City Rehab Provides Housing and Preservation

Rachel Welch Gomez

The Plano Housing Rehabilitation Program has found a way to save this Texas city's historic buildings from the demolition booms, while securing affordable housing for eligible residents.

Bob Buffington, Manager of the Community Development Division, said the City of Plano makes eligible use of Community Block Grant Funds from the federal government to achieve this. "In the older parts of town, where there is affordable housing, we can marry the two goals of providing affordable housing and historic landmarks," he said.

Beginning in the 1980s, early wealthy residents built nice houses in the little farming community that was the City of Plano. According to the 1990 U.S. Census, less than 1 percent of existing homes were built before 1950. The 1990s saw 25,453 homes built, compared to 137 built before 1940. As Plano has experienced a growth boom since the early 1970s, it has become increasingly expensive to build homes, Buffington said. He estimated that it costs builders, on the minimum, approximately $100,000 to build a home in Plano. "That means that the low-cost housing we have now will be all the low-cost housing we'll ever have," Buffington said. "It's our task to preserve what we have."

The reason to preserve affordable housing in Plano is clear. "Even though the median income in Plano is $61,796, 16.1 percent of our residents are low-income," which is defined by the U.S. Department of Housing and Urban Development as having an income less than 80 percent of the Dallas area median family income," he explained. That means that a low-income family of four makes less than $37,600 a year.

This program began quite by accident, when a historic home built in the 1980s, known as the Mathews House, incurred severe structural damage in a fire. As a result, the owner planned to have the Victorian-style house demolished. However, a member of the Community Development Division staff approached the owner on the possibility of using a low-interest rehabilitation loan to save the house specifically for use for low-income families. "The owner agreed to that and that's how we got into historic preservation," Buffington said. The process involves locating solidly constructed, potentially historic homes and a lot on which to relocate the house. Once these houses are located, the City secures outside contractors to move the house to the lot. Buffington said he prefers the houses be moved intact, but sometimes, due to other factors such as the size of the house, the contractors must cut the house in two and move it in pieces. At the new site, the house is given a new foundation and refurbished.

Emergencies Cause Increase in State Spending

Kurt Stickford

A report released in February by the National Emergency Management Association and the Council of State Governments, says states spent $1.6 billion on emergencies last year, and shows large increases in each of the four categories of emergency management identified by N.E.M.A.: recovery, mitigation, response, and preparedness.

The report, which compiles data from all 50 states and one territory for the years 1992-1994, shows especially large increases in the amount states spent recovering from disasters. States spent a total of $625,442,889 on disaster recovery in 1994, an increase of 108 percent from 1992. NEMA found. Recovery money is spent to restore a community to its pre-disaster condition, including efforts to rebuild and repair homes, as well as the local economy.

The report showed the second largest increase in the area of mitigation, efforts to reduce the impact and cost of future disasters. Examples of typical mitigation activities include erecting sea walls, relocating homes, and modifying building codes. Mitigation spending increased by a total of 58 percent from fiscal year 1992 to 1994, an increase of 108 percent from 1992.

"The ounce of prevention is worth a pound of cure theory applies here," says Sandra Cabot, executive director of NEMA. Cabot says states have made mitigation of future disasters a priority as they see the effects of recent disasters.

Disaster response costs totaled $328,063,912 in 1994, an increase of 6.1 percent. Preparedness spending on activities such as emergency training and developing emergency plans increased 5 percent for a total of $328,063,912 in 1994.

NEMA attributes the increase in state spending to two factors: a recent increase in the rate of natural disasters, as well as a decrease in the number of those that are federally-declared.

"The increase in state spending reflects the increase in the rate of natural disasters, as well as a decrease in the number of those that are federally-declared. Many observers have noticed a marked increase in natural disasters over the past few years from flooding in Oregon and the Midwest, to the Northridge earthquake, and Hurricanes Hugo, Andrew, and Iniki. A spokesperson for the Federal Emergency Management Association agrees. "If you compare the past five years with the period before that, I think you will see an increase in the number and severity of emergencies," he said.

Sandra Sugihata, a professor of political science at California State University at Fullerton has a different idea. Sugihata says natural disasters haven't been on the rise. Rather, she attributes the increase in emergency and emergency spending to population increases in high-risk areas.

As more people move to densely populated urban areas, Sugihata says disasters like fires become even more of a threat. She adds that the availability of protection like flood insurance has made people more willing to move to areas of greater risk, although not its intention. "This is the wave of the future as more people move into areas of high risk," Sugihata says of increased spending on disasters.

Regardless of the cause, Cabot says states need to continue to be prepared and to plan for emergencies.

"I don't think we can just hope for the best in all of this," she says. "I think the best thing for emergency personnel and public administrators is to be prepared, and to apply these lessons to their jurisdictions, whether they are local, state, or federal."
Preventive Measures Ease Workplace Violence

Frank Albers
Random acts of workplace vio-

lence can happen anywhere.
Recent events at a San Francisco law firm and the City of Los Angeles are, unfortunately, examples of what could happen in such incidents. At a recent meeting of ASPA's Los Angeles Metropolitan Chapter, members heard three first-hand accounts of workplace violence.

The normal routine of a common work day was shattered July 19, 1995. After a morning coffee break, a disgruntled employee pulled a loaded 9 mm semi-auto-
matic pistol from the tool box and shot four supervisors at the maintenance yard where they were employed. The assailant, angry over a negative perfor-
mance evaluation, was quickly apprehended. Employees and managers were soon inundated with inquiries from the media.

Randall Bacon, head of the City of L.A. Department of General Services, the agency at which the incident occurred, described the scene as one of confusion, where the need for information was great and the need to relay information to families and city officials was of primary importance. Co-workers, witnesses to the shooting, and friends of the victims needed reassurance and counseling. News crews were on the scene asking how such an incident could happen. For Bacon, the experience demonstrated a need to plan for an emergency, preparation, and an awareness of planning among state residents, as well as representatives in state government.

Cobat says NEMA hopes its report will highlight the important role state planning is playing in coping with and paying for emergencies. As far as preparations for the future, "There needs to be continued cooperation between federal, state, and local government," she says.

Other finding from the report include:

- The average annual budget for day-to-day operations of a state emergency management agency is $8.4 million.
- The average number of full-time positions in state emergency management agencies is 56.
- In fiscal 1994, state spending for emergencies averaged $6.23 per capita.
- The five states with the greatest spending increase were: California, Illinois, Maryland, New York, and New Jersey.

A complete copy of the report can be obtained from the National Emergency Management Association and the Council of State Governments by calling 1-800-800-1910. Ask for report number C-138-9600.

State Spending on the Rise

(cont. from page 1)

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PA TIMES

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Advertising: PA TIMES features several advertising avenues: "Display Advertising" is available to announce conferences, educational programs, publications, products, etc. and "The Recruiter" lists employment opportunities and positions wanted. ASPA reserves the right to edit to conform with the lay-

out and design of this newspaper.

Display Advertising

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Employment Advertising

$35 per column inch

All advertisements for jobs, whether camera ready or text only, are placed in the Recruiter and are billed at a minimum of two inches. Paragraphs are recommended for advertisements with more than 100 words. All recruiter advertisements must indicate that the employers offer equal employment opportunity. Frequency discounts and color rates are available. There is no charge for cancellation prior to issue deadline; however, 50 percent of the ad rate will be billed for cancellations after the deadline (10th of every month).

Advertisements using camera-ready art. Typesetting fees occur for ads that are submitted in text only or in a non-comparable form.
Citizens Forge New Links with Government

Mark Lewis

As Congress and President Clinton sparred over billion-dollar federal budget cuts, local residents met here recently to propose a new transportation development. The idea is to create a network of greenways that would connect the city with surrounding towns.

The residents believe that a greenway would bring economic benefits by improving the city’s image as a desirable place to live and work. They also see it as a way to reduce traffic congestion and improve air quality.

The residents are not the only ones interested in creating a greenway. Local businesses and environmental groups have also expressed support for the idea.

While informal neighborhood groups — whether organizing block parties or marching on city hall — have long been fixtures in American communities, a more recent development is giving citizens a recognized role in the public-policy process. Burlington and scores of other cities across the nation have created community boards and councils that are a part of the government process.

These communities represent a paradoxical trend: while citizens report an increasing distrust of government, in many localities citizens themselves are taking a direct part in the governing process.

In the 70s, when the War on Poverty stressed “maximum feasible participation” by citizens, St. Paul, Minn., Dayton, Ohio, and Birmingham, Ala., created the first of these quasi-official bodies for citizen input into planning for their neighborhoods.

(continues on page 20)
Citizens Explore New Connection Options

(cont. from page 3)

A key factor in the effectiveness of these citizen bodies is that they are organized in some formal sense by the city government, said Ken Thomson, co-author of "The Rebirth of Urban Democracy." Along with the recognition comes "a legitimacy that they wouldn't otherwise have," he said.

In some cities, including St. Paul and Dayton, that formal recognition brings with it tax dollars to help staff the citizen participation boards.

Thomson said and his co-authors have identified such groups in at least 60 cities, adding that the practice seems to be gaining renewed momentum.

In Dayton, the citizen-based priority boards "have increasingly expanded in scope and number," Shindell said. With their representatives now on the City's Financial Task Force, they help review the city budget. "In some instances they know as much about the budget as some of the city department heads do," Shindell added.

Crime watches are also an outgrowth of the coalitions. "The 12th Street Foot Patrol has based its nucleus on the city's long-neglected African-American neighborhoods," said the bulletin. There, 99 neighborhood groups elect representatives to serve on 23 community boards, which in turn send delegates and photos — not as vigilantes, but as extra eyes to report problems before they escalate.

Burlington is a fraction of Portland's size, so Ward 2's neighborhood planning assembly has only $3,500 to distribute — petty cash in Washington, but enough to make some noticeable improvements in Burlington's low-income Old North End.

The city's assemblies also hold regular community forums during municipal election and communicate local concerns to City Hall.

"It's certainly been a place where people can get together and discuss what's going on in the city," said Thomas Norwood, who sits on Ward 2's elected steering committee. "We've gotten some things done — improved parks, improved the neighborhood — but it goes in waves.

Getting local people to participate consistently is one problem these groups face. Another is how people at the City Council and elected officials without being co-opted — controlled, in effect, by the politi
cians and bureaucrats. "It's a fragile balance," said Ted Winpenny, who moderated the assembly's discussion of the playground request.

But when that balance is hand

(continues on page 4)

City Makes Old Houses New

(cont. from page 1)

In 1898-90, five houses were rehabili
ated by the City of Plano for $164.195, and sold to eli
ible families for $75 per month, which includes mortgage and interest. Because the City could not lend its credit, four of the families obtained standard mortgage

agreements with a one to four

lease-purchase agreement with the fifth family, which had a poor credit history.

In the last two years, six addi

(historic homes have been obtained and moved.

One house was rehabilitated for handicapped use and sold to an elderly woman; this house received a Merit Award for Adaptive Re

use Historic Preservation from the North Central Texas

Section of the American Planning Association.

Under the program, the houses are ad

vantaged, with a minimum bid of $150

winning the house. The applicants must be low-income and must own the house for five

years. So far, the program has been important to revitalize declining areas where the houses are reloca
ted and ensure quality housing,

Burgfield said. "The program should actually take better care of the property," he said. "Part of neighborhood streets are accepting

domesticating in a neighborhood that the investment in their home is good. You put a nice home in a neighborhood and that raises property values. The neighbors invest and the values increase. We've seen that happen."

This successful program has provided

benefited families and the community as a whole by offering affordable homes for purchase and by helping homeowners invest in their own neighborhoods.

Rachel Welch Gomez is the Public Information Coordinator for the City of Plano, Texas.

Book Notes

PA TIMES offers this section for your infor

mation. It announces new (and we hope, interesting books in the field. It is not an attempt to recommend any of the publica
tions, but merely to make readers aware of their availability.

The American Bar: The Career of Francis G. Newlands by William D. Rowley. Published by Indiana University Press, Bloomington, IN 47404-3797; (812) 855-4203; fax (812) 855-7931; 216 pp., $27.50.

The Local State: Public Money and American Cities by Eric H. Monkkonen. Published by Stanford University Press, Stanford, CA 94305-2235, 191 pp., $39.95.

Young vs. Old: Generational Combat in the 21st Century by Susan A. MacManus with Patricia Turner. Published by Westview Press, 500 16th Street, Boulder, CO 80301-2877; (303) 444-3534; fax (303) 449-3536; 300 pp., $52 hard, $21.95 soft.

Civil Service System in Comparative Perspective by Hal A.G.M. Bakke, James L. Perry and The A.O. Toone. Published by Indiana University Press, 601 North Morton Street, Bloomington, IN 47404-3797; (812) 855-4203; fax (812) 855-3131; 300 pp.; $39.95 hard, $19.95 soft.

Ethics in Congress, from Individual to Institutional Corruption by Donald F. Thompson. Published by The Brookings Institution, Dept. 029, Washington, DC 20004-0029; (800) 275-1447, fax (202) 797-6004; 246 pp., $36.95 hard, $16.95 soft.


State Budget Actions 1995. Published by the National Conference of State Legislatures, Suite 700, Denver, CO 80202, 48 pp.


Quality Government: Designing, Developing and Implementing TQM by Jerry Koehler and Joseph Pankowski. Published by St. Lucie Press, 100 E. Linton Blvd., Suite 403B, Delray Beach, FL 33483; (407) 274-9906, fax (407) 274-9927, 230 pp., $39.95.

Accessibility for Performance: Measurement and Monitoring in Local Government. Edited by David W. Ammons. Published by the International City/County Management Association, PO Box 2101, Annapolis, MD 21404-2101; (301) 725-8780, fax (301) 206-9789; 212 pp., $23.95.

It's 12 O'Clock: Do You Know Where Your City's Money Is? Published by the National League of Cities, PO Box 491, Ann Arbor, MD 20701; (301) 725-4299; $20.

Handbook of Administrative Ethics edited by Terry L. Cooper. Published by Marcel Dekker, Inc., 270 Madison Ave., New York, NY 10016; (212) 696-9000; 608 pp., $165.

Handbook of Debt Management by Gerald J. Miller. Published by Marcel Dekker, Inc., 270 Madison Ave., New York, NY 10016; (212) 696-9000; 984 pp., $195.

Building Learning Communities: Workforce Development and the future of Local Economies. Edited by the National League of Cities, PO Box 491, Ann Arbor, MD 20701; (301) 725-4299; $10.

States and Tribes: Building New Traditions. Published by the National Conference of State Legislatures, 1560 Broadway, Suite 700, Denver, CO 80202, 99 pp., $25.


The Municipal Yearbook. Published by the International City/County Management Association, PO Box 211, Annapolis, MD 20701; (301) 745-8780, fax (301) 206-9789; $79.95.

Shoreham and the Rise of the Nuclear Power Industry by Kenneth F. McCallum. Published by Greenwood Publishing, 88 Post Road West, PO Box 5057, Westport, CT 06881-5057; (203) 226- 3571; 240 pp., $37.95.

Send information for Book Notes to: PA TIMES, 3120 G Street, NW, Suite 700, Washington, DC 20009; or (202) 638-4952.
Regions I/II/IV Seek Program Proposals

ASPA Regions I/II and IV have scheduled a joint conference titled, "Governing in the Northeast Corridor: Challenges and Solutions" for October 27-30 on the campus of Princeton University in Princeton, New Jersey.

The Conference Planning Committee invites proposals for panels, papers, roundtables, and plenary sessions addressing government issues facing policy makers and administrators in the states and communities in the Northeast Corridor region.

Covering the 13-state region from Maine in the north to Virginia in the south and West Virginia to the west, the Northeast Corridor represents a region of geographically contiguous government jurisdictions. Together with the Canadian provinces of Ontario, Quebec, and the Maritimes, they form an international center of urban and commercial life second to none in the world. Unavoidably linked by a rich history of social progress and economic development, they also share in the region's problems and the need to effectively cope with them.

Co-hosted by ASPA's New Jersey Chapter and Princeton University's Woodrow Wilson School of Public and International Affairs, this conference will provide a forum for policymakers, administrators, analysts, academics and students to engage in discussions of those issues and various means for managing change at the local, state or regional level.

The Committee is seeking proposals from individuals in the form of ideas for:
- Panels focusing on the presentation of scholarly papers and other studies related to issues impacting on governments within the Northeast Corridor region. The committee also seeks proposals for the presentation of individual papers. Topics that address challenges and solutions across jurisdictional boundaries are especially welcome.
- Roundtable discussions focusing on common problems or issues involving participating professionals who can provide diverse perspectives on the theme.
- Plenary sessions featuring major speakers and/or deliberations related to the theme of the conference.
- Other types of innovative presentations or formats for addressing the topics covered by the conference theme.

Written proposals should be forwarded so later than April 22, 1996 (but sooner, if possible) to:
Mel Dubnick, Program Chair, Graduate Program in Public Administration Rutgers University—Newark 500 M.L. King Blvd Hill Hall #701 Newark, NJ 07102 Fax: (609) 275-8259 dubnick@andromeda.rutgers.edu or, on the internet: http://newark.rutgers.edu/~dubnick/regconf.html

National Campaign Auction Plans Progressing

Planning for the 5th National Campaign for Public Service Auction is under way. ASPA members are asked to help by donating auction items. The auction is always a popular and lively activity at the national conference and with your help, this year will be no different.

The auction is scheduled Monday, July 1 from 5:30-6:30 p.m. at the ASPA conference in Atlanta. ASPA member Vilia Bruce will again be our auctioneer and the exhibit hall will be full of great items and fun people.

To receive an auction donor form contact ASPA at (202) 393-7878 or Bill Solomon at (305) 533-2055. All donor forms should be returned to Solomon, this year's coordinator, as soon as possible. Examples of items to donate include: art work, a gift from your home state, weekend getaways, lunch with you, books and other collectibles. All items donated to the auction are tax deductible.

Don't forget to remind chapter members to donate items to the auction. All the money raised from the auction goes to support the activities of the National Campaign for Public Service. Previously, money raised has supported Public Service Academies, the National Essay Contest, the National Forensics League Debate and local chapter activities.

All donated items should be brought with you to the conference. If the items are trips or other intangibles, written descriptions should be submitted. If you have any questions or need more information about the auction contact Bill Solomon at (305) 533-2055.

PAR Enters Cyberspace

Public Administration Review, one of ASPA's prize publications and the leading journal in the field for more than 50 years has entered a new dimension—cyberspace. PAR now has a home page.

Developed under the direction of PAR Editor in Chief designate, Irene Rubin, the page is housed at her home university, Northern Illinois University.

The page contains Frequently Asked Questions about PAR including the peer review process and submitting a manuscript. It also includes links to Florida State University where students of DavidCorsery have developed PAR information and to a searchable PAR index at the University of Nebraska at Omaha.

In the future, the page will include upcoming features in the journal, and a conversation room where people can discuss articles as they appear in real time. Readers and contributors can reach the editor and managing editor through the home page to ask specific questions that are not included in the Frequently Asked Questions.

The address for the home page is http://www.niu.edu/ex2par/

Please visit the page and send suggestions for other features you wish to see to Rubin at her e-mail address below.

Rubin is also issuing a call for articles on the following topics:
- How to help with the transition to a new editor and managing editor, all those who have reviewed for PAR and want to continue to do so and those who have not reviewed but think they might like to should contact Rubin, by email or by letter, with their names and current addresses and email and phone numbers, and fax numbers.

Potential reviewers should also include the areas they feel qualified to review in and something about their experiences, such as if they have been a city manager in three cities, or they are a budget director in a not for profit agency. Reviewers should state the general field of public administration (personnel, org. theory, budgeting, etc) in which they can review.

Rubin's e-mail address is tps@niucon.co.nn.ill.edu. Her mailing address is Irene Rubin, Editor, Public Administration Review, Public Administration Division, Northern Illinois University, Dekalb, Illinois, 60115.

SIAM Stone Award Nominations Open

For 15 years the Section on Intergovernmental Administration and Management has selected an outstanding practitioner and an outstanding academician for the Donald C. Stone Awards. SIAM also awards the Donald C. Stone and Alice M. Stone Award (familiarly known as the "Junior" award) for the best paper on intergovernmental relations written by a student, undergraduate or graduate. The 1996 recipients will be announced prior to the Don Stone lecture and plenary session, held during the ASPA annual conference, June 29-July 3, 1996, in Atlanta.

Nominations are now being accepted:

Outstanding Practitioner and Academician Include documentation (nominee’s resume, etc.) with nominations to:
Dr. Carol S. Weissert
Political Science Department
Michigan State University
303 Kedzie Hall
East Lansing, MI 48824
(517) 353-3292

Outstanding Student Paper
Send three copies of the student’s paper to:
Dr. Alvin D. Sokolow
2315 Hart Hall
Department of Human and Community Development
University of California, Davis
Davis, CA 95616
(916) 752-0979
fax: (916) 752-5855
e-mail: AJSOKOLOW@UCDAVIS.EDU

Deadline: May 1, 1996

Don't Forget to Vote!

By now all ASPA members should have received a mailing containing an official ASPA ballot, a Candidate Statements Booklet and a return envelope allowing participation in the annual election.

If you have not received your package or the package was incomplete, please contact ASPA at (202) 393-7878.

Ballots are due May 3.
COMPA Planning Trip to Greece

COMPA is going to Greece this year. The Academy of Business Administration’s (ABA) International Conference will be held in Athens, Greece from July 10-17, 1996. COMPA and ASPA members are serving as Track Leaders and we are inviting the society’s membership to join us in this endeavor.

Anyone interested in presenting a paper, chairing a panel, serving as a moderator or discussant should contact the Track Leader in your area of interest and to obtain other details about this wonderful and informative conference.

This is our third year with ABA and as usual we are arranging side trips to other countries in the area, such as Egypt and Istanbul. This is an easy way for you to combine business with pleasure. So call the Track Leaders listed and express your interest:
- Dr. Justine Bell-Waters, Human Resources in the Public Sector, 310-516-3444, JBEILL@dvhs20.coul.edu
- Dr. Margaret Lewis, Public Finance, 303-820-5623, 303-534-8774 (f)
- Audrey L. Mathews, Urban/Regional Economic Development and Organizational Behavior, 202-667-1489, audmathews@aol.com
- Dr. Patricia M. Wigfall, Local Government Administration/Intergovernmental Relations, 919-560-5301
- Dr. Foraker Smith, Telecommunications/Distance Learning, 310-516-3444, FSMITTH@dvhs20.coul.edu
- Dr. Harvey White, Industrial/Developmental Administration, 412-648-2650
- Dr. Mitchell R. Rice, Special Sessions and Paper Diversity, Multiculturalism, and other special issues concerning minority and urban community interests, 504-388-6743

Look at COMPA’s home page for additional details. The internet address is: http://www.croom.net/m-awareness/compa.html

Campaign Seeks Essay Contest Entries

ASPA’s National Campaign for Public Service is again conducting its annual essay contest. The Campaign is requesting all chapters which have conducted chapter-wide contests and which now have or will soon have winning entries to submit them for national judging.

A panel of judges, chosen by the Campaign, stands ready to receive the papers. All chapter entries should be submitted by April 30 to be eligible for the national contest. Winners at the national level receive recognition and monetary prizes.

The following is the timetable for the remaining portion of the 1996 contest:
- April 30, 1996: All winning chapter essays received at national office.
- May 31, 1996: National judges choose winner
- June 29, 1996: National Award Winners Announced at National Campaign for Public Service Committee Meeting in Atlanta.

After the conference, the winning entries will receive their winning certificates and the monetary prizes. You have any questions regarding the essay contest, please feel free to contact Elease French, Chair of the National Campaign for Public Service at (602) 841-5216 or e-mail her at frenchel@azpm.com.

BLUE WOOLDRIDGE
One of ASPA’s three dedicated candidates
FOR
VICE PRESIDENT
ASKS FOR YOUR SUPPORT AND VOTE

Working with other members I seek to enhance ASPA’s role as an organization that is:
- an advocate for the public sector and its employees
- a vigorous defender against threats to the dignity, values and worth of public service
- affordable for members’ full participation
- a Society that allows individuals to contribute to their fullest ability
- a source of professional development opportunity for its members
- a means by which its members can influence public administration at all levels of government
- a bridge between practitioners and academics, between practitioners from all levels of government, and between members from government and the private sector
- an organization whose policy making process is open to all members
- a full participant in the international public administration community.

My Services to ASPA:
- CURRENT Member of the National Council—Chair of the Policy Issues Committee—Member of the Executive Committee of the Section for Public Administration Education—Member of the Editorial Boards of Public Productivity and Management Review and Journal of Public Administration Education—published in PAR, Public Productivity and Management Review, and Review of Public Personnel Administration—frequent presenter at ASPA’s National, Regional and Local Conferences—trainer at ASPA’s National, Regional and Local conferences—Members of the following Sections: ADPM, COMPA, SLPD, SMSA, SPALF, SPAP, SWPA—member of the following Chapters: Virginia, National Capital Area.
- FORMERLY Member of the National Council—Chair of the Conference of Minority Public Administrators—Member of the Executive Committee of the Section for Women in Public Administration—Chair Policy Issues’ sub-committee on Equal Opportunity and Affirmative Action—Member of the Exemplary Practices in Affirmative Action Award Selection Committee—Member of the Training Committee—Reviewer for PM—Member of the following Chapters: Los Angeles Metro, Connecticut, Northern Virginia.

Relevant Professional Experiences:
- Peace Corps Volunteer—Anti-poverty worker—Coordinator of Federal Programs and Budget Analysis—Academic Positions: Virginia Tech, Univ. of Hartford, Virginia Commonwealth University—Director Urban Management Curriculum Development Project and Training Associate, National Training and Development Service—International Trainer—Fullbright Visiting Professor—
- I have designed and delivered numerous workshops for elected and appointed public officials at the International, National, State, and Local levels of government.

PLEASE VOTE IN THIS ELECTION. ASPA WILL BE STRENGTHENED BY YOUR PARTICIPATION.
CANDIDATE FOR REGION V

CARLOS E. MAURA

Being a member of ASPA since 1988 has given me the unique opportunity to become extremely familiar with the public sector. Currently, with my nineth and a half years with the local county government and my concurrent eight years with ASPA, I feel very versed in public administration. Notwithstanding, to further enhance my public sector knowledge, while working full-time hours, I have obtained a Bachelor in Public Administration from Florida International University (FlU).

During my tenure with ASPA, I was involved, as part of the host committee, with the organization’s 50th National Conference held in Miami in 1989. Subsequently, with more involvement, I was elected Secretary (1991-92), Treasurer (1993-95 and 1993-96), President-Elect (1994-95), and finally, President (1995-96) of the South Florida chapter. In 1993, I was also elected as Treasurer of the National Young Professionals Forum (NYPF). In the years to come, I will continue to serve ASPA in the best way possible.

The most important part of ASPA is its Chapters. In my opinion, the Chapters are where the entire ASPA wheel begins to turn. The Chapters are the backbone of the organization. I look towards the future, to strengthen all Chapters and work towards making Chapters feel more of a part of the entire organization at the national level. As a current committee member of both the Chapter Development and National Campaign for Public Service Committees, I will have an opportunity to advance and enhance all of our Chapters. Although the total number of overall ASPA members has remained steady during the last few years, I feel that we as public administrators have an obligation to continue to promote excellence in the public service and this can be best accomplished through the Chapters.

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1940-1994

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CLAUDE L. FELBINGER
CANDIDATE FOR REGION VI COUNCIL MEMBER

Director, Master of Public Administration Program
Associate Professor of Public Administration and Urban Studies
Cleveland State University
Editor, Public Works Management & Policy
ASPA Member since 1977

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AS A MEMBER OF THE NATIONAL COUNCIL, I WILL ACT AS AN ADVOCATE FOR SOME OF THE NON-TRADITIONAL GROUPS IN THE PUBLIC ADMINISTRATION PROFESSION -- LIKE THOSE IN PUBLIC WORKS, ECONOMIC DEVELOPMENT, PUBLIC HEALTH AND LOCAL SOCIAL SERVICE PLANNING. I WILL FOSTER MULTICULTURAL APPROACHES TO LEARNING AND PRACTICING PUBLIC ADMINISTRATION AND SOLVING ADMINISTRATIVE PROBLEMS. I WOULD ALSO LIKE TO PROMOTE ASPA'S EFFORTS TO ENHANCE THE IMAGE OF THE PROFESSION AND SUPPORT EFFORTS TO EDUCATE YOUNG PEOPLE ABOUT THE VALUE OF SERVICE IN GOVERNMENT.
The Public Policy and Administration Institute at California State University, Bakersfield has received funding to create the Meryl Ruoss International Repository of Workplace Documents. This repository is named after CSUB’s most distinguished public administration educator and advocate of the public service. Dr. Ruoss currently enjoys faculty emeritus status and lives in Bakersfield, California.

The Ruoss Repository will house examples of a variety of workplace related documents, including job descriptions, performance appraisal systems, compensation studies, labor-management agreements, personnel manuals, operating budgets, self-insurance agreements, disciplinary policies, grievance procedures, sexual harassment policies. Documents are being solicited from all levels of government as well as health care, hospital, university, correctional, and non-profit organizations in the United States, Canada and Mexico.

Materials housed in the Ruoss Repository will be made available to practitioners, students, and scholars for purposes of learning, training, teaching and research. Documents will also be used in conjunction with a series of public management workshops sponsored by the Public Policy and Administration Institute at California State University, Bakersfield.

Funded by the university’s AIDS Education Alliance, the first collection in the Meryl Ruoss International Repository for Workplace Documents will focus on the Workplace Ramifications of Disabilities, including HIV/AIDS. The Institute is currently seeking examples of:

- Workplace policies and plans dealing with HIV/AIDS and other disabilities
- Workplace training programs dealing with the management of HIV/AIDS and other disabilities
- Other documents pertinent to disabled employees’ rights or management’s responsibilities

We ask that agencies send copies of these documents to:

The Meryl Ruoss International Repository
Public Policy and Administration Institute
School of Business and Public Administration
California State University, Bakersfield
Bakersfield, California 93311-1099
Attention: Professor James D. Slack

Phone: 800/788-CSUB, extension 2318
Fax: 805/664-2438
E-mail: jsslack@csubak.edu
Announcing...

ASPA's New Membership Video

ASPA is pleased to present a membership video developed for chapters, sections, individual members, public administration classes and others. Full of ASPA highlights, conversations with leaders in ASPA and the public administration field and chapter activities, the 16 minute video reminds current members of the importance of ASPA and shows future members how they can increase their impact on the field by joining with other concerned, active public management professionals.

Great for

Chapter Meetings
Membership Retention and Recruitment
Public Administration Classes
Career Development Centers
Agency Training Sessions

A BIG thanks...

The ASPA Video was developed by the Membership Committee under the direction of Ed Twardy of the University of Vermont. Parts of the video were filmed at ASPA's 56th National Conference in July 1995 in San Antonio, TX

How to order...

The video is now available for chapters, sections and public administration classes free of charge. Additional copies will be available for a nominal fee to all who want them. Contact ASPA at (202) 393-7878 for complete information.

ASPA Video - Get it While It's Hot!
Commentary on Privatization

Privatization Provides Short-Term Solutions

Proposers argue that privatization can provide state and local governments significant savings. As Richard Hedeen of Cornell University notes in his review of the Laufer Report (the New York State Senate Advisory Commission), "unfortunately, ideology still seems to be the guiding principle of privatization research." (Laufer Studier Journal, Spring 1995). While alternatives such as labor-management cooperation can improve public services, the Laufer Report ignores that option. Hedeen reviews the academic literature contained within the 1992 Laufer Report and finds that the studies' cost data is 20 to 30 years old. The Laufer Report primarily relies upon one article from 1984, which fails to present the full results of the author's statistical analysis. In addition, the article's intent is to promote privatization, not provide objective analysis.

Estimates of privatization savings range from 16 to 77 percent. Local governments frequently target mass transit for privatization in search of those savings. However, research by Columbia University professor Elcott Schar shows that while some initial incremental savings may be found after contracting-out, the second round of contracting those savings disappear. This was clearly shown in Denver where he found:

- virtually no cost difference between public and private operating costs.
- The differences ranged from a high of 4 percent down to a low of seven-tenths of one percent... (but) the Auditor did not account for the fact that the private operators kept the fare revenue.
- When that revenue loss is added to the operating cost, the Denver privatization is actually a negative charge on the revenue hour. (Eclott Schar, Statement before the Illinois Senate Transportation Committee, January 18, 1996.)

While privatization proponents are countered by the arguments such as the UMTA Section 13c, inhibit privatization, cities such as Denver, Dallas, New York, San Diego and cities such as Miami, Calif. and Sonomish, Wash. have both private and public entities operating systems. In recent years, the United States has witnessed an unprecedented erosion of our public infrastructure. Our highways and sewer systems are crumbling. Bridges are collapsing, airports are overcrowded, and rail right-of-way are in a state of disrepair. During the 1980s the US was spending 1.6 percent of GDP on infrastructure, Germany was spending 4.7 percent and Japan 6.3 percent. We believe that the situation will only worsen if states and localities sell off major public facilities to private companies in exchange for quick cash to settle debts or pay for other public services.

Putting America's infrastructure on the auction block will only serve to harm ordinary Americans, businesses and communities by making public facilities more expensive and less accessible. Low-income households would be particularly harmed by the prices of such user fees. Although the privatizers say that the facility should continue to be used for its original purpose after it has been turned over to the private sector, they don't specify who will be the one to determine how long a facility will be needed for its original purpose. New privatization activities such as recycling centers, water treatment plants, hospitals, and schools could be converted to other uses whenever the new owners determined that they are no longer needed for their original purpose. In the event that a private firm cannot make a profit on a public facility, it may be forced into bankruptcy. Under such a circumstance, the government—and, ultimately, the taxpayer—will be held liable. We could end up with a situation much like the savings and loan debacle, with the taxpayers forced to bail out the private sector.

Another downside to asset privatization is that states and localities will be tempted to sell off assets as a quick fix to their financial woes—without any concern for the long-term impacts of their fiscal policies. After years of selling off assets to balance its budgets, states and localities could be faced with severe revenue shortfalls when they realize that after these stop-gap gimmicks of selling off assets run their course.

Robert W. Poole Jr.

My testimony today focuses on the privatization of infrastructure facilities at the state and local level: facilities such as airports, bridges and highways, electric and gas utilities, seaports, and water and wastewater systems.

The bad news is that funding for such essential services is not keeping pace with growing needs. The growth of our population and economy requires an expansion of the infrastructure used for energy, environmental, and transportation purposes. The deterioration of major highways and environmental infrastructure requires substantial investments in reconstruction and modernization.

And increasingly stringent environmental standards will require additional investments in water quality and waste disposal.

While the need is evident, federal funding is becoming less and less available, due to the overriding need to balance the federal budget. This is not surprising, given the growing recognition, fromOMB Director Alice Rivlin and numerous administration witnesses, that with few exceptions, infrastructure is and should be a state and local responsibility.

Based on our 17 years of researching privatization, I believe there is a very powerful case that private ownership of major infrastructure will generally lead to greater efficiency, wiser investment decisions, and greater customer-friendliness. Those types of infrastructure where the United States has invested primarily on the private sector—electricity and telecommunications—have achieved a standard in their field. But the same cannot be said about the quality of our highway, our seaports, our wastewater supply, or our waste disposal facilities. The most advanced infrastructure in these fields in countries such as Britain, France, Italy, Japan, and Hong Kong, where long-term private franchise or outright private ownership is becoming standard practice.

There are several reasons why the United States lags well behind other developed countries in making use of the private sector for infrastructure.

The most important of these barriers is the lack of a federal policy. Consider two otherwise identical infrastructure facilities that serve the public—say a toll bridge, or a water system. If the facility is owned by investors, it must pay federal corporate income taxes and in most cases it can finance its operations only with taxable debt. The identical facility, if owned by a government agency, pays no taxes and can borrow at tax-exempt rates. The net effect of these policies is that the federal government sells investors, governors, and mayors...

As we all know, if you tax something, you discourage investment in that activity. If we want more private-sector investment in America's infrastructure, Congress must pass the Revenue Act of 1982 and the Executive Order 12802 in 1992. It was intended to gain the cooperation of federal grant-making agencies (primarily the EPA, the FAA, and the FHA) and to eliminate the requirement that grants be repaid if a city or state privatized an infrastructure facility. But the Office of Management & Budget objected, resulting in a compromise that calls for repayment of an amount based on the undepreciated portion of the facilities financed with the grant.

For the past two and a half years we have been discussing these issues of public/private partnerships in infrastructure with people at DOT, at EPA, at the National Performance Review, and at the National Economic Council—as well as with mem-

Private Sector Can Shore Up Infrastructure

bers of Congress from both parties. What has impressed me in all this is how much agreement there is in principle on these issues. All of these players now agree that:

- We cannot modernize America's infrastructure via business-as-usual, it is going to require significant amounts of private-sector capital.
- Shifting to direct user fees produces many benefits, among them, capital formation and conservation of resources, thanks to the incentives provided by priciness.
- For inherently monopolistic infrastructure, users must be protected from exploitation.

There is far more common ground than there is disagreement. To be sure, we can haggle a bit over the details—exactly what conditions should be put on any privatization transactions, to protect the public interest. But let us not get bogged down in those details, let us take the opportunity to remove federal barriers to private investment in this country's infrastructure, giving the cities and states the option to use this important new tool.

Al Bilk is President of the AFI CIO Public Employee Department. This is excerpted from testimony given before the Joint Economic Committee of the Congress.

We cannot modernize America's infrastructure via business-as-usual, it is going to require significant amounts of private-sector capital.
Deficit Reduction Linked to Poor Economy

Dear Editor:

In a previous issue, I outlined how serious multi-year reductions in the national debt always had been followed immediately by major economic depressions. This perfect batting average of six periods of budget surpluses and debt reductions, of which the current recession was consistent enough to warrant detailed study, I suggested, even if the connections were considered impossible by those who accept conventional economic principles. I now turn to the post-World War II connections between reductions in annual deficits as percentages of Gross Domestic Product and economic contractions, including recessions.

Warren B. Mosler, the economic analyst for a Florida investment firm has independently charted the data, and it is wholly consistent with the earlier data. There has been no sustained period of debt reduction without an economic recession, significantly, no new major depression. There have been nine recessions, however, less than the five recessions from five distinct periods in which deficits were reduced. It turns out that deficit increases, relative to GDP, always are followed by increases in growth, while deficit decreases always are followed by slower growth rates or recessions.

Technically, an economic downturn becomes a recession when the decline includes at least six months, or two quarters, of negative growth. By the time the National Bureau of Economic Research has collected and evaluated the data, and is sure enough that a recession has begun, perhaps a year will have passed before that declaration, and the same déféits occur after five years from the bottoms out. If a recession begins this year, and the pattern suggests that it will, we know for sure only well into 1997, but the immediate effects will be quite visible.

Looking at all nine postwar recessions is more than I can undertake here, but some of the recent downturns can be connected to specific political campaigns and outcomes:

- 1977-80 deficit reductions gave way to a recession beginning January, 1979, that cost Jimmy Carter's re-election hopes.
- 1987-89 deficit reductions were followed by the 1990-91 recession and a sluggish recovery that harmed George Bush in 1992.

Since 1992, the deficit has been cut from 4.9 to 3.3 percent of GDP, virtually identical to the pattern of 1987-89. A significant contraction, and perhaps a recession, seems clearly about to happen. Meanwhile, the longest postwar period without a recession was from November, 1982 to July, 1990. Republicans who still praise the "Reagan boom" never refer to deficits or, alternatively, blame the Democratic Congress of those years. The Democrats, of course, still attack the "Reagan deficits." Neither side seems aware that a steep rise in deficits began in 1981, preceding the "boom" by two years. When deficit cuts finally began in 1987, they paved the way for the next recession.

The political irony is startling. When the economy slides downhill, the incumbent president is damaged, and it does him little good to proclaim "success" in reducing deficits. Ronald Reagan suffered no harm at all from the deficits and, even at his advanced age, might have been elected again in 1988 if he had been permitted to run. Whatever citizens say to pollsters, they vote against economic decline, never against deficits.

Warning: Extreme Danger Ahead For some years now, the White House and Congress have been piling up such monstrities as the Gramm-Rudman-Hollings deficit reduction policies, "zero-sum budgeting" (new programs can be financed only by cutting existing programs) and, in the Clinton years, the "reinventing government" initiative, more correctly known as downsizing. Economic theories have become so dominant that those who believe such theories are blinded to the evidence that deficit reductions damage the economy. This country is not alone in its blindness.

Europe has been in deep economic trouble for some time, and even Germany now has 11 percent of its labor force unemployed. Following the Maastricht criteria for monetary union, European countries are attempting to reduce their deficits to less than three percent of GDP, a treaty requirement. There is reason to believe that this effort is badly damaging European economies which, along with Japan and this country, cannot sell as many consumer goods and services as they need and want to sell. A spreading recession virus could be very dangerous, and it is unlikely to be cured by the production of still more consumer goods.

The relationships outlined above deserve serious study, even if they are wholly foreign to widely accepted economic principles. It may be time to question what is now considered unquestionable dogma.

A Significant Implication As a long-time public administration academic, I often have wondered about many of the concepts and theories that we borrow from seemingly respectable disciplines such as political science and economics. Having now looked closely at several of these theories, I confess to saying about government borrowing and spending, I am appalled by what the academic community of public administration has accepted without question, and then passed on to our students as the equivalent of holy writ. Without conscious thought, we have become the believers of those we believe we support—e.g., the practitioners who depend on us for intellectually valid support. I include myself in this observation, because I did not dig into this particular matter until 1994, even though my involvement in issues of regulation and deregulation had convinced me that something was terribly wrong with what we were borrowing from those disciplines. In political languages for example, a wholly "free market" is best described as Hobbesian anarchy, and how can anyone believe that anarchy automatically moves to equilibrium? How can those of us who have taught public administration accept theories that society is best served if the production of public goods is wholly subordinated to the production of consumer goods—is this what we believe, perhaps, in all-out war? These considerations are a form of suggestion that the public administration academics begin asking questions.

Fred Thayer
Visiting Professor
The George Washington University

The viewpoints expressed in the Commentary Section of PA TIMES are the individuals' and are not necessarily the viewpoints of ASPA or the organizations they represent.

ASPA welcomes letters to the editor on any public management issue.

Send letters and commentary pieces to:
ASPA, PA TIMES/Commentary, 1120 G Street, NW Suite 700, Washington, DC 20005.

ASPA Elections Need Review

Dear Editor:

This letter comes after significant soul searching, and from my post as a long-time member of ASPA. I think the time has come to look at how we "walk our talk," particularly when we engage our national leadership. It has no thing to do with the caliber of leadership nor in the past, so how can anything change? We cannot change the character or diminish the significant contributions of those friends and colleagues who are serving in these roles. But I am concerned about what I think is a very serious message being conveyed by the method by which we select our leaders.

The electoral process, in my opinion, reflects everything wrong about the national political process. It is divisive, based on a win-lose model which winds up forcing campaigning and expensive personal and organizational funds to obtain a voluntary position. It forces people to take sides in what should be a collegial endeavor that invites participation of all kinds of people. So if changes were made in the past in the electoral process to make slates more diverse, what happened? As an example of what we have accomplished, just look at the nominating process in the last two years. We have selected an interesting slate both time: last year, two women from the same region were candidates for vice president, and this year no women were nominated for the slate! Something obviously isn't working.

If we truly want diversity in our leadership, let's look at types of diversity: students, academics, practitioners and those new folks, "practicedums." (I think these are our future, by the way!). Then we can address gender, race, region, ethnicity, age, etc. Let's make some process changes to "walk our talk." How do we do that?

One suggestion is that we become more parliamentary. Start with the National Council, which theoretically represents most of these areas, at least in section representation, and its composition. Let's have the National Council select the leadership slate from proven leaders who have served effectively in key roles at the chapter, section and regional level, and who want to serve in a full-time capacity for up to three years as a professional "chief of state" for the public service.

Let's think about what we're saying when we engage in new ways to govern ourselves. What are we modeling for tomorrow's leaders? Or are we really going to be relevant for those leaders?

I am proud of the values of my profession, and of the public service. And I hope we can "re invent" this process so as not to lose anyone who shares those values.

Anne Osborne Kilpatrick, DPA

Anne Osborne Kilpatrick, DPA
Mobile Workshop Explores State of the Art Public Safety Training Center

Gregory D. Russell

Those attending ASPA’s 57th National Conference have the opportunity to tour the premier state-level, public safety training center in the U.S. Saturday June 29. ASPA’s Section on Criminal Justice Administration is sponsoring a tour of the Georgia Public Safety Training Center in Forsyth, Georgia, approximately 60 minutes south of Atlanta on Interstate 75 as a pre-conference workshop. Buses will leave the Marriott Marquis, the conference hotel, at 9 a.m.

The Georgia Public Safety Training Center (GPSTC) is a “one of a kind” facility designed from the bottom-up to take advantage of state-of-the-art training for public safety personnel in Georgia. The center spans 700 acres situated just to the west of Interstate 75 and includes training facilities designed specifically for every public safety need. Since its opening in 1997, the center provides basic training for every state agency. Only local law enforcement employs regional academies for basic training. However, all supervisory and management training for each discipline is conducted at the center, as is an extensive variety of specialized programs and classes. The center hosts more than 45,000 students a year, with an average daily attendance of nearly 700.

In addition to basic training, the center also provides supervisory and management training courses which reach across disciplines, and hundreds of specialized training courses ranging from fire suppression, emergency rescue and EMT to drug agent liability, MIS and topics specific to every state and local agency which has a law enforcement or public safety role. Currently, the GPSTC is the central location for training for security forces for the 1996 Olympics to be held in Atlanta.

Augmenting the organic resources of the GPSTC, each of the state agencies involved has an on-site staff. In addition, the Superintendents of the State Fire and Police Academies, which are physically located on the premises, report to the Director of the GPSTC, David Saye. Special consultants and university level faculty fill out the broad ranging roster of trainers who regularly conduct training and provide other services at the center.

The GPSTC has a main classroom structure covering several acres which includes state of the art technologically superior classrooms, driver and water rescue training, computer and MIS labs, chemistry and forensics labs, a library, the administrative offices of each agency, a television and technology station, a large banquet facility, cafeteria, self-defense and health facilities, and an attached dormitory housing several hundred students. Other facilities are located around the 700 acres including the Boot Camp-style Al Batta Correctional Training Center, an experimental and training prison. In addition, there is a Driver Training Complex (with track), a firearms complex (with multiple ranges, simulator, and a mock village), a Natural Resources Complex (with a lake and wildlife area), and Firefighter Complex (with boathouses, a working fire and EMT station). In response to the Oklahoma City bombing, the GPSTC added an explosives training area as well. Computer training is conducted on personal computers and an IBM AS/400 on loan from IBM and includes MIS, expert systems and artificial intelligence.

Advance registration is required. The workshop fee is $12 and includes transportation and lunch at the GPSTC. No late registrations will be permitted as the center must know how many will be attending. Registration is limited to 45.

Buses will leave the Atlanta Marriott Marquis at 9 a.m. Upon arrival, attendees will view a slide presentation developed by the GPSTC to describe the facility. After a Q & A session, lunch will be served, a tour of the entire 700 acre facility will follow lunch.

Gregory D. Russell is Chair of the Section on Criminal Justice Administration and Associate Professor of Political Science at California State University, Chico.

To register for this or another Mobile Workshop, complete the Conference Registration form on page 15. Upon registering, a second registration form for Mobile Workshops will be included in your Confirmation Packet. Conference Registration is required to take advantage of any of the Mobile Workshops.
More Mobile Workshops...

Tour of the Centers for Disease Control
Sponsored by ASPA’s Section on Health and Human Services
Tuesday, July 2, 1:30 - 3:30 p.m., $5, includes transportation
Convener: Genie Stowen, San Francisco State University

Following the ASPA Section meetings on Tuesday, July 2nd, the Section on Health and Human Services will sponsor a mobile workshop at the Centers for Disease Control (CDC). This workshop includes a demonstration of the CDC’s WONDER system, an overview of the Center for Infectious Diseases, and a tour of the CDC’s World Learning Center. Come celebrate CDC’s 50 years of service.
Participation for this mobile workshop is limited to 20. Registrations are accepted on a first-come-first-serve basis.

The 1996 Centennial Olympic Games/Selected Venues
Coordinator: Ralph Reichert
Three weeks after the ASPA National Conference, Atlanta will host the 1996 Centennial Olympic Games. This mobile workshop will give the participant a unique opportunity to visit selected venues and center city’s centers as the Atlanta Committee for the Olympic Games and other governmental entities complete final preparations for the largest Peace-time event ever held.
Participation for this mobile workshop is limited to 24. Registrations are accepted on a first-come-first-serve basis.

Getting to Atlanta:
Airline Reservations
Special ASPA fares have been negotiated with Delta and United Airlines. Both airlines offer from 5 to 10 percent discounts, however, to receive these discounts ASPA members must use special “file number” when making reservations. Certain restrictions may apply.

Delta Airlines
(800) 221-1212
File #X83002

United Airlines
(800) 241-6622
File #564UN

For more information or to make reservations, contact: Way to Go Travel, 8557 Dunwoody Place Blvd. #8, Atlanta, GA. 30330 or call (800) 337-8626 or (770) 992-6113.

Hartsfield Airport, located 10 miles south of downtown, is the world’s sixth-busiest airport in the world. The airport is within a two-hour flight of 80 percent of the nation’s population. Twenty-four airlines provide service to 150 cities and 30 international destinations in 18 countries.

For more info...

Hotel Reservations:
Atlanta Marriott Marquis
(404) 511-0000

Airline Reservations:
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(800) 221-1212
File #X83002

United Airlines
(800) 241-6522
File #564UN

Conference Information:
ASPA
(202) 393-7278

Visitor Information:
Atlanta Convention & Visitors Bureau
233 Peachtree St., Suite 2000
Atlanta, Georgia 30303
(404) 521-6600
http://www.atlanta.com/uchb/

Exhibit Information:
Global Trade Productions, Inc.
(703) 671-1400

Conference Logistics:
Global Trade Productions, Inc.
(703) 671-1400

Pre-Conference Workshops...

It’s not too late to register for one of the Pre-Conference Workshops, please use the form on page 15 to register. Space is limited!

Win-Win Public Administration
Saturday, June 29, all day, includes refreshments, $10
Stuart S. Nagel, University of Illinois

Managing Diversity in Organizations
Saturday, June 29, all day, $25 (lunch on your own)
Robert T. Goldembievski, University of Georgia

Performance Measurement Basics: Techniques for Improving Management of the Bottom Line
Sponsored by the GAA Task Force
Saturday, June 29, beginning and advanced sessions, all day, includes lunch, $80
Cheryl Broom, Washington State Legislative Budget Committee

International Development Management and Policy Administration Workshop
Sponsored by ASPA’s Section on International and Comparative Administration
Saturday, June 29, all day, includes breakfast, $50
Lawrence S. Cooley, Management Systems International

Surfing the Internet
Saturday, June 29, half day, includes refreshments, $25
Kenneth C. Stevenson, New Jersey Motor Vehicle Service

Important Conference Deadlines...

April 19
ASPA members enjoy special Early Bird Registration Rates by registering before April 19, 1996.

May 1
Final date to submit abstracts and papers for the Conference.

June 7
Last day to make changes to the Conference Program Book.

June 7
Last day to ensure a room at the Atlanta Marriot Marquis. (Preferred room) June 7, reservations will be subject to space and rate availability.

June 14
ASPA members still SAVE by registering at Pre-Registration prices before June 14.

Last day for cancellations and refund requests.

The Olympics

Call the Atlanta Committee for the Olympic Games at (404) 744-1996 for more information.

Dates of the Olympic Games:
The Games of the XXVIth Olympiad, marking the 100th anniversary of modern Olympic Games will be July 19 through August 4, 1996. (16 days)

Olympics on the Internet
The Atlanta Committee for the Olympic Games has established a Worldwide Web Server to provide official information about the 1996 Olympic Games. The address is http://www.atlanta.olympic.org/

At present, the internet site provides ticket information, updates, background information on each sport and construction updates for Olympic venues.

The program is comprised of 26 sports and 37 disciplines. A total of 1,933 medals will be awarded. Twenty of the 26 Olympic sports will be held competitions within metropolitan Atlanta.

The main Olympic Village is scheduled to open July 6, 1996.
What's the best way to get to Atlanta?

1. Sign Up!

Complete the Registration Form on the following page. Remember, the earlier you register, the more you save, so don't delay.

By Fax:

Fax your registration form with credit card number to 202/638-4952 24 hours a day. Only MasterCard, Visa, Training Forms and Purchase Orders are accepted by Fax. Fax registrations are accepted thru June 14, 1996. If you Fax your registration, please do not mail the original.

By Mail:

Send your completed registration form along with payment to:

ASPA Conference
c/o Crestar Bank, Department 41
Washington, DC 20042-0041

2. Fee Payments

Full payment must accompany your registration form. Checks made payable to ASPA, or Visa and MasterCard are accepted. Training forms or purchase orders are accepted and must accompany this form to process your registration. Please provide the appropriate billing address if it differs from your own address. Registrations are processed on a first-come, first-served basis. Please complete the entire form to speed your registration. Missing information will delay processing.

ASPA/CASU Member Discounts: The members of ASPA and the Cooperative Administrative Support Unit (CASU) Program are entitled to register at discounted rates available only to members.

Pre-Registration: Register before June 14, 1996 and SAVE!

On-Site Registration: Registrations received after June 14, 1996 will be handled on-site and invoiced at the on-site rate. After June 14, you must register on-site at the ASPA Registration area at the Atlanta Marriott Marquis. Registration will open at 8 a.m. Saturday, June 29.

Non-member Registration: Those who are not current members of ASPA are encouraged to attend the conference. In addition, you are invited to become a member when you register for the conference and take advantage of the member discounts. Your membership fee must accompany your conference registration. See the membership application for fees.

Register before June 14 and SAVE!

Group Discounts: Special rates are available for groups of 10 or more persons who register together and pay with one check. For details, please contact ASPA at 202/393-7878.

Cancellations and Refunds: All cancellations and requests for refunds received in writing by June 14 are eligible for a full refund less a $75 cancellation fee. Refunds will be mailed after the conference.

Registration Inquiries: If you have any questions about the status of your registration, contact ASPA 202/393-7878.

Workshop Registration: We encourage early registration to guarantee your place. In addition, insufficient numbers may result in cancellation. Should you register for a pre-conference registration and it is cancelled, ASPA is not responsible for non-refundable airline tickets.

Ticketed Events: The fees for the ticketed events are listed on the registration form. The National Public Service Awards Luncheon and the Leadership Breakfast are included in Option 2 - Comprehensive. Early registration for these events is encouraged.

3. Registration Confirmation

After ASPA processes your registration form, you will receive a confirmation packet. Please allow two to four weeks for this confirmation packet to reach you.

4. Travel Arrangements

Delta and United Airlines are the official airlines for ASPA's 37th National Conference in Atlanta, June 29-July 3, 1996.

Special ASPA fares have been negotiated with Delta and United Airlines. Both airlines offer from 5 to 10 percent discounts, however, to receive these discounts ASPA members must use special "file numbers" when making reservations. Certain restrictions may apply.

Delta Airlines
(800) 221-1212
File #XR3002

United Airlines
(800) 241-6522
File #564UN

For more information or to make reservations, contact: Way to Go Travel, 8457 Dunwoody Place Bldg. #8, Atlanta, GA 30350 or call (800) 337-8626 or (770) 992-6113.

5. Conference Hotel

The Atlanta Marriott Marquis is the headquarter hotel for ASPA's 57th National Conference. To reserve your room for the ASPA Conference, simply complete the hotel reservation form contained in this preview and mail it along with a guarantee of payment for the first night directly to the Atlanta Marriott Marquis. Please do not mail your hotel reservation form to ASPA. This will only delay the processing of your hotel reservation.

6. Special Needs

Individuals who have special needs of any kind are requested to notify ASPA on a separate sheet of paper to accompany the registration form.
Atlanta Conference Registration Form

1. Options
   - Options allow you to register for the Atlanta Conference. All options are available at the registration desk. Registrations received after the deadline will be charged at the higher rate.
   - Option 1 - General
     - Early Bird Member: $200
     - Pre-registration Member: $325
     - On Site Member: $375
     - Non-Member: $400

2. Workshops
   - Workshops are included in the registration fee. The following workshops are offered:
     - Pre-Conference Workshops
       - Early Bird Member: $200
       - Pre-registration Member: $370
       - On Site Member: $420
       - Non-Member: $445
     - I am also a Speaker at the Conference.

3. Ticketed events
   - Events include:
     - ASPA Luncheon (Mon., July 1) $25
     - Leadership Breakfast (Wed., July 3) $20
     - Professional Development Workshop (Fri., July 5) $80

Section 2 fees:

Section 3 fees:

Registrant Information

Name

Address

City, State, Zip

Email

Phone

Spouse/Partner Name (if registering as Option 5)

Payment

Enclosed is my: □ check or money order □ training form (number) □ purchase order (number)

Please bill me: □ MasterCard □ Visa

Card number

Expiration date

Signature

Mail to:
ASPA Conference, c/o Creditor Bank, Department 41, Washington, DC 20042-0041

Register online at: http://www.aspa.org

Phone: (202) 393-7878, voice (202) 638-4952, fax
Membership

in ASPA can SAVE you big bucks on conference registration.

Sections

Expand your networking potential by joining any of the special interest sections.

Please indicate on the application the section(s) you would like to join.

Association on Budgeting and Financial Management (ASBFM)
Public Budgeting and Finance

Conference on Minority Public Administration (COMPA)
Journal for Public Management and Social Policy

Section on Criminal Justice Administration (SCJA)
Criminal Justice Review

Section on Emergency and Crisis Management (SECM)

Section on Environmental and Natural Resources Administration (SERNRA)

Section on Health and Human Services Administration (SHSHA)
Journal of Health and Human Services Administration

Section on Humanistic, Antiracism and Reflective Expression (SHARE)
Public Voice

Section on Intergovernmental Administration and Management (SIAM)
State and Local Government Review

Section on International and Comparative Administration (SICA)
Public Productivity and Management Review

Section on Management Science and Policy Analysis (SMSPA)
National Young Professionals Forum (NYFP)

Section on Personnel Administration and Labor Relations (SAPAR)

Section on Professional and Organizational Development (SPOCD)
Public Administrative Quarterly

Section on Public Administration Education (SAPAE)
Journal of Public Administration Education

Section on Public Administration Research (SPAR)
Journal of Public Administrative Research and Theory

Section on Public Law and Administration (SPPLA)

Section on Science and Technology in Government (SSTIG)

Section on Transportation and Policy Administration (STPAP)

Section for Women in Public Administration (SWPA)

All sections provide periodic newsletters and several sections provide symposia and workshops.

Journal names appear in italics.

Categories

Individual
For those living in the US, Canada or Mexico. Members from Canada and Mexico pay additional charges for postage (see income categories).

Student
For individuals enrolled in a career program at a college or university in the United States and limited to a maximum of three years.

International
For those living outside of the US, Canada and Mexico and not receiving mail at an ASPA or PPO address.

Family
For persons receiving mail at the same residence. One copy of Public Administrator Review and PA TIMES will be provided to the family. Dues for each additional family member is $30.00.

ASPA member insurance offer
As a new member, you are eligible for $10,000 worth of no cost life insurance for six months. Please sign below to accept this insurance. Insurance will become effective upon processing by the underwriter.

Signature
Policy #
Date of birth

Note: all policy #s must be under 50 years of age. New members 50 years and older will be contacted for on-going products.

Sections

Please circle the appropriate sections. See other side for the full name of each section.

ABFM
SIAM
SICA
SBPA
STPA
SEHRA
SFOC
SHARE

Payment Information

Do not mail this form. Send completed application and payment to ASPA, 1200 24th St. N.W., Washington, D.C. 20037.

Payment methods accepted:

MasterCard
Visa
Check made payable to ASPA

Name:
Address:
City:
State:
Zip:

Signature:

Date of birth:

Dues are due 1/1 for the annual subscription to Public Administrator Review.

Please use a check if you want your membership in ASPA.
Reservations made after June 7, 1996 will be subject to space and rate availability.

Reservation Request
Atlanta Marriott Marquis
265 Peachtree Center Ave.
Atlanta, Georgia 30303
(404) 521-0000
(800) 228-9290

Check-in Time: 4 p.m.  Check-out Time: Noon

The Atlanta Marriott Marquis requires a guarantee of payment for the first night. This guarantee of payment may be made by enclosing a check, money order or the entire number of one of the following Credit Cards: American Express, Discover, Diners Club, Visa, Master Card, or Carte Blanche. DO NOT forget the expiration date and signature. All reservations must be canceled 72 hours in advance of arrival in order to receive full refund.

This guarantee of payment insures that a room will be held for your first day of arrival only. Should you not arrive the room will become available for resale at 6 a.m. the following morning. That also means that your deposit or Credit Card will be used as payment for the first night's room rental if the reservation is not canceled 72 hours prior to your arrival.

Reservations made after June 7, 1996 will be subject to space and rate availability. Room rates do not include tax, which is currently 13%. (Room tax is subject to change without notice.)

Name of Group: American Society for Public Administration
Official Dates: June 29-July 3, 1996

If you have any special needs, accommodations or requirements, please let us know in the space provided and we will do our best to accommodate your needs.

Please do not mail your hotel reservation form to ASPA. This will only delay the processing of your hotel reservation. Please mail it to the Atlanta Marriott Marquis at the address listed above.
**GOVERNMENT POSITIONS**

**Administrator**
Marquette County is seeking an experienced, professional Administrator to serve as chief administrative officer and controller for County operations. The Administrator will report to, and serve as principal advisor to a ten (10) member Board of Commissioners on County-wide management in all aspects of fiscal, budgetary and general administrative operations. Marquette County serves a 1,873 square mile area and 62,000 population with a $50,353,277 total operating budget ($12,583,738 General Fund). Position requires bachelor’s degree in business administration, public administration, finance or closely related field. Master’s degree in public administration preferred. Strong managerial background with a minimum of five years progressively more responsible experience in the public sector is required. Must have high level of analytical expertise to deal effectively with complex financial, technical and administrative issues. Salary range: $34,000 with excellent fringe benef package provided.

For consideration, application must be received by 5:00 p.m. Friday, April 19, 1996. Submit detailed resume and credentials including refer- ences and salary history/requirements for: Human Resources Director, Marquette County Cour- house Annex, 234 West Baraga Avenue, Mau- quette, MI 49855.

Marquette County is an equal opportunity employer and drug-free workplace. It is prohibited to discriminate on the basis of race, color, national origin, age, gender, or disability in its programs or activities.

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**Senior Training Administrator**
The University of Tennessee’s Center for Gov- ernment Training is recruiting a Senior Training Administrator. This challenging position is based in Nashville and is responsible for develop- ing and implementing strategies to effectively train the training needs of leaders, policy mak- ers and decision makers in local and state govern- ment. Responsibilities include (1) conceptu- alizing and implementing training programs and executive institutes based on current and future needs of government leaders, (2) facilitating organizational development through strategic planning, (3) building government and commun- ity support for leadership initiatives, and (4) providing information and strategy sessions on public policy concerns.

Requires a master’s degree in adult education, public administration or related field. Requires 5-10 years of appropriate state and/or local govern- ment and training experience. Government experience should include both broad knowledge of government operations, public policy issues, and governmental decision making processes. Training experience should include needs assessment, curriculum/course design and delivery, group facilitation, and program evaluation and out- come measurement.

Preferred candidate will have strong organiza- tional skills, outstanding work ethic, the ability to execute implementation plans from abstract concepts, outstanding communication skills, strong networking and public relations skills, a working knowledge of quality management, government innovation theories, customer service principles, and continuous productivity improvement. Management experience and mar- keting expertise is preferred. Competency with computers and in budget management is needed.

Requires a sincere commitment to public service, non-traditional working hours and statewide and out-of-state travel. Salary range $42,000 to $55,000.

Send resume and cover letter explaining how skills relate to job requirements to: Leadership Administration Recruitment, Center for Govern- ment Training, 720 West End Avenue, Suite 400, Nashville, Tennessee 37203.

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**Fire Chief**
Prince George’s County, Maryland, a progress- ive, dynamic, racially and culturally diverse community of 770,000 seeks a Fire Chief to manage a Department with 600 career Fire Fighters and Paramedics and 1000 Volunteers. The desired applicant shall have demonstrated success in gaining and maintaining the confi- dence of diverse communities and the depart- ment through effective interpersonal, communi- cation and managerial skills.

The Fire Chief, under the general direction of the County Executive, Chief Executive Officer, and Director of Public Safety, is responsible for organizing, directing, administering and provid- ing fire prevention, fire suppression, emergency medical, and hazardous materials services to the citizens of the County. This work requires the efficient management of the operations, services and programs within the Department through comprehensive planning, effective supervision and training activities designed to protect the lives and property of County resi- dents.

Salary is negotiable, depending on qualifica- tions, plus competitive benefit package. Experi- ence working with both unionized career and volunteer personnel preferred. Applicants must have demonstrated ability to plan, organize and supervise the work of a large number of subordi- nates performing varied operations connected to finalizing activities. A bachelor’s degree from an accredited college or university with major coursework in fire science or related field pre- ferred and at least five (5) years successful com- mand level experience, (Chief or Deputy), or any equivalent combination of education and train- ing which provides the required knowledge, skills and abilities.

Apply by April 22, 1996. To apply send a detailed resume to:

Prince George’s County, Maryland Office of Personnel 1400 McCormick Drive Large, Maryland 20774 Attn: Fire Chief Search Committee

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**Director of Human Services**
The City of Chesapeake (pop. 187,048) seeks a Director of Human Services to plan, direct and coordinate a wide range of human services pro- grams including Division of Social Services and Division of Juvenile Detention. Requires excel- lent management, communication and interper- sonal skills and over 5 years experience in pro- grams, including 2-5 years of administrative experience; ability to work effec- tively with persons of diverse backgrounds; and experience in budget preparation and program execution. Master’s degree in social work or public administration or equivalent experience. Salary: $30,000 (negotiable depending upon experience). Deadline for applying: 5 p.m., April 18, 1996. Submit a City of Chesapeake employ- ment application to: Carolyn W. Davis, Direc- tor of Personnel, City of Chesapeake, P.O. Box 15225, Chesapeake, VA 23328, Telephone (804) 467-6492, Fax (804) 468-8501. An EEO/AA Employer.

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**Chief Executive Officer**
County of San Diego

This position is the chief executive of San Diego County government and reports to a five-member, elected Board of Supervisors. Proven lead- ership skills will be essential to achieve Board- established organizational goals focusing on effi- ciency, consolidation, outcome measurement, accountability, competitiveness, public-private sector partnerships, personnel and fiscal man- agement, and the application of business princi- ples in improving operations and promoting self- reliance of the area’s 2.7 million residents. $23 billion budget and work force of 18,000. Com- petition of post graduate work is desirable.

Benefits package includes automobile and rela- tionary allowance. Salary range $113,000- $150,000 DOQ. File by April 19, 1996. Please con- tact the Director of Human Resources to obtain a resume submittal form and a recruitment brochure detailing the County structure and ser- vices, position duties, background requirements, and benefits.

County of San Diego
Department of Human Resources
1600 Pacific Highway, Room 207
San Diego, CA 92101
(619) 531-5100

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**Supervisor**
Village of Morrisville, Vermont, seeks innova- tive and well-organized water manager to take on the challenge of physically and man- ually re-structuring. Candidates should have power supply, contract, financial analysis, bud- geting, and accounting experience plus exposure to transmission and tax exempt financing issues. A background in municipal electric and water utility issues and operations, plus a familiarity with joint action agencies, is preferable. Excel- lent management, interpersonal, and commun- ication skills are essential. Hydro experience, interface with unions, and experience in a highly regulated environment is a plus. Morrisville is a small, picturesque, dynamic community located in north-central Vermont with an exceptional quality of life in which the utility plays an essen- tial role. Salary and benefits are negotiable dependent upon experience. Please send resumes, along with letter of introduction, by 13 May 1996 to Morrisville Water and Light Department, P.O. Box 460, Morrisville, VT 05661-0460. Phone 802-888-3344.

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**ASPA membership**
It’s easier to measure up when you’ve got a foot in the door.

Call (202) 393-7878 for complete information.
Iowa State University
Political Science/Extension

The Department of Political Science invites applications for a tenure-track position at the assistant or possibly associate professor level beginning July 1, 1996. This is a 10-month Extension appointment and carries a 12-month term. The position is part of the Extension to Communities program which provides credit and non-credit educational courses on campus and throughout the state. The applicants should have knowledge of state and local government, public administration, financial management, public policy analysis and information systems. Applicants should also have some experience in distance education and a knowledge of adult learning.

An active applied research program with a focus both toward publication in scholarly literature and support of the Extension program is expected. No classroom teaching is required for the initial appointment although opportunities may be available if desired. The individual in this position is a participating member of the Political Science Department so working with students and serving on committees is expected. Teaching experience would be helpful.

Applicants should hold a doctoral degree in political science, or expect to receive the degree by the date of appointment. Women, minorities, and other members of protected groups are strongly encouraged to apply. Position is contingent upon funding. Individuals interested in the position should send application letter, vita, samples of written work, and three letters of recommendation to Patrick James, Chair, Department of Political Science, 580 Ross Hall, Iowa State University, Ames, IA 50011. The deadline for applications is April 18, 1996 or until the position is filled.

California State University, Fresno

The Department of Political Science invites applicants for a full-time lecturer position beginning Fall, 1996. The position will be renewable for a second year and may be converted to a tenure-track position without additional search. Candidates should have an earned doctorate in Political Science or Public Administration by Fall, 1996. The successful candidate will have a strong comprehensive preparation in public administration and will be expected to take a leadership role in the accredited MPA program. Preparation to teach quantitative methods is desirable. All members of the department teach introductory American government. In addition to the MPA, the department offers undergraduate degrees in political science and public administration and an MA in international relations. California State University, Fresno is an AA/EO employer. Women and underrepresented minorities are strongly encouraged to apply. Applications must be postmarked by May 5, 1996. Please send letter of application, curriculum vitae, official transcript showing highest degree earned, three letters of reference, and writing sample to Philip F. Beach, Chair, Department of Political Science, California State University, Fresno CA 93740-0019.

University of Southern California, School of Public Administration
Washington Public Affairs Center
Public Policy or Public Management

The University of Southern California School of Public Administration seeks applicants for a tenure-track position in Public Policy or Public Management in Washington, DC, effective September 1996. Rank is open. Applicants should have an earned doctorate, solid analytical skills, a scholarly record of publications, knowledge of government, the ability to teach students who have a great interest in public policy or public management.

The School has a tenure-track faculty of 26 who have degrees in most of the social and behavioral sciences. Programs are offered at the main campus in Los Angeles, and at the School’s permanent facilities in Sacramento and in Washington, DC.

Please send curriculum vitae and other supporting materials to: WPAC Faculty Search Committee, University of Southern California, School of Public Administration, Washington Public Affairs Center, 512 Tenth Street, NW, Washington, DC 20004. Review of applications will begin February 15, 1996, but applications will be accepted until position is filled.

The University of Southern California is an EEO Affirmative Action Employer. Minorities and women are strongly urged to apply.

ASPAS Calendar of Events

ASPA Region VII
April 11-13
Des Moines, IA
Contact: MarthaWillits
(515) 286-3116

National Public Employer Labor Relations Association
April 14-18
Clearwater Beach, FL
Contact: (800) 296-2230

ASPA Region X Conference
April 18-19
San Francisco, CA
Contact: Gene Flowers
(415) 338-7591
Or gowers@fsfas.edu

Michigan Historic Preservation Conference
April 19-20
Ann Arbor, MI
Contact: (810) 625-8181

Commonwealth Association for Public Administration
April 21-24
Malta
Contact: Art Stevenson
(416) 488-1504

Planning and Sale of Municipal Bonds
April 22-23
Nashville, TN
Contact: GFOA, (312) 977-9700

ASPA Region IX
April 25-26
Anchorage, AK
Contact: Mary Grisco
(907) 258-1896

Transforming Local Government:
Share the Innovations That Work
April 27-30
Norfolk, VA
Contact: (800) 780-4526

Southern Women in Public Service:
Coming Together to Make a Difference
May 5-7
Birmingham, AL
Contact: (601) 325-8409

The Changing Link Between Public Universities and State Government
May 8-11
East Lansing, MI
Contact: (517) 353-3255

Risk Management in Environmental Health and Protection
May 13-17
New York, NY
Contact: (212) 998-7432

Building Boards that Work
Satellite Training
May 14 and 16
Contact: (800) 746-6286

Technology and Public Finance
May 19-22
Portland, OR
Contact: GFOA, (312) 977-9700

National Association of Local Government Auditors
May 19-20
Bellevue, WA
Contact: Leslie Ward
(816) 274-1331

Transforming Local Government:
Share the Innovations That Work
May 19-21
Long Beach, CA
Contact: (310) 495-5930

Institute in Environmental Law
May 20-24
New York, NY
Contact: (212) 998-7432

Tree Pruning Seminar
May 23
Buena Park, CA
Contact: (714) 739-4141

Emerging Leaders in Public Finance
June 8-28
Syracuse University
Contact: Steven Lux
(315) 443-3759

New York Metro Chapter Annual Awards Dinner
June 12
New York, NY
Contact: Stephen Rolandi
(212) 720-3667

World Canals Conference
June 26-28
Birmingham, England
Contact: 44 (0) 121 212 4433

ASPA 57th National Conference
June 29-July 3
Anaheim, CA
Contact: ASPA
(202) 393-7878

European Information Centre Summer Seminar in Cesky Krumlov, Czech Republic July 21-28
Contact: Eva Stepanova 011 4 327-6194

ASPA Region V - SECCOPA October 3-5
Miami, FL
Contact: Bill Solomon (305) 533-2685

ASPA Region I/DIV October 27-30
Princeton, NJ
Contact: Mel Dubnick (609) 275-8113

COMPA Annual Conference March 15-19, 1997
Louloutville, KY
Contact: Sylvester Murray (216) 687-2139

Harvey White (412) 648-2650

Please send information for the Calendar of Events to PA TIMES, Calendar of Events, 1120 G Street, NW, Suite 700, Washington, DC 20005. Notices can be sent via fax at 202/636-4952 or e-mail at dcspa@aol.com. ASPA-related events are printed in bold.

University Positions Page 19
Private Roads May Help Ease Traffic Woes

From a public management perspective, private toll roads introduce a number of different issues for public managers to address.

From a public management perspective, private toll roads introduce a number of different issues for public managers to address. According to Theodore Poister, professor of public administration at Georgia State University, these issues include:

- Equity in access — Will private toll roads price some people out of using them?
- Inefficiencies in maintaining roads — Will private firms be able to achieve economies of scale in maintaining shorter roadways?
- Disparity in quality — Will some roads be better maintained than others?

According to Poister, other issues which should be addressed in private road franchise agreements include:

- Land acquisition — Who has the power to invoke eminent domain if the state government, the local government, or the private contractor?
- Competing routes — Will there be a no-compete zone defined in each agreement to prevent governments from developing competing routes?
- Project selection — How will and should projects be selected? Poister urges governments to solicit general proposals from the private sector for new projects that might not currently be anticipated in official transportation plans.

Private Tollways, Roads of the Future?, page 3
Annual Auction Plan Set, page 5
ASPA conference update, page 12

Advancing excellence in public service...