculum teaching in public administration, areas of teaching and research expertise must include two of the following:

1. Information Resource Management  
3. Civic Engagement.

Applicants should have a doctorate in Public Administration, Public Affairs, or Political Science. ABDSs will be considered. Preference will be given to candidates who have an established research record with interest in working in a multidisciplinary environment as well as a commitment to community service.

San Francisco State University invites applications for a tenure-track faculty position at the Assistant Professor level, to begin August 2007. The individual would be part of a growing NASPAA-accredited Public Administration Program.

Minimum qualifications include an earned Ph.D. or D.P.A., a demonstrated potential for excellence in teaching, research, and community / university service and the ability to teach other public administration courses. For this position, prior teaching experience and public sector / nonprofit work experience are pluses.

The successful candidate would be expected to teach courses in public and nonprofit budgeting at the graduate level. The faculty member would also be expected to help build the budgeting and financial management curriculum by developing electives (such as financial management). In addition, the successful candidate will be responsible for teaching additional general public administration core and elective courses.

The Public Administration Program at San Francisco State University is a NASPAA-accredited program in a multicultural urban university of 25,000 students. For more information, check these web sites: San Francisco State University (http://www.sfsu.edu), the SFSU Public Administration Program (http://bss.sfsu.edu/mpa/), and the San Francisco Bay Area (http://www.sfgate.com).

To apply, submit a cover letter explaining your interest and qualifications, a curriculum vitae, three reference letters complete with contact information for references, a writing sample, and teaching evaluations / sample syllabi (if you have teaching experience) to Chair, Budgeting and Finance Search Committee, Public Administration Program, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132. In your letter, please discuss other courses you could teach and your planned research agenda. Review of applications will begin October 1st.

San Francisco State University is an Affirmative Action Equal Opportunity Employer. Members of historically underrepresented groups are encouraged to apply.

Assistant Professor of Public Administration  
Budgeting and Finance  
San Francisco State University

The School offers excellent teaching and research support and its location in the heart of the Dallas-Fort Worth metropolitan area provides an ideal urban laboratory for research and community service. The School, with an interdisciplinary faculty, offers five graduate degrees including: Ph.D. in Urban and Public Administration, Ph.D. in Urban Planning and Public Policy, Masters in Urban Affairs, Masters in Public Administration, and Masters in City and Regional Planning. A letter of application indicating research and teaching interests, vita, and three letters of recommendation should be sent to Dr. Sherman Wyman, Chair, Search Committee, School of Urban and Public Affairs, Box 195888, The University of Texas at Arlington, Arlington, TX 76019-0588. Review of applications will begin immediately and continue until the position is filled. The University of Texas at Arlington is an Equal Opportunity, Affirmative Action Employer.

Assistant Professor of Public Administration  
Urban / Local Government Administration  
San Francisco State University

San Francisco State University invites applications for a tenure-track faculty position at the Assistant Professor level, to begin August 2007. The individual would be part of a growing NASPAA-accredited Public Administration Program.

Minimum qualifications include an earned Ph.D. or D.P.A., a demonstrated potential for excellence in teaching, research, and community / university service and the ability to teach other public administration courses. For this position, prior teaching experience and public sector / nonprofit work experience are pluses.

The successful candidate would be expected to teach courses in urban administration at the graduate level. The faculty member would also be expected to help build the urban / local government administration curriculum by offering electives (such as intergovernmental relations, community and economic development and others). In addition, the successful candidate will be responsible for teaching additional general public administration core and elective courses.

The Public Administration Program at San Francisco State University is a NASPAA-accredited program in a multicultural urban university of 25,000 students. For more information, check these web sites: San Francisco State University (http://www.sfsu.edu), the SFSU Public Administration Program (http://bss.sfsu.edu/ama/), and the San Francisco Bay Area (http://www.sfgate.com).

To apply, submit a cover letter explaining your interest and qualifications, a curriculum vitae, three reference letters complete with contact information for references, a writing sample, and teaching evaluations / sample syllabi (if you have teaching experience) to Chair, Urban Administration Search Committee, Public Administration Program, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132. In your letter, please discuss other courses that you could teach and your planned research agenda. Review of applications will begin October 1st.

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Finance Position  
American Society for Public Administration

ASPA seeks candidates to fill a position to perform a variety of administrative duties in finance and day-to-day operations. Position requires a range of Administrative and Management skills. Strong background in accounting and familiar with Quick Books Pro. Candidate must be well organized and detailed oriented. Salary: DOQ. Send cover letter and resume to dacrevy@aspnet.org.
## August 2006

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<td>15-17 ASPA’s Mid-Year Leadership Meetings Washington, DC</td>
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<td>5-6 2006 International Conference on Public Administration (2nd ICPA) Government Innovation and Reform</td>
<td>Location: Warwick University, Coventry, UK Call for Papers Deadline: July 15 Contact: Don Menzel, <a href="mailto:donmenzel@tampabay.rr.com">donmenzel@tampabay.rr.com</a></td>
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<td>22-24 Community is a Contact Sport, symposium on city-university relations</td>
<td>Location: Clemson University More Info.: <a href="http://www.clemson.edu/town-gown">www.clemson.edu/town-gown</a></td>
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**For more detail on any of these events, click the link to ‘Conferences’ on the ASPA home page**

**www.aspanet.org**

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**VOL. 29 NO. 8 AUGUST 2006**

**PA TIMES**

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**ASPA’s 68th National Conference**

Washington, DC • March 24-27, 2007

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Visit www.aspanet.org for more information.

ASPA’s Conference will be held at the Omni Shoreham Hotel in Washington, DC