Federal Government Must Hire Nearly 193,000 Workers To Fill Critical Jobs

Police Officers, Investigators, Food Inspectors, Security and Prison Guards, Airport Screeners, Border Patrol and Immigration Agents Top the Wish List

Senior Public Servants Say Better Service a Priority

Governments Focus on Service Quality Ahead of Value for Money and Accountability

After the Crash
Assessing the Immediate and Long-term Effects of Disaster on a Small Town

Washington, D.C.–The federal government is hiring, and if your background is in security, you’re at the top of Uncle Sam’s most-wanted list according to a new report–“Where the Jobs Are: Mission Critical Opportunities for America,” released by the Partnership for Public Service. The report outlines government-wide projected hiring needs through 2009 and is based on a survey of 34 federal agencies representing nearly 99 percent of the federal workforce.

The survey finds nearly 193,000 mission critical jobs need to be filled in the next two years, including 62,863 security and law enforcement related jobs. The number of compliance and enforcement hires is up nearly four-fold compared to 2005 figures – and include 27,243 new border patrol agents, customs officers, immigration agents, food inspectors, criminal investigators and airport screeners.

[Image: Photo by James Tourtellotte]
Background in Security Could Net a Job with the Federal Gov.

From FEDERAL JOBS, pg. 1

According to the report, two key factors are driving the federal government’s hiring projections for the next two years:

• The need to keep Americans safe. More than 83,000 jobs need to be filled at agencies charged with protecting and serving the nation—47,497 jobs at the Department of Homeland Security and 35,505 jobs at the Department of Defense;

• The need to replace hundreds of thousands of retiring federal workers. Nearly one-third of the 1.6 million full-time federal workforce is expected to retire or resign in the next five years.

“...I can think of no better way to display one’s patriotism than to work for our country. This report confirms that the job opportunities are there. People just need to seize them,” said Max Stier, president of the Partnership for Public Service.

In addition, the report finds the federal government needs to hire:

• More than 23,000 nurses and nursing assistants, along with physicians, pharmacists and occupational therapists to fill 35,350 medical and public health jobs.

• Biological scientists to address the threat of bioterrorism. The Department of Agriculture projects 2,402 hires and the Department of Homeland Security expects to hire nearly 1,000 workers.

• Transportation security officers for 22,329 jobs at the Department of Homeland Security.

• More than 8,300 contracting experts at the departments of Defense, Homeland Security and other agencies.

• Accountants, tax examiners, auditors, and budget and financial analysts to fill 21,246 jobs at the IRS, Department of Treasury and other agencies.

• IT experts for at least 11,562 positions.

• Attorneys, paralegals and other legal positions to fill 9,691 jobs at the Department of Treasury and other agencies.

• Air traffic controllers to fill 15,004 jobs at the Department of Transportation over the next 10 years.

Additional report highlights, for the job seeker:

• The federal government offers recruitment bonuses, retention incentives, relocation incentives and graduate school scholarship. And, they offer student loan repayments—up to $10,000 per year for a total of $60,000 in exchange for at least 3 years of service.

• The Department of Justice leads agencies in student loan repayments, granting 3,073 repayments at more than $27 million.

• There are jobs for every interest and skill, with more than 2,000 separate job categories at 15 cabinet-level agencies, 20 large and 80 small agencies.

• Jobs are available all over the world. About 86 percent of federal jobs are located outside of Washington, DC, and more than 50,000 are stationed abroad. Areas with the highest numbers of federal workers include Norfolk-Virginia Beach-Newport News, Baltimore, Philadelphia, Atlanta, San Diego, New York City, Chicago, Salt Lake City, Oklahoma City and Los Angeles.

• The federal government values diversity. About 17.6 percent of all workers are African-American, 7.6 percent are Hispanic, 5.2 percent are Asian/Pacific Islanders and 1.9 percent are Native American.

To find federal job vacancies go to OPM’s www.usajobs.gov and for job seeker tips visit www.makingthedifference.org, the Partnership’s site for students interested in federal careers.

For more information go to www.ourpublicservice.org

Senior Public Servants Struggle with Management Issues and Funding

From BETTER SERVICE, pg. 1

This has a knock-on effect on sourcing and e-government. On procurement, 43 percent said that lack of skills and specialist knowledge were their biggest challenge. And on effective management of technology projects, poor project management was the most pressing problem for 37 percent.

Officials also reported difficulties in calculating the real costs of public projects, and their benefits. Costs were a problem for 39 percent and raising the necessary funds was difficult for 31 percent.

“This could explain one of the more surprising findings of our survey,” said John Herhalt, chair of KPMG’s Global Government Sector practice. “We found that 54 percent of our respondents favored private finance initiatives or user fees over taxation as a method of funding public sector projects.

“At a country level, we found that the interest in non-tax funding was strongest in Canada, Germany and the U.S., perhaps because it is understood that the UK and Australia have already made significant advances in this area. We found it very interesting that the administrations so keen on introducing private sector management methods should also want to adopt private sector funding mechanisms, where and when it is appropriate to do so.”

Mr. Herhalt pointed out that direct linkages between funding and service delivery performance can be a very strong mechanism for resource allocation. “With tax revenues under pressure all over the world, we think that these different methods of funding are going to become more and more popular.”

Despite the emphasis on service improvements, only 39 percent of respondents said that their departments had a formal system for gathering and analyzing feedback from citizens. A third said that they either did not have a feedback system, or didn’t know whether they had.

“This must be a priority for governments,” said Herhalt. “We found several departments which claimed that their efforts to improve engagement with citizens have helped them deliver better results in their drive to improve service quality. We see evidence of a strong focus on improving performance measures and changing incentives for performance, which is tied to the overall agenda for managerial reform. In making this all work, there is little substitute for actually asking constituents what they want.”

This was, he said, an example of where best practice in one part of the world can be introduced in another. “We see so much convergence in the aims and methods of these administrations,” he said, “that we think there must be strong arguments for a lively cross-border debate to share experience, in the interests of better government for all.”

A copy of the survey can be downloaded from KPMG International’s website at http://www.kpmg.com/PerfAgenda.
Many in the field of emergency management may well find themselves at odds with individuals who working in the field of homeland security, especially if those in working in the field of homeland security have no emergency management background. Individuals who have spent years in the field of emergency management have had first-hand experience of dealing with all facets of emergency management and they understand the emergency management cycle. They have engaged in collaborative inter- and intra-governmental efforts and they have a hands-on approach to public service. This may not be the case for those who are in roles of responsibility in the newly emerging field of homeland security.

When individuals who do not have a background in emergency management are placed in positions of authority over individuals whose background is in emergency management, a difficult situation may result. A comparable situation might occur in a hospital in which medical doctors who specialize in emergency medicine, report to individuals who may lack a background in emergency medicine, but who also lack a background in the general field of medicine. Differences in backgrounds may provide little basis for mutual understanding or even a common sense of mission. Such differences can play a significant part in impeding the effectiveness of collaborative efforts.

There are other differences in perspective and background that can separate those in homeland security from those in emergency management; indeed, there are factors that can divide individuals within either field. Within the field of emergency management, there is a diversity of viewpoints concerning what the field should focus on and how the field should evolve. In addition there are major differences of opinion concerning what the relationship of emergency management and homeland security should be. There are differences of opinion concerning what it means for either field to have an all-hazards approach. There are differences of opinion concerning the extent to which either or both of the two fields should define and focus on catastrophic events.

Those whose specialization is in emergency management may mean one thing when they speak of an “all-hazards approach”. Those whose specialization is in tactics of mass disruption and weapons of mass destruction and who have no grounding in the field of emergency management may attribute a very different meaning to the words “all-hazards approach.”

Another way of looking at the differences between those with backgrounds in emergency management and those without such backgrounds is the time frame that may be used when they think about emergency management. Those with backgrounds in emergency management may well use an approach that reflects a long term time frame. This can help explain why those in emergency management would feel it important to focus so much attention on mitigation and planning and preparedness for contingencies and continuity of operations.

This would explain why so many veterans of the field of emergency management have felt so strongly concerning those changes in the government’s approach to emergency management that came about post September 11, 2001. Those unfamiliar with the field of emergency management seemed to have assumed that the elements of the emergency management cycle could be easily and even fruitfully separated from each other. These elements could not be and they are now being reintegrated.

What has happened to the field of emergency management since Sept. 11? The fledging field of homeland security is composed of many individuals who have had no substantial background in emergency management and no experience in coordinating inter- and intra-governmental efforts, both of which are integral to emergency management.

Those in emergency management are being challenged to develop expertise in ruffled specialty areas involving tactics of mass disruption and weapons of mass destruction and those in homeland security are being challenged to assimilate decades of knowledge, experience, and understanding even a field that is foreign to them, the field of emergency management. Post-Hurricane Katrina, those in both fields are also being challenged to develop their approaches to these catastrophic events that has existed in recent decades. Where does that leave us and what might be done to help address this disparity in backgrounds and perspectives? In-service training and education could make a great difference.

Indeed, while there has been movement in that direction, many of those involved in helping provide direction for in-service training and education efforts as well as those providing direction for pre-service training and education efforts, do not always have backgrounds in emergency management or do not always have cross disciplinary backgrounds that would enable them to guide training and education efforts along the most productive lines possible.

Indeed, an extremely wide range of perspectives exists concerning what should be the focus of education and training efforts in the fields of emergency management and homeland security. These differences in perspectives reflect the overall differences in approaches and perspectives among practitioners and policymakers involved in emergency management and homeland security. Such diverse perspectives have also been in evidence at major summits and conferences held on the topic of emergency management and/or homeland security-related education as recently as spring of 2007.

Paula D. Gordon

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Paula D. Gordon
Collaboration: A Critical Emerging Trend

Adam Sutkus

The devastating effects of Hurricane Katrina made the nation keenly aware of the need to prepare for emergencies of all types, both natural as well as human-caused. The Gulf Coast disaster was a stark reminder of the critical role intergovernmental coordination and collaboration in emergency response and homeland security.

Since September 11, 2001, the nation’s emergency management and new homeland security organizations have been struggling to create the systems and conduits for accessing and delivering billions in federal funding, design prioritized approaches to public safety, and to engage with the public and interdisciplinary stakeholders. To help solve these strong challenges, many states are taking aggressive steps to employ the elements of collaborative problem solving to accomplish vital public safety goals.

What are the primary elements of a rigorous collaborative policy development structure? First, it is important to say what it is not—it is not merely inviting people to a meeting on the fly and setting around “talking.” What it is—a specifically structured interaction, designed in advance for neutrality and priority outcomes, enforced through a dialogue of fair and jointly-accepted ground-rules, pursuing an interest-based, positional–framework for dialogue, and ultimately, resolution. The steps are many, but essentially form around the following distinct phases—which can be integrated into one large meeting, or into a multi-year complex effort:

- **Settle** mission & goals of the task; develop ground rules for decision-making, press/observers, roles and interaction parameters; decide on meeting logistics and schedule; train on interest-based collaboration; determine ongoing communication and accountability systems with key players, leaders, and outside stakeholders; finalize process design, design educational phase.
- **Educational**: Review key legal/stakeholder framework and context; develop common understanding of problems, tasks, and issues; a thorough understanding of all interests and perspectives involved; understand options if one doesn’t participate; develop common information base—what info do we have? What do we need? What information is accepted by all? What needs information is needed and how to get it? (Data gaps); members educate outside-the-room key players, leaders, and other stakeholders of what is under way. Develop framework for policy negotiation–range, items, and order of issues to be addressed.
- **Negotiation/Resolution**: Turn understood interests into decision-making criteria; work option generation–brainstorming and inventing without deciding; linking and packaging agreements (gives and get); generate agreements in order of priority first, then agreements in detail; receive constant feedback/validation from outside-the-room constituents; develop agreements with “quid-pro-quo” linkages and assurances for mutual commitments; integrate implementation into agreements; pursue formal ratification, adoption, or approval by constituencies and leaders.
- **Assessment/Planning**: Linking agreements to external decision-making; monitoring implementation to assure compliance and respond to changing, future conditions.
- **Implementation**: Linking agreements to external decision-making; monitoring implementation to assure compliance and respond to changing, future conditions.

These steps are emerging as powerful organizational tools in the nation’s struggle for inclusive, effective, and implementable policy in the context of emergency management and homeland security—especially in the post 9/11, post Katrina world. From my vantage point at the Center for Collaborative Policy (CCP), California State University, Sacramento, I was pleased to assist an innovative approach towards policy-making for the field of emergency management and homeland security.

**Case Study**

**California Embraces Collaboration**

Interoperability

In the summer of 2005, the CCP team began working with the Governor’s Office of Emergency Services and its partner agencies outlined in state legislation to assist them with developing a strategic approach for communications modernization and interoperability. CCP staff provided strategic consultation, organizational design, and meeting facilitation policy mediation services to the State Office of Emergency Services and two key Interoperability organizations. After almost two years of previous inaction, within six months thirteen state agencies came together and successfully completed a strategic plan for State agency communications modernization and interoperability. The Public Safety Radio Strategic Planning Committee (PSRSPC) completed its 2005 update and strategic plan, which was submitted to the California Legislature and became a cornerstone of the State’s effort in this vital emergency response area throughout the next year.

The implementation of this plan, and the continuing design for the subsequent 2006 report to the legislature was successfully completed as 2007 began. Work also commenced with the California Statewide Interoperability Executive Committee (CALSIEC), a group tasked with statewide regional interoperability that is mandated by the Federal Communications Commission, primarily consisting of local governments, to accomplish many similar multi-agency/multi-stakeholder tasks. The level of coordination and collaborative policy design was cap-stoned in 2006, when the membership of both organizations participated in a joint ‘beta-test’ feedback workshop held concurrently at three sites statewide—through audio and video-conferencing—to receive comments and suggestions on the draft statewide strategic plan. Coordinating the efforts of these two organizations across their diverse stakeholder memberships and multiple statewide committees continues to be a focal point of the state’s work in the disaster/homeland security area for some time to come.

**NIMS Compliance**

Another key statewide project involved assisting the Emergency Management and Homeland Security community throughout California meet compliance requirements for the new National Incident Management System (NIMS) required of all states, to be eligible for additional federal grants in 2007 and beyond. NIMS requires the involvement of a comprehen-sive and multi-disciplinary cadre of stakeholders at all levels of government, the private sector, Tribal Nations and the non-profit/volunteer community.

The California Office of Emergency Services engaged a design consisting of ten committees covering a wide range of key policy issues important to the state and invited a cross-section of stakeholders to participate throughout. The result was strong support for this open dialogue, where the user communities themselves participated in the policy and program development mechanism.

A stakeholder-driven “workbook” for local government, state agency, and Tribal compliance was created by rolling up suggestions and comments into a common framework template and then re-releasing the final document to the users statewide and convening workshops to assist with active documentation and implementation. The intensive effort was completed in time for California’s Director of the Governor’s Office of Emergency Services to declare the state in compliance at a public forum of the group’s executives—attended by the Department of Homeland Security, ensuring uninterrupted grant and policy authority for the next year.

Not only does this form of consensus policy development assist with working through complex disaster response planning issues, it also sets the stage for long term implementation success—since the user community is helping to craft the very compliance documents they will soon be asked to complete.

**Other Applications in EM/HS**

In addition to the NIMS and Interoperability efforts in California, project have been engaging utilizing the design and concepts of collaborative governance in several other areas, including: developing new emergency medical volunteer operation inter-agency guidelines through a stakeholder-driven mechanism; assisting initial design and strategic plan development for California’s State Citizen Corps Council, holding a community forum with public participation in the design of an evacuation plan for a city’s special-needs community; facilitating a summit for emergency response officials and local political leaders to address one community’s flood risk; and designing/facilitating a policy discussion forum for an executive branch collabora-tive group to address joint policy, budget, operational and strategic planning priority setting. Stakeholders from all levels of government and beyond—spanning the field from Homeland Security, Emergency Services, voluntary organizations, community-based organizations, Tribes, businesses, industry, and the public—have been engaged in these efforts.

**Something New Invariably Brings Challenges**

Although working together is not necessarily new for the emergency management and homeland security community, doing so in an organized and strategic manner brings its own set of road-blocks that all involved parties will have to recognize and work through to achieve the full, true potential for this methodology of collaborative policy making:

- Pre-existing silos of coordination is one of these barriers. The Law Enforcement community is necessarily and appropriately tied around a culture of confidentiality and accountability with an emphasis on intelligence, hierarchy and secrecy. The Fire and Rescue service has a long standing tradition of non-involvement and non-admittance build upon the Incident Command System.
Lessons Learned in Collaboration and Coordination: Broward Sheriff’s Office as a Case Study

John Carroll, Leslie Taylor

Broward County is the 15th most populous county in the United States and second in Florida. The county has more people than 16 U.S. states and accounted for almost 10 percent of the state of Florida’s growth in the 1990s. The county was home to 1.7 million people in 2005, and is projected to grow to 2.4 million by 2025 according to the Broward County Planning Services Division.

The Broward Sheriff’s Office (BSO) has more than 6,300 employees (sworn and unsworn) in three functional departments: law enforcement, detention, and fire rescue services allowing the county to better prepare and respond to critical incidents. The functions of the two entities are more similar than different. For instance, the merger achieves both through the elimination of duplicative functions, institutional joint professional training by realigning the training department, and reducing replacement and maintenance costs. The functions of the two entities are more similar than different. For instance, the improvement of emergency management and public safety to deal with terrorist threats, Weapons of Mass Destruction (WMD) and chemical and biological proliferation.

BSO and BCFR.

The merger transition process, it was essential that the daily verbal language of each discipline be respected and learned by others. Additionally, the issues of coordinating work tasks within the different disciplines and how ideas and protocols were to be integrated to effectively work across the departments had to be resolved. Most importantly, joint responses to hostile environments had to be considered. To do this, each discipline had to fine-tune its own set of standard operating procedures and then test each scenario utilizing a joint response approach.

Each lesson learned was beneficial to strengthening the agency and its unified response. The result forced the agency into the proactive step of instituting an Incident Command System (ICS) course for training managers and supervisors. This specialized curriculum and training provides the tools needed to build on the basic principles of unified command and coordination. The next logical step was for the agency to begin re-structuring its Emergency Response Plan to become a fully integrated Incident Command Systems Plan, formally adopting the elements of the National Incident Management Systems for 2006. It should be mentioned that a plan of this nature would not have succeeded without the input from other stakeholders. There were several individuals and organizations that were significant in the development of the consolidation concept. Senior administrators with Broward County Fire Rescue made significant contributions to the formation of a consolidated public safety agency.

Likewise, county commissioners assisted in the refinement of the proposal. The citizens of Broward County also provided input that was incorporated into the final plan. Furthermore, the success of the merger could not have been accomplished without the support and dedication of each of the fire rescue employee unions. Prior to the merger, each union functioned independently of the others, which often created confusion and chaos among fire members.

Under the leadership of Sheriff Jenne, union representatives with the support of their memberships, agreed to dissolve each of their union locals and create one union, with one contract for all fire members. This agreement and resulting contract was a crucial piece that paved the way for this collaborative management initiative. The agency has increased its operational capabilities since the merger regarding the management of crises and disasters. One of the critical lessons learned operationally is that joint pre-planning is the key that helps to mitigate disasters.
Lessons Learned vs. Lessons Noted:
The Case of Katrina and Flood Control

Beverly Cigler

Hurricane Katrina took more than 1,600 lives. It was the most expensive U.S. hurricane, costing more than $100 billion. A million people were displaced and tens of thousands of buildings destroyed over 90,000 square miles, along with destruction or damage to thousands of businesses, homes, and power and communications infrastructure.

Hurricanes Katrina and Rita occurred about a month apart and led to severe and sustained flooding, which caused most of the damage. The storms converted 118 miles of protective coastal wetlands to open water. Among unprecedented levels of debris were millions of gallons of oil and unknown amounts of hazardous materials with undetermined health effects.

The 2005 Great Flood of New Orleans was not an “act of nature” or a “natural disaster.” Sitting below sea level, the city is a dramatic example of placing people and property in harm’s way. Most Americans live within a reasonable drive to a coast and 75 million live in coastal areas. The majority of our communities are in floodplains. People choose to live on fault lines or in canyon areas prone to drought and wildfires. We rebuild after disasters and often without plans that take into account the interdependency of the human, built, and natural environments.

Everyone is Physically Vulnerable to Natural Hazards

Everyone is physically vulnerable to escalating losses from natural hazards. Worldwide, nearly 200 million people live in coastal flood zones, at risk from storm surges and cyclones. The economic costs of disasters rose 14-fold over the last 50 years and totaled $1 trillion in just the last 15 years. Eight of the 10 most crowded cities in the world are at hazard from earthquakes and 6 out of 10 of these are vulnerable to storm surges and tsunamis. Twelve of the 15 largest cities in the world will be in developing countries by 2015. A billion people already live in slums and shanty towns on unstable land in poorly built structures. By 2020, the numbers could double.

Every U.S. region is vulnerable to natural disasters of some type: flooding, hurricanes, tornadoes, ice storms, wildfires, high winds, heat waves, landslides, earthquakes, etc. Post-Katrina attention has focused on problems with disaster response and recovery, and preparation issues such as training and funding.

A crucial part of emergency management, however, is mitigation that avoids the disaster in the first place. The U.S. Geological Survey and the World Bank recently estimated that an investment of $40 billion could have prevented $280 billion worth of losses between 1990 and 2000. A sevenfold return is an investment bargain.

Structural vs. Land Use Options

Flood prevention can result from costly structural options such as dams and levees and sound land use techniques. These include locating people and property away from harm outside of the floodplain; raising structures on stilts; using floodplains for uses compatible with floods, such as parks that can dry out and not houses that are destroyed by water, mold and seepage of toxins; and using stringent building codes.

Structural options are not always reliable. New Orleans’ 350 miles of levees were breached and topped, with subsidence resulting in some levees that were several feet lower than planned. The Hurricane Protection District system was incomplete and some levees were built with materials susceptible to eroding. Katrina and Rita highlighted the lesson that structural flood control can increase flood damage, by causing false security and, thus, new development in hazardous prone areas.

The problem has not been the amount of funds available for water projects, but how funds are spent. Louisiana has received more funds for water projects than any other state over many years. However, only a small amount of the funds were used for structurally sound levees in a spending system characterized by earmarks and pork barrel projects.

Oil and gas exploration, along with a complex and widespread system of navigational canals, have allowed salt water incursion to erode Louisiana’s coastline for decades. Millions were spent to drain wetlands, rather than focusing on adequate flood protection measures. Katrina and Rita, however, accelerated the rate of loss, claiming more than 200 square miles of land.

 Destruction of barrier islands reduces them as buffers against storm surges. Wetland destruction leaves regions vulnerable to hurricane destruction as land losses its ability to bleed off wind speed or soak up storm surge. This may have been a wake-up call to policymakers.

Sound land use decisions over the decades in the Gulf Coast would have lessened the loss of coastal property from Katrina and Rita and been kinder to the “public wallet” during reconstruction. Historically, coastal restoration advocates emphasized the loss of fish, waterfowl and other wildlife, as well as threats to migratory birds, including some threatened species.

Major coastal restoration measures were opposed by oil and gas exploration interests and fishermen, who judged that the incursion of fresh water into marshes would upset the balance of salt and fresh water where shrimp and oysters thrive. Since the sudden devastation by Katrina and Rita, however, objections largely have been stifled. Louisiana has passed a statewide building code. New Orleans’ fragmented levee board system has been consolidated.

Post-Katrina, the need for coastal restoration is being framed in economic terms: the need to buffer against storm winds and surge provided by wetlands so that oil and gas production is disrupted less frequently and the need to protect the 7,000 ships that pass through the Port of New Orleans each year, carrying grain for export and bringing in goods. Louisiana legislators have also unanimously voted to create a series of gates to control the release of silt-laden Mississippi river water to sustain existing wetlands and rebuild some of those buried by the encroaching Gulf of Mexico.

This would be the largest scale project of this nature in U.S. history and would take decades to build and cost more than $50 billion. Since the 1930s, Louisiana has lost an estimated 1.2 million acres. More than 13,000 acres per year are swallowed by salt water, posing threats to many communities and industries and making the consequences of not acting very significant.

Most national policymakers, however, have been silent about linking known vulnerability assessments and risks with rebuilding plans. Many ignore Katrina’s lessons and promote authorization of questionable water projects.

Others, however, seek to modernize the Corps of Engineers by changing the criteria used to evaluate projects so that new development in harm’s way is not encouraged or subsidized. Other proposals are to reduce costs through establishing priorities for water projects and having independent peer review of key projects, as well as making projects more environmentally sensitive through improved mitigation standards.

The long term recovery and rebuilding of New Orleans and the Gulf Coast affords the opportunity to dramatically reshape government policies more broadly.

Natural disasters are inevitable but losses of lives and property can be reduced. Making physically vulnerable areas both economically and environmentally secure can be done while protecting the public’s wallet. Mitigation is crucial to sound emergency management.

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SPECIAL SECTION

The State of the Emergency Management

Central Role of Parks and Recreation Agencies in Managing Emergencies
Drabczyk and Schaumleffel further suggest the role of park and recreation agencies in facilitating the use of recreation and sport facilities in response to major hurricane disasters occurring in the last ten years, demonstrated a central function in emergency response and recovery activities.

In many communities, park and recreation agencies, serve a central role in emergency response, because: there is a potential for terrorism to occur at recreation and sport venues. Recreation and sport facilities are frequently used as headquarters for emergency response and victim services; (e.g., use of the New Orleans Superdome and Houston Astrodome as evacuation centers for evacuees of Hurricane Katrina); and park and recreation agencies are able to marshal vital personnel such as skilled laborers, heavy equipment operators, and foresters to assist with critical emergency response tasks (i.e., restoration of power, clearing of roads and downed trees, etc.)

Lessons Learned
Over the last decade what has been learned from mobilization to mitigate the aftermath of natural catastrophes that is valuable to other park and recreation professionals and public administrators; Mutual aid agreements, training, exercising, interaction with FEMA officials are often cited as common areas of concern by park and recreation agencies after the disaster has been rectified.

Mutual Aid Agreements
Clear and concise written mutual aid agreements are extremely important to the preparedness process because disasters will ultimately overwhelm the communities that are affected. Also, the anxiety of not having specialized personnel or equipment for such things as a hazardous material spill is quite burdensome on emergency managers and first responders. In addition, a single disaster may not affect just one jurisdiction but several. Mutual aid agreements can help resolve some of the frustrations resulting from resource scarcity, personnel shortages and the need for specific expertise. Mutual aid agreements are considered legally binding contracts entered into by one or multiple jurisdictions and they should be treated as such. Authorized signatories representing participating jurisdictions are required to approve the contract.

While mutual aid agreements are very beneficial in disasters, they are also sources of problems and conflict. Emergency managers should consider the following questions when developing mutual aid agreements:

• Is equipment interoperable?
• What happens when the other jurisdiction refuses to respond? Are there clauses in the contract that cover justified reasons for not responding?

Training
The most important principle of good disaster preparedness planning is that it must include training as a key component. The goal of training in emergency management is to bring order to chaos during a disaster. In their article “The Impacts of Disaster Management on People’s State,” Perry and Peterson write, “it is the activity that truancy information is needed as needed by the plan into a coherent program that can be imparted to responders.”

Training teaches first responders and key officials how to respond to new stresses presented by a disaster; it also teaches the accepted norms of carrying out a job or skill. Training involves not only teaching
More Similar Than You Might Think

John Kamensky

In my years in government, I thought there were distinct differences between the public and private sectors. In fact, there have been different goals, different incentives, different motivations for action, different forms of accountability, and different standards for behavior. But after six years in the private sector, in a large company, I’m repeatedly struck more by the similarities than the differences, especially in the mechanics of how workplaces, people, and organizations facing similar problems react in much the same way.

A new book, *Transforming Performance Measurement*, by Dean Spitzer, certainly reinforces this observation. Spitzer’s book is about the need to change the way performance measures are used in the private sector, and is built on lessons from corporate America.

He says “Measurement is potentially one of the newest leverage activities any organization can perform,” yet he finds that most companies treat it as peripheral or superfluous. He says that only 35 percent of companies have a dedicated role for their performance measurement system as effective or very effective. Interestingly, this is about the same as in the public sector, according to surveys reported in academic journals and by the Government Accountability Office’s 2004 review of the implementation of the Government Performance and Results Act.

Spitzer notes the “paradox of measurement” is such that while employees win if being measured at work, they would be “horrified at the prospect” of golfing, bowling, tennis—or any other sport—“that would not keep score.” He sees bridging this “dissonance gap” as the biggest challenge in most organizations.

He says that “when measurement is used for the purpose of improvement rather than to make judgments or place blame, and when it is focused on the right measures, its true power is revealed.” Spitzer’s observations are virtually identical to those of public administration performance measurement expert, Shelley Metzenbaum, who wrote a report on performance management about the same time about getting his or her job done. Metzenbaum’s report, Spitzer does not write about how to do measurement, but rather how to create the right environment for the effective use of measures. He says most measurement systems focus on looking good rather than being good.

Spitzer offers five observations to corporate executives that have special relevance to the public sector:

**Create a measurement framework.** Spitzer notes that companies collect and report measures for a variety of purposes. He says that many use the Balanced Scorecard approach and categorize existing measures into the Scorecard’s four quadrants—financial, customer, process, and learning and growth—with thinking through how the various measures interrelate and create value for the company. He says that companies need to create measurement frameworks that “communicate the logic of the business, or a segment of the business.” He says this can be done using strategy maps, logic models, causal chains, etc. But that it is important to put your measures into a broader context. An example in government would be linking outcome measures (such as the reduction in childhood diseases) to output measures (such as the percent of infants immunized).

**Interactivity among measures highlights value creation (or not).** Understanding the relationships among measures is essential: “Without integration of measures, the organization will inevitably be operating at cross-purposes, often impossibly, wasting resources that could be focused on mutually creating real value,” Spitzer notes. Efforts to integrate measures often highlight potential tradeoffs and difficult decisions. This often occurs when you set out to integrate measures either vertically in a “value chain” or horizontally across common processes.

Vertical integration attempts to connect employees to organizational outcomes. Horizontal integration connects across organizational functions and processes. In government, an example of vertical integration would be ensuring IRS employees collect the right amount from the right person at the right time. Horizontal integration would be how procurement, personnel, and travel systems support an IRS employee in getting his or her job done.

Unfortunately, in both the private sector and government, most measures create and reinforce silos unless they are cross-functional—which creates incentives to work together rather than separately. Unfortunately, cross-functional measures tend to be seen as reducing individual accountability—which can be a tradeoff when designing your measurement framework.

**Dialogue about performance is important.** The purpose of measurement is not to collect data,” says Spitzer, “but to create knowledge and wisdom.” Spitzer, like Metzenbaum, says that the goal of measurement is to learn how to best improve performance. And the best way to do that is to encourage discussions around the “line of sight” measures between what an employee is doing and measuring, and organizational results.

According to Spitzer, “Nothing is a more powerful stimulus to learning than conversations around measurement framework questions.” Measurement framework questions, he says, can revolve around questions such as “What does the evidence say,” “Is this logic correct?,” and “What is most important to customers?” In government, these dialogues are occurring at the state and local levels via forums such as CompStat, CityStat, and StateStat meetings (all described in my columns this past year).

**Intangibles can be measured.** In the private sector, as much as 80 percent of some companies’ market value is accounted for by intangible assets such as trust, innovation, intellectual capital, customer equity, and leadership. Rarely do intangible assets appear in a company’s financial statements, but they are accounted for in stock value. Interestingly, much like the public sector, existing corporate measurement systems tend to track less than half of their organization’s value. Yet there are measures for intangibles. For “trust,” there are behavioral audits; for “innovation,” there are climate surveys; for “intellectual capital,” there are inventories and use patterns, etc. The important action is to measure the intangibles if they are of value. In the public sector, this is especially true since many service results it delivers are seen as intangible: safe neighborhoods, economic security, competitive job markets.

You need a Chief Measurement Officer. Spitzer says that a lack of concentrated measurement leadership in most companies can cause disparate measurement systems, measurement silos, disintegrated data, and a lack of vertical and horizontal alignment that leads to sub-optimizing behaviors. These symptoms often plague public sector agencies as well. Spitzer calls for a “Chief Measurement Officer” because only in rare instances does the Chief Executive Officer of a company take responsibility for its performance measurement framework. When the CEO does not take ownership, then it typically fails to the chief financial officer, or the chief information officer, or someone else, and they tend to apply the lens of their discipline, not the corporate-wide view. This reinforces “silo” behaviors. Again, this tendency is mirrored in public sector organizations. It is not clear that a separate office is needed so much as the CEO (or agency head) to take ownership. Spitzer highlights well-known and successful CEOs who took this approach, such as the heads of General Electric, Motorola, and Federal Express.

In addition to his insights, Spitzer offers a comprehensive list of 34 different potential “Measurement Action Plans” executives can apply, ranging from “customer engagement” measures, to “economic value added” measures, to “knowledge flow” measures. By araying this “state of the art” in measurement approaches, executives can get a sense of both the diversity of measurement approaches as well as which approaches fit best in their own organizational environments—in both the private and public sectors.

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Robert Lavigna

In my March column, I wrote about a new research project being conducted by my organization, the Partnership for Public Service. The Partnership is a nonpartisan nonprofit dedicated to attracting talented people to government, and helping transform the way government works. In this new research, Fed Experience, we are assessing the feasibility of attracting private sector retirees to government for “encore careers.” While our focus is on the federal government, the issues and the solutions are similar for all levels of government.

In 2006, the first baby boomers began entering their sixties, which means an historic retirement wave will soon sweep across the nation. With a workforce that is older than other sectors, government will be hit particularly hard by this exodus of talent.

Here’s just one example. I recently spoke to a group of managers of a California state agency. To prepare my remarks, I reviewed retirement projection data including the statistic that 36 percent of the agency’s executives and senior managers can retire right now. Other public agencies across the nation face similar, or even worse, situations. As one government HR director said recently, “Sometimes I feel like I have to lock the doors and windows.”

Consider these sobering facts:

• According to one estimate, sometime next year the demand for labor in the U.S. will exceed the supply of workers. And, unlike private sector employers, many government agencies do not have limited ability to fill this gap by off shoring work or hiring non-citizens.

• The private sector has a higher percentage of older workers than the private sector. For example, almost 35 percent of local government employees nationwide are 50 or older, compared to 23 percent of private sector workers. The average federal employee is 47–older than the average private sector worker.

• Government employees are much more likely to have four-year or graduate degrees than their private sector counterparts. For example, about 50 percent of state government employees nationwide have at least a four-year college degree, compared to about 25 percent in the private sector. This need for well-educated talent further limits the available labor pool for government.

While the upcoming brain drain is a legitimate cause for concern, there’s also a silver lining. This is an historic opportunity to revitalize and reshape government, if we do the right things to attract and develop talent.

There is no single solution for how government should address the talent challenges that retirement losses will create. But, one way to help fill some of these talent gaps is for the public sector to enlist the fastest-growing labor pool in the nation—people age 50 and older.

There are good reasons to do this, including simple arithmetic—the millions of baby boomers who have already begun to retire represent an unprecedented source of experienced talent. But this is more than just a numbers match; there is also an interest match. Many boomers don’t want to retire to a life of leisure. To the contrary, many want to continue to work, but in jobs that make a difference. AARP polls show that eight in ten members approaching retirement age plan to continue working, and a survey by the nonprofit organization Civic Ventures showed that 58 percent of those in their fifties do not do work that will improve the quality of life in their communities. And isn’t that a big part of what government is all about?

While the idea sounds straightforward, opening this spigot of talent will not be easy. There is much to learn about how to attract experienced talent to government, and then how to help these people succeed. That’s why the Fed Experience project is designed to learn the facts about the perceptions and expectations of baby boomers, and how government agencies can hire and retain experienced talent.

The response to Fed Experience has been positive. Our press event to launch the program and the Partnership white paper, “Are You Experienced? How Boomers Can Help Our Government Meet Its Talent Needs,” was a standing-room-only event. Other organizations that focus on baby boomers, including AARP, Civic Ventures and The Atlantic Philanthropies, have signed on to support the research.

Fed Experience also supplements the U.S. Office of Personnel Management Careers Patterns program, an innovative approach that has identified ten demographic scenarios, including “retirees,” that federal agencies must focus their recruitment and retention programs on. Moreover, our research has implications for all levels of government.

So far, so good–right? Well, almost. Among the responses to Fed Experience has been an undercurrent of concern that hiring older workers “outsiders” will reduce advancement opportunities for current employees and also limit opportunities for young people to enter public service.

For example, the April issue of PA TIMES included a thoughtful response to my March column. The writer argued against recruiting experienced talent from the private sector because these people won’t know how to operate effectively in government, and hiring experienced outsiders from the private sector will limit the opportunities for rising younger public administration/policy graduates.

My response in a nutshell—the search for talent isn’t a zero-sum proposition. Given the looming retirement boom and skills gap, there will be plenty of opportunities for current employees to advance, for young people to enter government, and for trained public administrators to lead. The choice isn’t about which talent pools to access—government doesn’t have that luxury any more. The hiring challenge across the nation is bigger than that.

The enormity of what government faces is why there’s no “silver bullet” to win the war for talent. Instead, what’s needed is “silver buckshot.” We’re not faced with a choice between developing existing talent, recruiting new grads, or attracting experienced talent. Government must attract and develop talent from all of these sources, and others.

Of course, we must develop and advance current employees, in whom we all have an enormous investment. That’s why the Partnership recently launched a leadership institute to help build the next generation of federal government leaders.

We also need to convince retirement-eligible employees in critical positions to stay in government for a while longer. To do that, government agencies must offer flexible work arrangements, and eliminate or minimize barriers against so-called “double dipping.”

At the other end of the age demographic, we must do a better job attracting talent from our nation’s college campuses. That’s why the Partnership’s “Call to Serve” network now includes almost 600 colleges and universities we work with to expand students’ knowledge of, and interest in, government careers.

And, to go back to the original focus of this column, we need to find ways to attract experienced baby boomers to government and then help them become engaged and effective. If we can, it will be a win-win situation. Boomers will get the retirement shumbnails they seek to make a difference, and government will have the talent it needs to meet the challenges of the 21st century.

An important footnote to this discussion is that government employs a wide range of skills and occupations. For example, this issue of PA TIMES (pg.1) also describes a just-released Partnership report, “Where the Jobs Are,” that summarizes the hiring needs of 34 federal agencies through 2009.

We asked these agencies to identify their “mission-critical” needs. The result is a summary of nearly 193,000 positions in dozens of different occupational fields such as engineering and science, financial management and accounting, management, care, security and protection, information technology and others.

The point here is that government employs people who work in many of the same occupations as the private sector. While we certainly need trained public administrators and policy analysts, we also need the same type of expertise in the private and nonprofit sectors—engineers, accountants, doctors, nurses, scientists, attorneys, police officers, firefighters, pharmacists, microbiologists, and so on.

Unfortunately, this message is not well enough understood by our college students. For example, we hear college students say they haven’t even considered working in government because they’re not majoring in public administration or political science.

Government needs to overcome this perception by aggressively marketing the wide range of opportunities public service offers to help our nation, and our communities.

So, where will government get the talented people we need? There’s no one-size-fits-all solution. The answer is “everywhere we can.”

ASPA member Bob Lavigna is vice president of research for the nonprofit, nonpartisan Partnership for Public Service.

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Portland’s C ronically Homeless Reduced by 70%

Region a Great Example of Success of National Ten Year Plans to End Homelessness

Washington, DC - Having experienced a record 70 percent drop in the number of chronically homeless people in the last two years, Portland, Oregon and the surrounding area of Multnomah County are among an increasing number of communities that are making progress in reducing homelessness.

Portland’s remarkable success with chronically homeless people—those who have a disability and are homeless for long periods or repeatedly—demonstrates the region’s effectiveness in helping people who have been on the streets or in shelter for long periods access permanent housing.

“We knew we were doing the right thing by adopting a plan to combat homelessness in Portland, and we are thrilled to see such great results in the first two years,” said Portland Mayor Tom Potter. “This is a true testament to our community’s effort to help people end their homelessness every day.”

Overall homelessness in Portland has dropped from 5,103 in 2005 to 4,456 in 2007, a decrease of 13 percent and a dramatic reversal in an upward trajectory. The success in Portland and Multnomah County is attributed to the adoption of key elements of the region’s ten-year plan to end homelessness. Portland’s plan focuses on adopting a Housing First approach, which emphasizes moving people who are homeless into permanent affordable housing linked to supportive services as quickly as possible, minimizing their time in shelter or other temporary housing.

“The decline in the numbers of people on the street shows that offering housing with services to the chronically homeless works. If we continue in this trend, we can literally end the institution of homelessness,” said City Commissioner Erik Sten, who oversees the City’s housing and homeless programs.

In 2000, The National Alliance to End Homelessness proposed that communities adopt ten year plans to end homelessness. Portland adopted its plan in 2004, and the declining number of people who are homeless is an indication of what can be achieved when communities focus on getting homeless people back into housing quickly.

“Portland has been extremely successful due to its implementation of a well thought out ten year plan that has been supported by a partnership between the nonprofit, public and business sectors,” said Nan Roman, President of the National Alliance to End Homelessness. “From the local government to the individual homeless advocate, Portland exhibits a strong dedication to ending homelessness.”

According to The National Alliance to End Homelessness, people are more successful getting back on their feet, securing employment, and benefiting from treatment when they have a stable place to live.

“Cities across the nation can learn from the success that Portland has achieved. Reducing homelessness is a very achievable goal,” Roman said. “But to really end homelessness, we also need increased federal attention to the affordable housing crisis faced by communities across the country.”

Since 2000, more than 300 communities across the United States have made a commitment to end homelessness through their adoption of ten year plans outlining a wide range of strategies with an emphasis on permanent, affordable housing and support.

For more information on The City of Portland, please contact Heather Lyons, Program Manager; Ending Homelessness, at 503-957-7108.

For more information on The National Alliance to End Homelessness, visit: www.endhomelessness.org
Vulgar Accountability

H. George Frederickson

If ever a subject has come to dominate the field of public administration, that subject is accountability. In many quarters accountability has come to mean little more than measures of organizational performance or metrics. For example, the No Child Left Behind Act of 2001 requires schools to use universal test scores as measures of educational performance, claiming that such metrics make schools accountable. In the name of accountability, the Government Performance and Results Act (GPRA) of 1993 and more recently the Program Assessment Rating Tool (PART) require quantitative measures of agency program outputs or measures of the influence of program outputs on social or economic outcomes.

Indeed, at the bottom of the PART for each program the Office of Management and Budget assigns this metric, “percent account- able.” GPRA, PART, and similar performance measurement exercises at all levels of government, are described as instruments of accountability. Descriptions of accountability as performance measure- ment are tightly linked to that current favorite of consultants, “results driven management.” Results driven management brings together performance measurement and target setting in the good name of accountability.

In the good hope that words and ideas matter, let me suggest an alternative.

I propose vulgar accountability.

“Vulgar,” Lewis C Mainzer reminds us, “properly has an offensive tone in some contexts, suggesting coarseness, but, just as we use ‘bureaucracy’ in academic writing without intending the derisive meaning given it in political argument, so may vulgar be employed. From the Latin root vulgus, it suggests the common people, the popular, the ordinary, the generally accepted.” As the Oxford English Dictionary would have it, vulgar is “commonly current or prevalent, generally or widely disseminated, as a matter of knowledge, assertion, or opinion.”

Vulgar accountability, then, is the accountability of the ordinary, the generally understood or accepted. It is the burden of my argument that public administration has arrived at an understanding of accountability that holds exaggerated expectations, that assumes an unlikely blossoming of ration- ality, and is too often unrealistic about the capacity of agencies to manage wicked problems. Because, at its core, bringing measures of performance to bear on accountability is an idea, how can modern applications of accounta- bility be made workable? The answer is vulgar accountability.

What are the qualities and characteristics of vulgar accountability?

First, there are, in the arcane language of performance measurement, important distinctions between agency outputs, such as the percentage of women of a certain age receiving mammograms, and social outcomes, such as the percentage of women of a certain age with breast cancer. Accountability purists insist that the focus of performance measurement should be on outcomes, the percentage of women of a certain age with breast cancer.

Even though there is a demonstrable relationship between having mammograms and detecting breast cancer, can agencies charged with funding mammogram programs reasonably be held accountable for the percentage of women of a certain age with breast cancer? Given what we know about this connection, the answer is vulgar accountability, holding agencies accountable for their output.

Second, performance outputs are the lingua franca of public agencies, it is what they do. Certainly agencies should be held accountable for the greatest possible output for the resources available, and it is reasonable to hope that agency outputs will favorably influence social and economic circumstances. Public adminis- trators catch criminals, put out fires and even try to prevent them, teach children, supply pure water, fight battles, distribute social security checks, and carry out a thousand other activities—all outputs. That is what public agencies do and they should be held accountable.

Third, all the evidence shows that when there are attempts to hold agencies account- able for social and/or economic outcomes that are beyond their control, they will fudge the data, game the system, and in other ways resist being held reasonably accountable. Accountability purists insist that holding agencies accountable only for their outputs is “setting the bar too low.” No; it is vulgar accountability, accountability that actually works.

Fourth, attaching targets to performance measurement in the name of accountabil- ity can, and usually does, lead to mischief. How many remember when the NIH was given the task of developing a vaccine to prevent AIDS by 2007? That target has now been moved to 2010. Obviously those targets have been politi- cally imposed on NIH. In response, all NIH can do is provide annual estimates of their progress toward that goal. This is vulgar accountability.

Fifth, vulgar accountability is honest about trade-offs. For example, is the pressure to find a vaccine to prevent AIDS by a partic- ular year likely to diminish the resources available to engage in the research needed to cure diabetes? Does the emphasis on reading and mathematics in the testing regimes called for in the No Child Left Behind Act diminish the resources available for teaching the humanities or the social sciences?

At the Food and Drug Administration, does the emphasis on bringing drugs to market quickly lessen the prospects for safe medicine? Did the “faster and cheaper” mantra at the National Aeronautics and Space Administration contribute to the Columbia Accident? Is vulgar accountabil- ity the answer is yes to these and other obvious tradeoff questions.

To sum up, vulgar accountability stands in praise of the measurement of agency outputs and reasonable attempts to link outputs to social and economic outcomes. Vulgar accountability avoids the applica- tion of targets to performance measure- ment, following the wisdom of Edwards Deming who argued in his total quality management that if managers work on constantly improving processes, improved performance takes care of itself. Finally, vulgar accountability insists on honesty about tradeoffs.

The seventeenth century British philoso- pher and poet Samuel Taylor Coleridge had it right when he wrote that “every reform, however necessary, will, by weak minds, be carried to an excess, which itself will need reforming.” Accountability has been a needed reform, but it is being carried to an excess which now requires reform. Vulgar accountability is that reform. Vulgar accountability may not be as good as pure accountability, but remember, it was Voltaire who wisely observed that “the best is the enemy of the good.” How wonderfully vulgar.

The title of this editorial has been shamelessly borrowed and adapted from one of the best articles ever written about teaching ethics, “Vulgar Ethics for Public Administration” (Administration & Society, Vol. 23, No. 1, May 1991) by the estimable Lewis C. Mainzer.

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With-holding Information:  
Is It Ethical?

You are a candidate for a very competitive, high profile city manager job. During the search process conducted by a reputable consulting search firm you are asked: “If we conducted a thorough background check on you, would we find anything in your background which might embarrass a future employer?”

You pause for a moment as your mind flashes back to an allegation that was made about you when you were a city manager of a small community. It was alleged by two staff members of the community hospital where your wife was terminally ill. It was alleged by the Department of Children and Family Services (DCF). During the investigation you assert that the staff members misinterpreted a situation in which your wife was choking and you were helping her. Your wife states to the investigators that you did not abuse her. Neither the police nor the DCF investigations report that there is any evidence (e.g., redness on the face) that you had slapped her.

Nonetheless, the investigative report is sent to the State Attorney to determine whether or not to press charges. The State Attorney declines to pursue the matter due to a lack of evidence. Thus the allegation is unsubstantiated.

Decision #1: How should you reply to the question asked by the search firm? Should you or should you not disclose the incident?

Let’s assume that you reason that the incident was entirely personal and was found to be unsubstantiated. Therefore, you decide to respond “there is nothing in my background that would embarrass a future employer.”

You receive an invitation to interview. During the interview, you stress your honesty and high ethical standards.

Decision #2: Do you or do you not disclose the incident to the city’s HR staff and the city commissioners?

Once more you decide to not disclose information about the incident for the same reason you did not disclose it to the search firm.

The interview goes very well. City commissioners are impressed and decide to offer you a $170,000 job contract. The local newspaper reports the story with the byline—“Ethics and experience bring Jones to the fore.”

You muse, “Am I being treated fairly by the search process conducted by a reputable consulting search firm? Should I accept the offer?”

You decide “yes” as the air needs to be cleared and you need the full trust and confidence of your new bosses.

During the questioning, you assert “I haven’t lied. I have not told an untruth.”

One Commissioner asks: “why didn’t you tell us about this allegation?”

Decision #4: What do you say?

• I forgot.
• I didn’t think anyone would find out.
• You didn’t ask me.
• It was merely an unsubstantiated allegation as my wife and I had a very loving relationship right up to the moment of her death.
• With-holding information is acceptable under these very personal circumstances.
• I thought the allegation, although untrue, would place my candidacy in jeopardy if it became public.

Outcome

The commission decides to postpone approving your contract for two weeks while they seek more background information about you. Meanwhile, you have withdrawn as a city manager finalist for several other positions and are now worried about ending up without any job.

You muse, “Am I being treated fairly by the city commission? The media? I know I haven’t done anything wrong. Why am I being subjected to such scrutiny?”

—Based on a real case reported in the Sarasota Herald-Tribune, June 2 and 5, 2007.

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Giving Circles Are Here to Stay

Five years ago, giving circles were under the radar. Two years ago, they were a trend beginning to grow. Now a new report finds that groups of people getting together and giving together are an established philanthropic force that has raised over $5 million to support diverse charitable causes.

Giving circles come in many different forms, but usually involve a group of friends who pool their charitable donations and decide together how to use the money to benefit the causes they care most about. “There’s never been a better time to start or join a giving circle because it multiplies the impact of your charitable donations,” said Daria Teutonico, director of the New Ventures in Philanthropy Initiative at the Forum of Regional Associations of Grantmakers. “With the same amount of money you’d use to write a check to a charity, you get to make more of a difference, spend more time with friends, and learn more about what your community needs.”

The Forum’s report, “More Giving Together: The Growth and Impact of Giving Circles and Shared Giving,” finds that the number of giving circles in existence has more than doubled in the last two years. There are now at least 400 giving circles nationwide—on average one circle in nearly every state. To examine the growth of giving circles, the Forum surveyed a sampling of 160 circles across the country. Findings include:

- Giving circles give a lot. In 2006 alone, giving circles surveyed donated $13 million for community needs.
- Giving circle members number in the tens of thousands. Nearly 12,000 people participate in the 160 giving circles surveyed by the Forum.
- Giving circles are diversifying. While once considered a women’s philanthropy phenomenon, nearly half of circles now have male members. The popularity of giving circles is also growing among people of color and in the gay and lesbian community.
- Giving circles have staying power. Nearly a third of circles surveyed have been through more than five rounds of grantmaking.

The giving circles surveyed by the Forum count as few as four members or as many as several hundred, and donations range from spare change to thousands of dollars. They showcase the diversity and flexibility of giving circles.

- Gather and Give is a giving circle in Washington, DC, formed by a group of 17 young professionals in their 20s who wanted to have more of a say and be more strategic about how their charitable donations were used. They now raise nearly $2,000 per month to plan their first round of grants this year to organizations focused on nutrition and fighting hunger.
- Twenty moms in Key Biscayne, FL—many Latina—founded the Smart Women with Spares Change giving circle to increase their members’ knowledge and confidence about money and finance while also investing in organizations that help women and girls. By contributing their spare change each month, the members have raised nearly $5,000.
- The Zawadi giving circle in New Orleans has 12 African American members who have collectively donated $24,000 over the past two years. Their members have provided interest-free tutoring for students at a local school as well as funding for a savings and financial education program for low-income New Orleans residents.
- The four lesbian, gay, bisexual or transgender members of the Queer Youth Fund, based in Los Angeles, each give more than $100,000 per year to make substantial contributions to organizations that help improve the quality of life for lesbian, gay, bisexual or transgender youth.

To help prospective giving circle members, community organizations and individual foundations learn more about how to start or join a giving circle, the Forum has created an online Giving Circle Knowledge Center (www.givingforum.org). The site includes “how to” resources about the nuts and bolts of starting a giving circle and profiles of circles across the nation.

States Projects Director Leah Rush. “Requiring them to disclose their private financial ties could reveal possible conflicts of interest.”

For the first time, the Center also studied financial disclosure laws for state Supreme Court judges, and found 47 states have varying types of financial disclosure rules, all require judges to report non-judicial earned income and 39 ask judges to report any officer or director positions they hold. Idaho, Montana and Utah do not require judges to disclose private financial interests.

The Center’s survey evaluated each state’s financial disclosure laws for governors with a 43-question survey totaling 100 points. The survey examined what basic information is made publicly available about a governor’s outside employment, income, investments, inheritance and family income, real estate holdings, directorships and whether the state imposes penalties for violations.

Higher Education Amendments of 2007 May Force Accreditation of Universities that Engage in Discrimination

We are expecting to see debate and a possible vote on the Higher Education Amendments (HEA) of 2007 sometime after the July 4 recess. (The House of Representatives is not expected to take up this issue until after August recess.) The HEA currently contains a provision that would require agencies or organizations that accredit higher education programs to “consistently apply[] and enforce standards that respect the stated mission of the institution of higher education, including religious missions.” On its face, this provision doesn’t sound particularly controversial, and in the vast majority of situations, it wouldn’t prove to be. However, if the language remains as is, the Department of Education could use this provision to force private associations to accredit universities that engage in discrimination.

The American Civil Liberties, along with Americans United for Separation of Church and State, Human Rights Campaign, National Gay and Lesbian Task Force, People for the American Way, signed to a letter urging Congress to amend the HEA to protect the ability of accrediting associations to enforce their own nondiscrimination provisions and require compliance with federal, state, and local nondiscrimination laws.

A copy of the letter can be found at: www.gaylinknews.com.

If you have a press release for “Where Things Stand,” contact Christine McCrehin at ejewett@asporganet.org.
Student and New Professional Membership Application Form

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In the June 2007 issue of PA TIMES, we reported on the progress of ASPA's journal Public Administration Review. As a significant follow-up, the Institute of Scientific Information's 2006 Journal Citation Report has just been released, and PAR is ranked 3rd of 25 titles in public administration.

PAR Editor-in-chief Richard Stillman, II says that everyone involved, from the authors to the editorial board past and present, should be proud. “This tremendous achievement not only enhances PAR’s reputation, but builds ASPA, advances public service ideals, administrative practices, our collective scholarly advances public service ideals, administrative practices, our collective scholarly advances public service ideals, administrative practices, our collective scholarly advances public service ideals, administrative practices, our collective scholarly advances public service ideals, administrative practices, our collective scholarly advances public service ideals, administrative practices, our collective scholarly advances public service ideals, administrative practices, our collective scholarly advances public service ideals, administrative practices, our collective scholarly advances public service ideals, administrative practices, our collective scholarly advances public service 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My first inclination was to title this column “The Best is Not Enough.” This declarative negation, however, connotes only one aspect of what I wish to convey. That is, just being the “best public service organization” is not only not enough; this is not our mission nor is it an expression of our core values. Thus, much more is expected of ASPA.

When appropriate consideration is given to the quantity, breadth and depth of programs, activities, products and services, a very strong argument can be made that ASPA is the best public service organization in America.

Through our national office, chapters and sections, we offer at least four national conferences each year; cosponsor three international conferences; and sponsor several hundred seminars and networking sessions. We provide 13 journals and a monthly newspaper; generate numerous books, scholarly papers and newsletters; and award more than one hundred scholarships to support students in their academic and professional endeavors each year. ASPA is a major enterprise.

Demand for our services is at an all time high. ASPA has twenty international memorandums of understanding and requests to develop others. More than 60,000 visits are made to ASPA’s website each month for information and resources pertaining to public service.

Public Administration Review (PAR) was recently identified as one of the ten most widely referenced journals in our field and the readership of PA TIMES is expanding rapidly. ASPA’s efforts in most of its activities benchmark well against those in other organizations serving the public service community. Collectively, they constitute a best for our profession. However, for our members this best is not enough!

Our membership is justified in demanding more. Nowhere has it been discerned that our objective is to just be the best in our field, nor are we charged to just become the biggest, the wealthiest or the most influential organization. Indeed, ASPA has a more core nobilis; a more noble cause.

Our constitution, bylaws, policies and procedures, core values, and statement command us to: advance the art and science of public administration; promote the effective, efficient, ethical and equitable provision of public goods and services, and advance excellence in public service. In the Aristotelian context, ASPA is called upon to achieve a consummation into independent organizations created to the sum we seek to achieve. Their transitory essence is not our mission nor is it an expression of the best; a “Best” that is complete within itself, “the Good of all.”

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I must make sure that the means pursued lead to the desired end. More members, more money, and more programs in and of themselves will not advance our mission. We must ask ourselves, how will enhancing membership, revenue, the stature of publications, conference attendance, etc., help advance excellence in public service? A focus on one or all of these is prudent only if it better positions ASPA to enhance excellence in public service. Enhancing excellence in public service is not merely one amongst other objectives of which it is the best. It must be “That Best” into which the other objectives will contribute a positive addition to its sum.

Also in this context, even being the best public service organization in America is merely a mean and not an end to be pursued may be necessary to even forgo this mean for the greater good. ASPA’s history is replete with examples of organizational sacrifices to advance its cause nobilis.

Our incubation of the National Academy of Public Administration (NAPA) and the National Association of Schools of Public Affairs and Administration (NASPAA), and their development as independent organizations have taken human and financial resources away from ASPA.

There is little doubt, however, that their existence has contributed to the advancement of public service. We are currently incubating other organizations that may also leave our Society. As with NAPA and NASPAA, this, too, would represent a sacrifice for “the Good of all Goods”; if the result is an advancement of excellence in public service.

The accomplishments of NAPA, NASPAA and other entities that we foster constitute an aspect of ASPA’s success in advancing its mission. They are positive additions to the structure we seek to achieve. Their transition into independent organizations created other positives for our Society as well. The most important is enabling ASPA to keep its attention focused on that “Best” which is complete within itself, advancing excellence in public service. The ASPA that has emerged is more agile and can be more responsive to developments in our field because it is not preoccupied with...
Chapter News

New York Metropolitan Chapter’s Annual Dinner a Tremendous Success

Manhattan, NY—The New York Metropolitan Chapter held its Annual Public Service Awards Banquet in Manhattan on June 13, 2007. The event drew nearly 200 people, and honored individuals who made a positive impact on New Yorkers.

William Ciaccio, the outgoing president, first greeted everyone and gave people the state of the New York Chapter. Ciaccio has served as president of the NY Chapter since 2001, and is the longest serving ASPA chapter president in history. Under his presidency over the last six years, ASPA NY has sponsored many activities, and has had record attendance at the annual dinners, which have honored many major figures instrumental in the success of this region. In addition, the finances of the chapter are in the best shape in its history.

First Ciaccio introduced Vice Consul of Italy Maurizio Antonini who said he was honored to be at the podium representing the Republic of Italy and wished to present congratulations to the honorees and ASPA.

Anthony Avella of the New York City Council, who was the keynote speaker, stated that he was being ‘term-limited’ out of his current elected position, and announced his intention to run for mayor of New York City in the next election. Avella spoke about the responsibilities of public service and was honored with the chapter’s Outstanding Leader in Public Affairs Award.

Cosma ‘Connie’ Crawford, senior vice president and chief engineer of New York City Transit, was honored with the Distinguished Public Administrator Award.

Cosma ‘Connie’ Crawford, senior vice president and chief engineer of New York City Transit then received the Outstanding Public Administrator Award. Newly appointed NYC Transit President Harold Roberts, who discussed her many achievements within Transit, introduced her. Crawford was honored for her outstanding work in managing the multi billion dollar NYC Transit Capital Program which has led to dramatic service improvements for the people of New York. She also has been involved in industry leading efforts in Green Design, and has led extensive mentoring efforts for students. Crawford said, “My current position is a great job and is vital to New York City and the transit system. My vision is to see an efficient maintenance of the Transit System that is the least disruptive to the public. There’s a lot to do to bring the system into a state of good repair with the limited funds available.”

Joseph Occhipinti was then awarded the Distinguished Public Administrator Award for his work as the executive director of the National Police Defense Foundation. This organization is the largest police foundation and it runs many charitable efforts. One of them is a program to help critically ill babies that need life saving operations. Another program the NPDF is involved with is an effort to raise money for medical treatments for the chief investigator of the state police in Italy.

The Outstanding Organization Award was given to Frank R. DeSimone, vice president of the Transit Managerial Benevolent Association, for their outstanding work representing managers within the Transit Authority.

Finally, prior National Council Member Stephen Rolandi and incoming NY Chapter President Jeanne-Marie Col honored outgoing President Ciaccio for his outstanding contributions to the NY Chapter. Ciaccio was given a Tiffany Glass Apple. He then proceeded to thank the many individuals of his team who supported him over the last six years. Ciaccio thanked Mike Jameson for putting together an award-winning newsletter for the chapter. Chris Meyer was dedicated in performing the duties of Treasurer over the last six years. Steve Rolandi provided invaluable support as National Council Representative. Usha Narasimhan ably served as vice president of the chapter. Judith Kirchoff, Steve Parker, Jeanne-Marie Col and Pillor Gorodo-Rolandi ably assisted as council members. Finally Paul Gallo almost individually put together the annual dinners and was instrumental in their high turnout.

Ciaccio, who was recently elected to the ASPA National Council for a three-year term, will continue to remain active in the organization. He would like to thank the NY members of ASPA for making the last six years a success and looks forward to the continued success of the chapter under Jeanne-Marie Col.

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“Each volume of Public Integrity is a delight to read for scholars and practitioners who want to stay current on ethical issues and research so vital to all aspects of modern public administration.”

– Richard Stillman, University of Colorado

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Central Florida Chapter Announces:
New Board Members for the 2007 – 2008 term:
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President-Elect · Ronnie Korosec
Vice Presidents for Programs Hillary Knepper, Beth Ann Carr
Vice President for Outreach · Heather Engeling
Vice President for Student Affairs · Jenifer Palmer
Treasurer · Maria-Elena Augustin
Secretary · Rebecca Reis

The Chapter will sponsor the following 3 conferences:
7th Annual Nonprofit Management Conference on February 1, 2008
The annual SECoPA 2008 in Orlando – September 24 – 27, 2008
Informative meetings will be scheduled in September, October, November, February, March, and April; the annual meeting will be in May.

For more information contact: cflaspa@yahoo.com
## ASPA welcomes the following new members from the months of June 2007.

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

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<th>Name</th>
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<td>Shelly Austin</td>
<td>Alaska</td>
<td>Jim Addy</td>
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<td>Robert Bragaw, Jr.</td>
<td>Arizona</td>
<td>John Johnson</td>
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<td>David Gedlinske</td>
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<td>Ruth Wright</td>
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<td>Christopher N. Horton</td>
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<td>Martin Davis</td>
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<td>Wayne Moore</td>
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<td>David Campbell</td>
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<td>Sylvia Patsaouras</td>
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<td>Rodney Harris</td>
<td>Central Piedmont</td>
<td>Kenneth Wroten, Jr.</td>
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<td>Stefanie Smith</td>
<td>Chicago Illinois</td>
<td>Jacqueline Barnett</td>
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<td>Noreen Anne Jones</td>
<td>Empire State Capital Area</td>
<td>Richard Bromfield</td>
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<td>Jennifer Nelson</td>
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<td>Kevin Johnston</td>
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<td>Pamela Collins</td>
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<td>Aniqua Winfrey</td>
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<td>Jim Flowers</td>
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<td>Melanie M. Boston-Holmes</td>
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<td>Alicia Wright</td>
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<td>Joseph A. Boyd</td>
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<td>Kami Barrett</td>
<td>Gold Coast</td>
<td>Marcia Denton</td>
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<td>Keshia Ashley</td>
<td>Greater Birmingham</td>
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<td>Melanie Helser</td>
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<td>Richard A. Proctor</td>
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<td>Tammy Lowery</td>
<td>Greater Birmingham</td>
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New Accountability Case Now Available

ASPA and its Center for Accountability and Performance (CAP) recently published the third case in a series designed to provoke thinking about accountability dilemmas and policy decisions that public servants are likely to encounter in their professional careers.

Rita Ormsby’s “Quorum Query: A Walk Around Legal and Political Accountability?” discusses legal and political accountability requirements that local governments must be transparent as well as efficient and effective. Readers are asked to consider elected officials', citizens' and the media's roles in assuring accountability.

Other cases in the series, “The New York Police Officer: Democratic and Moral Accountability in Conflict” and “Elusive Accountability: The Versailles Case” are also available for sale in PDF format by visiting the ASPA Store at www.aspanet.org.

SWPA Board Votes to Establish Women in Public Administration Fund

The SWPA Board recently confirmed the transfer of $10,000 to the ASPA Endowment, Inc. to be known as the Women in Public Administration Fund. The purpose of the Women in Public Administration Fund will be to highlight women in public administration by:
- Funding research and publications about women in public service or issues that affect women in public service
- Funding analyses that form the foundation for legal breakthroughs for women in public service
- Funding of an annual lecture by a distinguished woman in public service at the national conference of ASPA.
- Providing grants to ASPA chapters or districts for special programs on women in public service
- Providing scholarships to individual women who are in the last year of a master’s or doctoral public administration program leading to a career in public service/public administration education or a new public service professional.
- Providing scholarships for travel to the ASPA national conference for women students.
- Other programs proposed by the SWPA Endowment Committee and approved by the SWPA Board.

An Endowment Fund Committee has been appointed to develop a fundraising policy for the section and to oversee the section’s endowment fund.

Call for Accountability Cases

We invite proposals for additional cases from academics and practitioners who are able to provide detailed accounts of events that illuminate accountability concepts. Please send 1-2 page proposals to Robert Schwartz (Robert.schwartz@utoronto.ca) or to Dan Williams (Daniel_Williams@baruch.cuny.edu).

Accountability concepts lend themselves to cases that surface difficulties and dilemmas. As such, their audience is likely to be students in academic programs and practitioners in formal training settings. Cases are used to illuminate theories and are explicitly linked to the literature.

All cases are subject to a double-blind peer review process. The American Society for Public Administration's Center for Accountability and Performance acts as publisher for individual cases. Cases are published individually on the web as they are finalized. Eventually, we would like to compile completed cases in book form.

We have identified 10 concepts (broadly defined) around which cases might be developed. Potential authors are welcome to suggest additional concepts.

- Thin and thick accountability: Personal responsibility to internal moral guidelines compared with accountability to directions.
- Politics of accountability: how apparently robust new accountability measures lead tolittle true accountability due to lacunae in legislation and in implementation.
- Problem of many hands: issues in holding individuals to account when responsibility is scattered.
- Rituals of Verification: issues of decoupling and colonization.
- Ethics and Accountability: issues in the design and operation of ethics accountability institutions i.e the case of special prosecutors.
- Audit and Accountability: uses and abuses of audit findings.
- Evaluation Dilemmas and Accountability: publishing program evaluation findings.
- Accountability and Third Party Governance: advantages and disadvantages of downward accountability.
- Elusive Accountability: promises and pitfalls of commissions of inquiry and other investigations in satisfying demands for accountability.
- Accountability for Accountability: Examining the ways in which ethical matters interact with accountability for performance.

Case Characteristics

Cases must portray actual events and evolve from careful research. Information for cases might be garnered from media reports, investigations, audits, hearings and secondary sources. Often, there will be a need for authors to conduct interviews with key actors in order to find out what exactly transpired.

Case Format

- Concept Introduction: A brief review of the relevant theory or concept, including references to important pieces in the literature (400–800 words).
- Case Introduction and Historical Context: Introduce the story, characters, issues at hand and provide a brief history of programs and institutions that play important roles in the case (500–1000 words).
- The Story: Detailed telling of what happened with dates, quotes and dialogues in order to convey a sense of what actually occurred (4000 8000 words).

Setting the Stage for Analysis: This should not be a full analysis of the content through the story, but rather a pointing to possible questions and lines of analysis (200–400 words).

ASPA's Fall 2007 Student and New Professionals Membership Promotion

August marks the start of ASPA's bi-annual Student Recruitment Campaign. For the past 10 years ASPA has launched this recruitment campaign, coinciding with 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 and help them form a foundation for their future work in the field of public service.

Professors and Practitioners visit the ASPA Student Recruitment Page at www.aspanet.org/script/content/student.cfm for detailed information on how you can help with the campaign. Students join online today at www.aspanet.org!

Latest Job Listings on PublicServiceCareers.org

ASPA's online career center, at PublicServiceCareers.org aids members' career development at all levels, and offers the most comprehensive and useful information about careers in the field.

Members are encouraged to visit www.PublicserviceCareers.org to search for available positions and post their resume. Employers can post positions and search resumes.

Benefit for Members

All ASPA members receive a special discount of 20% off the normal retail price on the latest, cutting-edge publications in the field. The discount applies to M.E. Sharpe books authored or edited by an ASPA member. The books cover key issues and research in the areas of administration, leadership, financial management, budgeting, policy, ethics and local government.

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

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

in the unique ethical problems of twenty-first century public administration. Wide-ranging readings from Aristotle and Kant to John Kennedy and John T. Noonan provide initiation into the philosophical basis of ethics as virtue, consequence, principle, and responsibility, while new case studies drawn from today's headlines join old classics from the previous edition to help students apply ethical foundations to a modern administrative career.

New chapters on privacy, secrecy, and confidentiality and the changing boundaries of public administration consider the consequences of computerization and globalization, two of this century's greatest challenges.


This fully updated edition surveys the remarkable transformation that is taking place in urban America. Arguing that technology has transformed cities throughout history, Leonard Ruchelman explores how cities are being affected by new technology and how they will evolve in the future. Countries such as the United States and Japan have passed through the preindustrial and industrial stages of urban development and have now entered the stage of postindustrialism—what the Tofflers called the third wave. Helping students understand what it will take for their cities, and other cities around the world, to survive and even thrive in this fast-moving environment, this book will be a valuable supplement for courses in urban studies.


Set in the New Orleans academic world, *Fuhrer’s Heart* combines death, corruption and conspiracies with a mix of racial tension and political commentary. In addition to using his experiences in journalism and public administration, Ward, a former newspaper and television reporter, also drew on his experience as a New Orleans resident in the 1990s when Louisiana voters were affected by the magnetism of white supremacist David Duke and his appeal for high political office.

One of the main characters, a young African-American named Michael Woods, achieves his dream of earning a doctoral degree in an effort to escape the working class lifestyle of his family. After graduation, he is recruited by New Orleans’ Institute for Public Policy.

### Books from Other Sources


Locate crucial disaster recovery services with the professional’s resource for business continuity and emergency preparedness. Natural disasters, power system failures, fires, and acts of sabotage or terrorism can devastate businesses long after the initial event has passed. Locate the critical help you need to get back up and running fast, using the 2007 edition of Edwards Disaster Recovery Directory™. This business-to-business directory compiles contact information for thousands of vendors throughout the U.S. and Canada.


*Emergency Management: The American Experience, 1900-2005*, brings a historical perspective to this ongoing examination. This book, edited by Claire B. Rubin, reviews the past century of historic major disasters in the United States and their outcomes, with a special focus on governmental response. Among the types of disasters included are earthquakes, hurricanes, droughts, floods, a pandemic, and an explosion.


Designing and writing a resume is not an easy task. One must highlight ones accomplishments, qualifications, experience, etc. all while keeping it brief and easy to follow. The Complete Guide to Writing a Federal Resume will show applicants how to do this. It also gives a complete list of “result and action” words to use in your cover letter and resume as well as a list a frequently misspelled or misused words or phrases.


This publication contains valuable information with more than 1500 financial programs, subsidies, scholarships, grants and loans offered by the United States federal government. It also includes over 700 financing programs put forth by various Foundations and Associations across the United States.

Businesses, students, individuals, municipalities, government departments, institutions, foundations and associations will find a wealth of information to help them with new ventures or existing projects.

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**Books from ASPA Members**


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**PA Leaders Commit to ASPA Advisory Board**

From ASPA ADVISORY BOARD, pg. 15

Louis A. Bantle Chair in Business and Government Policy, Maxwell School of Citizenship and Public Affairs, Syracuse University; Special Assistant to the Senior Vice President for Research, Dean of Graduate School, Professor of Business Administration, Pennsylvania State University; Secretary of the Navy; Comptroller and Chief Financial Officer, U.S. Department of Defense; Staff Director, Senate Defense Appropriations Subcommittee.

- **Naomi B. Lynn**—President ASPA Endowment; Chancellor Emeritus and former Chancellor, University of Illinois at Springfield; Former President, Sangamon State University; Dean, College of Public and Urban Affairs, Georgia State University, Atlanta; Head, Political Science Department, and Professor of Political Science, Kansas State University; Member, Kansas Social and Rehabilitation Review Commission.

- **Charles Matthews**—Chancellor of The Texas System University System; Former Commissioner of the Railroad Commission of Texas; Mayor of Garland; President of the Texas Municipal Power Agency; Member of the Texas Turnpike Authority.

- **Sylvestor Murray**—Professor of Public Administration, Cleveland State University; former Manager, Government Consulting Services, Coopers and Lybrand; City Manager, City of San Diego, California; City Manager, City of Cincinnati, Ohio; City Manager, City of Ann Arbor, Michigan; City Manager, City of Inkster, Michigan.

- **Mark A. Nordenberg**—Chancellor and Chief Executive Officer of the University of Pittsburgh; former Dean of the School of Law; Interim Provost and Senior Vice Chancellor for Academic Affairs; Distinguished Service Professor, University of Pittsburgh; served as a member of both the U.S. Advisory Committee on Civil Rules and the Pennsylvania Civil Procedural Rules Committee, co-chair of the boards of The Technology Collaborative and the Pittsburgh Life Sciences Greenhouse; served on boards of directors for the Association of American Universities, Pennsylvania Association of Colleges and Universities, University of Pittsburgh Medical Center and Urban League of Pittsburgh.

- **Jane G. Pisano**—President and Director, National History Museum of Los Angeles County; former Senior Vice President, External Relations, and C. Erwin and Lone L. Piper Dean, School of Public Administration, University of Southern California; President, The 2000 Partnership; President, Los Angeles 2000 Committee; Director, Olympic Programs, Corporate Administration, The Times Mirror Company.

- **Donald E. Shalala**—President of Miami University; former Secretary, U.S. Department of Health and Human Services; Chancellor, University of Wisconsin, Madison; President, Hunter College; Assistant Secretary for Policy Development and Research, U.S. Department of Housing and Urban Development; Associate Professor of Politics and Education, Teachers College, Columbia University.

- **Leon R. Tarver**—President Emeritus, Southern University System; Professor of Public Administration, School of Public Policy and Urban Affairs; former Vice President for Administration, Southern University; Secretary of Revenue and Taxation, State of Louisiana; Assistant Dean/Director, Lucia N. Littauer Program in Public Administration, Harvard University; Secretary of Urban and Community Affairs, State of Louisiana; Assistant Superintendent, Louisiana Department of Education; Executive Director, Louisiana Commission on Intergovernmental Relations.

Thomas E. Poulin

In the child’s game of musical chairs, children move around a collection of chairs as music plays. When the music ends unexpectedly, players move quickly to the nearest chair, hoping to find an open seat. By the end of the game, there are never enough seats for all players, causing one player to be left out. Cooperation is not encouraged because winning and losing are viewed as individual gains or losses. The environment constantly changes.

The game is somewhat analogous to emergency management. The agencies of federal, state and local governments move around the policy environment, constantly seeking to refine their operations, clarify their roles or expand their mission, matching current capacities with projected challenges. Private organizations seek to find means for filling perceived gaps or of providing similar services in a more cost-effective manner. They all act individually, as opposed to acting in concert. Throughout this iterative process, government, business and societal expectations towards these agencies change constantly for myriad reasons. When a disaster strikes, agencies seek to fulfill the role they have at that moment, which is rarely sufficiently clear or supported to successfully address a large-scale incident, especially when viewed from a vantage point of a post-incident analysis. During the disaster response and recovery, it is not unknown for at least one agency to find its role is unnecessary during the incident or that the mission creeps of other agencies has created a service overlap, making their services redundant.

Often, in the aftermath, agencies are viewed individually as effective or ineffective, failing to take into account how those agencies fit into a complex inter-organizational environment. To a large extent, the state is the state or emergency management and it is unlikely to change in the near future.

This is by no means an indictment of emergency management. Instead, it is an appreciation of the incredible challenges faced by public administrators in addressing emergency management-related issues. Rarely have there been attempts to meld the diverse elements into a coherent system. Intergovernmental, intersectoral and inter-organizational studies have examined how such agencies interact, but in the past the focus was on a more clearly defined issue such as education, health or transportation. This in no way impugns those endeavors, but they pale by comparison.

Emergency management is a vast construct, especially with the addition of homeland security, which encompasses such diverse activities as intelligence gathering, customs inspections, criminal investigations, developing cultural awareness, and balancing governmental powers with civil liberties. When conjoined with building disaster-resistant communities, responding to the consequences of a disaster, sheltering the victims of a catastrophe, and restoring communities in the aftermath of unimaginable devastation, the field is vast. It is impossible to get a clear view of the challenge because of the vast scope.

Because the challenge is so great, public administrators and the public may have unrealistic visions of success or the means to achieve it. Too often, they will attempt to compare emergency management to other governmental ventures, seeking direct and positive actions. Too often, they may find themselves focusing on the details, becoming bogged down in the process and losing sight of the ultimate goal. Too often, they may be seeking a single, coherent system capable of addressing all issues - an unachievable goal. Too often they will forget that most agencies involved are not primarily focused on emergency management, but instead they have other vital roles in our everyday lives. Such efforts may contribute to attempts to force what works in one organization onto another, potentially making conditions worse when the template does not fit. The complexity of the issues, the fact that Homeland Security may have concrete benefits, the reorganization itself is unlikely to lead to success. To create a workable system of emergency management, it may be better to seek commonality of purpose between federal, state, local and private agencies, as opposed to seeking comprehensive management of efforts.

Government evolves slowly. Through most of the nation’s history, responding to disasters was not considered a federal or state responsibility. Local governments were expected to deal with the consequences of a disaster, supported by volunteer organizations and the goodwill of the community. Through much of the nation’s history, the nation was viewed as a federal role. The military has long been viewed as the nation’s primary protection from external threats.

The intelligence community also served a guardian role, either by supporting regulatory operations or providing information to political leaders for diplomatic efforts. As technology increased communications, trade and travel in an increasingly global environment, the role of law enforcement in protecting the nation has also grown, as all edges can now be viewed as “border towns.” This led to an increasing involvement of state and local assets, working closely with federal agencies, but each with a different role.

This view of agencies working in separate and distinct zones of influence and responsibility was completely destroyed on September 11, 2001. The emergence of homeland security shattered the old model, and the new model of emergency management is being rebuilt from the shards. Because of the complexity of the issues, public administrators need to revisit how they seek to meet these challenges. The emergency management role of each level of government and of each agency must be viewed within a systemic context, though each agency management operations and provide customer service in times of peace and stability. Such approaches should include the following considerations:

- **Mission:** Public administrators should constantly strive to clarify the ultimate mission of emergency management, seeking to adjust the course of their organizations to achieve as much of that mission as is possible, while working collaboratively with other agencies. It is difficult to be a marksman. It is more difficult to be a marksman when the target keeps moving. Expert marksmen are those who constantly hone their skills through practice, developing a sense for forecasting how the target is likely to move next. Public administrators engaged in emergency management need to develop similar skills. This will be an unending process.

- **Leadership:** Without clear leadership at each level of government, within each professional field, and within each agency, emergency management will never be more than a shadow. A single leader, regardless of his professional stature, will never be able to unite the disparate emergency management community. To achieve substance, leaders capable of sustaining a bold vision in a collaborative environment must emerge within each agency at all levels of government, as well as in the private sector.

- **Agency Individuality and Interdependence:** Though paradoxical, the “economies of scale,” public administrators need to maintain the individuality of their own agency. Instead of the economic-oriented vision of economies of scale, administrators should consider adapting to Tollfer’s “diseconomies of complexity,” permitting each agency to adapt and overcome obstacles to their individual missions. The public is ever mindful of how their activities interrelate with other agencies. The diverse nature of the agencies in emergency management varies too greatly in mission, clientele and processes to ever become a single, cogent entity. They can, however, work together as a whole as much as the individual, specialized organs of the human body work together to maintain life. The heart cannot take the place of the lungs, but it cannot function without them.

- **Realistic Performance Measures:** Public administrators should attempt to develop measures of performance, understanding the metrics will often change, depending upon public mood and the policy environment. Public administrators need to engage in a dialogue with the public. The public needs to understand the systemic limits of emergency management. They need to understand that to achieve some goals government will have to act differently. They need to understand that, no matter what actions government takes, they cannot eliminate all risk. This challenge may be the greatest of all.

At some point, a new crisis will arise - the music will stop, and all agencies involved will scramble to the nearest seat, trying to fill a needed role. The response to that crisis will be imperfect - someone will be left out, causing a service to be incomplete. At other times, two agencies may share a chair, leading to redundant services. Emergency - run on high-throttled and in us can cause us to either force ourselves into the fray regardless of the impact on others, or lead us to find another means of contributing to the solution. In the heat of the moment, with each agency trying to fulfill a role to the best of their ability, the response will encounter problems. The measure of success should not be the problems encountered, but how they react to such problems, while working collaboratively. In the aftermath of the next crisis, the public will assess our work, but how they react to such problems, while working collaboratively. In the aftermath of the next crisis, the public will assess our work, but how they react to such problems, while working collaboratively. In the aftermath of the next crisis, the public will assess our work, but how they react to such problems, while working collaboratively.
In the back of our minds, most Americans are aware of the natural, man-made and now terrorist threats we face. Although some of these threats differ regionally, everyone in the United States faces the threat in one way or another. Residents of the west coast are sensitive to numerous threats including earthquakes, wildfires, flooding and landslides.

Midwesterners and Southerners are certainly aware of threats from seasonal tornados and residents along the Gulf and Atlantic coasts look with apprehension to the months of June through October for the annual tropical storms they bring. Who can forget the images of chaos and horror transmitted from New Orleans in the aftermath of Hurricane Katrina or the miles of automobiles and busses streaming north out of Houston one month later as Hurricane Rita approached the coast?

All of these observations and concerns have one frightening component challenging public administrators tasked with providing emergency services, law enforcement and medical assistance. Simply put, any given major disaster, be it caused by nature or man, can possibly overwhelm local emergency systems. It can be a mile-wide tornado which destroys a small city; a raging wildfire which requires evacuation and sheltering of thousands of people; a chemical fire in a plant contaminating the water supply of a large city; or a major hurricane or earthquake hitting a large metropolitan area.

Given the understanding that emergency services could be overwhelmed for up to a week after a major disaster, how can public administrators help ensure citizens can prepare to support themselves until critical services can be restored? This article provides an overview into a program in the city of Memphis which is slowly creating a cadre of prepared citizens.

Memphis has had several major violent storms in the past decade which left much of the city paralyzed. The most recent was the straight-line windstorm locally referred to as “Hurricane Elvis” which pummeled the city with 90-125 mph winds in 2003. The path of destruction the storm left on the city ran from the Mississippi River nearly twenty miles to the eastern suburbs. Most Memphians in the path of the storm were without electric power for up to two weeks and, in many areas, food supplies ran critically short. However, the larger threat to Memphis and the Mid-South region surprisingly comes from the danger of a major earthquake.

The New Madrid fault zone is an active earthquake zone located in the Mid-Mississippi River valley stretching from the vicinity of Marked Tree, AR, through New Madrid, MO, terminating in the vicinity of Cairo, Illinois. The great earthquakes in 1811-12 have been called the most powerful in U.S. recorded history, with an estimated Richter scale value of eight plus causing the Mississippi River to flow backwards. One of the major problems confronting the region is, while it lives in fear of another such event occurring, little has been done to prepare for another quake. Unlike the more earthquake prone regions of the United States such as southern California, there are too few general emergency services, few formally established and posted evacuation routes, and the emergency services that exist in Memphis, would be immediately stretched to the breaking point in response to a major event.

Memphis sits along the southeastern side of the fault zone and frequent rumbles are detected by seismic instruments at the Center for Earthquake Research and Information (CERI) at the University of Memphis. This center is a national leader in the study of earthquakes and the New Madrid fault in particular. In its leadership role, and in conjunction with several state, federal and nonprofit agencies, CERI sponsors West Tennessee Earthquake Awareness Week each year. The purpose of this annual effort, according to Gary Patterson, the CERI program director “…is to increase awareness of the earthquake hazard and to promote planning among public, professional, and business communities that will result in more disaster-resistant communities in West Tennessee.”

Local representatives of agencies in this program include the State of Tennessee; Memphis and Shelby County Governments; Memphis/Shelby County Emergency Management Agency (EMA), local branches of multiple federal agencies and many non-profits such as the Red Cross. As part of this effort the Division of Public and Nonprofit Administration at The University of Memphis, along with representatives from the Department of Earth Sciences and CERI have begun initial discussions for a joint undergraduate minor in Disaster preparedness information, such as contents of disaster kit.

This special class, organized by Joy Clay of the MPA faculty was conducted in the EMA training center located near The University of Memphis. Our faculty and students quickly found that there are a multitude of actions individuals and families can take to confront disasters. Wendy Cantrell, the EMA CERT trainer got right to the point, emphasizing the fact that everyone in a community has certain responsibilities, and observing that “in the event of a disaster lives and health of individuals will be immediately placed in danger. Not being prepared for such occurrences increases the likelihood of not surviving.”

The central concept behind the CERT program is that an emergency or disaster can occur anywhere at any time and such events can isolate the citizen from basic emergency services such as fire, police, EMS, gas, water, electricity, and telephone. When emergencies or disasters occur, it could be up to two weeks before basic services are restored and as these events can strike with little or no warning, the key is citizen preparedness. The training began by asking some basic and, in some cases, disturbing questions. These included:

- Do you know what to do in case of an earthquake here in Memphis?
- Can you turn the water and gas off at your house?
- Do you have fire extinguishers in your home and are they the correct type and weight for fires you might encounter?
- Do you know how to “attack” a small fire in your home or office?
- How many gallons of emergency water do you have on hand in your home or office?
- How much emergency food stores do you have on hand?
- Do you have an adequate first aid kit and do you know how to use it properly?
- Do you know how to provide adequate sanitation for yourself and your family?
- Do you know how to signal emergency responders that you need assistance?
- Do you know how to assist in removing debris trapping a family member, neighbor or co-worker?

At the end of the two-day, 16-hour course, these and many more questions were answered. The class was immersed in topics such as disaster preparedness, fire suppression, medical first-aid, medical triage and rescue and disaster psychology. The majority of class experiences were “hands on” in nature and full class participation was expected. Among the activities were putting out small fires, shutting off utilities, fundamentals of first aid and the proper technique for lifting a wall of rubble off a trapped individual.

Just as important as the content of the class, is the resulting goal which is to educate participants about how to take care of themselves and others in the possible 3-7 day period before other outside help can arrive. This allows graduates of the program to not only assist their family and neighbors, but to provide assistance to the local response resources which will be quickly exhausted in the event of an extreme meteorological disaster event.

Participants benefited with a greater appreciation of our strengths to survive a disaster and each student was provided with a personal CD version of the CERT Manual as well as several window “OK/Need Help” placards for display in windows after a disaster. These placards, distributed to our friends, family members, neighbors, also provide basic emergency and disaster preparedness information, such as contents of disaster kit.

As our cities grow and populations swell, these larger and more metropolitan areas will be exposed to increased threats from natural and man-made disasters. Larger populations will also make it increasingly difficult for first responders to assist all who are in need. The greater demand on first responders is currently creating an environment where it is increasingly important for the average citizen to have a basic understanding of first-aid and disaster survival. By preparing yourself and learning what to do in emergency situations, you can become the best kind of first responder, the one who is on the scene when the event happens, with the ultimate goal of becoming a survivor instead of a statistic.

As public administrators and citizens we do not know how we will react to an emergency until we are confronted with one. However, a good public official is an aware official and a good citizen is a prepared citizen.

For more information visit the following:
- Community Emergency Response Team (CERT) www.citizencorps.gov/cert
- The University of Memphis www.memphis.edu
- Center for Earthquake Research and Information www.ceri.memphis.edu
- Memphis/Shelby County Emergency Management Agency www.ema.mems.org
- Division of Public & Nonprofit Administration, The University of Memphis padm.memphis.edu
- ASPA member James Carruth is an instructor in the Division of Public & Nonprofit administration at the University of Memphis. E-mail: jrcarruth@gmail.com
- Carter Dedrick is currently completing an internship at Oak Ridge National Laboratory under the NNSA within the National Security Directorate. E-mail: ctededrick@gmail.com

MPA Program Focuses Local Community Earthquake Concerns

James Carruth, Carter T. Dedrick
From PARKS AND REC, pg. 7

Park and Recreation Professionals Well Suited for Assisting Communities in Crisis

one’s self what is expected, but also teaching others what is expected of them. One common error in emergency disaster planning is that planners forget that they will have to orient, train or educate others relative to the respective roles under disastrous circumstances.

Training needs to be focused on a specific system that is being used to manage a disaster. For most cities, the incident command system (ICS) is utilized to manage disasters. The benefits of having ICS as a management resource is that it provides common language and technologies among different departments and agencies, it includes a structure that can expand or retrace in accordance with each specific situation, and it allows for the integration of other jurisdictions during the response and recovery phases of disaster.

Training should also incorporate key officials and must focus on the procedures that will take place in the emergency operations center (EOC). Other training opportunities may include training for terrorism, and specific functions such as warning, evacuation, sheltering, damage assessment, etc. Such training is essential as it compensates for the limited opportunities available for acquiring actual disaster response experience.

Exercising
In light of the number of natural disasters in the last seven years, many communities mandate preparedness exercises. Park and recreation agencies in the southeast and gulf coast regions of the country have actively programmed exercises to keep agency staff prepared. The most widely accepted belief concerning exercises is that they test the functions, comprehensiveness and applicability of the Emergency Operations Plan (EOP).

As previously mentioned, the occurrence of a disaster is somewhat rare; therefore, it is highly unlikely the EOP will ever be implemented. Thus, the only way to evaluate the effectiveness of the EOP and its functions is to exercise it. There are four principle reasons why parks and recreation agencies deem exercises as advantageous:

• to detect deficiencies in the EOP;
• to detect deficiencies in the overall emergency management system (example: agencies were not adequately trained in plan implementation);
• to identify potential personnel and staff problems; and
• to detect problems with the functioning and operation of equipment.

There are also many other benefits associated with exercising. Successful exercises enhance perceptions of teamwork, training adequacy, response network effectiveness, job risk and equipment adequacy. Exercising also provides the chance to test first responders’ and government officials’ knowledge, skills and abilities posed by real life disaster events. These types of scenarios also help pinpoint areas that need further training.

To progressively improve on planning for and responding to disasters, park and recreation administrators have effectively utilized three types of exercises for training purposes: tabletop, functional, and full-scale exercises. Tabletop exercises are the least complex out of the three. They normally involve a meeting-like atmosphere where disaster events are in the form of a narrative scenario. Key officials verbally discuss problems posed by the fictitious disaster and then state what course of action they would follow. There may also be time to critique which decision and activities are most likely to produce a successful outcome.

In contrast, a functional exercise, unlike tabletop, requires a higher level of complexity in planning and testing. Typically, this type of exercise is based on one or more functional parts of the EOP in a field setting. For example, this type of exercise can focus on the park and recreation department addressing objectives related to gathering of safety and emergency equipment, team and removal, mobilization of key personnel.

A full-scale exercise is the most complicated of all the exercises. It requires many resources, a full staff of evaluators, actors who play victims, props and occasionally someone to portray trauma victims. In many instances, multiple agencies and jurisdictions will take part in the full-scale exercise. This cross-organizational and cross-jurisdictional interaction is especially valuable.

To assist in designing and implementing exercises park and recreation administrators have created exercise committees. The value in having an exercise committee is threefold: to develop a local exercise program that meets the requirements of all participating agencies; to devise a schedule for the exercises; and to determine general exercise scenarios and locations. Meeting with others provides an opportunity to invite representatives of outside organizations to get involved in the exercise. Involving these organizations in the exercise will test their skills, which is often a requirement for licensing or accreditation.

Hindsight has taught park and recreation administrators to thoroughly consider the virtues of announced or unannounced exercises. On one hand, an unannounced exercise tests response capabilities in a semi-realistic manner. Alternatively, an unplanned exercise requires a high level of efficiency and training on the EOP and may also remove from active service needed public safety and public works resources.

Interfacing with FEMA
One of the areas continuing to surface as a lessoned learned is how park and recreation administrators can meaningfully interact with FEMA during periods of distress. The most poignant examples extracted from the field include the experiences of park and recreation officials responding to Hurricanes Charlie and Katrina. Often administrators are unfamiliar with the process and experience suggests that attention be given to the following:

• Work that is eligible for federal grant assistance must be classified as either emergency work or permanent work. Emergency work includes reducing or eliminating immediate threats to the general public, such as downed power lines, debris, demolition of unsafe collapsed structures, and search and rescue, and must be completed within six months.
• Permanent work includes minor repairs and replacement in order to return structures to their original design pre-catastrophe. This work must be completed in 18 months.
• FEMA will reduce eligible funds if insurance is covering some of the damage. The state will notify insurance companies of entitlements for a facility.
• Once an agency has submitted an application for funds, they will then meet with a FEMA program representative. Prior to that meeting, agencies should prepare:
  • A list of damage sites with a corresponding county map that shows the sites.
  • Insurance policies for damaged sites.
  • Information about historic sites or those that might have environmental concerns.
• When hit with a disaster, FEMA will post meetings and briefings on its website at www.fema.gov. Agencies can also find application forms and other information about the process.

Perhaps one of the greatest lessons natural disasters, namely hurricanes, have taught communities is how well suited park and recreation professionals are for assisting communities in crisis. For a profession that is so often relegated to the status of a discretionary service provider in every day life, the centrality of park and recreation agencies in assisting FEMA, National Guard, Red Cross, Salvation Army and a multiplicity of other local, regional and national caregivers during great calamities is powerful testimony to the depth of professional expertise embodied in local park and recreation organizations.

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Call for Nominations: “Donald C. Stone Student Paper Award”

SIAM is pleased to announce that it is currently seeking nominations of graduate or undergraduate research papers written for a course or independent study for the “Donald C. Stone Student Paper Award.” The winner will receive a plaque and some financial support to cover travel expenses to the ASPA Annual Conference at The Fairmont Dallas Hotel in Dallas, TX (March 7-11, 2008) from SIAM. The award will be presented at SIAM’s annual Business Meeting during the ASPA Conference.

Eligibility: The paper should address the topic of Intergovernmental Relations and/or Intergovernmental Management and should clearly demonstrate the integration of theory and practice. Papers should be no longer than 25 - 30 double-spaced pages. Only papers completed from January 31, 2007 to September 1, 2007 will be considered.

Sponsorship: Students may solicit a faculty nominator, or faculty may initiate the nomination process. Papers should be submitted with a brief statement by the faculty nominator that highlights why the paper should be considered for the award.

Deadline for Submission: A copy of the paper, faculty statement of justification, the student’s name, college or university and current e-mail contact information should be submitted by e-mail as an MSWord or RTF file to Dr. Chris Stream, Department of Public Administration, University of Nevada Las Vegas, 4505 Maryland Parkway, Box 456026, Las Vegas, NV 89154-6026 by 5 pm October 1, 2007.

Review Process: A panel of academics and practitioners representing SIAM’s current membership will recommend the recipient to the SIAM Board of Directors.

Awardee Notification: The awardee will be notified by November 1, 2007.

Cross-Jurisdictional Collaboration Working in Some States

From COLLABORATION pg. 4

Structure (ICS) that began in CA in the mid-70s and went nation-wide–and has only recently been embraced by other sectors such as public health.

- Time challenges are another factor problem for a collaborative approach. It is extremely difficult for emergency managers of all types to adopt a more open, consensus-based approach to policy making when the axioms of grant applications or mandated deliverables remains a threat.

- Disaster response and operational mandates are also a key obstacle towards achieving collaborative policy solutions. It is a deterministic axiom that disasters happen—and when they do, the focus on time, energy, and policy concentration are solely directed towards that end. All energy becomes shifted and the level of the managerial role and partnership costs are subsumed by other critical needs. The current centralization of the complex policy, collaborative, and interinstitutional role that has been successful in allowing the coordination to continue even during major emergency operations—and may be a key towards nurturing the continued development of collaborative efforts during times of crisis.

- Chaos through reorganization is another recent barrier. As seen with the federal government, and also in California, new organizational structures have been created that have created a high level of instability and change. The creation of national and state Departments of Homeland Security, traditional lines of decision-making during emergencies and disasters that have been in place for decades have recently been re-structured in a manner that has created confusion at many levels of the response structure.

The irony is hard to ignore: just when the emergency field needs firm, structured organizational systems developed to assimilate these strategic changes and make them work in this new environment—the time and leadership so critical to initiate change actions cannot be found and are instead addressing organizational challenges from within their organizations.

The Next Generation of Collaboration Unfolds

The Center for Collaborative Policy partnered with the Institute for Local Government/Collaborative Governance Initiative, and last year convened a cadre of groups—including non-profits, federal, state, and local governments—to discuss how they can potentially use collaborative problem solving tools to work with stakeholders, emergency response disciplines (Fire, Law, Emergency Medical, etc.) and the general public to coordinate planning and preparation for disaster and emergencies. The focus of this workshop discussion was to primarily assist local entities deal with the emerging trends in the homeland security/disaster services field. The design team has completed the assessment report and will soon release the document and begin pursuing the recommendations, in partnership with several key associations in the state—such as the California State Association of Counties, and the League of California Cities.

The success of the more state agency-centered projects mentioned earlier has allowed for the collaborative approach towards coordinated policy making to begin taking hold at the statewide level, the next focal point for directed, strategic collaborative policy making is likely to become concentrated within local geographic areas, where the true implementation of this evolving field is directly applied in the “street”.

I believe it is fair to say that cross-jurisdictional collaborative mechanisms to achieve complex emergency management & homeland security goals in California are beginning to take off now at all levels—and helping to secure the safety of the state’s 35 million people.

For more information about CCP’s projects in this arena, you can contact Adam Sutkus at asutkus@ccp.csus.edu

ASPA member Adam Sutkus is a senior mediator/facilitator with the Center for Collaborative Policy (CCP) at California State University, Sacramento.

E-mail: asutkus@ccp.csus.edu

Broward Co. Makes Collaboration Work

From BROWARD COUNTY, pg. 5

communication and data systems and pre-drill its unified command. The agency also learned that an important element after a severe storm or hurricane is the visibility of public safety personnel to provide security and basic law and order duties to residents because this can determine how quickly residents are able to get back to their normal lives.

In an ever changing and demanding political and social environment, emergency services are a perfect fit for a relationship. Fire services are no longer relegated to fire suppression and rescue operations. Similarly, the role of law enforcement agencies has expanded from crime control. If predictions are true, future events will show that a fire rescue mission can quickly become a major crime scene. There are many more commonalities between the BSO and BCFD than originally thought. This highlights how those commonalities can work together to improve emergency services throughout Broward County.

ASPA member Major John Carroll is the director of staff services/Office of the Inspector General, Broward Sheriff’s Office. E-mail: john_carroll@sheriff.org

ASPA member Leslie Taylor is research and development coordinator, staff services/Office of the Inspector General, Broward Sheriff’s Office. E-mail: leslie_taylor@sheriff.org
Boise State University is an EEO/AA institution. Veterans preference. Director of the Energy Policy Institute and the Center for Advanced Energy Studies, a research collaborative through the Energy Policy Institute (EPI) and the Center for Advanced Energy Studies, a research collaborative with the Idaho National Laboratory and the Idaho University Consortium. Expertise in foreign policy, urban planning, environmental policy or other areas that intersect with energy are highly desired. Candidates should possess an earned doctorate in public policy, political science, or a similarly related discipline.

Three-Ten Track Faculty Positions
Assistant Professor of Public Administration
University of Texas at San Antonio

The Department of Public Administration at the University of Texas at San Antonio (UTSA) invites applications for a tenure-track Assistant Professor position beginning Fall 2008 (pending budget approval). Required qualifications include an earned Ph. D. in Public Administration, Public Policy, Political Science or related discipline by August 15, 2008 for appointment at the rank of Assistant Professor. A successful ABD candidate who fails to complete all degree requirements by that date can only be hired at the rank of Instructor. Completion of the doctorate no later than the end of the second year of teaching is mandatory. Candidates must demonstrate evidence of excellent teaching and research or strong potential. Preferred qualifications include a specialization in Budgeting and Finance, Quantitative Methods, Human Resources, or Nonprofit Management. Responsibilities include teaching, research, and service. Teaching will be at the graduate and/or undergraduate level. Courses will be offered primarily at the UTSA Downtown Campus but may also be offered at the Main Campus and primarily at night. The department currently offers a NASPA accredited Master of Public Administration degree and an undergraduate minor in Nonprofit Management. The department provides American Humanics certification both at the graduate and undergraduate level. Applicants must submit a letter of application; vita; names, addresses, and telephone numbers of three references; one or two article-length manuscripts or other samples of research and writing; and teaching evaluations (if available) to: Faculty Search Committee Chair, Department of Public Administration, University of Texas at San Antonio, 501 W. Durango Blvd, San Antonio, Texas, 78207. ABD applicants must have their Dissertation Committee Chair send a letter to the Search Committee Chair indicating progress in degree completion and/or expected date of defense. Initial review of applicants will begin November 1, 2007 and will continue until the position is filled.

The University of Texas at San Antonio is an Affirmative Action/Equal Opportunity employer. Women and minorities are encouraged to apply. Applicants who are not U.S. Citizens must state their current visa and residency status.

Assistant Professor - Public Policy and Administration
Boise State University
AAG-0015-67

The Department of Public Policy and Administration at Boise State University (BSU) is seeking candidates for a tenured-track assistant professor to teach in the NASPA-accredited MPA curricula to begin in either the Spring or Fall of 2008. Candidates will be expected to teach classes related to energy policy and to perform research through the Energy Policy Institute (EPI) and the Center for Advanced Energy Studies, a research collaborative with the Idaho National Laboratory and the Idaho University Consortium. Expertise in foreign policy, urban planning, environmental policy or other areas that intersect with energy are highly desired. Candidates should possess an earned doctorate in public policy, political science, or a similarly related discipline.

Boise State University is an urban university located in the state capital and is the largest university in Idaho. Boise is one of the nation’s fastest growing communities and is the cultural, business, medical, and governmental center for a metropolitan area of 475,000 people. Abundant recreational opportunities are only minutes away from campus in Idaho’s mountains and wilderness areas. Boise State University is designated by the State Board of Education as the lead institution in Idaho for social sciences and public affairs. Send a letter of application, curriculum vitae, evidence of research and teaching potential (e.g., teaching evaluations and a writing sample), graduate transcripts, and three letters of recommendation to: Stephanie Witt, Ph.D., Search Committee Chair, Department of Public Policy and Administration, Boise State University, 1910 University Drive, Boise, Idaho, 83725-1935. Review of applications will begin October 1, 2007. Applications received after this date may be considered if the position is not filled from the finalist pool.

For more information about the department or EPI, see our website at http://ppa.boisestate.edu or contact the Search Committee Chair.

Boise State University is an EEO/AA institution. Veterans preference.

Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership
The Maxwell School of Citizenship and Public Affairs

The Maxwell School of Citizenship and Public Affairs invites applications for the position of the Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership. Candidates should have an exceptional record of research on questions relating to the leadership and performance of public or non-profit organizations, with particular emphasis on the role of women in leadership. Howard G. and S. Louise Phanstiel Chair, Department of Public Administration, The Maxwell School of Syracuse University, 215 Eggers Hall, Syracuse University, Syracuse, NY 13244

Public Budgeting

The Department of Public Administration at the Maxwell School of Syracuse University is recruiting for two tenure-track assistant professor with a specialty in public budgeting. One candidate should also have a specialization in urban policy. Candidates should be able to teach and conduct research in budgeting in the public and non-profit sectors. An international focus and the ability to teach courses in one of the following areas are also desirable: financial management, statistics, information technology, and public management. The department encourages applications from women and minorities.

Send material to: Public Budgeting Search Committee, Department of Public Administration, The Maxwell School of Syracuse University, 215 Eggers Hall, Syracuse University, Syracuse, NY 13244

Information Technology and Statistics

The Department of Public Administration at the Maxwell School of Syracuse University is recruiting for a tenure-track assistant professor with a specialty in information technology and statistics. The department seeks qualified candidates in e-government, strategic management of information technology in public and non-profit organizations, and applications of information technology. An international focus and the ability to teach courses in one of the following areas are also desirable: statistics, program evaluation and public management. The department encourages applications from women and minorities.

Send material to: Information Technology and Statistics Search Committee, Department of Public Administration, The Maxwell School of Syracuse University, 215 Eggers Hall, Syracuse University, Syracuse, NY 13244

Four Faculty Positions
Martin School Of Public Policy And Administration
University Of Kentucky

The Department of Public Administration at the University of Kentucky is recruiting for five faculty positions beginning August, 2008. We seek outstanding scholars who can contribute to our Ph.D. program and our professional master’s degree programs. We are particularly interested in candidates with research and teaching interests in one or more of the following primary or secondary areas of interest: public policy processes, public economics, organization theory and behavior, program evaluation, strategic planning, health economics, decision analysis. Ability to teach statistics/research methods/econometrics will be a plus. Rank is open. We expect to make one appointment at the senior level and other appointments at the assistant professor level.

The Martin School is a University Center of Excellence with a multidisciplinary faculty. We offer four degrees: a Ph.D. in public policy and administration, a master of public administration, a master of public policy, and a master of health administration. We also offer a joint J.D./MPA and a joint Pharm.D./MPA.

Minority and female applicants and applicants with a disability are especially encouraged to apply. Applications will be accepted until the position is filled. Review of applications will begin October 1, 2007. For further information, contact Professor Edward Jennings, Director at 606-257-1484. All interested applicants should send a letter of application describing their interest, curriculum vitae, three letters of reference, and a recent working paper or publication either as email attachments to Dee King (dee.king@uky.edu) or by mail to: Faculty Search Committee, Martin School of Public Policy and Administration, 419 Patterson Office Tower, University of Kentucky, Lexington, KY 40506-0927

The University of Kentucky is an Equal Opportunity University. We encourage applications from individuals with disabilities, women, African Americans, and members of other minorities. http://www.martin.uky.edu
The Recruiter
WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITION

Public Administration
Finance & Budgeting
University Of South Carolina

The Department of Political Science at the University of South Carolina invites applications for a tenure-track position in Public Administration at the Assistant Professor level, to begin August, 2008. Applicants with a Ph.D. in hand, a well-conceived research agenda, and evidence of teaching effectiveness are preferred. The successful candidate will be expected to contribute through teaching, research and service to the Department’s NASPAA-accredited MPA curriculum and to undergraduate course offerings in Public Administration. Applicants must be willing and able to teach the core course offering in public finance and budgeting, but generalist training in public administration is valued. For full consideration, applications must be received by October 31, 2007. Send vita, three letters of recommendation, teaching evaluations, and samples of published or unpublished research to: Professor Steven Hays, Search Committee Chair, Department of Political Science, Gambrell Hall, University of South Carolina, Columbia, SC 29080. The University of South Carolina does not discriminate in educational or employment opportunities or decisions for qualified persons on the basis of race, color, religion, sex, national origin, age, disability, sexual orientation or veteran status. The University of South Carolina is an affirmative action/equal opportunity employer. Women and minorities are especially encouraged to apply.

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Edited by
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- **10-11** AGA's National Internal Control and Fraud Conference  
  Theme: Combating Fraud: Strategies for Success  
  Location: Atlanta, GA  
  Contact: Ada Phillips, aphillips@agacgfm.org  
  More info: www.agacgfm.org/fraud

- **14-15** Public Administration Research and Education in China Today  
  Location: Shanghai, P.R. China  
  Contact: Evan Berman, berman@lsu.edu

- **24-25** AGA's National Performance Management Conference  
  Theme: Promoting Government Accountability Through Performance Management  
  Location: Phoenix, AZ  
  Contact: Julie Cupp, jcupp@agacgfm.org  
  More info: www.agacgfm.org/pmc

- **26-28** Immigration and the Public Sector: Your World is Changing…How do you Respond?  
  Location: Phoenix, Arizona at the Crowne Plaza Hotel  

### October 2007

- **27-29** 2007 SECoPA Conference  
  "Sound Innovations in Public Administration: Setting the Tone for the Future"  
  Location: Nashville, Tennessee  

### November 2007

- **8-10** 29th Annual APPAM Research Conference: What Else Shapes Public Policy Analysis and Management?  
  Location: Washington Marriott Hotel and Embassy Suites Hotel, Washington, DC

### February 2008

- **7-9** The 2008 Social Equity in Leadership Conference, "Advancing Urban Governance in a Global Context,"  
  Location: School of Public Affairs, Arizona State University in Phoenix  
  More Info.: http://www.napawash.org

### March 2008

- **7-11** ASPA's 69th Annual Conference  
  Transformational Public Administration: A Call for Public Service  
  Location: Dallas, TX  
  More Info.: www.aspanet.org

## INSIDE:

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insights on Perf. Management</td>
<td>8</td>
</tr>
<tr>
<td>Insights on HR Management</td>
<td>9</td>
</tr>
<tr>
<td>Ethics Moment</td>
<td>12</td>
</tr>
<tr>
<td>President's Column</td>
<td>16</td>
</tr>
<tr>
<td>Chapter News</td>
<td>17</td>
</tr>
<tr>
<td>Recruiter</td>
<td>26</td>
</tr>
</tbody>
</table>

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