OPEN SPACE BECOMING A PRIORITY IN CITY PLANNING

Former Denver Planning Director William Lamont, Jr. alerted the city to the need for preserving urban open spaces to combat the tremendous industrial growth of past years in recent testimony before a US House subcommittee.

Representing the American Planning Association, Lamont expressed the need for local governments to work together, both for the pooling of resources and in sensitivity to the fact that land follows geographical boundaries, not political. "Open space," he said to the General Oversight and Investigations Subcommittee of the Committee on Interior and Insular Affairs, "must be considered in a regional context because it is a regional phenomenon."

All elements of a community must cooperate to create workable plans, Lamont explained. Neighborhood associations and other community organizations can provide insight to the development of those plans. In fact, according to Lamont, "no state or federal assistance should be provided unless the local governments formulate a comprehensive vision of their open space needs and their priorities."

Finding the resources to implement this vision presents interesting challenges to all members of local government, Lamont, former city planner of Boulder CO, as well as Director of Planning and Community Development for the City of Denver, offered the benefit of his own experience.

Since 1967, the citizens of Boulder have been paying less than one percent in sales tax to raise money for the sole purpose of acquiring open space. In Denver, the city offered to trade city-owned land for industrial land it would like to use as a park along the Platte River. Other solutions offered at the hearing included creative use of already owned space, such as Denver's tree replacement program, and using the right-of-way along irrigation ditches owned by the city for bike, jogging and walking paths.

The hearings are part of US House research to help determine, in the words of subcommittee chair Rep. Peter Kostmayer (D-PA), "what role the federal government can play in protecting communities against runaway development.. One federal proposal has been the American Heritage Trust Fund. The act, which combines the Land and Water Conservation Fund and the Historic Preservation Fund, provides $1 billion a year to buy parks, preserves, and historic sites, helping to fund open space and recreation planning at the state and local levels.

COURT DECISION MAY CHANGE TENURE PROCESS

EEOC CHALLENGES CONFIDENTIALITY

Sheila McCormick

Universities are still in the early stages of adjusting to [the decision], according to Ross Clayton, ASPA member and dean at the University of Southern California. He said USC's lawyers are reviewing the decision and the university's tenure practices.

The decision in University of Pennsylvania v. Equal Employment Opportunity Commission revolved around the ability of the EEOC to subpoena peer review materials while investigating a complaint of discrimination in a tenure denial case.

The EEOC had asked the university to release confidential documents related to the tenure decision and the university refused, citing the confidentiality of the peer review process.

The Supreme Court affirmed a lower court decision requiring the university to release the documents. The University of Pennsylvania had been supported by other universities seeking to keep the tenure process closed and confidential.

Thomas Lynch, an ASPA member since 1966, has been elected vice president of the American Society for Public Administration (ASPA). He will become ASPA's president in 1992.

J.A. "Tony" Ojeda, Assistant County Manager, Metropolitan Dade County, FL, and Emerson Markham, Financial Management Consultant, have been elected as at-large members to ASPA's National Council.

Lynch, a professor at Florida Atlantic University, will officially take office at ASPA's 35th National Conference in Los Angeles in April. At that time Carl Sterenberg will become president, replacing Morris W.H. "But" Collins, and Endel Beaumont will become president-elect. Other newly elected members of the National Council will also take office.

Lynch has worked in academic positions for the past 15 years at Syracuse (The Maxwell School), Mississippi State, Florida International, and Florida Atlantic Universities. Additionally, he worked for the US Department of Housing and Urban Development, Transportation, and Commerce.

LYNCH ELECTED VICE PRESIDENT

ASPA has been important to Lynch. He was a Public Administration Fellow and has served on the councils of four ASPA chapters. He was also an at-large member of ASPA's National Council.

Lynch cites his founding and 10-year editorship of The Bureaucrat and his founding of the ASPA Section on Budgeting and Financial Management as his two most important contributions to the field of public administration.

ASPA voters also approved a constitutional amendment which was included on the ballot which changes the ASPA Assembly.

The following individuals won election to ASPA's National Council as regional representatives:

Region I: Helen Chin Schlichte Assistant to the Secretary Executive Office for Administration and Finance Boston MA

(Continued on page 4)
WASHINGTON—The warmest, most pro-
gressive line in the entire Bush budget for 1991 has to be the $500 million new dollars
the president is proposing for the Head Start program.

After a near-decade in Reaganesque Siberia, children’s advocates suddenly can switch the
debug button. Coming from home, or marginal
improvements in the program, to the question of
Head Start’s broader potential.

With a 36 percent funding hike to $1.9 million
next year, Bush proposes adding 180,000
more low-income children to the 450,000
Head Start now serves. It would be the
largest single-year budget boost in the pro-
gram’s 25 year history and bring, the admin-
istration claims, 70 percent of all eligible
4-year-olds into the program.

Well and good, but you have to ask: Why
stop there?

With the program up for reauthorization in
Congress this year, it’s time to ask if Head
Start can’t be made America’s central tool to
gain millions of troubled kids and families on
a sound track.

We all know Head Start provides likely
Sesame Street-like stimulation for deprived pre-
schoolers. But it does a lot more. Not only
do the kids get an introduction to words
and numbers and a chance to build their self-
confidence: They also receive vision and
hearing tests, psychological screening and
to get a see a doctor and dentists—often for
the first time. They get an environment where
catch-as-catch-can often reigns, they’re fed a nutri-
tious hot meal each day.

Then there’s the least known but vital value
of the project—what Head Start does for par-
ents. Generally ill-educated, kids on the
ragged edge of employability, too often vic-
tims of parent’s drug use, parents need help
they’re to help their kids.

And Head Start provides it in interesting
ways. Required to participate actively in their
child’s progress, parents are led tactfully in
their own literacy and high-school equivalen-
cy program. The better Head Start staffs
provide broad advice—how to get into sub-
stance-abuse program, where to look for
jobs, how to find health services. And the
parents are encouraged to talk to their chil-
dren, to talk to and reason with them, to
reason less to demands of blind obedience.

Some critics fault the Bush budget for sting-
iness on delayed program improvements and for
not going far enough in paying Head
Start teachers adequate wages. But an even
hotter debate centers on focusing all new
program dollars on 4-year-olds.

The administration argues the year just
before kindergarten is the most critical.

There’s scant scientific evidence that two
years of Head Start benefit kids any more
than one, says Dr. Wade Horn, the adminis-
tration’s Head Start czar as commissioner
for children, youth and families under the
Department of Health and Human Services.

Helen Bank of the Children’s Defense Fund
replies: “It’s critical we not view this program
as a one-shot inoculation. It’s valuable to kids
as young as infancy. Studies show a second
year is cost-effective. With the assaults
of the drug culture, she adds, “poor families
face the challenge of risk and hurdles, more
so than 25 years ago.”

The issues could hardly be drawn more neat-
ly. Trying to keep overall social budgets
down, the Bush camp gurus positive
reviews for saying Head Start will now reach
a majority of 4-year-olds.

And the children’s advocates answer: Get
realistic. Do that and you’re just sticking a
single finger in one of the many gaping holes in
America’s crumbling social dike. Bush and his
budgeteers need to see, they argue, that
without an across-the-board set of interven-
tions to break the bleakness and blankness of
the early years of poor children, with
fathers usually absent and mothers over-
worked and unprepared for sensitive child
rearing, social disintegration and national
decline follow as night does day.

That’s where Head Start is said to be so cru-
cial. The program is trusted, long-standing and
has an infrastructure of qualified
people, horn notes. It’s allies say
Head Start ought to translate into good
news all over, delivered at the right
level: the neighborhood.

A handful of studies have shown dramatic,
long-term benefits for kids exposed to Head
Start—which teen age delinquency, lower
pregnancy, and better employment
prospects. Most studies are less
sanguine; they suggest that many of the benefits last only
after two or three years.

“But there’s virtual unanimity,” says Horn,
“that when distressed kids leave Head
Start, they are better off than kids who don’t get the experience. The challenge is to ensure
quality school and family follow-up. Maybe
we need ‘booster sessions for Head
Start kids as they progress through school,”
he speculates.

Some states have their own pre-kind-
ergarten programs—at least 10 coordinated
directly through Head Start. But eventually
it boils down to a decisive national responsi-
bility. Head Start for so many kids and families
as could save it could cost as much as $10 bil-
lion a year. That’s real money, but maybe
even worth it.

After its seemingly generous new move, the
Bush campaign may be offering just a single slice
off the right loaf.

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SHELL McCORMICK’S recommendations on
financial reforms which appeared in the PA
TIMES supplement dated February 1, 1990,
were based on a number of basic assump-
tions which need to be more closely exam-
ed. Why do public administrators who are
shelved in managing government programs
and trained in developing efficient organiza-
tions look to their tax advisors for divine guid-
ance in improving government financial
administration? Before we accept the
accountants’ recommendations, shouldn’t we
first revisit the principles of public administra-
tion including organization theory and consid-
ern how a single financial officer for the entire
federal government would function? For
example, would the President and each cabi-
et officer be required to clear purchases and
appointments with this official before they
could authorize any department expendi-
tures? If this were the case, we could soon
envisage all federal government spending
being in a halt while waiting the auditors’ approval.

More importantly should such functionary be
interposed into the government process? As
public administrators, we strive to simplify
government organization so as to improve its
responsiveness and efficiency. Why then
should we consider interjecting another level
of bureaucracy in the process?

Models already exist in government which
realize a centralized financial office which
independently elected and appointed—and
duly this type of organizational structure
is often financial. States with chief financial
officers (controllers) who closely monitor all
financial operations still are plagued with
annual deficits and low credits. Keep in
mind that although states are constitutionally
required to have balanced budgets, they
still experience revenue shortfalls and expen-
diture overruns despite the controller hower-
ing over the finances. The federal govern-
ment already has Legislative Committees, the
Bureau of the Budget, an Auditor General
and many Inspectors General as well as
special government officials overseeing the
taxon’s fiscal affairs. If they can’t put our
national financial house in order, can we
expect that another level of financial manager
superimposed onto the system will really
“straighten out the mess” or merely add to it?

Why do we accept magical misdirection
solutions from the sorcerer’s bag of tricks rather
than address the problem directly? The intro-
duction of a single financial officer at best
offers a costly bribe which at a quick
phase seems to treat the symptoms of our
financial ailments but under scrutiny offers lit-
tle hope of long term remission from our fiscal
ills. The key question remains, “Can any
administration or financial officer of such
problems as the deficit if both the executive
and the legislature prefer not to tackle the
issue?” Would the old huck all but all federal
and government expenditures including all salary
checks when the total projected budget revenues
are encumbered? Frankly, I doubt it.

I am also troubled by the accountant continu-
ally urging the federal government to initiate a
total review of its accounting system so that
we can learn the amount of our “true deficit.”
Such “improved” system would follow the cor-
porate model and require the valuation of all
the institutional assets and the generat-
ment of depreciation schedules for all its
building and equipment in our defense estab-
lishment, our space program, our National
Parks and the myriad other federal opera-
(End. on page 16)

Clariication

A meeting of these interested in discussing the formation of a Section on Health Care
Finance and Administration was announced in the March 1 issue of PA TIMES. This
announcement was not intended to imply that such a section has been authorized by the
National Council. The meeting is for the purpose of discussion and exploration only.

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All fifty states already have laws concerning handicap discrimination, and the introduction of the ADA into existing policies could mean problems for those states with weaker legislation. According to the bill, state governments can be used for violation of the act.

Discrimination, architectural accessibility, and transportation (especially mass transit) are areas regulated by the ADA, and mandates, such as lift-equipped buses, have received tremendous criticism by local governments which will have difficulty affording them in the coming years.

Furthermore, many small business owners feel the lack of administrative remedies in the act to correct claims of violations mean expensive court cases which could run some independent businesses. The fact that not only the disabled individual, but the federal government as well, is empowered to sue vio-

lators adds to the expense.

Many supporters of the act are referring to it as the Declaration of Independence of the Disabled and warn not only that fears of opponents are groundless, but that opening more of the workplace to the disabled will gen-

erate profits due to increased productivity. They also claim the savings in taxes to sup-
port dependent handicapped individuals will be significant.

The bill passed in the Senate (S 933) in September of 1989, and is currently pending in the House of Representatives (HR 2273) in three committees: Education and Labor, Energy and Commerce, and Judiciary and Public Works.

A SMOKELESS AMERICA COULD COST HEALTH CARE 10 BILLION

An economic study conducted by the National Bureau of Economic Research contradicted US Health and Human Services Secretary Louis W. Sullivan's claim that a national cam-
paign to end smoking would reduce health care costs in this country by $52 billion. According to the study, smokers effectively subsidize the Social Security pensions of non-smokers by dying (by the average) before they can collect the amount of Social Security which they are due. The economists who studied the issue fully support Sullivan's campaign, but recom-

mend that Social Security and Medicare should be prepared for the consequences.

WHERE THINGS STAND

Wording in the bill is leaving smaller establishments confused about how to meet what they claim to be extremely costly challenges created by the ADA.

RATES ABOLISHED FROM EVICTING DISABILITIES ACT SPARKS DEBATE

Mayors from 114 communities in 35 states have disagreed with the descent from a Florida District Court's decision, abiding key West City's mayor from blame after ejecting a citizen from a city commission meeting. The citizen's disruptive behavior left the crowd criminal charges of violation, rather than the content of his speech, led the mayor to evict him. The Circuit Court decision in Jones v. Neyman found the mayor's action to be a reasonable "time, place, and manner" restriction on the citizen's speech.

STATES TARGET MEDICARE DOLLARS FOR PREGNANT WOMEN AND CHILDREN

State Medicaid appropriations for fiscal year 1989-90 increased an average of 12 percent over the previous year while federal outlays increased by 16 percent over the same peri-
don, according to a report by The Gannett Washington University's Interorganizational Health Policy Project (HIPP). The report also found that many of the benefits added to Medicaid programs during fiscal year 1989 aided children and pregnant women.

DEBT HITS SEVENTH GRADE

Of Gavin's appointment, Stone said, "NCAC is delighted that the OPM Director has made this high level commitment to the project. Gavin hopes his experiences in the coming year will strengthen the existing ties and fos-

ter future joint ventures between the two organizations.

Anacostia Senior High School in Washington, DC will be participating in a pilot program which involves establishing a core curriculum for graduation emphasizing public service. Beginning in the fall of 1990, between 25 and 40 students will participate in the program, receiving college credit for certain courses and learning valuable job skills at public ser-

vice related summer internships. Anacostia principal Walter Breckenridge has already begun selecting teachers and students. Much of the project design will follow the guidance and advice of past successes of the National Academy Foundation (NAF), which sponsors similar programs, including

(continues on page 16)

ASPA PIONEERS FIRST PUBLIC SERVICE ACADEMY

Inspiring interest in public service, keeping students in school, and inculcating values of good citizenship: these are some of the goals of the Academy of Public Service, a developing pilot program sponsored jointly by ASPA's National Capital Area Chapter (NCAC), District of Columbia Public Schools, the National Academy Foundation, and The George Washington University.

"Of the many current projects by the Chap-

ter," said John Stone, ASPA member and Chair of the Public Service Academy's Board of Directors, "few are as formidable a chal-

leng or as significant in their potential as the establishment of a Public Service Academy."

Constance Barry Newman, director of the US Office of Personnel Management (OPM), has recently appointed ASPA member Frank Gavin, OPM's Director of Personnel, project coordinator for the Public Service Academy. He has been given a full year's executive leave to devote all of his time to developing a curriculum and creating a nationwide expan-

sion strategy.

PA TIMES VOL. 13 NO. 4 1 APRIL 1990

BILLS PROPOSED TO REORGANIZE DEPARTMENT OF COMMERCE

Senator John Glenn (D-OH) has introduced a bill into the Senate (S 1798) designed to reor-
ganize the Department of Commerce. Hear-
ings will begin in late spring on the Trade and Technology Promotion Act, which would change the name of the Department in the Department of Industry and Technology. One of the bill's boldest proposals is the creation of the Advanced Civilian Technology Agency (ACTA), with the hopes of advancing develop-
ment and application of technology by foster-

ing public-private partnerships.

BILLS TO REORGANIZE DEPARTMENT OF COMMERCE

Senator Robert C. Byrd (D-WV) has intro-
duced legislation to create a new National Technol-
goal, which would be the reorganization of the Department of Commerce. One of the bills boldest proposals is the creation of the Advanced Civilian Technology Agency (ACTA), with the hopes of advancing develop-
ment and application of technology by foster-

ing public-private partnerships.

LOCAL GOVERNMENTS MAY BE REQUIRED TO CONSULT BEFORE TRANSFERS

The Hazardous Materials Transportation Act Uniform Safety Amendments Act of 1989 requires the US House of Representatives to consult with the Transportation and Hazardous Materials Subcommittee of the US House of Representatives on the bill. The bill would require more open communication between state and local gov-
ernments on route designation for hazardous materials transportation. The bill would also require uniform federal guidelines in regulation of hazardous materials, and would establish a mandatory registration program for transporters of hazardous materials.

REP. DOSTENKOWSKI PROPOSES INNOVATIVE BUDGET PROPOSAL

Representative Dan Rostenkowski (D-IL), Chairman of the House Ways and Means Commit-
ee, has proposed a five year plan to eliminate the federal budget deficit. Through increases in taxes on tobacco, beer, wine, and gasoline, Rostenkowski's plan would save $51.6 billion over the next five years and actually create surpluses in FY 1995. The plan would also eliminate all proposed tax reductions, including President Bush's capital gains tax cut and Senator Daniel Patrick Moynihan's (D-NY) Social Security payroll tax reduction. The proposal would leave legislation to create an off-budget fund, except for programs to the poor. White House spokesperson Martin Fitzwater expressed his support for the Bush administration's response when he said, "We think there's some room to talk."
ELECTION RESULTS

Region V
Robert Kline
Chair, Department of Government
Eastern Kentucky University
Richmond KY

Region VI
Seth Hirshorn*
Associate Professor & Director
Public Administration Program
University of Michigan-Dearborn
Ann Arbor MI

Mary Timney Bailey**
Assistant Professor
Political Science Department
University of Cincinnati
Columbus OH

Region VII
Norman L. Hodges, Jr.
Director
Arkansas State Claims Commission
Little Rock AK

Region VIII
Arlene Schley*
Deputy Regional Administrator
General Services Administration
Bedford TX

Sharon Bollinger**
Public Information Officer
Wyoming State Department of Education
Cheyenne WY

Region IX
Camilla (Cam) Stivers
Professor
MPA Program
The Evergreen State College
Olympia WA

Region X
George J. Penn
Assistant to the City Manager
City of San Diego
San Diego CA

The constitutional amendment makes substantial changes in the Assembly and the policy issues process. The Assembly, currently an advisory body in policy issues positions, will be enlarged to include chapter and section representatives and National Council members. Its sole responsibility will be to develop and enact public policy issue positions for ASPA, a function currently fulfilled by the National Council.

* three-year term
**two-year term

ASPA Regions
ETHICS IN GOVERNMENT EXPLORED IN MAY/JUNE PUBLIC ADMINISTRATION REVIEW

While ethics has become a growing concern among public administrators in recent years, there seems to be no consistent plan for approaching ethical problems, according to an article in the May/June issue of Public Administration Review (PAR).


Because there appears to be no consistent standard or procedure, Bowman states that "many agencies either ignore, shift responsibility, or simply have no strategy whatsoever for dealing with ethics."

The study also shows that many managers feel government is obligated to do more than merely raise general awareness of moral standards. For instance, the consensus among administrators reveals a need to develop guidelines which address ethical and unethical conduct and to institute leadership and training programs.

Several respondents of the survey believe professional associations like ASPA can also play a major role, but, as one sample stated, "it must be recognized that, as a volunteer professional network, there is a limited role ASPA can serve."

(Continued on page 16)

CHAPTER AND SECTION AWARDS ANNOUNCED

ASPA's chapters and sections play an important role in facilitating communication among ASPA members. Designed to recognize newsletters as a vital communication tool, ASPA is pleased to announce the winners of the chapter and section newsletter awards.

Chapter training awards are designed to encourage ASPA chapters to promote professional development of members through planned training opportunities. The Greater Kansas City Chapter won the 1990 award for its training opportunity titled "Women in the Public Service: We Are Valuable." An honorable mention in this category has been awarded to the Los Angeles Metro Chapter for its "Apostide Student Program."

Carol M. Fay, district director for the US Internal Revenue Service, is the winner of the 1990 Equal Opportunity/Affirmative Action Exemplary Practices Award. This award is presented to an individual or organization which makes an outstanding contribution to a more equal society.

The New York Metropolitan Chapter has been presented with the Presidential Citation of Merit Award, which is given to the chapter or section judged to have been the most effective in activities directed toward an improved public perception of public service and advocacy on behalf of public service.

June Gibbs Brown, former inspector general for the US Department of Defense, has been named the winner of the Professional Responsibility, Exemplary Practices Award. This award is presented to an individual who...
MEMBERS ON THE MOVE

Boulder CO has appointed Debra Lockwood assistant city manager.
Mark Wollenweber has accepted the position of city manager of St. Clair Shores MI.
The Regents of the University of the State of New York named Larry J. Hackman assistant commissioner of education. Hackman also directs the State Archives and Records Administration.
American Management Systems Inc. has promoted Joseph D. Levens to principal. Levens manages the New England Regional Office.
George Hagevik has been appointed executive director of the Illinois Institute for Training and Development, a management training program for public sector employees sponsored by public universities in the state.
William L. Kendig, director of financial management at the US Department of the Interior, has been awarded the 1990 Donald L. Scarincihey Memorial Award for distinguished leadership in financial management improvement.
The National League of Cities has appointed Donald J. Borst as executive director.
Michael L. Vasu has been invited to deliver a series of lectures by the European Consortium for Political Research. The lectures will be delivered at the University of Essex, England, this summer.
The Association of Bay Area Governments has appointed Mary Vail to the position of assistant to the executive director.

PRIVATE SECTOR SURVEYS PROVE RESOURCEFUL

Much that is useful in solving the challenges faced by public administrators today can be learned from the experiences of other jurisdictions and the private sector as well. New York's Private Sector Survey and similar projects help to make the endeavors of the private sector more accessible.
In 1988, New York City Mayor Ed Koch invited a commission of private sector executives to examine New York City's management and operations and to identify opportunities for improvement. He reasoned that many functions were similar to those performed by private companies in a competitive environment, and techniques found valuable in one sector would translate into another.
The Mayor's Private Sector Survey concluded that the present management system would have difficulties in implementing solutions to the identified problems. It, therefore, recommended a redesign of the city's management, including extensive training and development of city managers, adoption of appropriate management techniques, and productivity rewards.
These global conclusions probably could not have been drawn by policy makers inside the government because of their proximity to the problems and their day-to-day involvement with one crisis or another, leaving little time for strategic thinking and planning. Thus, the advantages of a Private Sector Survey are apparent: a fresh, impartial look at existing operations; application of sound business logic; and the sharing of workable solutions.
A crucial element of a successful Private Sector Survey is the imperative that the contributors understand the government system. Many private sector studies of public operations are relegated to library shelves because of a failure to comprehend the special government environment, comprised of competing community interests, social obligations, political activism, unions, regulatory agencies, and public scrutiny. The study must define objectives, select approaches, and facilitate the free flow of ideas in both directions.
Recommendations from the private sector are useful only if they can be implemented. Therefore, the successful Private Sector Survey will marry the experiences and efficiencies of the private sector with the realities of government.
Karen Flisek is a member of ASPA and a consultant for the HayGroup, a management consulting firm in New York City.
Robert Linn is Director of Labor Relations and Productivity for the HayGroup.
For more information about Private Sector Surveys, contact Robert Linn or Karen Flisek at (212) 974-3600.

Correction
Dr. Gilbert B. Siegel did not appear in the list of 25 year members printed in the 1 April 1990 issue of PA TIMES. He has been a member since 1955. PA TIMES regrets the error.

ATTEND HARVARD FOR AN HOUR—BE A MID-CAREER STUDENT AT THE ASPA CONFERENCE!

Harvard University's John F. Kennedy School of Government invites you to attend a reception and participate in the case method of analyzing government and public policy.

Tuesday, April 10, 1990
4:00 to 5:30 p.m.

51st National Conference
American Society for Public Administration

Los Angeles Hilton Towers
930 Wilshire Blvd.
Los Angeles Room

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Harvard University
Mid-Career Program
79 John F. Kennedy Street, Rm. 125
Cambridge, Massachusetts 02138
(617) 495-1535
LOS ANGELES COUNTY: GATEWAY TO THE PACIFIC RIM

-Miguel Acsarrunz

The emergence of Los Angeles as an international trade powerhouse is a fairly recent phenomenon. In 1970, Los Angeles was a not-too-sold number three, after New York and Detroit, among the nation's top customs districts. By 1980, Los Angeles had moved into the number two slot, and has since solidified its lead.

Growth, economic prosperity, and international trade have transformed Los Angeles County. The Port of Los Angeles, with its 430 daily containerships, services 110 countries and handles more than 90 percent of California's foreign trade. The Los Angeles Basin is the nation's 20th largest urban area and the second largest port in the world.

MAJOR TRADING PARTNERS

Joining in global partnerships has always been an exciting challenge for Los Angeles County. When looking at trade between Los Angeles and the major regions of the world, Asia is of course the major player with a total trade volume of $65.3 billion in 1987. Not surprisingly, Japan is solidly entrenched as the major trading partner for the Los Angeles Customs District, based on data reported by the Bureau of the Census. Japan's two-way trade volume with Los Angeles is over $29 billion. Korea and Italy are the next two, followed by Canada and Mexico.

The former has held this spot for a considerable period of time, but number three Korea is now making a determined challenge. There have been some shifts since 1980 in the ranks of top trading partners for the Los Angeles area. By 1980, Indonesia, Malaysia, and France were in the top 10, but by 1987 had dropped out, mainly due to slow trade growth within these nations. Moving up were Singapore, China, and Italy. Indeed, the Pacific Rim will continue to record rapid economic growth, and Los Angeles will continue to participate.

State and local government agencies are working vigorously to promote California and its products to foreign business and investors.

A BRIGHT FUTURE

Growth in international trade and investment in the Los Angeles area will continue to be brisk in the years ahead. State and local government agencies are working vigorously to promote California and its regions and products to foreign business and investors. And the ports and airports in the Los Angeles area have ambitious expansion plans so that cargo handling capability—bigger ships, more containers, and more double-stack trains—should be in place.

How will the economic integration of Europe and the opening of Eastern Europe impact the Los Angeles area? People overlook the

The Major Trading Partners for Los Angeles

While the Pacific Rim is the focus of popular attention on international trade through the Los Angeles Customs District, the District is a "cross-roads." There are five major trading partners from Western Europe and international trade between Canada and Mexico and the Los Angeles District is also significant.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Nation</th>
<th>1987 (billions)</th>
<th>1990 (billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Japan</td>
<td>$11.9</td>
<td>$28.8</td>
</tr>
<tr>
<td>2.</td>
<td>Taiwan</td>
<td>2.8</td>
<td>9.7</td>
</tr>
<tr>
<td>3.</td>
<td>Korea</td>
<td>2.1</td>
<td>7.9</td>
</tr>
<tr>
<td>4.</td>
<td>Hong Kong</td>
<td>1.4</td>
<td>3.5</td>
</tr>
<tr>
<td>5.</td>
<td>West Germany</td>
<td>1.6</td>
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<td>6.</td>
<td>Australia</td>
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<td>7.</td>
<td>Singapore</td>
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<td>8.</td>
<td>United Kingdom</td>
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<td>10.</td>
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<td>11.</td>
<td>Malaysia</td>
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<tr>
<td>15.</td>
<td>Thailand</td>
<td>0.2</td>
<td>0.8</td>
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</table>

*Underestimates volume of trade between Los Angeles and Canada, as goods to and from Canada may pass through other customs districts along the border.

Source: US Bureau of the Census

GIS: The 21st Century Technology of Public Administration!

---


Geographic Information Systems (GIS) is a computerized mapping, graphics, and database technology that will revolutionize government management. Written by a local government infrastructure manager, this newsletter is designed to educate public and private-sector decision makers about the interdisciplinary applications of this exciting, new management resource.

YES! I would like to become a charter subscriber of the Electronic Atlas Newsletter.

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Environmental Management: A Ticking Time Bomb

Mark your calendar now! Plan to attend this important event bringing together involved and concerned persons from all levels of government and the private sector. Check your mailbox and future PA TIMES for complete information.

Questions, please call or write:

American Society for Public Administration
1120 G Street, NW, Suite 300
Washington, DC 20005
Tel. (202) 332-7678
FAX (202) 638-4052
The American Society for Public Administration (ASPA) and the President's Council for Management Improvement (PCMI) present this joint training conference. This unique conference will bring together all levels of government to facilitate government and private sector interaction, demonstrating successful interagency ventures and provide tools and techniques for developing your own shared services network.

Innovations in Administration: Creative Collaborations for Cost Savings is co-sponsored by ASPA's Sections: Government and Business; Intergovernmental Administration and Management; Budgeting and Financial Management; Management Science and Policy Analysis; and PCMI's Cooperative Administrative Support Program.

Register today! Fill out the form below, mark your calendar and plan on three days of information packed tips, tools, and techniques to make your work more successful.

See you in New Orleans!

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**Registration Form**

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<tr>
<th>Advance June 15</th>
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<td>Full</td>
<td>9425</td>
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<tr>
<td>Group 10-24</td>
<td>490</td>
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<tr>
<td>Group 25-49</td>
<td>385</td>
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<tr>
<td>Group 50+</td>
<td>320</td>
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<tr>
<td>Lodging</td>
<td>300</td>
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</table>

Registration includes two nights accommodations at Hotel Intercontinental, coffee and lunch each morning, one banquet and one reception.

**Payment of Registration Fees**

Check enclosed (made payable to ASPA) in the amount of $...

[ ] I hereby authorize ASPA to charge my: VISA Mastercard

Signature Date

Card Number Exp. Date

[ ] Please invoice (Agencies or organizations only). Send invoice to:

[ ] Your P.O. #

**Hotel Accommodations**

...have been booked for participants as a first-come, first-served basis at Hotel Intercontinental, 441 St. Charles Ave., New Orleans, LA, 70130, (504) 525-9505. You must reserve room through ASPA.

Conference registrants also have the right to accommodations (tax included) for July 11 and 12, 1990 only.

Please reserve: Single room, Double room

[ ] Name

[ ] Organization

[ ] Address

City, State, Zip

Telephone

[ ] Please note: Check in time is 3 p.m. Check out time is 12 noon. All invoices must be paid by individual. If you wish to extend your stay in New Orleans, please contact the hotel directly at the above address.

Cancellation made in writing prior to June 28, 1990, are eligible for a full refund less $50 cancellation fee. Cancellations made after that date are eligible to receive 50% refund of registration fee.

Mail completed forms to:

ASPA/PCMI Conference
1120 G Street, NW, Suite 500
Washington, DC 20035
(202) 892-7678
FAX (202) 839-4693
ASPA ON ETHICS

SHOULD ASPA EXPEL UNETHICAL MEMBERS?

-ASPA MEMBERS RESPOND

The response to E.C. Walham's ASPA on Ethics column "Should ASPA Expel Unethical Members?" (PA TIMES 1 Feb 1990) was unprecedented. Here are the views of some of ASPA's members on the subject.

Dear ASPA on Ethics:

I am responding to the question on expelling a member for unethical conduct. I say yes. I may have been among the first, some three decades ago, to suggest and make effective (by ICMA board approval) a set of standards for city managers.

You probably know that ICMA in 1988 published a book on this subject. I have urged cities in this area (Johnson County KS) to adopt a code of ethics. Late in 1986 Johnson County took this step and also provided interpretation of standards. Advisory opinions on rulings are made by a Standing Ethics Advisory Board and also an Ethics Review Committee with enforcement powers.

Orin F. Holting Prairie Village KS

PS: Most of the cities in this area (Kansas City) have adopted codes.

Dear ASPA on Ethics:

Yes—ASPA should deny or revoke membership to anyone at any level in their professional or personal lives who is proven to have ignored or defied the principles for which this organization stands.

C.K. Barrett Las Vegas NV

Dear ASPA on Ethics:

One of the differences between a professional association on the one hand, and trade association and service association on the other, involves standards for admission. In professional associations only those who meet the qualifications, however minimal they may be, can become and stay members. If professional ethics are truly important to us at ASPA, then we will have to demonstrate their significance.

I have always viewed ASPA as a professional association, but I honestly don't remember doing anything except filling out my application and sending it in a check. If it is the desire of the Ethics Committee to have the ability to expel members for failure to adhere to ethical requirements, then members need to have proper notice what ethics code they have agreed to. In the professional association which I currently head, we handle this by the member signing a statement agreeing to adhere to a code of ethics. That would be one approach to be considered by ASPA.

I am of the opinion that progress on ethics is a critical matter in public administration being viewed as a profession. ASPA needs to take a lead role.

Robert P. Goss Executive Director

The Institute of Certified Financial Planners

Dear ASPA on Ethics:

In response to the opinion of E.C. Walham, ASPA Ethics Committee member on expulsion of unethical members I find I must respond.

Unethical and criminal behavior do not belong in our organization and maybe the existence of a review committee to eliminate the proven transgressor would be in order. However, I fear that such a committee might go hunting witches. The organization should be able to ostracize members upon non-admission or non-compliance and personal pronouncement of wrong doing by the member before the membership. Unethical or criminal behavior are appropriate issues to be brought forward under the "for good of the organization" portion of the National Conference or by appropriate advertising giving adequate notice in PA TIMES that such an issue will be taken up at some other national meeting of the organization.

E.C. Walham uses examples of political differences. He suggests the American Nazi Party, the KKK, the Communist Party USA, and the Skinheads may be offensive or even morally reprehensible. But without illegal behavior are they to be disqualified from membership?

Though I do not personally want to associate with folks from the KKK, Skinheads, etc., I would be slow to ban them for their political beliefs. One of the precepts that ASPA stands for is performance based actions. If an advocate of an unpopular position who has not acted out the position through illegal activity is barred, then we step on the First Amendment. I have no problem in outing the criminal or the proven unethical person from our organization, but I cannot accept the imposition of shared values which reach far beyond the law and may not express the true shared values of the group. One may not tend to hold the same high moral values of some fellow members. Motivations for high excellence may be individually driven and we each must reach into our own belief system for such strength. If we start allowing too much of one part of a belief system to influence our organization then we reduce ourselves to a political body, rather than a professional group. The public administrator who uses our profession for illegal purposes should be expelled.

M.G. Bradley Albuquerque, NM

Dear ASPA on Ethics:

In the February 1, 1990, issue of PA TIMES you posed the following question: "Should

(continued on page 16)
DEPARTMENT OF TRANSPORTATION ISSUES FIRST POLICY STATEMENT IN MORE THAN FIVE YEARS

POLICY PRINCIPLES

The Federal Government should focus its attention on compelling national interests that government participation can advance.

Federal programs and policies should be:

- Designed to contribute to attaining national goals
- Based on cost-effective use of resources in relation to public benefits
- Responsive to market needs and based on market principles
- Directed at accounting for effects such as safety or environment that are not adequately reflected in prices in the marketplace
- Equitable in dealing with the various modes and forms of transportation
- Flexible enough to address varying circumstances and needs.

-From Moving America: New Directions, New Opportunities

For the first time in more than five years, the US Department of Transportation (DOT), under the leadership of Secretary Samuel K. Skinner, has published an in depth statement of the policies and issues that the department and the nation face in coming years.

The main thrust of the policy is deregulation in all aspects of the nation's transportation system. "We must build on the success (of deregulation) by eliminating economic regulation of trucking and other transportation industries where regulation is unnecessary and outdated," according to the report.

By fostering improved management and use of key transportation facilities, new technology, and capacity enhancements, the DOT hopes to reduce congestion in the aviation and highway systems.

The changing role of federal, state, and local governments will be considered when allocating resources. National transportation systems will receive the bulk of federal attention, and on the local level, "federal aid ... grant recipients must be provided the flexibility to achieve diverse transportation goals through broad, multi-purpose programs. Regional project requirements can be replaced with performance criteria." There is, throughout the policy statement, a call for increased effectiveness and productivity in order to compete in a new global economy.

To further the effort to foster a sound financial base, user charges paid into transportation trust funds will be relied upon and dedicated for use solely on transportation needs. Furthermore, as the nation increases its demand upon the transportation infrastructure, the need for infusions of private capital into the system will also increase. The policy statement stresses the minimizing of barriers to private participation in the ownership, planning, financing, construction, maintenance, and management of transportation facilities and services.

No less attention has been given to safety. The policy statement reflects the DoT's desire to "improve public safety and security, through better driver and operator training, increased public awareness of transportation safety matters, more effective anti-drug and alcohol programs, improved vehicle designs, and effective regulation of hazardous materials movements."

Recent concerns of environmental protection were also pertinent to the formation of DoT policy and its strong support for the Clean Air Act and the DoT's desire to prevent future catastrophic oil spills like the Exxon Valdez disaster.

Finally, the DoT calls for a renewal and a strengthening "of our focus on technology and innovation if we are to meet the expectations and needs of the nation and maintain US technological leadership in the world." Along with the call comes a commitment to foster research in many areas of transportation technology, etc.

---

A Principal Consulting with the 1990 ASPA Conference

We sell straight lines.

These days, companies are being forced to draw the line. Frustrated by mounting competitive pressures and marging productivity concerns, they are re-examining their fundamental business approaches. They are realizing that information technology can shorten the distance between theory and practice. Andersen Consulting is helping them connect the data by combining business intelligence and technological command. Andersen Consulting can offer strategic solutions that help make a company forward. And that's not just some promise. Our techniques have already significantly improved company performance in industries after industry. At Andersen Consulting, it's what we call straight lines.

Andersen Consulting

Where we go from here.

---
GOVERNMENT POSITIONS

City of Takoma, Maryland
Takoma Park, a city adjacent to the District of Columbia with approximately 15,000 employees seeks an experienced personnel professional to head a one person department. Classification and compensation system is unionized. Applicants must be union members. Applicants must be college graduates with 5 years of experience with increasing responsibilities. Some excellence experienced in public human resources management is a plus.

Salary range of $30,000-$35,700. Send resume and a letter of interest to: Ms. Joyce S. Rivers, City of Takoma Park, 7500 Maple Avenue, Takoma Park, MD 20912. (301) 220-4200. Equal Opportunity Employer.

City of Takoma Park, Maryland
Director/Planning and Community Development
Takoma Park, Maryland is the city adjacent to the District of Columbia. Seeks a "skilled leader" to manage its economic and community development planning, and housing services to ensure that Takoma Park is a community development specialist, as well as code enforcement officer and support staff are performing the various functions. Applicant needs to have a Master’s degree in Public Administration and at least five years of experience with progressively increasing responsibilities. Salary range $32,000-$49,000.

Salary range of $32,000-$49,000. Send resume and a letter of interest to: City of Takoma Park, 7500 Maple Avenue, Takoma Park, MD 20912. For Director, Community Development and Housing Services. Request a copy of the class specification to be addressed to: Mrs. Joyce S. Rivers, City of Takoma Park, Maryland.

City Manager
City of Concord, California
Concord, Contra Costa County's largest city (pop. 110,000), is recruiting for a City Manager. The ideal candidate will have a record of success in management, professional leadership, and be capable of assisting the City Council in developing a vision for the City for the 21st Century. If you are interested in the outstanding opportunity, please submit your resume along with five references within 30 days. Salary range $70,500-$86,200.

Director/Planning and Community Development
The City of Concord, California is accepting resumes for a Chief Planners/Community Development Director. The ideal candidate will have a Master’s degree in planning and at least five years of experience in the field.

Salary range of $30,000-$35,700. Send resume and a letter of interest to: Ms. Joyce S. Rivers, City of Concord, California.

City Manager
City of Gulfport, Florida
(Population 11,000). Salary Open DOO’s.

Salary range of $30,000-$35,700. Send resume and a letter of interest to: Ms. Joyce S. Rivers, City of Gulfport, Florida.

City of Gresham
Manager of Human Resources
The City of Gresham seeks a strong individual with experience in the field of human resources. This position offers an opportunity to participate in a unique organization and experience designed to recruit and develop the most talented employees.

Salary range of $46,345-$52,065. Send resume and a letter of interest to: City of Gresham, 19100 NE 10th Street, Gresham, OR 97030. (503) 655-3500 Ext. 2400.
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<th><strong>City Manager</strong></th>
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<tr>
<td><strong>City of Hartford</strong></td>
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<tr>
<td>CT</td>
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<tr>
<td>Department of Community Affairs</td>
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<td>Salary: $129,000</td>
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| Requirements: 
  - Master's degree in public administration or related field. 
  - Previous experience in community development. |

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<tr>
<td><strong>City of Gonzales</strong></td>
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<tr>
<td>CA</td>
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<tr>
<td>Salary: $40,300-54,200</td>
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| Requirements: 
  - Bachelor's degree in public administration or a related field. 
  - Experience in community development. |

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<tr>
<td><strong>City of Oxnard</strong></td>
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<tr>
<td>CA</td>
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<td>Salary: $125,000</td>
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| Requirements: 
  - Bachelor's degree in public administration or a related field. 
  - Previous experience in community development. |

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<th><strong>Executive Director</strong></th>
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<td><strong>Victory Valley Economic Development Authority</strong></td>
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<td><strong>Salary Negotiable D.O.O.</strong></td>
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<td><strong>Benefit Negotiable</strong></td>
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| Requirements: 
  - Master's degree in business administration or a related field. 
  - Experience in economic development. |

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<th><strong>Manager of Finance</strong></th>
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<td><strong>East Bay Municipal Utility District (EBMUD)</strong></td>
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<td>(Oakland, CA)</td>
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<td>Administrative Office of the United States Courts</td>
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<td><strong>Budget Analysis</strong></td>
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<td><strong>Salary GS-560-11/12</strong></td>
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<tr>
<td><strong>Budget Staff</strong></td>
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<tr>
<td><strong>Seeks candidates for next fiscal year</strong></td>
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<tr>
<td>City Manager: A. L. Tomas (office of the City Manager)</td>
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<tr>
<td>Metro District City</td>
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<tr>
<td>111 N.W. 1st Street, Suite 251</td>
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<tr>
<td>Miami, FL 33132-1826</td>
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<tr>
<td>Phone: (305) 215-3511</td>
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<tr>
<td>By appointment on 4th and 5th of each month.</td>
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<tr>
<td>City Manager: P. O. Garcia (office of the City Manager)</td>
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<tr>
<td>1242 Wills Ave., Suite 250</td>
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<tr>
<td>Los Angeles, CA 98013-1042</td>
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<td>AA/AEO</td>
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| **City of Gonzales** |
| City Manager: A. L. Tomas (office of the City Manager) |
| Metro District City |
| 111 N.W. 1st Street, Suite 251 |
| Miami, FL 33132-1826 |
| Phone: (305) 215-3511 |
| By appointment on 4th and 5th of each month. |

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| City Manager: P. O. Garcia (office of the City Manager) |
| 1242 Wills Ave., Suite 250 |
| Los Angeles, CA 98013-1042 |
| AA/AEO |
Public Administration/Health Care Management

Newly authorized tenure-track position beginning September, 1999. Coordinator for Master's Degree Program in Administration/Health Care Management (NASPA/Accredited). Does not include Doctorate in Public Administration or closely related field; experience in the Health field; publications.

Teach various health related and MBA, and undergraduate courses including health finance, policy, budgeting, planning, etc.

Duties include community outreach and program development.

Position is at assistant prof. or associate prof. depending on qualifications.

Women and minority candidates strongly urged to apply. Send resume and letter of interest by April 30, 1999.

Contact Dr. Myrel Ruess, Chair, Department of Public Policy & Administration; School of Business and Public Administration; California State University, Bakersfield, 93311-1098

University of Missouri-Kansas City
Health Services/Public Administration

The L.P. Cookingham Institution of Public Affairs at the University of Missouri-Kansas City will open a tenure-track position in public administration and health services administration beginning in August 1999. Requirements include completed PhD and demonstrated research capability. Prior work experience in health services administration is desirable, but not essential.

Responsibilities include teaching graduate MPA courses in public and health services administration, pursue, and teach at least two of the seven core courses in the Master of Public Administration degree. (these core courses are computer applications in public administration, advanced public administration, research methods in public administration, budgeting and management, health services management, and an introductory course in the field which will be taught by a visiting professor). This position is open to Ph.D.'s in public administration.

Review of applications will begin April 15, 1999, but applications will be considered until the position is filled. Women and minorities are especially encouraged to apply.

EOE

GOVERNMENT POSITION

ARE YOU A CREATIVE PROBLEM-SOLVER? A TOP WRITER? COMPUTER LITERATE? AN EXPERIENCED, ORGANIZED ADMINISTRATOR?

The New York City Department of Health
Office Of Grants Administration

Two Senior Grants Managers

Develop creative, effective programs in the areas of AIDS, infant mortality, homeless health and chronic diseases. Excellent administrative, organizational, writing and analytical skills a must. Experience in grant writing and track record of developing, ensuring compliance with Federal regulations, and work with executives inside and outside the Agency.

DIRECTOR

Responsible for program development in areas related to public health. Present the Agency with outside organizations and successfully solicit external funds. Develop, analyze and incorporate grants into the Agency's strategic plan. Advise the Director on advanced degree in business or public administration, public health, or other health-related field plus extensive experience in grant programs and/or grants development, administration and management.

Demonstrable knowledge of public health and social service policy preferred. Salary up to mid-$60's.

Senior Grants Managers

Work closely with all levels of Agency administration to develop effective, creative programs and ensure compliance with all deadlines and reporting requirements. Candidates should have a master's degree in business or public administration, public health, health care administration, or a health-related field and at least three years of relevant experience with a health or social service agency or program. Excellent budgetary and analytic skills plus familiarity with Federal, State, and private grant programs and guidelines preferred. Salary up to low $50's.

NYC RESIDENCY REQUIRED

SEND RESUME TO:

The New York City Department of Health Office of Grants Administration 250 Warburton Ave. New York, NY 10030

Florida Atlantic University
Graduate Management Fellowships

Florida Atlantic University is offering $14,000 fellowships to well qualified, full-time graduate students majoring in Environmental and Urban Problems, for students enrolled in graduate programs in Environmental Management within the MPA Program. For further information and application materials call the EGM Program Coordinator at (305) 585-5323 or write the School of Public Administration, College of Urban and Public Affairs, Florida Atlantic University, University Tower, 220 S.E. 3rd Avenue, Fort Lauderdale, Florida 33301. Application deadline is June 30, 1999. EOE

University of Maryland
At College Park
Family Sciences

The Department of Family and Community Development in the College of Human Environmental Sciences will accept applications for a postdoctoral fellowships in Family Sciences at the University of Maryland, College Park, MD 20742. The position will be a one-year appointment beginning August 1999. The position is currently in the planning stages.

The University of Maryland, College Park is located in Prince George's county just 28 miles from the DC area and 5 miles from Washington, D.C.

For full consideration, applications should be submitted with a letter, resume and three letters of reference by March 29, 1999 to Chair, Faculty Search Committee, Department of Family and Community Development, University of Maryland, College Park, MD 20742. Applications and reference materials will be reviewed until the position is filled. The University is an Affirmative Action, Equal Opportunity Employer.

University of Hong Kong
Lecturer in Political Science

Applications are invited for a Lectureship in Political Science. Applicants should be qualified to teach courses in either or both of the following fields: public administration, international relations and related courses in the social sciences. The position is currently in the planning stages.

University of West Florida

The University of West Florida, Pensacola, FL 32504-7821

Hugo Wall Center for Urban Studies
Wichita State University

The Hugo Wall Center for Urban Studies invites applications for a tenure-track position in public administration. Appointment may be made at the Assistant/Associate Professor level, effective Fall 1999. Salary is competitive based on qualifications.

The Hugo Wall Center for Urban Studies offers a Master of Public Administration degree, conducts research on public policy and administration in state and local government, and performs public service in the form of technical assistance and professional development for state and local officials.

The responsibilities of this position include a balanced assignment among the teaching, research, and public service missions of the Hugo Wall Center for Urban Studies.

This position requires: 1) a PhD in public policy, political science, or public administration in urban affairs, or a closely related field; and 2) competence in two of at least two of the seven core courses in the Master of Public Administration degree. The core courses are computer applications in public administration, advanced public administration, research methods in public administration, budgeting and management, health services management, and an introductory course in the field which will be taught by a visiting professor. This position is open to PhD's in public administration.

Strong preference will be given to candidates with competence in state and local finance. Preference will be given to candidates who have familiarity and professional experience in public finance. Excellent administrative, organizational, writing and analytic skills are necessary. Experience in public finance. Excellent administrative, organizational, writing and analytic skills are necessary. Experience in public finance.

Send vitae, three letters of reference, and sample of research to: Professor H. Edward Florida, Director, Hugo Wall Center for Urban Studies, Wichita State University, Wichita, KS 67260. First consideration of applications will be in those applications received by March 31, 1999; applications will be accepted until the position is filled.

Wichita State University seeks to achieve diversity in its faculty through the filling of this position. Women and minorities are especially encouraged to apply. Wichita State University is an equal opportunity/affirmative action employer.

Assistant Professor

Tyranda AFB

The Department of Political Science seeks applicants for an academic year, pre-tenure-track Assistant Professor position in public administration, primary in the Department's off-campus MPA programs at Tyndall AFB (Panama City, FL) and Ft. Walton Beach. Both enroll mid-career students.

Responsibilities include teaching (budgeting and qualitative methods are priorities) plus a significant role in student advising and program administration at Tyndall AFB. Ph.D. in public administration preferred. ABD considered. Salary competitive. According to Florida law, applications and meeting proceedings are open to the public. UFW is an AA/EO Institution. Please submit letter of application and resume by April 15, 1999 to:

Dr. Jack D. Solman, Chairman
Department of Political Science
The University of West Florida
Pensacola, FL 32504-7821
School of Natural Resources

The School of Natural Resources, The University of Michigan is seeking to fill a full-time, tenure-track position at the rank of Assistant or Associate Professor of International Natural Resources and Environmental Policy. The primary focus is to develop and conduct international research on natural resources and environmental policy in developing and developed countries. Applicants should have a strong background in international natural resources research and experience in developing countries. Teaching and research interests include the interaction of policy and economic development, resource management, and the environment. Applicants should have a strong research record and a commitment to teaching. Applicants should submit a curriculum vitae, a list of publications, and three letters of recommendation to Dr. John H. Aiken, Department of Policy Sciences and Environmental Management, The University of Michigan, Ann Arbor, MI 48109-2123. Applications will be reviewed on a continuing basis until the position is filled.

Hunter College

The Department of Urban Affairs and Planning at Hunter College of the City University of New York is seeking to fill the rank of Assistant/Associate Professor for a tenure-track position in urban affairs and urban planning. Applicants should be able to contribute to a dynamic, interdisciplinary Department with strong ties to multiple disciplines. The position is tenured. Beginning fall 2000, the Department of Urban Affairs and Planning will be housed in a new building on the Hunter College campus. Review of applications will begin immediately and continue until the position is filled.

The University of Alabama at Birmingham (UAB)

UAB invites nominations and applications for the position of Dean of the School of Social Work. The School of Social Work is committed to excellence in teaching, training, practice, and research and offers a BSW, MSW, and PhD in Social Work. The successful candidate will be expected to develop innovative and creative programs that will enhance the school's ability to attract and retain high quality students and faculty. The successful candidate will be expected to have a strong research record, excellent teaching skills, and strong administrative skills. Applications should be submitted to the address below. Review of applications will begin immediately and continue until the position is filled.

John Jay College of Criminal Justice

The City University of New York

Public Administration Faculty position in Department with undergraduate major and MPA Program. Strategic Management Science or Computer Applications, along with expertise in Labor, Health, or Urban Administration preferred. Professional rank or Instructor. ABD candidates of superior promise may be considered for Instructor appointment. Apply to: Prof. Ellen Rosen, 446 56th St., New York, NY 10019.

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University of Eastern Wisconsin

The University of Eastern Wisconsin is seeking applications for the following position: Dean, College of Health, Social & Public Services. The position is a tenure-track, college-related leadership position in all college-related instructional, research, service, and student activities. Act as the college's primary representative with the university, professional communities, and the greater Milwaukee area and Inland Northwest region. An earned doctorate and a record of significant professional accomplishment in health, social, and/or public service fields is required. An earned doctorate and a record of significant professional accomplishment in health, social, and/or public service fields is required. An earned doctorate and a record of significant professional accomplishment in health, social, and/or public service fields is required. Further consideration will be given to those who wish to begin a later date. Rank open.

Send applications and nominations to: George R. Lofland, Director Policy Science Graduate Program University of Wisconsin-Milwaukee, Milwaukee, WI 53202 (414) 223-2202.

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National Center for State Courts
Technical Services Director
The Technical Director reports to the NCSC Director of Research and Technical Services; work closely with state court and industry leaders, grant agencies, and management and staff throughout the NCSC in implementing a national technology program; and has direct responsibility for the successful completion of the NCSC's conversion to local area networks (LANs), utilizing IBM, Compaq and other IBM compatible hardware.

Desired experience and capabilities include: hands-on experience making hardware and software decisions and implementing these decision in a court system or major state trial court; demonstrated ability to identify and develop a diverse technical staff; success in obtaining and carrying out funded technology projects; knowledge and experience with multiple hardware, operating systems and software environments; thorough understanding of contemporary, mini computer architecture as it relates to LANs; direct experience with IBM hardware; understanding of other court applications of technology (video, bar-coding, imaging, PAX, and communications); high performance in a technical management position which require leadership, vision, responsiveness to diverse constituencies and responsibilities, and superior communication skills both written and oral.

Minimum experience and education are: 1) five years of management responsibility for automated court systems; 2) a graduate degree in computer sciences or management information systems or their equivalent; and, 3) demonstrated knowledge of LANs, microcomputers, minicomputers, mainframes systems and office product software. Appropriate experience may be substituted for a graduate degree.

This Williamsburg, VA based position has an August 1, 1990 start date and a starting salary of $50,767-$55,952 depending on experience, with liberal fringe benefits. Submit resume by May 15, 1990 to National Center for State Courts, Dept. TS, 300 Newport Ave., Williamsburg, VA 23187-8748. EOE/AA.

Director of Administration
Graduate School, U.S.
Department of Agriculture
The USDA Graduate School invites applications for the position of Director of Administration for the management of administrative support functions including accounting and finance; personnel and benefits; facilities support and improvement; and possible supervision of in-house data processing and registration. The applicant should possess a high energy level and "can do" attitude with experience in finance and accounting (automated), personnel support to small organization, proven supervisory ability, knowledge of office automation, and minimum of a bachelor's degree (Master's desirable). The position is located in Washington, DC. The starting salary is $50,000 to $55,000 with a range to $60,000. Closing date for applications is April 27, 1990. Submit resume or inquires in confidence to: Philip H. Hudson, Director, USDA Graduate School, Room 1025-S, 14th & Independence Avenue, S.W., Washington, D.C. 20230 (202) 647-3077. Include performance records to support requirements above. EOE/AA.
ASPA ON ETHICS

administrators who do not observe the ASPA code of conduct... should be disqualified from ASPA membership.

SPDA stands for excellence in public administration. ASPA membership supports compli-
ance with a defiite code of ethics. Membership in ASPA is to have any signifi-
cance, then ASPA should not tolerate mem-
bers who commit ethical violations.

John W. Silvester, Jr.,
Anchorage, AK

Send comments to: "ASPA on Ethics" in care of ASPA, 1120 G St., NW, Suite 505, Wash-
ington, DC, 20005 or care of William L. Richter, Department of Political Science, Kansas State University, Manhattan KS 66506.

LETTER

53 academics of finance in 17 cities across the US. With the goal of encouraging part-
nerships between public service and ac-
cademia to better prepare the American workforce, ASPA will be working closely
with the NAF to provide management and technical assistance in developing curric-
ulum.

Other aspects of the Public Service Academy include college and job placement assis-
tance for graduates including access to scholarships.

While the actual content of curriculum remains in the planning stage, Gawn explained that
one area that will be a great deal of attention will be public service organizations in
urban areas which currently suffer from a particularly high level of staff turnover.
Many of the internships will be geared toward clerical, support positions in these
agencies.

"We want to demonstrate," said Gawn, "that the public service is an employer of choice,
not a place for employees to turn as a last resort." •

LA COUNTY

Shifty Among Top Trading Partners of the
Los Angeles Customs District

There have been some shifts in the roster of top trading partners for the Los Angeles Customs District, Singapore, China, and Italy have muscled their way into the top ten, while France, Malaysia, and Indonesia dropped off. The first two recorded modest growth in trade with West Germany recorded $5.47 billion in 1988, for example. The Los Angeles area has many

including airplanes and limousine service, so the potential is exciting.

Some of the information for this article was provided by the Los Angeles Chamber of Commerce.

PAR

Such roles for ASPA include that of advocate, consultant, and evaluator. The study adds that administrators feel the society can fulfill these roles by publicly speaking out against unethical government practices, developing model codes of conduct, and rating ethics pro-
grams against the code as a way to strength-
en the standards.

Boxman concludes that, as ASPA moves into the final decade, there is no mission more
important upon which to focus than that of eth-
ical leadership.

Respondents of the survey consisted of a random sample of 760 administrators who are members of ASPA. Usable replies were received from 90 percent of those contacted.

Other articles in the May/June issue of PAR include "Beyond Fear and Favor: Appointment-Careerist Relations in the Post-Reagan Era" by Robert F. Durant; "Democracy and the Administrative State: The Case of Hong Kong" by Terry L. Cooper and Terry T. Liu; and "Intrigues in the Public Service" by J. Patrick Dobol. •