Thoughts on Public Administration in the 21st Century

The challenge to public administration will be to achieve results that matter to citizens; promote values that are central to democracy; embrace new realities from the global to the local; collaborate with the for-profit, nonprofit, and civic sectors; and develop the new capacities required to do all these things simultaneously.

—Steven Fader

The biggest issue facing our profession is how government will evolve to meet the needs and values of our increasingly diverse population, both citizens and employees.

Communication, understanding and collaboration between public administrators, elected officials and citizens will be needed more than ever to solve the major challenges such as poverty, crime, and illiteracy. Election of the first female or minority president of the United States may have the biggest impact on getting us to unite to accept, work through, and overcome our differences to design a better future.

—Harry Swagford

Is GPRA Improving Federal Government?

Kathryn E. Newcomer
Aaron A. Oliver

By March 31, 1999 all federal agencies will have completed their first performance reports under the Government Performance and Results Act (GPRA). Quite diverse expectations are held by politicians, academics and other observers about how accurately and appropriately the results of federal government programs will be documented in these reports. There are also divergent views on the potential for this monumental effort to improve the performance of federal programs.

Policitized dialogue about GPRA in both political and academic quarters has shaped expectations of federal efforts to measure programmatic performance with some significant consequences for federal managers. GPRA has been lumped in with other initiatives, such as those promoted by the National Performance Review (NPR), and labeled as a government reform project by some academics, who charge that these reforms denigrate public management in a profound way. On the other hand, in many forums around the Washington, DC area over the last two years federal managers have identified several positive effects that GPRA is having on the way that managers within agencies conceptualize their role and means of improving their work processes.

Accountability tends to conjure up visions of punishment, rather than rewards, and of punishments directed at persons, not institutions.

Amplifying Conflicting/Polarizing Expectations

House Majority Leader Dick Armey (R-Texas) linked GPRA with the term overlaying much of the political discussion about the law when he noted that "If we do this right, this project (The Results Act) will help make government accountable.

"Holding managers and programs accountable" conveys an image of agency officials being judged and sentenced by Congress based on the evidence provided by the GPRA-required measures. Accountability tends to conjure up visions of punishment, rather than rewards, and of punishments directed at persons, not institutions.

The terms used by both politicians wishing to reduce the size of government and by those hoping to improve government by making it work more like business tend to have a negative effect on federal managers, ranging from intimidating to unsettling. Terms like accountability, performance and stretch goals, for example, are inappropriate yardsticks whose metrics may or may not be revealed by the person using the term in each instance.

Most observers agree, regardless of their view of the law, that GPRA is a management reform. Simply being put into that linguistic bin, ensures some halo effects from the other entities similarly labeled, such as Program, Planning and Budgeting Systems (PPBS), Management by Objectives (MBO), and Zero-Based Budgeting (ZBB). Another linguistic aid for denigrating reforms is to label them fads. The term fad is powerful. It conjures (continued on page 2)
up for observers the notions of fleeting, ineffectual, impotent attempts to change processes and institutions.

Much of the discussion about the prospects for change induced by GPRA are framed as dichotomous outcomes. For example, performance targets will either be met or missed, and cross-cutting programs are either duplicative or they are not. Appraising government performance in a win/lose scenario may work for politicians’ speeches, but it is less than helpful for managers running the programs.

### Strengthening Programmatic Communities

Interestingly, there are linguistic artifacts currently operative within the agencies that suggest some quite positive effects of GPRA on the way that federal managers perform their jobs. There are “performance management” or “performance excellence” teams or councils within most federal agencies now. Under the banner of improving program performance, and the call for crosscutting programs to be rationalized, consultation, cooperation, and coordination are being actively sought by federal managers across the government.

Consultation processes are more inclusive than in the past. The Office of Management and Budget has stressed that under GPRA, there is a need for consultation among managers of crosscutting programs, and this process has begun.

The stress on including customers’ views in planning and managing public programs that has been pervasive over the last decade has affected GPRA consultation processes as more representatives of customers and almost all groups directly affected by the programs, are invited to the table.

### Securing Agreement on Performance Measures and Performance Targets, however, is not as easy as simply soliciting more opinions. So far, opening lines of effective communication within programmatic communities has been accomplished within most agencies. The next step is facilitating discussion on the most important issues.

### Appraising government performance in a win/lose scenario may work for politicians’ speeches, but it is less than helpful for managers running the programs.

### Asking the Right Questions about Program Performance

Much dialogue about the differences between program outputs, or activities and efforts of programs, and program outcomes, or the results of the programs as compared to their intended purpose, has helped managers focus attention on important questions. Despite the rhetoric generated by critics who charge that federal managers typically settle for easily measurable outputs, or easily achievable targets, agency staff have used stakeholder forums to openly discuss program capacities to achieve desired outcomes.

Questioning the logic underlying programs and asking hard questions about the timeframes within which programs may be reasonably expected to show results, are improving the dialogue within agencies about how the managers should analyze program performance. In this case the terminology used in directives from both outside the agencies and from the Administration to be more "results-oriented" and "process-oriented" in setting performance targets seems to be helpful.

GPRA specifies that agencies must use program evaluations to support their performance measurement systems and to analyze instances where program does not meet targets. The whole notion of program evaluation has had connotations of useless and costly efforts to examine program performance for many federal managers, but now the dialogue has switched to asking how evaluation tools might be most useful employed, rather than why.

Both the statutory requirements of GPRA, and the sometimes inflammatory rhetoric framing the issues raised by this law present interesting challenges for federal managers. Experience thus far suggests that the consultation, analytical, measurement and reporting challenges are formidable, but achievable. The language used to portray these challenges seems to be tied up, at least from the point of view of the managers facing the hurdles. The last hurdle, effectively reporting on performance, is the immediate challenge for federal managers.

### Effectively Reporting Performance

Expectations of the first performance reports provided under GPRA reflect the political experiences, views and biases of those espousing them. Given that expectations range from quite low to unrealistically high, what should federal managers do? Report on the performance of their programs in the most clear and

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Milwaukee's Success

Marc Kass

The 10-year contract between the Milwaukee Metropolitan Sewerage District (MMSD) and United Water Services, the country's largest wastewater public-private partnership agreement, has been paying dividends for Milwaukee-area residents and has set a new standard for municipalities across the country considering public-private partnerships.

As a result of this contract, which was implemented in March 1998, the MMSD Commission was able to reduce user charges by an average of 16.5 percent when it adopted the District's 1999 operation and maintenance budget. This action will result in significant savings for the District's customers. The District's six-year forecast projects user charges to remain steady for the next four years and to increase thereafter at the rate of inflation.

The United Water contract allowed the District to give its customers an immediate, significant rate decrease, while at the same time offering stable rates for the foreseeable future. The agreement is expected to save District ratepayers more than $140 million over the term of the contract.

"The District's decision to enter into a competitive contract has allowed us to offer our ratepayers high-quality service at significantly lower cost than continued in-house operations," Anne Spray Kinney, MMSD executive director said.

United Water Services is responsible for operating and maintaining the Jones Island and South Shore wastewater treatment plants. The company also operates and maintains regional sewage collection pipes and the Inline Storage System, commonly known as the Deep Tunnels, with capacity to store up to 405 million gallons of sewage and rain. In addition, United Water oversees the Milorganite fertilizer plant and a natural gas-fired electricity generator at Jones Island.

The signing of the agreement followed a two-year process that began as a mission to ensure MMSD, which is a state-chartered, government agency providing wastewater services for 28 municipalities, serving about 1.2 million residents, was offering its ratepayers the best service at the lowest possible price.

Unlike other privatization endeavors across the United States, MMSD's competitive contracting study was not borne out of a failing operation or a government in financial trouble. MMSD is a well-capitalized, award-winning system that has substantially outperformed its permit requirements through most of its recent history and has not violated its operating permit in decades.

What this meant was that there was no sense of urgency to make a change. Instead, the competitive contracting study was a desire by the MMSD Commission to ensure that it was offering its ratepayers the best service at the lowest possible price. The District was able to lower the MMSD property tax rate from $2.65 per $1,000 of assessed valuation in 1996 to $1.70 in 1997, a 36 percent decrease. The $1.70 rate was also approved for 1998 and is projected not to increase through 2010.

But District officials wanted to know if they could do better. And the only way to determine that was to compare the District's operations with the private sector through a competitive contracting study.

The District's early decision to retain key services for its own operation was a first step in dealing with any skepticism. MMSD retains responsibility for industrial waste pretreatment, engineering and laboratory functions, Milorganite marketing, and field sampling and monitoring.

The answer to the potential cost savings was provided in the four proposals submitted to the District, all of which included savings of more than 30 percent over existing operations. Originally, seven firms had submitted statements of qualifications to the District, with five being deemed qualified to submit a proposal. One of the firms chose not to submit a proposal.

The 10-year agreement was ground-breaking and set the bar for other municipalities across the country. Since the contract was signed, the District has been contacted by several cities, including Dallas, Atlanta and San Jose requesting information on the District's competitive contracting process.

Requirements of the contract include:

- United Water Services must equal or exceed the District's record of bettering the District's Wisconsin Pollution Discharge Elimination System permit standards by 50 percent or more. Failure to do so is grounds for termination of the agreement.
- A system of performance payments and reductions related to plant effluent so United Water Services does not profit from poor performance and which encourages the company to achieve better performance.
- United Water Services shall be liable for the payment of any fine, civil penalty or damages which results from its failure to meet its obligations under the agreement.

(continued on page 5)

Privatization

Privatization is a constant source of passionate debate, in every level of government and academia. The following articles address one agency's success, and one man's questioning of the current model of business used by the government.

The February issue of PA TIMES will focus on Affirmative Action

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Elimination System permit requirements from the previous year.

"The District's decision to enter into a competitive contract has allowed us to offer our ratepayers high-quality service at significantly lower cost than continued in-house operations," Anne Spray Kinney, MMSD executive director said.

During the first 18 months of the contract, United Water has met or exceeded the operating standards set forth in the contract, which are more stringent than those set for MMSD by the Wisconsin Department of Natural Resources.

Workplace accidents decreased 160 percent over the year following the startup of the contract, while grievances dropped 33 percent. Employees also became eligible for bonuses and training opportunities at other UWS' operations throughout the country.

And for the first time since 1993, both of the District's wastewater treatment plants operated at levels that qualify them for the Association of Metropolitan Sewerage Agencies' Gold Award. The Gold Award is presented to wastewater treatment facilities that consistently met all National Pollutant Discharge

One of the two Milwaukee Metropolitan Sewerage District treatment plants, which have both set a new standard for municipalities considering public-private partnerships.
What Business Model is Government Taking into the 21st Century?

As gains in science and engineering reduce the risks and commercial markets develop that reduce the costs, some of these activities gradually move to the private sector.

Picture, if you will, the federal government as a form of pipeline for doing work. Activities come in the front end of the pipeline that are inherently governmental or that others simply won’t do because of the involved risks, costs, and/or near-term return on investment, e.g., basic research. As gains in science and engineering reduce the risks and commercial markets develop that reduce the costs, some of these activities gradually move to the private sector. Is this so far-fetched a model? This is what is happening, and we might be prudent to figure out how to do it well.

It is difficult to find anyone who thinks that government (i.e., the pipeline) will get bigger in size. On the other hand, people like Peter Drucker and others think that the coming challenges in health care, global terrorism, the environment, and other such topics will only grow, and that government will be in the center of the action. Given the constraints on the size of the pipeline then, and the potential for front-end loading, we will have to either move activities out the back end or ready ourselves for a stoppage.

While the choice seems to be ours, there are a number of factors that need to be addressed in order to make informed choices and produce successful results. Does anyone want another Synthetics Corporation? Does it seem like the U.S. Enrichment Corporation is having a great year? Would you rather have a Fannie Mae-type of result? Fannie Mae, a Government Sponsored Enterprise, started years ago with a tax-payer subsidy (i.e., government appropriation) and last year it paid over $1.1 billion in federal taxes!

Or, how about setting up an employee stock-ownership plan (ESOP) as did the U.S. Investigations Service, which resulted from the terminated investigation function of the U.S. Office of Government Ethics. Not only are these former government employees now getting the training they need to do their jobs, but they also just received $55 million in dividends and bonuses.

Let’s go to 40,000 feet and look at creating an environment that promotes success. Two factors seem critical. The first is that the composition of the pipeline itself is changing. Among other things, “e-commerce blurs the lines that separate the public and private sectors,” as pointed out recently by a senior industry global strategy consultant. Second, the activities in the pipeline don’t just blow through under their own steam, they transition through various stages under the leadership, management, and guidance of government employees.

Doesn’t it make sense then to train and equip these enablers and change agents to work as effectively as possible? Agility and entrepreneurialism are not only critical factors for success in the private sector; they are crucial to creating a responsive 21st century government business model and to “clearing the decks” to make room for the future.

Unfortunately, federal entrepreneurs are uniformly hamstrung with mid-20th century tools. The legislative legacy is so congested and contra-indicative, that it offers little help and lots of impediments. More recently, legislators seem to bulk even at letting federal managers negotiate multiyear contracts. Underlying the public call for the government to become more business-like is the reality that government executives are denied even the most fundamental tools contributing to success in the private sector.

Federal entrepreneurs need to be told that innovation and entrepreneurialism are good things and they need coaching in how to be effective within the constraints imposed on government operations. Agency Inspectors General need to be part of the “cheering section” instead of the enforcers for those who don’t understand the need for change. Leadership is essential.

The approaches to “clearing the decks” are many as illustrated in the continuum. Many organizations have moved incrementally from the top left towards the bottom right. It is not clear that any have jumped the gap successfully. Learning from one step is often needed before transitioning to the next.

It is not uncommon for government employees to spend their entire careers in one agency, and the movement of the Senior Executive Service is negligible. Undeniably, the missions of government agencies will continue to change. Reinforcing this point, OPM Director Janice Lachance, said October 13, 1999 at a USAF Civilian Personnel Workshop, “In the years ahead, organizations will no longer have a permanent workforce, or even a temporary workforce, instead they will have what I call a ‘situational’ workforce.” What a change this will be! And what a distance we have to go. By some accounts, we have made no advances in government human resources management since “reinvention” started, whereas there have been five major pieces of procurement legislation in the last five years. Are people our most important asset?

The USIS has been a terrific success by almost any measure. And, its transition from a government to a private entity is the reality that the private sector is a function of several factors. The most pivotal factor was OPM’s decision to stop doing the function. The second most critical factor was the quality of the active leadership of the OPM and industry participants who built trust and confidence among all the players. Third is the fact that a successful transition appeared to be feasible because the employees involved had already developed business-like skills, i.e., they were entrepreneurs and they knew and were appreciated by their customers, and they knew their products and their customers. And, finally, the fact that a comparable service was not then available in the private sector meant that the transition was not as threatening to existing private businesses, as setting up a training company ESOP might be, for example.

The ESOP model will not fit every situation, and there are fortunately a number of operating models through which agencies might successfully move. What would seem to be a common need in almost any case, however, would be decisive and informed leadership that can build sufficient trust for risk taking, an incubated spirit of entrepreneurialism, and an established business-like ethic. Can we get there from here?

ASFA member Wallace Keene is co-author of Positive Outcomes: Raising the Bar on Government Retention (Chateolina Press, 1999), and managing partner of Keene Ideas, Inc.
Another innovation of the contract is the way the District employees were treated throughout the process, and, most importantly, in the final agreement. The request for proposals issued by the District required each contractor to recognize all existing bargaining units and work with the District's current work force in a fair and equitable manner, recognizing their skills and record of service to the District. It also required that each proposal include an employee relations and transition plan outlining specific actions that will be taken to ensure a smooth transition. All the proposals submitted met that requirement.

In the end, United Water, at the insistence of District officials, was able to reach an agreement with MMSD's four bargaining units on key labor issues before the final operating contract was signed. The memorandum of understanding included a guarantee that United Water will not lay off any workers during the term of its 10-year contract and provide equal compensation and benefits to what employees were receiving from MMSD. It also included an agreement by the four bargaining units to drop all current challenges and not to initiate any future challenges to the competitive contracting process. This agreement was critical because other competition processes have been slowed by court challenges by unions. For example, in Indianapolis, the local AFSCME union challenged a similar privatization effort in court. In MMSD's effort, there were no court challenges to the competition process.

During the first year, United Water Services and four union locals representing 210 employees signed a unified collective bargaining agreement in January. The five-year labor agreement was the first to be negotiated concurrently with all four unions. In the past, each union negotiated separately with MMSD and signed individual collective bargaining agreements. The agreement is one of the first of its kind in the country to include four labor organizations and a private operator.

Mark L. Kass is manager of communications and intergovernmental relations for the Milwaukee Metropolitan Sewerage District.

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Glen Hahn Cope
Candidate for ASPA Vice President

I am a candidate for ASPA vice president because, as a member for nearly 30 years, I have benefited professionally and personally from my experiences in ASPA. I believe that as vice president and president I can help lead ASPA into continued success and growth as a powerful voice for public service both nationally and internationally. I envision ASPA as a vibrant membership organization that promotes the importance of public service at all levels of government and in the nonprofit sector through Public Administration Review, Public Administration Review, PA Times, and other publications; the world wide web and the ASPA online community; national, regional, and specialized conferences; and other activities as they develop. ASPA needs to be both financially and professionally strong to achieve this vision.

As vice president, I will bring to ASPA my leadership experience as a member of National Council (1997-2000), as a section chair (Section on Public Administration Education 1997-99), as a charter president (Center Chapter 1993-94), as a member of the Conference Committee and chair of the program for the 2001 conference in Newark, NJ, as co-chair of the Program Committee of the 1998 National Conference in Seattle, and as a member of numerous ASPA national, chapter, and section committees.

My experience as an ASPA member encompasses my career as a practitioner in two state governments, as an academic, and now as dean of the College of Public Affairs and Administration at the University of Illinois at Springfield, where I combine both roles as essentially a practitioner in an academic setting. I believe that my professional experience and ASPA activities have prepared me well to work with ASPA members and staff to move ASPA forward into an exciting future.

I hope you share my vision for a strong ASPA and vote for me for vice president of ASPA.

Paid for by Glen Hahn Cope, candidate for vice president, e-mail: cope.glen@uis.edu
International Outlook

Not Burning Down the House

Michael S. Hamilton
Richard O. Miller
Alfred E. Whitehouse

Described, in 1997, by some observers as one of the most broad-ranging environmental disasters of the century, rainforest fires in Indonesia flared up again in 1998 and 1999, covering portions of Malaysia, Indonesia, Singapore, Thailand and Australia with a smoky haze. Economic losses and ecological damage were enormous and haze from these fires covered the South East Asian region for weeks causing health problems, disruption of shipping and aviation, and culminating in the closure of international airports.

The most prevalent cause of forest fires and haze in Southeast Asia is intentional burning of forest to clear land for plantation crops of palm wood, rubber and palm oil. Forest fires in Indonesia and Malaysia have a hidden "multiplier effect," because they often ignite fires in outcrop deposits of coal or peat. Coal seam fires are particularly insidious because they continue to smolder underground after surface fires have been extinguished, sometimes for many years, before flaring up and restarting forest and brush fires nearby. This is what hap-

pened in Indonesia in 1998 and 1999. It is difficult to determine when a forest fire is started by a coal seam fire, or vice versa, in the absence of eyewitnesses or forensic experts. However, most "hot spots" identified in summer 1999 were in the same locations burned in 1997, indi-
cating either fires were re- or on the same plantations, or coal seam fires re-ignited them.

The short-term cost of Indonesian fires in 1997 and 1998 was estimated by the World Bank at $6 billion, excluding long-term damage to the environment and health problems such as cancer treatment. The most significant losses occurred on the island of Borneo in East Kalimantan, where an estimated 5 million hectares of rain forest burned.

Beginning in August 1998, the U.S. Department of the Interior's Office of Surface Mining Reclamation and Enforcement (OSM) provided technical assistance to the Indonesian Ministry of Mines and Energy (MME) and the Malaysian Fire and Rescue Department for control of coal outcrop and peat fires. Technical assistance, training and equipment worth $1.5 million are being pro-
vided as part of the Southeast Asia Environmental Initiative of the U.S. Agency for International Development.

Until this project began, no organization in Indonesia had taken responsibility for suppressing coal seam fires, and there was no systematic attempt to gain data on their extent. The Ministry of Mines & Energy has since stepped into the breach, but efforts in this area are still developing. This project provides a good example of how scientific informa-
tion can shape government policy and responses to public problems.

For perspective, about 50 percent (260,770 square kilometers) of Kalimantan are underlain with coal and peat. An inventory of 125 fires in a 200 square kilometer area yields a ratio of about 0.625 fires per square kilometer in areas underlain by coal and peat. Consequently, the number of coal and peat fires burning in Kalimantan may be estimated conservatively in the tens of thousands, perhaps exceeding 160,000. In addition, about 35 percent (183,435 square kilometers) of Sumatra are under-

lain by coal and peat. Applying the same ratio to Sumatra suggests there may be over 110,000 coal and peat fires there. Thus, a conservative estimate based on actual field data suggests more than 250,000 coal and peat fires may be burn-
ing in Indonesia.

An Impromptu Demonstration

One fire examined in September 1998 threatened to destroy three farm houses and a highway. Constantly used by heavy trucks and large buses, this two-
lane asphalt road is not much to look at by American standards, but is the principal commercial transportation link between the provincial capital, Samarinda, and a major seaport, Balikpapan, both cities of more than 200,000 persons. Closing the road would impose significant additional costs in time and fuel to reroute commercial traffic over longer routes.

Started by a forest fire in September 1997, this coal fire encompassed about one hectare a year later, advancing at a rate of about 5 meters per month. Extinguishing the fire attracted substantial local and national media coverage and the regional office of MME used it deftly to launch a community-based coal seam fire reporting system. Enlisting the cooperation of the Provincial Governor, MME used a local news broadcast to request the populace report coal seam fire to his office for action.

The project paid for management super-

vision, overburden drilling and heavy equipment contracts, while MME paid for labor and trees for reclamation. One of many programs created by the govern-

ment to stimulate employment during the recent economic downturn funded local labor and tree plantings. Thus, suppres-

sion of this fire supported Indonesian efforts to bolster their sagging economy.

Coal Fire Training

Malaysian and Indonesian fire training instructors traveled to Pittsburgh in 1998 to receive instruction and develop a spe-
cialized training course using reconnaiss-
ance data from Indonesia and Malaysia. Two sessions of the course were present-
ed in Indonesia in 1999 to a total of 45 persons. Trainees included employees of national, provincial and local government agencies, mine operators and the Orangutan Reintroduction Center.

Fire Suppression Demonstrations

American personnel have assisted Indonesian trainees in contracting priority coal seam fire abatement projects. In mid-1999, 12 coal seam fires were suc-
essfully suppressed and work pro-
gressed on a 13th fire. In late August, work began on a 14th fire about 100 meters from an elementary school. Newly trained Indonesian personnel are successively extinguishing these fires.

The original expectation was that 12-20 fires might be put out as training demonstra-
tions, but it now appears 30-40 will be extinguished before the project is over in March 2000. Thirteen coal seam fires were contracted to the Orangutan Reintroduction Center near Balikpapan, putting project funds to work preserving habitat for an endangered species. In June 1999, Minister of Mines and Energy Kurnoto Mangkuaburo announced mining for coal would be banned in Bukit Soeharto National Park, one of the most important rain forest conservation areas remaining on Borneo.

Conclusion

Although rains in late August 1999 extinguished many forest fires, coal seam fires continue to burn in Indonesia. Effective coal and peat fire suppression in Malaysia and Indonesia requires appropriate application of scientific knowledge, high technology, and human labor suitable to the circumstances. The large number of fires inventoried in East Kalimantan indicate they are suffi-
ciently widespread to warrant full attention of a permanent organization having a fire suppression mission and a regular budget, for many years. Community-level efforts are being developed through bilateral cooperation with the U.S. government, but it will require time and sustained effort to develop the awareness, political will, and technical expertise to prevent forest fires and avoid air pollution incidents of regional scope in Southeast Asia.

ASPA member Michael Hamilton is associate professor of Environmental Science and Policy and chair of the Department of Political Science, University of Southern Maine. He is the author of a 1994 agreement for science and technology exchanges between the U.S. Secretary of the Interior and the Indonesian Minister of Mines and Energy.

ASPA member Richard Miller is interna-
tional programs coordinator, Office of Surface Mining Reclamation and Enforcement, U.S. Department of the Interior, Washington, D.C.

Alfred Whitehouse is project director, Coal and Peat Fire Suppression Project, Southeast Asia Environmental Initiative, U.S. Agency for International Development in Jakarta, Indonesia.
Public-Administration-With-An-Attitude

Some months ago a dear friend of many years said about this column: "It is public administration with an attitude." We laughed, as we often do, at the absurdity turned to other things. In the days and months since I have often thought about the phrase, public administration-with-an-attitude and its meaning and especially its intent. With your indulgence, this column will try to work the meaning and intent of public administration-with-an-attitude.

Public administration is a profession, like many others, and public administration is the study of our profession and the public institutions in which we do our professional work. The best of public administration is, however, much more than our profession or its study; it is a state of mind, a conviction, a set of deeply held shared values. Public administration-with-an-attitude is the forthright, unapologetic, no-punches-pulled, articulation of our state of mind and our convictions. And it is the vigorous defense of those convictions and shared values.

In the early history of modern public administration it was seldom necessary to forthrightly describe, let alone defend, our convictions or beliefs. Because the core values of our field—representative democratic government, merit appointment and promotion, efficiency, economy, separation from politics, and a commitment to the greater good—were broadly assumed and accepted, we were comfortable with justifying concepts such as bureaucratic neutrality and a passion for anonymity. There was no need for an attitude.

But no longer. Ours is an era of bureaucratic bashing, political micro-management, and a government that is not the solution but the problem. It is strange that we have been so passive in this era, so much in the logic of an earlier time. In the main, public administration has accepted, and in some cases even embraced, down-sizing, privatization, in some cases even political micro-management. We seldom speak out when it is evident to any sophomere that public administrators are being asked to effectively administer openly flawed public policy such as the Internal Revenue Code. It has simply been more comfortable for us to go along, to make the best of bad ideas.

I submit, dear reader, that it is time for public administration-with-an-attitude. Happy to say, we have several wonderful examples of public administration-with-an-attitude.

First, consider the growing literature on public administrators with an attitude.

The best of public administration is, however, much more than our profession or its study; it is a state of mind, a conviction, a set of deeply held shared values. Public administration-with-an-attitude is the forthright, unapologetic, no-punches-pulled, articulation of our state of mind and our convictions.

Sixth, one enduring problem of public administration is the management of agencies dealing with the social problems—schooling, drug abuse, gangs, prisons, poverty. It is fashionable to be critical of schools and their management, of the police as they attempt to enforce the drug laws, and so forth. The best public administration-with-an-attitude source on this problem is Erwin Hargrove and John Glidewell's Impossible Jobs in Public Management. They demonstrate that the challenge is the intractable nature of some social problems and ordinarily not the quality of the management of impossible jobs. Finally, the best overall public-administration-with-an-attitude source is Charles Goodsell's wonderful A Case For Bureaucracy: A Public Administration Polemic and Joel Handler's especially thoughtful Down From Bureaucracy: The Ambiguity of Privatization and Entrepreneurship. The perspective reader might fairly argue that public administration-with-an-attitude is merely a defense of the status quo and all bureaucrats. On the contrary, public administration-with-an-attitude argues that most public sector problems are not to poor management but to flawed policy, political interference, inadequate resources, impossible jobs, and over-bureaucratic management. Public administration-with-an-attitude simply calls it as it is.

ASPA member H. George Frederickson is the Dean Professor of Public Administration at the University of Kansas and the author of The Spirit of Public Administration (Jossey-Bass, 1997).
# 2000 Editorial Calendar

Save this page for future reference!

The PA Times requests that articles be between 800-1000 words and written in reporter's format (most important information first, etc.) for ease of cutting or adding text if necessary. Deadlines for each of the 12 issues are listed below. Recruitment advertising questions may be directed to Jennifer Miller, communications assistant, jmiller@aspnet.org. Press releases, announcements, article inquiries and display advertising questions may be directed to:

**CHRISTINE JEWETT MCCREHIN, COMMUNICATIONS MANAGER**  
**PHONE:** 202-393-7878 • **FAX:** 202-638-4952 • **CJEWETT@ASPNET.ORG**

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Ethics Test for Local Government Employees

How are your ethics? Take the following test to find out. Test results will be published in the February issue of the PA TIMES.

1. An inspector is asked to ok construction work that does not comply with the city's building codes. In exchange, the contractor offers tickets to an upcoming concert. Should you accept the tickets? Yes/No

2. Your relative wants to set up a snow removal business and in addition to other contracts, they want to have a contract with the city. You work for the department that is expected to award the contract, but not in the contract section. Should you declare a conflict of interest? Yes/No

3. You have a business in addition to your job with the city. You spend time on the telephone arranging business deals, contacting suppliers and potential clients. Your work for the city suffers because of the amount of time spent on your private business. Is this ethical? Yes/No

4. You have learned several specialized skills working for the city. Another local government learns of your talent and wants you to work for them, "moonlighting" on the weekends, if you are not called in by your employer to work on an emergency problem. Should you "moonlight"—that is, work part-time for the other city? Yes/No

5. A department head or city council member contacts you for information about how a city service is handled. You provide the information to the department head or the city council member that issues this type of contract, but not in the contract. Would you then send additional information directly to the citizen who had contacted the director or city council member? Should you have sent the additional information? Yes/No

6. You spend several hours during the work week using a city supplied computer to download information on a relative's medical condition. Is this ethical? Yes/No

7. A health inspector arrives at a restaurant during the start of the lunch hour. Several violations are noted during the inspection. The manager offers the employee lunch in exchange for waiting to write up the inspection, asking for time to make the needed corrections after the lunch hour. Should the employee accept the free lunch? Yes/No

8. You have inspected a building and find items that do not meet the city's building codes. You write up your inspection and then leave. The contractor contacts you, does not like your answer, and asks to speak to your supervisor. They discuss the situation and find another option that will meet the building codes and not cost the contractor a whole lot of money. Is the supervisor's action ethical? Yes/No

9. You inspect a restaurant just after they have had a spill of grease in the kitchen. It has contaminated surfaces and food. The kitchen staff is busy throwing out food and sanitizing surfaces. You tell the manager you will wait until the kitchen order is restored before conducting your inspection. Is this ethical? Yes/No

10. You are asked to provide a special service to someone, e.g., just to let him or her ride with you, in your city vehicle for a private (not city related) purpose. Is this ethical? Yes/No

11. A manager in another department comes to you and asks that you handle a matter outside of the normal process and it is a service that not everyone in the city would get. The manager states that the person needing help is a very important person and the normal rules and procedures don't apply to their request. Should you handle the matter as requested? Yes/No

Interested readers are invited to take the "Ethics Quiz." It is online at http://denzel.ppa.niu.edu/ethics/ethics.htm

Don Menzel, Division of Public Administration, Northern Illinois U., DeKalb, IL 60115-2854, tel. 815-753-6140, FAX 815-753-2539, E-mail: donmenz@niu.edu, HomePage:http://www.niu.edu/~eopolm/dcmhome.html

For the most current information on ASPA's Visions 2000 Conference April 1-4, San Diego, CA, go to our website at: www.aspanet.org

Balancing Measures Helps Achieve Organizational Culture Change, According to NPR Report

A new report reveals that public sector managers face many of the same issues as their peers in the private sector. Although the specifics of the answer may vary, "common problems have common answers." The report, "Balancing Measures: Best Practices in Performance Management" looks at the application of a balanced approach in the public sector and provides examples of successful organizations. The report was produced by the National Partnership for Reinventing Government (NPR).

The Balanced Scorecard, first discussed in a 1992 article in the Harvard Business Review by Kaplan and Norton, proposed that, in order to achieve long term success, a corporation must take into consideration their customers and their employees, not only their business goals. Vice President Al Gore, in discussions with corporate executives, found that this approach had already achieved broad success within the private sector. At his direction, the NPR looked to discover public sector organizations who had successfully involved their customers, employees and stakeholders in their performance management process.

NPR's team brought together representatives from federal, state and local government organizations, as well as successful organizations in the United Kingdom and Canada. Among the successful practices were: providing stakeholders, employees and customers with the opportunity to review and comment on the performance plan as it is developed; creating a performance-based organization; using performance agreements that allow for the cascading of responsibility and accountability throughout an organization; and linking your performance management to the day-to-day operations of the organization, including budget and data systems.

The report discusses the best practices and lessons learned by public sector organizations and found that "we aren't so different after all: public or private, federal, state, or local, there are common problems -- and common answers."

Successful organizations have high staff retention, quality services, and, because of their openness with their employees and customers, stood ready to respond quickly to any challenges that arose. The report also found that balancing your performance management and planning among customers, employees, and stakeholders will develop mission achievement results in organizational cultural change.

The report can be found at http://www.npr.gov.
Government on the Web

1. Get tips on choosing a health plan, a doctor, a course of treatment, or a long-term care facility from the Department of Health and Human Service’s Healthfinder service www.healthfinder.gov. Healthfinder also provides information on the latest health research, different illnesses, and a host of medical resources designed to help families stay healthy.

2. Teachers, parents, and students can access lessons and educational materials on any topic at the Department of Education’s new Gateway to Educational Materials www.thesoapgateway.org. The Gateway makes finding materials on the Internet easy by connecting users to over 140 web sites.

3. Start your own business with help from the Small Business Administration www.sba.gov, which offers everything from loans to outreach initiatives for women and minority-owned businesses. The site also provides e-mail counseling and mentoring, online educational courses, and a database of federal, state and private contracts available to small firms.

4. Protect yourself and your children from environmental hazards by finding out about drinking water quality, toxic and air releases, and waste in your neighborhood by signing on to the Environmental Protection Agency’s www.epa.gov/consumer site. You can also find out about water discharge permits and Superfund sites.

5. Find your dream job through America’s Job Bank www.ajdb dni.us, the Department of Labor’s web page. America’s Job Bank features on-line resumes posted by more than 1.3 million job seekers, and job listings by nearly 1.4 million employers.

6. Is it possible that you or someone you know may be owed pension benefits without knowing it? The Pension Benefit Guaranty Corporation www.pbgce.gov reunites people with missing pensions and fee defense on online Pension Search Directory that allows you to find benefits that may be owed to you.

7. Learn how to get health insurance for your children through the Children’s Health Insurance Program www.insurekidsnow.gov. CHIPS’s web page offers state-specific information on who is eligible and how to enroll. The site also encourages low-income families to begin saving for college.

8. Begin planning for retirement by computing your estimated Social Security benefits online at the Social Security Administration www.ssa.gov. SSA’s home page also provides information on obtaining a Social Security number as well as information for employers on reporting earnings.

9. Agencies from across the federal government joined forces to develop Federal Resources for Academic Excellence www.ed.gov/free, which makes hundreds of education resources ready to be accessed on the web for teachers, students, or parents. Subjects range from an architectural tour of the National Gallery of Art’s East Building to a menu math fund cost calculator from the Securities and Exchange Commission.

10. Buy your first home with help from the Department of Housing and Urban Development www hud.gov. HUD’s web page provides a comprehensive homebuyer’s kit, complete with searchable databases of HUD homes for sale, condominiums and developments approved for FHA financing, and HUD approved lenders.

11. Eliminate hassle and find needed forms on the web: finance a college education with financial aid forms available from the Department of Education www.ed.gov; find tax forms and have your tax questions answered from the Treasury Department www. treas.gov; or online housing discrimination forms from the Department of Housing and Urban Development www.hud.gov.

12. Learn food safety and handling tips, proper cooking temperature for food, and how to test to see if your kitchen is safe from foodborne illness from the Department of Agriculture www.foodsafety.gov.


14. Kids, parents and coaches can get tips from the U.S. Women’s Soccer Team and other experts on good reasons not to smoke—like, not being able to run down the soccer field—on the Smoke-Free Kids website www.smokefree.gov.


16. Plan your trip abroad, download a passport application, get travel tips, and find out where it’s unsafe to travel from the State Department www.state.gov. The State Department also provides country-specific Y2K information.

17. Find help after a natural disaster from the Federal Emergency Management Agency www.fema.gov. FEMA’s web site provides information on where to find temporary shelters, crisis counseling, or legal counseling. FEMA also provides help in applying for assistance for help in rebuilding your home.

18. Find the Veterans’ Medical Center nearest you, and find out what benefits you may qualify for, with help from the Department of Veterans Affairs www.va.gov.

19. Learn about your Medicare benefits, get information about nursing homes in your area, or report suspected Medicare fraud through the Health Care Financing Administration’s www.hcfa.gov/medicare web page. HCFA also provides an on-line version of the Medicare & You 2000 handbook.

20. Learn how you can pay back student loans and volunteer in your community through the Corporation for National Service www.cns.gov.

Do you have a question for an ASPA staff member?

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The following are new ASPA members, or have rejoined ASPA in the month of November 1999.
President's Column

New Year's Resolution: Attend Visions 2000

January is the month for New Year's Resolutions. One of my resolutions for 2000 is to develop my professional skills as well as do my part to develop the profession to meet the challenges ahead. I hope you have made a similar resolution or will do so soon. One easy way to accomplish this resolution is to attend the ASPA Visions 2000 Conference, April 1-4, 2000 at the Town and Country Resort in San Diego, California. Please take time to review the Conference Preview insert in this issue of PA Times. The Visions 2000 conference is about creating energy, assessing the differences we have made and preparing ourselves for the 21st Century in public service. The program has been designed around each of the three goals in ASPA's strategic plan.

- Pride: Celebrating Our Champions and Heritage
- Purpose: Creating Innovation for the Future
- Performance: Celebrating Our Successes and Learning from Our Mistakes

You will note the impressive line-up of senior scholars and eminent practitioners from all levels of government, countries, and non-profits featured on the program. This conference features 140 different presentations, workshops and shared experiences focused around three visions.

- Strengthening and Advancing Public Administration
- Creating Communities of the Future
- Creating an Action Agenda for the Coming Century

The Conference opens on Saturday, April 1st. This is earlier than in previous years. The opening plenary entitled "Moving Public Administration from Worst-to-First," features four speakers. Ted Gaebler will make a presentation on achieving change through enlightened risk taking followed by an interactive series of presentations by John Blackman, Dr. Linda Blessing and Paul Smith. Other plenaries include a fireside chat between Camille Cates Barnett and Dan Kentl with Charles Washington as moderator, the National Public Service Award Winners at the ASPA luncheon, and Harlan Cleveland, the Donald Stone Lecturer.

New features at this year's conference include:
- Unlimited government room rates at the hotel
- Student/new professionals track of presentations throughout the conference
- Expanded exhibit hall with hands-on technology presentations.
- The Hall of Champions featuring outstanding public servants nominated by chapters and sections. Winners will be honored at the Gala Reception.
- Volunteer Project involving two teams of volunteer ASPA attendees who will speak with high school students in the San Diego Public Schools about public service – its value in our democratic society and their personal experiences in public service careers.
- Chat Rooms on ASPA's On-Line Community to discuss specific conference topics after the conference.
- Mobile Workshops including the Centre City Development Corporation's successful long term planned redevelop-ment of downtown San Diego, Border Issues and Tour of Tijuana, Mexico, Revitalizing an Urban Community through Partnerships between government, private sector, non-profits, educational institutions and residents, and Decentralizing City Government through Community Service Centers. Register now for the Visions 2000 Conference. Watch for updates on the ASPA website. Don't be left out of this exciting learning experience and opportunity to network with your peers from around the country and the world and the leading experts in the profession.

ASPA Acknowledges Award Given By ASPA

Sponsors of the ASX trophy are ASPA and Public Employees Roundtable (PER), Presenting the trophy to the winner Ed Tunin is ASPA member Linda McKinn (far left.) Also pictured (left to right) are Coach Kim R. Cronson, Harriette HS, Missouri, Professor Paul Lorentzen and Joan B. Keston of PER.
From the Executive Director
a column by ASPA Executive Director Mary R. Hamilton

Happy Year 2000!  Happy New Century!

As we begin a new year and new century, there’s a certain exhilaration in knowing that it is, as I write this in mid-December, untouched by human hands. It’s like a brand new house—clean and uncluttered, open to the possibilities.

It’s those possibilities I want to address in this, my first column of the new century. Although this time of year is normally a time of resolutions, I am more drawn to discuss what I hope for in this fresh new time. My mental image is of a huge birthday cake, blazing with candles, and the opportunity to make a wish, or three or four.

There are four things that I wish for all of us in the early part of this new century. These wishes are interrelated; indeed they crash into and reverberate off each other. I am willing to personally commit to working toward these goals, and I believe ASPA must be involved in creating the environment to make these things happen.

The first thing I wish for all of us, early in the century, is to rediscover our passion to seek the common good. I would like to see us, together, shake off the remnants of the “Me Decades” and put our energies into finding ways to light that emphasize the common good before ‘what’s in it for me’. As Bill Hansell, Executive Director of ICMA puts it, let’s move from the “vending machine approach” to government and society, to the “bureaucrat approach”.

Second, I wish for a time when all Americans could once again embrace, and feel part of We The People, a time when Government Is Us would seem natural, when being a citizen would be a badge of honor.

Third, I wish that public service could once again be considered honorable and highly desirable—that furthering the cause of democracy whether in the employment of a government agency, a non-profit, or a private company—would be seen as an important and respected responsibility. I wish for a time when idealistic young people are clamoring to take on these responsibilities.

Fourth, I wish for a time when together we are able to celebrate our diversity and our interdependence. By this I mean a time when we would focus on how unique and special individuals and cultures and societies are, while at the same time working to find ways for us to make our irreplaceable interdependence work for all of us.

How do we do all of these things? I don’t pretend to have the answers. But I think we have to begin to work toward these lofty goals. And what better time to start than now, with a brand new century stretching before us? Will you join me?

Reactions will be appreciated and acknowledged: mhamsilton@aspagnet.org or 202-393-7678.

Ray Joseph
To kick off the 1999 Northeast Regional Conference, the New York Metropolitan Chapter celebrated public service with the presentation of the Luther Gulick Awards to outstanding public servants in the region. Introductory remarks on the dignity of the profession were offered by Edward J. Blakely, dean of the Milano Graduate School of Management and Urban Policy at the New School University. Alfred C. Cerullo, president of the Grand Central Partnership and Robert Dunfee, Jr., regional administrator of the US General Services in Boston were the keynote speakers.

From left to right: Roland Nicholson Jr., chair, the Fortune Society, Outstanding Volunteer; Michael Massiah, director, Business/Job Opportunity, Port Authority of NY and NJ, Outstanding Public Administrator in the Northeast Region; John Donnellos, director, VA New York Harbor Health Care System, Outstanding Leader in Public Affairs; Mario Mui, Bronx High School of Science, 1999 Essay Contest winner; Robert Dunfee, keynote speaker; Edward Blakely, speaker; Howard S. Bloom, chief social scientist, Manpower Demonstration Research Corporation, Outstanding Academic; Harris M. Schechtman, vice president for operations NY MTA Bridges and Tunnels, Outstanding Public Administrator; and Kelly Anne Burke, New York University Robert Wagner Graduate School of Public Service, Outstanding Student.

Barbara E. Bailey—was named the 1999 Alumnus of the Year by the University of Missouri-Kansas City. Bailey serves as chief of the policy assistance and development branch of the Department of Health and Human Services in Bethesda, Maryland.

Karen Rade—was selected to appear in the Millennium (2000) edition of Marquis Who’s Who in the World. She recently received a Certificate of Recognition for her service to victims of crime in Arlington County, Virginia as well as being a nominee for the Public Service Award by Leadership Fairfax, Inc. Bush is employed as a victim specialist for the Office of the Commonwealth’s Attorney in Arlington County, Virginia.

Laurie DiPardo—was appointed outreach faculty fellow at the University of Utah. She will function as executive director of professional and organizational programs and university conferences and events.

Moira "From Arizona" Ellen—was awarded the prestigious Chairperson’s Award for the 1999 City of Phoenix Employees’ Community Service Fund Drive. Ellen is on the executive committee for CSFD, and is with the city’s aviation department.

Robert K. Ross—was named one of Governing magazine’s 1999 Public Officials of the Year for his work as San Diego County’s chief administrative officer.

Pam Syvert—was named one of Governing magazine’s 1999 Public Officials of the Year for her work as the city manager in Charlotte, North Carolina.

Bob Wilson—has been promoted to the rank of full professor in the department of government and public service at the University of Alabama at Birmingham (UAB). Wilson teaches urban planning courses in the MPA program at UAB.

James D. Shackle—has been appointed as a senior scholar in the John J. Sparkman Center for International Public Health Education at the University of Alabama at Birmingham (UAB). Created in 1980 by the U.S. Congress as an endowed center in honor of Senator John J. Sparkman, the Center’s mission is to contribute to solutions of health problems in developing countries by implementing graduate-level training and educational programs that are organized collaboratively with academic institutions, international agencies, and health ministries within host countries.

ASPA’s 1999 Chapter Membership Promotion Results

The campaign ended on November 30, with 32 chapters increasing in non-student membership by at least 10 percent during the previous year. Non-student membership increased overall by 1.25 percent during the campaign.

Chapters that registered a 30 percent or greater increase will receive $3 per each full dues paying chapter member, at least a 20 percent increase (20 percent -29 percent) will receive $2 per each full dues paying chapter member, at least a 10 percent increase (10 percent -19 percent) will receive $1 per each full dues paying chapter member.

Central New York 76.19%
Iowa Capital 45.24%
Lake Superior 42.86%
Southwest Georgia 40.00%
Kansas 34.78%
Siouxfall 33.33%
Memphis/MidSouth 29.41%

Indianapolis 28.57%
Delaware 23.68%
San Diego 23.53%
Eastern N.C. 23.08%
Las Vegas 22.61%
N.E. Ohio Regional 21.95%
Hudson Valley 20.00%
Mississippi 20.00%
Pittsburgh 19.51%
Bakersfield 18.18%
Center 17.33%
Greater Cincinnati 15.00%
L.A. Metropolitan 14.68%
Oregon 14.58%
Northeast Florida 13.64%
Southern Arizona 13.33%
Greater Birmingham 12.50%
South Carolina 11.90%
Long Island 11.76%
Gold Coast 11.67%
High Plains Texas 11.11%
South Florida 10.64%
Wisconsin Capital 10.34%
Sacramento 10.31%
Michigan Capital 10.14%
CANDIDATE FOR VICE PRESIDENT

GLEN HAM COPEN

I am honored to be a candidate for ASAP's Vice President. ASAP has been an important part of my career for almost 30 years. If elected I pledge to be an energizer leader committed to strengthening our voice for public service policy and inter-
nationally. I am confident that my years of experience as an active ASAP member cou-
pled with my work first as a practitioner and more recently in academic settings have pre-
pared me well to serve as your Vice President and President.

Current ASAP activities include member-
ship on National Council (1997-2000); Co-
Chair of the 1998 National Conference Program Committee; President of the CEN-
TAS-ASAP Chapter (1993-94); and numer-
umous national chapter, and section commit-
tee.

CANDIDATE FOR DISTRICIV I

WENDY HAYES

As ASAP's mission as advanced excellence in pub-
lic service has never been more important to me than now, we have a lot of work to do to achieve more and more on paper. I have the honor of serving on the National Council for another three years, you can count on me to pursue those and other initiatives that support our strategic plan.

Goal 1: Performance

A colleague of mine said ASAP is a "beaucrat"
that I don't have time to read journals or books, it's a waste of time. I just want to know the great things others are doing in their field, we've done a lot of work to do. If it's not in a magazine it isn't a "beaucrat" format, it's good to go.

He's not alone in those sentiments, I will continue to support the develop-
ment of a magazine that responds to the interests of our current and future members.

Goal 2: Pride

Public service is a noble profession. We need to spread the word, espe-
cially with our non-members. Enhancing the great work we've already done. Not only a professional, but an understanding, but one important one. We need to increase our pride in our public service commit-
ment and use that to share our ideas. If you're a member of ASAP, you're doing something important.

Goal 3: Purpose

First things first. We need a solid, comprehensive, policies and procedures manual. Not just a document, but one that's understandable, and one important one. We need to increase our pride in our public service commit-
ment and use that to share our ideas. If you're a member of ASAP, you're doing something important.

As ASAP member for 18 years, I serve on the Executive Committee of the Western Conference for Public Administration (SECPA) and on several other committees, including the National Conference Committee, the Program Committee, and several other committees.

Other contributions to the public administration field include serving on the Board of Directors of the College of Public Administration (COPA), a member of the Society of Hispanic Professional Administrators, a member of the National Association of Hispanic Professional Administrators, and a member of the National Council for the Advancement of Higher Education.

As a member of the newly constituted National Council, I will work with my colleagues to bring this about.

We have an exciting future before us. Let's make the most of it, together, in ASAP.

CANDIDATE FOR VICE PRESIDENT

STEVEN A. FIKE

It is with a great sense of excitement and energy that I give you my views on ASAP. Many of you may know me. I am Hamilton and the National Council has named me an excellent job of moving forward on financial and non-financial partnerships and non-profits.

Financial stability is critical to retaining top and expanding member services. We have an opportunity to develop a world-class trade show around our National Meeting. We have been an officer on a Board, which has used this tool to generate over $400,000 in annual revenue. This stability will allow us to focus on issues critical to our Society.

Partnerships are critical to the growth of an umbrella organization like ASAP. Many potential members are in questions that address their technical interests, whether financial, scientific, etc. ASAP can offer an ethical foundation and services of value to these professionals.

No profits are doing the work of govern-
ment. We have the leadership talent to work with these organizations, not only providing services, but also sharing our professionalism through ASAP.

As the Director of the US Customs Laboratory, I have national level responsi-
BILITY for some critical Customs technical operations. I manage customer service, accreditation of private laboratories and the chemical certification programs. I have been an advisor to government laboratories in Bulgaria, China and Thailand, and work closely with several industries involved in commerce. I was president of our Federal Executive Board and Chair of the Combined Federal Campaign. I am on the Advisory Board for colleges in two Universities and am a Board member and officer for two national professional organizations.

I received my Ph.D. in chemistry from Berkeley and have completed course work for the MPA at USC. I am a past pres-
ident of the Bay Area Chapter of ASAP.
Clueless in the Heartland: Translating ASPA’s New Strategic Plan

Cheryl Sinrell King

I admit it. I’ve spent most of the last year confused and clueless about ASPA’s new Strategic Plan (approved by Council in December, 1998) and by the changes in the by-laws (approved by the membership this past summer).

Although I understood the strategic and organizational significance of a strategic plan, I could not understand – for the life of me – the practical significance of the plan. How do the new policies and by-laws affect the membership? Why must we get used to a new way of organizing and electing council members? What happened to ASPA while I was snoozing in the heartland?

It was with these questions in mind that I attended a leadership development session sponsored by ASPA staff and held in conjunction with the ASPA winter meetings in November. Because I walked away from that session enlightened, I decided to write this brief “Strategic Plan Translation,” highlighting those elements of the new plan and operating procedures that are most likely to affect chapters, sections, and members. Hopefully, we’ll all have a better sense of how the plan affects (and doesn’t affect) our ASPA experiences.

I begin with an overview of the plan and then move to translating what the plan means for us.

Overview of the Plan

The Strategic Plan, adopted in December 1998, comes out of a decade-long movement to strengthen ASPA and in response to dramatic changes in the environment within which ASPA exists. During the period from 1988-1998, ASPA members told the leadership that the organization needed to change to reflect the changing environment, shifting membership base and changing membership needs. Members told the leadership that the basic purposes of the organization remained essential — improving government management and ethics, advancing professional service, and providing opportunities for interactions between practitioners and academics — but members didn’t think ASPA was doing enough to advance these causes. The leadership responded by taking a “long, hard look at the way ASPA does business” (ASPA Strategic Plan, 1998 – for the complete document, see www.aspanet.org/new/splan.htm) and proposed the plan under which we are now operating.

Mission/Vision/Goals

The mission is simple: To advance excellence in public service. The Vision is a bit more complex, but is in keeping with the original basic purposes of the organization: be a powerful voice for public service; foster pride and interest in public service; strengthen democratic governance; promote responsible citizenship; advance knowledge; be a dynamic learning environment; provide quality programs and services; bridge professional and disciplinary gaps and facilitate networking and interactions.

Out of the Mission/Vision arise three goals (Performance, Pride, Purpose):

Goal 1 (Performance) — To improve the effectiveness of democratic governance by positively influencing public policy and management and the ethical performance of public services worldwide.

Goal 2 (Pride) — To foster interest and pride in public service by effectively communicating its nature, honor, and challenge.

Goal 3 (Purpose) — To strengthen ASPA as a professional organization that covers the whole spectrum of public service and capitalizes on its diversity.

Translating

How will the Strategic Plan affect the way ASPA does business?

1) To streamline operations and to make ASPA less top-heavy, the National Council is being reduced in size to a Council of nineteen voting members and two non-voting members. Council members will be elected from the new five electoral districts, instead of from the old regions. The intention here is not to do away with familiar ways of organizing chapters (into Regional conferences, meetings, etc.) but to simplify and streamline the electoral processes. Local chapters are encouraged to continue to work and meet together as they have in the past. Council members are expected to continue to “represent” their districts electorally, but it is recognized that the districts are a bit large (and, in some cases, extremely geographically diverse) for real representation to happen. Chapter relations and representation are also the responsibility of the new ASPA staff member in charge of Chapter and Section Relations.

2) Committees, or work groups, will now be organized around the Strategic Goals and objectives. These are referred to as Steering Groups and Action Teams. The Steering Groups are more enduring and address the revolving issues under the Strategic Goals; Action Teams are intended to disappear after their charge is complete. For example, this year the Action Teams are as follows:

Steering Group 1 — Performance Chair: Cheryl Broom (312) 678-0012 or cbroon@ontaig.org
Review of Publications Chair: Dale Kreae (402) 554-2193 or Dale.Kreae@euregus.edu
New Publications Chair: Van Johnson (303) 871-2231 or vanjohnson@asu.edu
Best Practices Co-Chairs: Sharon Candie (415) 904-2280 or scandie@ar.gov, and Judy Harris (207) 287-5642 or judy.harris@state.me.us
United Nations Memorandum of Understanding Chair: Bill Miller (502) 364-8160 or millerj@kstate.edu
Mexico Memorandum of Understanding Chair: Donald Klingner (303) 919-3780 or klingerp@fsu.edu

Steering Group 2 — Pride Chair: Kathy Hensley (803) 799-7798 or kathlynhensley@hotmail.com
Conference Auction Forensic League Program Publicity/Media Guidelines Award Selection Chapter Public Service Day Program San Diego Conference School Project Public Service Academy Program

Steering Group 3 — Pulse Chair: Randy Robinson (913) 681-3320, x2116, or rrobins@jwu.edu
Membership Retention and Recruitment Development Dues and Revenue Options Chair: Ken Stevens (605) 777-2997 or Ken.Stevens@dot.state.tn.us
Section and Chapter Health Indicators Chair: Linda de Leon (503) 278-9952 or Linda.deLeon@state.or.us
Policy on Supporting Delegations to Other Countries Chair: Dorothy Oblagov (651) 294-7044 or dobflate@andromeda.netgo.com
Operating Policies and Procedures Manual Chair: Wanda Hersee (617) 573-0070 or whersee@yam.hce.edu

That is — the sum total of the significant changes resulting from the strategic plan. The organization is more streamlined, the committee structure is more action-oriented, and operating strategies are designed to ensure that every action taken by the organization is in line with one or (more) strategic goals. Chapters and Sections are encouraged to continue to operate as they have always done, with the added incentives of working to bring Chapter and Section goals and activities in line with the Strategic Plan. While I was snoozing, good things were happening. The Council and leadership of ASPA continue to work toward this end (good things)— let us know how it is going.

ASPA member Cheryl Sinrell King is a member of ASPA’s National Council (Electoral District #2, representing the former Region VI states) and a professor of public administration and urban studies at the University of Akron.
Best Doctoral Student Paper Sponsored by STPA

The Section on Transportation and Public Administration (STPA) will sponsor an award for the best doctoral student paper dealing with a transportation policy, administration, or related topic. The award will be made at the April 2000 National ASPA meeting in San Diego.

The deadline for submissions is March 1, 2000. Send all manuscripts to Wendell C. Lawther, Director, Ph.D. Program in Public Affairs, 352 HPA, University of Central Florida, Orlando, FL 32816. E-mail attachments sent to lawther@pegasus.cc.ucf.edu are also acceptable.

Applying Standards and Ethics in the 21st Century

Contact ASPA at 202-393-7878, or go to our website at www.aspanet.org and click on the ASPA Store button in the center of the page for more information.

Exemplary State and Local Awards Program

Applications for Exemplary State and Local Awards Program (EXSL) are now being accepted by the National Center for Public Productivity at Rutgers University-Campus at Newark. Since 1989 EXSL has recognized projects and programs that have positive impacts on state and local government operations and the communities served by those entities. Applications are due by February 15, 2000, and may be submitted on the World Wide Web or via email.

Electronic applications are preferred and instructions can be found online at: http://newark.rutgers.edu/~ncpp

Interested in exhibiting at ASPA’s 61st National Conference, April 1-4, 2000 in San Diego, California?

The 2000 National Conference Exhibitor Prospectus is now available. The deadline for exhibit applications is February 28, 2000.

For Additional Information

American Society for Public Administration
1120 G St., NW, Ste. 700
Washington, DC 20005

Call ASPA at:
202-393-7878
email: info@aspanet.org
website: www.aspanet.org
fax: 202-638-4952

Conference Site
Town & Country Hotel and Convention Center
500 Hotel Circle North
San Diego, CA 92101
phone: 619-291-7131
fax: 619-291-3584

NPSA Awards and the Stone Lecture Dessert Receptions
• Free admission to the exposition area for your customers and special guests
• Fully carpeted ballroom floor and daily and site cleaning service
• Free identification badges for additional representatives staffing your booth
• Comprehensive exhibitor manual
• 24-hour security service

*One day conference registration is provided per paid exhibitor. Additional representatives admitted to attend concurrent, general sessions, the NPSA Awards and Stone Lecture Luncheon, and the Opening Event must register and pay the appropriate fee.

What

• Attended dinner
• One complimentary registration—value $400, includes admission to concurrent and general sessions, one ticket to the NPSA Luncheon, and one ticket to the Opening Event**
• Aluminum frame with backwall and sidewall drapes and standard booth identification sign
• Listing in ASPA’s monthly publication, the official on-site program book/Exhibitor guide, and on ASPA’s web site www.aspanet.org
• Dedicated time with attendees during the Opening Continental Breakfast, and the
CenTex Chapter Plans Public Recognition Week 2000

Reuben Leslie, Jr.

Like many others, CenTex chapter is planning Public Service Recognition Week (PSRW) 2000. A recap of 1999, includes ideas and inspiration for chapters everywhere. The theme of the 15th national and fourth CenTex observance was “Public Employees: Working for America”. CenTex presented awards to outstanding Public Administrator, Educator and Elected Official and researchers. Public Employees Roundtable and Greater Texas Federal Credit Union (GTCFU) provided support.

On Monday, Texas State Senator Gonzalo Barrientos presented a PSRW proclamation to CenTex President Ryan Tiedt in the Senate Chamber.

On Tuesday, CenTex helped lead a “Serving the Public Together” Fair at Texas Department of Human Services (TDHS) headquarters in Austin. GTFCU and CenTex provided buttons and other materials. Exhibitors: Southwest Texas State (SWT) MPA and CPM, LBJ School, Texas Public Employees Association, Texas State Employees Union, Capital Metro, Capital Area Metropolitan Planning Organization, State Agency Libraries of Texas, Windsor Park Neighborhood Association, Austin Neighborhoods Council, Earth Share of Texas, Clean Air Force, Austin FreeNet, Texas Legal Protection Plan, Red Cross and Austin Fire Department. TDHS exhibits taught staff training and recognition and services for Long Term Care, Texas Works, HUB, Refuge, Family Violence, Disaster, Volunteer, Adopt-A-Nursing Home, Family Pathfinders. Texas Department of Insurance, Employee Trip Reduction Program, State Employee Incentive Program, Texas Department of Health, Texas Health and Human Services Commission, and Texas Department of Protective and Regulatory Services also exhibited. Via video, executives Jim Lehman, JB McReynolds, Cliff Martin, Irma Bermea, and Chuck Lyon, thanked staff at the fair and statewide.

On Friday, CenTex continued awards began in 1968 by the Austin Society for Public Administration, which merged with CenTex in 1997. CenTex Vice President Doyle Pendleton planned the award banquet in Austin and President Ryan Tiedt moderated. Charles R. Matthews, Texas railroad commissioner, gave the keynote address, praising public servants quality improvement. Howard Balanon, director of Texas CPM, presented the Elected Official of the Year Award to Matthews and noted that the statewide elected official was then completing his MPA. A Special Achievement Award was presented to Texas State Representative Elliott Naisbitt.

Pat Shelders, SWT MPA director, introduced and thanked her committee for the James W. McGrew Research Award nominees, who used criteria post-year-round on the chapter website to encourage nominations. Winners: Carey Welboe, SWT student and Alan Bojorquez and Snapper Carr, Texas Municipal League. Special Achievement Awards went to Melody Kuhl, Le Ann Estes Platt, and Ray Cantu, all from SWT. To expose the research more and promote networking on the issues, abstracts of the papers and authors’ e-mails are online at http://www.main.org/ aspa/mcgttw99.htm. CenTex also offers to pay conference registration fees for authors whose winning papers are accepted for presentation at a national ASPA conference.

Amy Miller, parliamentarian, presented the Public Administration Professor of the Year Award to Robert D. Larsen, SWT. Prof. Larsen thanked CenTex ASPA for honoring his efforts to develop new public administrators. Special Achievement honors went to Gary Chapman of the UT-Austin LBJ School of Public Affairs. Public Administrator of the Year was Jerome A. Lindsay, recently retired deputy commissioner for regional operations at the TDHS. Doyle Pendleton noted that Lindsay led field staff of TDHS in earning millions of federal dollars in incentives for exceptional food stamp payment accuracy, never before achieved by any of the six largest states. Special Achievement Awards went to...
**ASPA's 2000 National Conference Registration Form**

**Registration Information**

- **First Name:** [Name]
- **Last Name:** [Name]
- **Nickname to be used on badge:** [Name]
- **Organization:** [Name]
- **City, State, Postal Code, Country:** [Information]
- **Daytime Phone:** [Number]
- **Fax/E-mail:** [Information]
- **Spouse/Guest Name (applicable only if a registrant):** [Name]
- **Nickname to be used on badge:** [Name]
- **Check all that apply:**
  - This is my first time attending an ASPA National Conference
  - Require Special Services
  - Presenter/Speaker
  - [Additional information]

**Registration Packages**

<table>
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<tr>
<th>Early Bird</th>
<th>General Registration</th>
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<tr>
<td>No Member</td>
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<td>Non-Member</td>
<td>$300 (B1)</td>
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<td>Non-Member</td>
<td>$500 (C1)</td>
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<td>International</td>
<td>$500 (D1)</td>
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<tr>
<td>Student with Student ID card</td>
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<td>$125 (F1)</td>
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<tr>
<td>Spouse/Guest (non-member)</td>
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**Early Bird Registration**

- **Non-Member:** $200 (A2)
- **Non-Member:** $300 (B1)
- **Non-Member:** $500 (C1)
- **International:** $500 (D1)
- **Student with Student ID Card:** $50 (E1)
- **One-Day Program Presenter:** $125 (F1)
- **Spouse/Guest (non-member):** $150 (G1)

**ASPA's 2000 National Conference Workshops**

- **1 Win-Win Public Administration**
  - $250 (WOA1)
  - $275 (WOA2)
  - $375 (WOA3)
  - $300 (WOA4)

**MORE EVENTS**

- **MW 1: The Border From Both Sides-Border Health**
  - $200 (M1)

**Gala Reception**

- **Will Attend:** $250 (M1)
- **Will Not Attend:** $200 (M1)

**Special Events**

- **Spanish Luncheon:** $250 (M1)
- **American Express:** $200 (M1)

**Cancellations and Refunds**

- **Full Refund less a $75 processing fee**

**Registration Fee**

- **$200 (A2) for early registration**
- **$225 (A3) for regular registration**
- **$275 (A4) for late registration**

**Mail to:** ASPA's 61st National Conference, P.O. Box 798, Park Ridge, IL 60068 or Fax by March 24, 2000 to: 847/698-9245

**Payment Methods:** Checks, Money Orders, Purchase Orders, Training Forms, Visa, Master Card and American Express are accepted forms of payment. Registrations are processed daily. Please allow two to three weeks for your confirmation packet to reach you. If you have questions concerning your registration, please call 847/384-7753.

**For the latest details on the 2000 National Conference Visit ASPA on the web at:** [http://www.aspaanet.org](http://www.aspaanet.org)
Tenure Track, Assistant Professor
Washington State University

The Department invites applications for a tenure track position as an Assistant Professor of Criminal Justice on the Vancouver campus located in the Portland, Oregon metropolitan area, beginning August 2000. The successful candidate will be expected to teach undergraduate and graduate classes with a 2/2 teaching load, pursue an active research agenda, and engage in service activities for the department, university, and community. We seek a generalist who has teaching and/or research experience in the areas of criminal justice administration, crime prevention, and ethical issues in the criminal justice system. The Department prepares students for careers in public and private organizations, including federal, state, and local law enforcement, correctional agencies, and public service organizations. Research opportunities currently exist in areas such as crime, criminals, victims, and public policy.

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The University of Kansas is an EO/AA Employer.

The Department of Police Science at Villanova University seeks applications for a tenure-track position in police administration at the rank of Assistant Professor beginning Fall 2000. We seek an individual who is eager to help build the Master of Public Administration (MPA) program. The new faculty member will teach courses that are part of the Department's two graduate programs, the MA in Public Policy and the MPA, as well as undergraduate courses. We invite applications from candidates who are within one of the following guidelines: Ph.D. in political science, public administration, or criminal justice.

Required qualifications: experience in the design and implementation of studies in policing.

To apply: Review of applications will begin January 15, 2000. Send a letter of introduction which addresses the qualifications listed above, a current resume, the names, addresses, and telephone numbers of three references, and a statement of teaching experience to: Dainott Tscha, chair, Search Committee for Dole Institute Director, Office of the Chancellor, 230 Strong Hall, University of Kansas, Lawrence, KS 66045, FAX: 785-844-4120. For a complete position description go to http://www.ku.edu/ku949.

The University of Kansas is an EO/AA Employer.

The Department offers a variety of positions in the field of criminal justice. The Department is committed to diversity and inclusion and seeks candidates who will contribute to the department's goal of developing a more inclusive academic community.

The Department of Government and Public Administration is an Equal Opportunity/Affirmative Action employer. Members of ethnic minorities, women, veterans or disabled persons with disabilities, and people of age 40 are encouraged to apply. The Department of Government and Public Administration at Binghamton University invites applications for a full-time position at the Associate/Full Professor rank in the Fall of 2000. Located within the Graduate School, the MPA Program reinforces a strong core of management, quantitative and policy courses with transdisciplinary specialization in health, urban, environmental, and educational policy, as well as an emphasis on public service, inter-disciplinary research, and policy formulation. The Department offers courses at the Bachelor's, Master's, and Doctoral levels, with a strong, highly selective, and competitive graduate program.

Applications are invited for the following post: Associate/Full Professor Position, Binghamton University

The Master of Public Administration Program at Binghamton University invites applications to fill a tenure-track position at the Associate/Full Professor rank in the Fall of 2000. Located within the Graduate School, the MPA Program reinforces a strong core of management, quantitative and policy courses with transdisciplinary specialization in health, urban, environmental, and educational policy, as well as an emphasis on public service, inter-disciplinary research, and policy formulation. The Department offers courses at the Bachelor's, Master's, and Doctoral levels, with a strong, highly selective, and competitive graduate program.

Applications are invited for the following post: Associate/Full Professor Position, Binghamton University

The Department of Government and Public Administration is an Equal Opportunity/Affirmative Action employer. Members of ethnic minorities, veterans, disabled persons with disabilities, and people over the age of 40 are encouraged to apply.

Professor of Government and Public Administration (Ref. 98122) (closing date: February 19, 2000)

The Department of Government and Public Administration runs a B.S. major program in government and public administration, a minor program in law and interdisciplinary programs, as well as an M.S. program in law and public affairs newly launched in 1999-2000. Among the roster of areas of its faculty members, the Department is known for its strength in Hong Kong and Greater China Studies. By virtue of his/her established scholarship, the Professor will be expected to play a major role in the planning and development of academic programs and provide leadership in teaching and research. Applicants should have excellent academic qualifications, extensive university teaching and relevant research experience, an established publication record of scholarly works of originality and merit, as well as a good background in academic administration. An appointment will initially be made on fixed-term contract basis for up to three years, renewable subject to academic agreement. [Applicants who have responded to the previous advertisement for the same post (Ref. 990122) need not re-apply in this instance.]

Annual Salary and Fringe Benefits

Professor of Government and Public Administration: HK$1,229,285 (approx. exchange rate in November 1999: $1US = HK$7.75; $1US = HK$7.57)

Starting salary will be commensurate with qualifications and experience.

Benefits include leave with full pay, medical and dental care, children's education allowance, housing benefit for eligible appointees (subject to the rules for the prevention of double housing benefits) and a contract-end gratuity (up to 15% of the annual salary).

Further information about the University and the general terms of service for teaching appointees is available on our website http://www.cuhk.edu.hk. A profile of the Department can be found at http://www.cuhk.edu.hk/gpa.

Application Procedure

Send a full curriculum vitae, a current academic record, a publication list, and names of three referees, the names and addresses of 3-5 of your best-known referees, and any relevant information about any publications to: The Personnel Officer, The Chinese University of Hong Kong, Shatin, New Territories, Hong Kong (E-mail: hpc@hpc.cuhk.edu.hk) or before February 19, 2000. Please quote the reference number and mark "Application on cover. [Note: The University reserves the right not to fill the post or to fill the post by invitation.]"
Seton Hall University
Public Administration/Non-Profit Management

Seton Hall University's Department of Public and Healthcare Administration is seeking to hire an assistant professor or associate professor of public administration with a concentration in non-profit management. Candidates should hold a doctorate in a field related to non-profit management or philanthropic studies, should have teaching experience, and should show evidence of research potential. Candidates with experience in any administration are particularly encouraged to apply. Please send C.V. plus the names of three references by December 31 to Jonathan Engle, Department of Public Administration, Seton Hall University, South Orange, NJ, 07079.

Healthcare Management

Seton Hall University's Department of Public and Healthcare Administration is seeking to hire an assistant professor of healthcare management to teach in both its traditional and on-line MBA degree programs. Candidates should hold a doctorate in health economics, health management, or a related field, and have teaching experience. Evidence of potential in research, and willingness to teach on-line is necessary. Please send C.V. plus the names of three references by December 31 to Jonathan Engle, Department of Public Administration, Seton Hall University, South Orange, NJ 07079.

Public Administration

Seton Hall University's Department of Public and Healthcare Administration is seeking to hire an assistant professor of public administration to teach courses in public administration in its NASPA-accredited MPa program. Candidates should hold a doctorate or Ph.D. or Ph.D. in public administration, and have teaching experience. Work experience in the public sector, and knowledge of human resource management is particularly sought. Please send C.V. plus the names of three references by December 31 to Jonathan Engle, Department of Public Administration, Seton Hall University, South Orange, NJ 07079.

Tenure Track Positions

Temple University
Department Of Criminal Justice invites applications for one or more tenure track positions to begin in fall 2000. Applicants must have a doctorate or terminal degree in criminal justice, criminology, or related discipline are invited to apply for the assistant professor position immediately. Applications will be accepted from candidates in "ARID" status who expect to have completed their Ph.D. before August 2000. We are seeking candidates with distinctive scholarly interests, active research agendas, and a commitment to high quality teaching. All areas of specialization will be considered, but we are particularly interested in receiving applications from candidates with expertise in criminal justice policy analysis and/or criminal courts, psychology and criminal justice, law and human behavior. Assistant professor and tenure-track candidates are strongly encouraged. Temple University is an Equal Opportunity/Affirmative Action employer. Review of applications will begin November 30, 1999. The search will remain open and applications will be accepted until the position is filled. Interested persons should send a curriculum vitae, three letters of reference, and writing samples to: Professor Alan Hartland, LL.M., Ph.D., Search Committee Chair, Temple University, Department of Criminal Justice, 5th Floor Gladfelter Hall, 1400 West Berks Street, Philadelphia, PA 19122-6089.

George W. Romney Institute of Public Management
Brigham Young University

The Romney Institute seeks two faculty candidates in the areas of Management Ethics or Business/Government Relations are invited to apply. In addition to specialty, the candidate must have specific research or teaching interests in one or more of the following areas: Service Learning/Volunteerism and Management of Not-for-Profit Organizations. Seton academic rank candidate must demonstrate record of academic achievement in addition to Ph.D. in Public Administration or related field. Brigham Young University is an equal opportunity employer. Salary is competitive.

Assistant Professor of Public Administration
Mark O. Hatfield School of Government
Portland State University

The Division of Public Administration, in the Mark O. Hatfield School of Government, Portland State University, seeks applications for a full-time tenure track faculty position at the rank of Assistant Professor. Salary and benefits are competitive. Candidates must be Ph.D. or equivalent with experience in public administration and/or nonprofit management, and they should be able to teach in the Division's core curriculum. Candidates must also show evidence of professional and scholarly activity and a commitment to university and community service. The Division of Public Administration grants the MPA, MPA/MA, and MPA degrees. The Division of Public Administration, in the Mark O. Hatfield School of Government, College of Urban and Public Affairs, Portland State University is located in downtown Portland and has good working relationships with the Portland metropolitan area, the State of Oregon, and Southeastern Washington State. Application should include a cover letter outlining teaching and research background and interest, a resume, and names and contact information of three references. Letters of reference should be sent to: Donald R. Grace, Division of Public Administration, Hatfield School of Government, Portland State University, P.O. Box 751, Portland, OR 97207-0751, (503) 725-3017, or by e-mail: dgrace@pdx.edu. Application materials will also be accepted starting January, but applications can be accepted until the position is filled. Applications are accepted through the Portland State University's Employment web page. Portland State University is an Affirmative Action/Equal Opportunity Institution.

Doctor of Public Administration Program
University of Illinois at Springfield

The University of Illinois at Springfield invites applications for its Doctor of Public Administration program (DPA). The DPA program is housed in the College of Public Affairs and Administration. Faculty in the DPA program hold joint appointments in the DPA program and the UIS Institute for Public Affairs. Qualifications for both faculty positions include an earned doctorate in public administration or related field with a strong emphasis in public administration, nonprofit administration, or state policy. Applicants for associate professor or professor must have a strong record of excellence in teaching, scholarship, and public service; an established research agenda; and be principal investigator or project leader in obtaining and managing grants and contracts. Experience with interdisciplinary research teams is highly desirable. Applicants for assistant professor should demonstrate promise of strong potential in these areas. Preferred fields of teaching and research specialization for both positions include one or more of the following: public management, nonprofit management, policy analysis and program evaluation, organization behavior, organization theory, state human service delivery, political analysis and political values, and research methods (qualitative or quantitative). Other fields will be considered depending on qualifications. Salaries are competitive, depending on rank and qualifications.

Located in the state capital, the University of Illinois at Springfield is the third campus of the University of Illinois. The UIS campus serves over 4,000 students in 19 graduate and 20 undergraduate programs. The academic curriculum of the campus emphasizes a liberal arts core, an array of professional programs, extensive opportunities in experiential education, and a broad engagement in public affairs issues of the day. The campus offers many small classes, substantial student-faculty interaction, and a technology enhanced learning environment. Its diverse student body includes traditional, non-traditional, and professional students. Its faculty are committed teachers, active scholars, and professionals in service to society. Screening of applications for the first, previously advertised position, began November 30; screening for the second position, to fill a fiscal budgetary approval, will begin immediately. Screening will continue until both positions are filled. Please send letter of application, names and addresses of three references, and any other pertinent information to: Dr. Patricia Rymes, PAC 332, University of Illinois at Springfield, P.O. Box 12435, Springfield, Illinois 62794-9243. E-mail: rymesp@uis.edu

UIS is an affirmative action/equal employment opportunity employer. Women, minorities, and persons with disabilities are strongly encouraged to apply.

Tenure Track Position

San Diego State University
Imperial Valley Campus

The Imperial Valley Campus of San Diego State University offers a range of graduate and undergraduate programs with a strong focus on public administration. Rank is open. The position is a joint appointment to the Imperial Valley Campus located in Calexico, California and the School of Public Administration and Urban Studies in San Diego. The primary assignment is to the Imperial Valley Campus.

The Imperial Valley Campus is located in Calexico, within seven blocks of the border with Mexicali, Baja California, and 120 miles east of San Diego. Visit www.rcampus.edu/sd for details. Candidates must have an earned doctorate in public administration or political science, university teaching experience, and an active research record. Preferred areas of specialization include management of non-profit organizations, intergovernmental and transboundary management, ethics, and public policy. Candidates must be prepared to teach required and elective courses in the upper division undergraduate and MPA programs. Interest in Latin America and some knowledge of Spanish are desirable. The ability to recruit students from the local community college and government agencies is essential.

Salary is commensurate with qualifications and experience. Excellent benefits. Appointment is August 16, 2000, with a one-year probationary period. Applications begin in January and continue until position is filled. Send application letter, vita, and contact information for three current references to: Associate Dean Al Merino, Public Administration Search Committee, Imperial Valley Campus, San Diego State University, 720 Heber Ave., Calexico, CA 92231.
Assistant Professor
Bowling Green State University

New tenure-track dual or joint appointment: Assistant Professor in the Center for Policy Analysis and Public Service, a major interdisciplinary research unit of 13GUS (see www.bgsu.edu/13gus). Academic department contingent upon candidate's discipline. Primary responsibilities include: applied public policy research, publishing research results in appropriate academic journals; outreach and public service to local, state, regional, and national constituents; funded research and teaching. Must have completed earned doctorate by start date (August 2000), and demonstrated abilities in applied policy research in economic development, education, environmental policy, health, social welfare, transportation, or other areas relevant to northwest Ohio. Also public speaking/presentation skills. Prefer experience in interdisciplinary research and teaching, providing applied research and service to policy makers; and successful participation in funded research. The successful candidate will be expected to provide a commitment to service and outreach to non-academic clientele, needing policy-related knowledge. Send cover letter with qualifications and interest in the position, curriculum vitae, and the names, addresses, phone numbers and e-mail addresses of at least four professional references to: Chair, CPRAPS Search Committee, c/o Patricia Sherman, 109 South Hall, Bowling Green State University, Bowling Green, Ohio 43403. Must be postmarked by Feb. 1, 2000. BGSU is an AA/EEO institution. See full position announcement at www.bgsu.edu/cpraps.

Public Administration Generalist
University of West Florida

The Division of Administrative Studies at the University of West Florida invites applications for a tenure-track assistant professor position at the assistant professor level in the Master of Public Administration (MPA) Program. The appointment will begin with the Fall, 2000 semester. The MPA Program is fully accredited by NASPAA and has strong ties to both governmental and non-profit organizations. Applicants from all fields within public administration and policy studies are encouraged to apply. Undergraduate and/or graduate level teaching experience is a requisite. Preference will be given to candidates who have shown clear evidence of teaching excellence in public administration. The successful candidate will be expected to teach a variety of upper-division courses, including public administration, public policy, and public management. Teaching experience in higher education is a prerequisite for this position. Applicants are requested to submit a letter of interest, a current curriculum vitae, and three letters of recommendation to: Dr. Michael F. Jones, Chair, MPA Program, University of West Florida, P.O. Box 8668, Pensacola, FL 32511. Review of applications will continue until the position is filled.

Assistant Professor, Postdoctoral Fellowships
Cornell University

Postdoctoral Fellowships in the fields of Public Policy, Economics, and Political Science are available. The Fellowships are open to recent Ph.D.s in those fields, with applications accepted until the position is filled. The Fellowships are intended to provide the opportunity to pursue independent research and to develop a publication record. Competitive salary and health insurance benefits are provided. Applications and inquiries should be sent to: Public Policy, Economics, and Political Science, Department of Economics, Cornell University, Ithaca, New York 14853. Applications will be considered until the position is filled. For further information, please contact: Dr. Michael F. Jones, Chair, MPA Program, University of West Florida, P.O. Box 8668, Pensacola, FL 32511. Review of applications will continue until the position is filled.

Dean, School of Public and Environmental Affairs
Indiana University

The School of Public and Environmental Affairs (SPEA) at Indiana University seeks applications and nominations for an outstanding individual to lead the School on a temporary basis, effective July 1, 2000. Applications or nominations received on or before January 15, 2000 shall be preferred. SPEA is an interdisciplinary, university-wide division of Indiana University, organized as a professional school committed to excellence in teaching, research, and service, addressing critical issues of public and environmental policy and management and environmental science. With over 100 faculty (tenured or tenure-track) systemwide, SPEA is the largest school in the nation offering programs in public affairs and environmental science. Several of the school's graduate programs consistently rank among the best in the country. The Dean is responsible for the leadership of the statewide school which has faculty and students on seven campuses. An overall mission guides the operation and curriculum of the school at all locations. The School has an interdisciplinary faculty covering the seven fields: Policy and Administration; Environmental Sciences and Policy; Policy Analysis, Urban Analysis and Planning; Public Finance and Policy Analysis; Healthcare Management; and Criminal Justice. Law and policy courses have been offered by the School for members of the faculty and staff researchers. PRIMARIE SCHRader/SCHWARTZ and Doctors, research, and faculties. It should have proven administrative experience and possess the qualifications and achievements necessary for a tenured appointment at the full professor level. They should also have an understanding of the curricular and professional issues relevant to a school of public and environmental affairs, including the ability to provide leadership in a school that emphasizes interdisciplinary collaboration in various areas of public and environmental affairs and science. The Dean is the primary external representative of SPEA and should have the skills and commitment needed for success in these roles, including fund raising and developing positive relationships with important constituencies.

Applications and nominations should be submitted to: Dean Alfred C. Aman, Jr., Chair, Search and Screen Committee c/o School of Public and Environmental Affairs Indiana University 1315 East 10th Street, Room 390, Bloomington, IN 47405. resume@iu.edu or www.indiana.edu/SPSA-SPDPC. Indiana University is an Equal Opportunity/Affirmative Action Employer and strongly committed to achieving excellence through cultural diversity. The University actively encourages applications and nominations of women, persons of color, applicants with disabilities, and members of other underrepresented groups.

Tenure-track Assistant or Associate Professor, Visiting Faculty
Cleveland State University

Geographic Information Systems (GIS) The Marvin Goodman Levin College of Urban Affairs is one of the top ten Urban Affairs schools in the nation. It has been ranked number two in the nation for City and Urban Affairs by U.S. News and World Report, 1998. Tenure-track Assistant or Associate Professor: MINIMUM QUALIFICATIONS: Ph.D. by date of hire in Urban Studies/Planning, Geography, Public Administration, Regional Science, Environmental Studies or a related field. Demonstrated achievement and potential for excellence in research and teaching related to GIS. Preference will be given to candidates with quality publications in GIS and related topics (e.g., computer-based decision-making and database applications in urban and regional analysis, planning, public works or public administration). Demonstrated ability to work collaboratively with faculty and staff researchers. PRIMARIE SCHRader/SCHWARTZ and Doctors, research, and faculties. Teaching GIS in the College's degree and GIS certificate programs. Teach additional courses in one or more of the college degree programs. Maintain an active research and publications agenda. Salary competitive with public and private service and coordinate a statewide GIS network. Review of applications will begin January 15, 2000.

Visiting Faculty: MINIMUM QUALIFICATIONS: Graduate degree in Urban Studies/Planning, Geography, Public Administration, Regional Science, Environmental Studies or a related field. Demonstrated achievement and potential for excellence in research and teaching related to GIS. Preference will be given to candidates with quality publications in GIS and related topics (e.g., computer-based decision-making and database applications in urban and regional analysis, planning, public works or public administration). Ability to work collaboratively with faculty and staff researchers. PRIMARIE SCHRader/SCHWARTZ and Doctors, research, and faculties. Teaching GIS in the College's degree and GIS certificate programs. Teach additional courses in one or more of the college degree programs. Maintain an active research and publications agenda. Salary competitive with public and private service and coordinate a statewide GIS network. Review of applications will begin January 15, 2000.

Assistant Professor
Washington State University

The Department of Political Science at Washington State University invites applications for a tenure track position as an Assistant Professor at the Vancouver branch campus located in the Portland, Oregon metropolitan area, beginning August, 2000. Requirements include a Ph.D. in Political Science or related field, and a promising research and publication record. Evidence of teaching and research potential is required. The position requires commitment to teaching, research and service. The teaching load is four courses over a two-semester academic year, with those courses including a mix of undergraduate and graduate instruction. The main areas of instruction are those of American institutions and political policy. An interest in health policy and/or administration will strengthen a candidate's application. Review of applications will begin January 11, 2000 and proceed until the position is filled. Candidates must provide two copies each of a letter of application summarizing qualifications and a current vita. Three letters of recommendation are required, and teaching evaluations, if available, are requested. Send materials to Nicholas Lowich, Chair, WSU Vancouver MPA Faculty Search Committee, Department of Political Science/Criminal Justice, Washington State University, P.O. Box 64480, Pullman, WA 99164-4880. WSU is an EEO/AA educator and employer. Members of protected groups are encouraged to apply. The deadline for ad placement in The Recruiter is the 10th of each month for the following month's issue (i.e. January 10th for the February issue). The cost of an ad is $1.45 per word with a 50 word minimum word limit. We don't wish to be credited - let us know if you would like to be included in our next classified pages. Fax your ad to Jennifer Miller at 206-638-4925 or e-mail it to jen3ill@aspnaget.
Government Positions

Park and Recreation Director (Exempt) Miami-Dade County
Salary Entry: $94,892 - $154,440 Annually
Miami-Dade County is seeking a dynamic executive with vision, knowledge, experience, and commitment to lead the County’s Park and Recreation Department. This is a highly responsible managerial position directing all phases of departmental operations including recreation programming, park maintenance, facility maintenance and repair, park planning and capital development, administrative services, natural areas management, park and beach safety, cultural and artistic programs and facilities, and zoo and museum operations. This is a tenured executive position appointed by a professional County Manager. Executive will work closely with other County departments and external agencies and report to the Office of the County Manager. Responsibilities include directing an operating budget of $83.7 million, a capital development budget in excess of $155 million and supervising over 1,000 full-time employees and over 700 full-time equivalent part-time employees. Salary is negotiable within the range and commensurate with experience. Attractive executive benefits package plus car allowance will be part of the total compensation package.

Management Assistant, City of Long Beach, CA
(Salary: $2,885 per mo.)

Up to three (3) positions are available. Applicants must have completed the requirements for a Master’s Degree in Public Administration, Business Administration, or related field by July 1, 2000. For more information regarding this position, please visit our Website at www.ci.lb.-long-beach.ca.us/nmshumanman- agement, or call 562-576-6915 to request a brochure. Applications must be postmarked no later than January 31, 2000.

Public Management Interns City of Kansas City, Missouri (441,000)

Three Public Management Internship positions are available beginning June, 2000 for a 12-month period. Interns will work out of the City Manager’s Office and rotate through the Public Works Department and the Management and Budget Division. To be considered for the position, applicants should have completed the required coursework for a master’s degree in public administration, or similar discipline, by June, 2000 and submit a resume, including extracurricular activities and hours received, a cover letter explaining your career goals and what you hope to gain from and contribute to a public management internship with the City of Kansas City, official undergraduate and graduate transcripts and names, addresses and phone numbers of three references, including that of a graduate advisor or instructor. Starting salary is $26,500 plus benefits. Application materials are due February 7, 2000. Submit materials to Earnest Reese, Intern Program, City Manager’s Office, 29th Floor, City Hall, 414 E. 12th Street, Kansas City, MO, 64106; (816) 513-1408. Equal Opportunity Employer.

Internal Consulting Manager Broward County, FL
Salary range: $57,948 - $76,937 per year
Broward County is the 2nd largest county in Florida, has a budget of $2 billion and provides primarily countywide services with over 11,000 employees. Full service budget office is seeking a highly motivated individual for its internal consulting program. Responsibilities include identifying and participating in internal consulting studies, supervising a team of staff internal consultants and solving budgetary and management policy issues as a member of the office’s management team. Requires five years of progressively responsible experience in local government administration analysis work and a master’s degree in public administration or industrial engineering. Supervisory experience is desirable. Send resume to Kayla Olson, Assistant Director, Office of Budget Services, 135 S. Andrews Avenue, Fort Lauderdale, FL 33301 by February 11, 2000.

Non-Profit Positions

Director of Data Collection and Communication International City/County Management Association (ICMA)
ICMA seeks director for nationally known survey research program to plan, develop, and direct collection and dissemination of data and related information through publications and other media. Requires master’s degree, knowledge management experience, knowledge of survey design and methodology, familiarity with publishing and communications, knowledge of local government, strong quality control orientation. Salary upper 50-60 thousand. Excellent benefits. Resume and letter by mail or fax to Barbara Moore, ICMA, Suite 700, 777 North Capitol Street, NE,Washington, DC 20003, fax 202-358-9260. Written applications only.

ICMA (http://www.icma.org) is the professional and educational organization of over 8,000 appointed administrators and assistant administrators serving local governments. ICMA/A.
ASPA CALENDAR OF EVENTS

January 2000

20 Hampton Roads Chapter - Chapter Meeting
Contact: Earl Fraley at efraley@city.norfolk.va.us or (757) 664-6703

22-26 Conference of Minority Public Administrators (COMPA)
City: Las Vegas, NV
Location: The Imperial Palace Hotel
Contact: William Hunter (561) 845-7710
www.compa.org

28-29 Public Administration Theory Conference
City: Ft. Lauderdale, FL
Location: Florida Atlantic University
Contact: Dr. Khi V. Thai (954) 760-5850

30-31 Teaching Public Administration Conference
City: Ft. Lauderdale, FL
Location: Florida Atlantic University
Contact: Dr. Lisa Zanetti (573) 884-0953

March 2000

16 Hampton Roads Chapter - Chapter Meeting
Contact: Earl Fraley at efraley@city.norfolk.va.us or (757) 664-6703

April 2000

1-4 ASPA’S 61ST NATIONAL CONFERENCE!
City: San Diego, CA
Hotel: Town & Country
Phone: 202-393-7878
ASPA Web site: www.aspanet.org

26-28 LBJ School’s Managing for Results Conference
City: Austin, TX

May 2000

18 Hampton Roads Chapter - Chapter Meeting
Contact: Earl Fraley at efraley@city.norfolk.va.us or (757) 664-6703

18-19 Ethics 2000: Dimensions of Ethics in the New Millennium
City: Portland, OR
Location: Portland State University
Hotel: PSU Conference Site
Phone: 503-725-4336
Contact: Amber Ontiveros
E-mail: ethics-2000@ordin.cc.pdx.edu

October 2000

15-18 CAPAM 2000 Biennial Conference
City: Cape Town, South Africa
Hotel: TBD
Contact: Gillian Mason
Phone: +1 416-920-3337
CAPAM Web site: www.capnet.org/capam/

For more up-to-date information check out the calendar of events on the ASPA website at: www.aspanet.org

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