STATES TAKE CHARGE OF ENERGY RESEARCH, POLICY
Look to Feds in vain for national guidance

Joanne Deaky

"Like everybody else we put energy on the back burner, until we went to war over it," an environmental program director admitted recently.

However, while energy on a national scope has been far from a national priority, the states have been working on energy programs for years and are in the forefront of comprehensive energy strategies. The National Conference of State Legislatures (NCSL) has identified the most energy efficient states as Florida, Wisconsin, New York, Washington, Iowa, Nevada and California for a study they are currently conducting. Some of the criteria the NCSL will be examining are the state's energy efficiency legislation, leadership on energy issues and public utility commissions interest in energy efficiency. Results of the study are expected to be released at the end of August. Currently, California has 600 energy efficiency statutes and 75 bills that have been introduced in the state legislature this session on energy issues said George Burmeister, energy and environmental policy specialist for the NCSL. Burmeister regularly tracks state energy legislation. "Energy efficiency is an attractive alternative to save the states some money," Burmeister said. "The states have been on the cutting edge for 10 years but the feds are not catching up." Some of the major trends in state energy policies are lighting efficiency standards, comprehensive state energy strategies, integrated resource planning, alternative fuel programs, appliance standards and efficiency ratings as part of home rating systems.

Nevada has been on the forefront of many new energy initiatives. A recently proposed regulation by the Nevada Public Service Commission would provide financial incentives to electric and gas companies for helping customers reduce their utility bills. This rule could be implemented by the end of the year. The new regulation should inspire utility companies to creatively tap the huge potential for customer efficiency improvements that so far has gone to waste," Nevada Public Service Commissioner Stephen Wiel said. "Under current regulations, conservation programs which produce energy savings also reduce utility company earnings. The new regulation would remove their financial penalty for promoting energy efficiency."

Nevada has also joined New York and Massachusetts in becoming the third state to put monetary valuations on residual environmental damage. The rule adopted by the Nevada Public Service Commission in the beginning of the year requires Nevada's two major electric utility companies to calculate the present worth of societal costs. Under the plan, valuations would be given for criteria that could result in environmental damage. For instance, different types of power plants such as coal and geothermal plants would be compared, placing a monetary value on the environmental effects of each. According to Wiel, the concept of putting a value on environmental damage is catching on in many states. Not only will the states save money but it will make the environment cleaner, he said. However, he added, "There are no right values, each state will have to make a judgement on the right input cost for each pollutant."

While the states have been the driving force behind many energy proposals they are still looking for national guidance, many energy experts say. When the Bush Administration released a National Energy Strategy (NES) on February 20, many states where hoping that the administration would be providing the kind of comprehensive plan they needed. However, many specialists in the field find the administration's strategy disappointing.

GOVERNMENT OF KUWAIT AIDED BY ASPA MEMBER

James Carr

In an effort to bring order to war-torn Kuwait, ASPA member Jim Carr of the 383rd Army Reserve, along with a select group of Army Reserve officers have been working diligently to restore basic government services. Carr flies this report from Kuwait City.

Since December 1st, I have been working as part of the Kuwait Task Force (KTF), a hand-picked group of Army Reserve officers and enlisted persons from around the country. The KTF are supported by the Department of Defense and the Department of State. Initially, we received a great deal of information and assistance from an assortment of federal agencies, including the Agency for International Development, the Department of the Treasury, the Defense Intelligence Agency, and the Central Intelligence Agency.

I was selected as the Public Administration Officer while other officers were selected for such specialties as public health, displaced persons (refugee), labor, commerce and public sanitation, to name just a few. Our oil specialist actually hails from Texas.

From December through the middle of January we were located in offices in downtown Washington, DC and worked with the US Ambassador to Kuwait, Edward "Skip" Gnehm; the Kuwaiti ambassador to the US, Al Sabah; and an assortment of high level Kuwaiti government officials from the various ministries.

Our ultimate goal was to get to Kuwait City and to restore basic government services. In the middle of January we deployed to Dhahran, Saudi Arabia. In the latter part of February, as the coalition ground war with Iraq was concluding, the KTF went into Kuwait City, which was experiencing lighting and truly (cont. on page 4)
ONE IS A TASK FORCE TO IMPROVE THE DIALOGUE BETWEEN ACADEMICS AND PRACTITIONERS. ANOTHER IS A GROUP TO LOOK AT HOW ASPA CAN ALTER ITS FUNCTION IN THE INTERNATIONAL AREA, PARTICULARLY IN THIRD WORLD AND EASTERN EUROPEAN COUNTRIES. FINALLY, AND MOST IMPORTANTLY, WE WILL EMBARK ON A LONG RANGE STRATEGIC PLANNING PROCESS TO GAIN AGREEMENT AND COMMITMENT TO ACTION TO MAKE ASPA THE BEST IT CAN BE.

ASPA CAN CONTRIBUTE AS MUCH OR MORE AS ANY OTHER ORGANIZATION IN AN ACTUAL AND RESPONDING TO THE DOMESTIC PROBLEMS OF OUR COUNTRY. ASPA PROVIDES A FORUM WHERE ADMINISTRATORS, ACADEMICIAN, ELECTED OFFICIALS AND ALL THOSE INTERESTED IN GOVERNMENT CAN WORK TOGETHER TO SOLVE PROBLEMS IN EDUCATION, DISEASE, CRIME, POVERTY, LITERACY, INFANT MORTALITY, HEALTH CARE, HOMELESSNESS AND HOPELESSNESS. PUBLIC ADMINISTRATORS MUST HELP OUR POLITICAL LEADERS DRAW A "LINE IN THE DECAY" WHICH SAYS NO FURTHER EROSION OF OUR HUMAN AND PHYSICAL INFRASTRUCTURE IS ACCEPTABLE.

THE THIRD VALUE IS AMERICA'S HISTORY, THAT OF DOING THE HARD WORK OF FREEDOM. PUBLIC ADMINISTRATORS HAVE BEEN ESSENTIAL IN THE CREATION OF AN EQUITABLE SOCIETY. WE STRIVE FOR RIGHTNESS, FAIRNESS, EXCELLENCE AND INDIVIDUAL RIGHTS. THOSE OF US WHO HAVE DEDICATED OUR CAREERS TO GOVERNMENT ARE INVOLVED IN MAKING THE DREAM COME TRUE. IT IS NOT ALWAYS EASY, AND MUCH OF THE TIME IT IS THE HARD WORK.

VETERAN CLEVELAND HAS CALLED FOR THE PROFESSION TO "GET IT TOGETHER." THIS OBSERVATION PLACE SPECIAL RESPONSIBILITIES ON ASPA. OUR SOCIETY IS A PLACE IN WHICH PUBLIC ADMINISTRATORS WHO WORK IN THE GOVERNMENT AND THOSE WHO STUDY THE GOVERNMENT CAN MEET AND LEARN. OUR MEMBERSHIP INCLUDES PUBLIC MANAGERS IN FEDERAL, STATE AND LOCAL GOVERNMENT WHO OPERATE IN A WORST-SITUATION ENVIRONMENT THAT IS THE ENVY OF ALL THE WORLD. ASPA IS THE ONE PLACE WHERE ELECTED OFFICIALS AND PROFESSIONALS CAN MEET TO DISCUSS THE BUSINESS OF GOVERNMENT.

Our great diversity is both our strength and our challenge. This is an area of special and unique competence in which ASPA has been important to me, and to many of you. In our chapter.

IN THESE DAYS OF GOVERNMENT SHORTFALLS AND CUTBACKS, IT MIGHT SEEM UNLIKELY TO BE TANGLED IN A FIGHT FOR CRUCIAL VITALITY AND IN SOVING PROBLEMS WHICH ARE LARGE AND COMPLEX TO ALL OF US. BUT BY WORKING TOGETHER TO LEARN HOW TO PROVIDE SERVICES TO OUR CITIZENS IN THE MOST EFFECTIVE, AGILE AND EQUITABLE MANNER IS A HIGH CALLING. ASPA PROVIDES THE PLACE TO GET IT ALL TOGETHER. TO HAVE NEW MEMBERS OF OUR PROFESSION AND THE SENIOR MEMBERS LEARN FROM EACH OTHER, TO HAVE A PLACE WHERE THE PROFESSIONAL INTER- CHANGE CAN OCCUR, TO HAVE A PLACE WHERE ACADEMICS AND PRACTITIONERS CAN TALK IS ESSENTIAL.

ASHE NEWLAND WROTE IN HIS FAREWELL IN THE PUBLIC ADMINISTRATION REVIEW, LAST DECEMBER, "PUBLIC ADMINISTRATION DOES TOO MUCH THAT IS VITAL AND EXCELLENT TO BE KEPT IN THE DEPTHS TO WHICH IT HAS BEEN DRIVEN IN RECENT DECADES.

ASPA HAS HAD SOME DIFFICULT TIMES IN THE LAST FEW YEARS BOTH FINANCIALLY AND ORGANIZATI- NALLY. BUT WE HAVE MADE PROGRESS. TOO, OUR FIELD HAS BEEN CRITICALLY AND MAYBE FEEL BETTER. NOW IS THE TIME FOR US TO GATHER UP ENERGY TO MOVE POSITIVELY TO A BETTER (cont. on page 12)
COMMUNITY GROUPS PROVIDE NEW OPPORTUNITY

Cooperation Replaces Protest

John L. Larkin

The slow but steady withdrawal of a federal financial presence in the affairs of local gov-
ernment has meant an unprecedented dependence on municipalities to provide ser-
vice with limited resources. As a result, local communities are trying to fill a void by organizing and providing for them-
selves in a number of innovative and creative ways.

NEW YORK'S IMPROVEMENT DISTRICTS

In New York City, groups of businesses have come together to form improvement districts. These groups (20 in New York today) have won the right to tax themselves and then aug-
ment services normally provided by the city. New York's largest district, Grand Central, raises $6 million for itself annually which it then uses to fund an auxiliary security force, extra trash pick-up and a homeless service center.

Unlike unrepresented citizen, district mem-
bers feel they have more at stake with them in city hall; however, the city does retain a substi-
tial say in the business affairs of the district. In no way, none of the services provided by the dis-
tricts may substitute those of the city and any funds assessed by the district go to the city first before they are distributed back to the organization.

Despite a rigorous, city imposed process revenues are high, and as more districts are formed, it is agreed. According to a recent editorial in the New York Times, "It's a sad fact that New York City hasn't kept up with the degradation, but it is reassuring when pri-
ate interests do it themselves."

HOUSING DEVELOPMENT

One area where a different kind of neighbor-
hood activism has evolved is community-
based housing. A number of recent setbacks in Congress to US Housing and Urban Develop-
ment (HUD) secretary Kemp's HOPE and HOME proposals have given even more of an edge to communities trying to do it them-
selves. According to an article by Rachael

Bratt, professor of Urban and Environmental Policy at Tufts University. "Part of the reason why community-based groups emerge as good vehicles to produce low-income housing is because there are virtually no other options at the present time." However, she notes that the number of new houses financed by the HUD has dropped to a trickle, and that the limited resources earmarked for the development of new housing is not enough to meet the growing need.

Whether a community-based housing deve-
lopment venture can limit access to members or if the organization is still being decided in the courts. As well, the emotional sentiment that brings a neighborhood together in the first place may not be enough to maintain the energy needed to keep it together. Staffs are needed, and according to Bratt, "in view of the critical importance of having a good staff, how can you both attract and keep well-qualified personnel when their skills can be marketed elsewhere and when there are few opportuni-
ties for advancement?"

Perhaps the greatest challenge to community organizations is the organization itself. In other words, the more organized a neighbor-
hood becomes, the stronger it becomes; its services tend to improve and the standard of living rises. As a result, the potential for gen-
errification develops and many of the communi-
ty group's original plans may be thwarted.

WHERETHINGS STAND

TOWN'S RIGHT TO REGULATE PESTICIDES TO BE DECIDED

US Supreme Court will soon hear the case of Harris Public Inte/butor v. Mesker to determine whether municipalities have the right to regulate the use of pesticides. The question is whether the City's use of pesticides is in conflict with the Federal Insecticide, Fungicide and Rodenticide Act. The Wisconsin Supreme Court in Mote-

or v. Town of Casey, ruled that it is in conflict.

REFUSED CERTIFICATE COULD PROVE COSTLY FOR LOCALS

The US Supreme Court refused certiorari in a case which local officials say cost them millions of dollars in overtime for public employees. In County of Kennebunk, Me., the issue was whether two violations of the Maine law which exempted from the Federal Labor Standards Act (FLSA) overtime requirements. According to the Associated Press, Kenne County estimated the rule would cost it hundreds of thousands of dollars in back overtime. Los Angeles County estimated the ruling would cost it $716,000.

COURT UPHELD INDIVIDUALS' RIGHT TO COMPETE STATE TAXES

Zenas V. Higgins, a case decided by the US Supreme Court in February, determined that an individual may contest a state tax as a viola-
tion of the Commerce Clause. The court referred to Section 183 of the Civil Rights Act of 1871 as providing a "remedy, broadly con-
structed, against all forms of official violation of federal rights."

MISSISSIPPI PROVIDES TAX INCENTIVES FOR BASIC SKILLS TRAINING

The Mississippi legislature has passed a bill that provides tax incentives for training programs designed to increase opportunities for employ-

ement. The bill is intended to be a "training for the underprivileged". The bill is designed to provide an incentive for businesses to provide training programs that will help low-income individuals acquire the skills necessary to find employment.

WHAT'S IN IT FOR PUBLIC ADMINISTRATION

Public management consultant and ASPA member Thomas J. Msukkoe describes the eagerness of neighborhoods to participate and the "great opportunity for pub-
lic administration. It gives local government room and time to create a far higher level of responsiveness. Public administrators who

- citizen participation
- community leadership: i.e., leaders' ability to cooperate with each other and their con-
- government performance
- intergroup relations: i.e., as communities become more diverse, politically and economically

intercommunity cooperation

Today," according to Gates, "people need to think more about governance and less about admin-
istration. It's a big deal".

However, with this increased cooperation comes increased responsibility. Sad Gates, "Ten years ago, when the role of the commu-

- community is to hold government more accoutable, it was easy to sit away from the table and take pot shots. Today, government needs to realize that as they get a seat at the table they have to go to play."

- WHAT'S IN IT FOR PUBLIC ADMINISTRATION

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istration. It's a big deal."
DEFAULTING VETERANS GET HOUSE BOOST

Kenneth Isenmann

With access to housing already limited in an economy that has seen the cost of home ownership double over the past decade, US veterans have become especially vulnerable to the downturns in the national market. However, changes were legislated in 1989 to aid veterans in this situation, and recent testimonies being delivered on Capitol Hill are urging Congress to leave those changes intact.

The Veteran Affairs Home Loan Guaranty (VHGL) program has enabled many veterans to become homeowners. The Department of Veteran Affairs (DVA) currently is attempting to collect in excess of $2 billion in delinquent home loan payments from about 350,000 veterans. As a result of the Federal Claims Collection Standards issued jointly by the US Government Accounting Office and the Department of Justice, these veterans are at one time faced with a withholding of military pay, disability, medical, education benefits, federal salaries and IRS funding if their debts to the VHGL program remain unpaid.

However, in 1988, President Bush signed into law the Veterans Benefits Amendment Act, which added a provision to the VHGL program to make the loan recoveries less harsh and give veterans experiencing financial trouble the opportunity to avoid foreclosure and loss of their homes.

Denise M. Cullan, assistant director of the National Legislative Service for the Veterans of Foreign Wars, in a statement before Congress, stated: "There is a new emphasis on bringing veterans on board...to be a part of the process of working together...to give them a chance to get back on track. The VHGL is one way to do this. The Department has made a strong push to get the word out about the program...It's helping veterans who want to stay in their homes.

The VHGL is a program that was established in 1930 and has been a great help to our nation. It is a program that has been successful in helping veterans who are in need of financial assistance. It is a program that is designed to help veterans to get back on their feet and stay in their homes. The VHGL is a program that is designed to help veterans who are in need of financial assistance. It is a program that is designed to help veterans to get back on their feet and stay in their homes.

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NATIONAL COUNCIL REVIEWS ELECTION PROCEDURES

1994 Conference, Chapter Rebands Also Discussed

ASPA's National Council approved a motion that all-large members of the Society be allowed to vote for National Council candidates from their respective regions while denying a motion that the national vice president and all-large members of the council be elected by a majority vote of the National Council.

Currently all-large members of the Society, those members not affiliated with a chapter, could only vote for the all-large members of the Council. With the revision, all-large members will be allowed to vote for all-large and regional candidates to the National Council. Members affiliated with chapters will continue to vote for all-large and regional members of the Council.

Further, Council authorized the president to ask the Nominating Committee to prepare a report on the methods used for selecting candidates for the National Council and to include in the report the financing and ethics of the process of running for national office in ASPA.

The evaluation report on ASPA conducted by the American Society of Association Executives (ASAE) was accepted by the Council and the Council further directed that ASPA engage in strategic planning with the assistance of the executive director.

A change in ASPA's by-laws, approved by the Executive Committee, was ratified by the National Council, Article 1, Section 3.C of the by-laws was amended to read: Annual rebates to the chapters shall be set as determined by the National Council.

Two ASPA chapters were formally disbanded by the National Council upon the recommendation of the Chapter Development Committee. The North Central Florida and Monterey Bay Chapters were disbanded in accordance with Article IV, Section 4 of the by-laws. The affected chapters may apply for readmission to the Society after one year following the policies established by the Chapter Development Committee.

In other business the Council:

- unanimously approved the appointment of John P. Thomas as ASPA executive director (see PA TIMES, April 1, 1991);
- unanimously approved a resolution honoring outgoing Executive Director Shirley H. Wester for her four years of leadership;
- approved a recommendation of the Professional Development Committee that the training awards for chapters and sections be renamed the Professional Development Training Awards for Chapters and Sections;
- and
- approved the national staff recommendation that the 1994 National Conference be scheduled in Kansas City, Missouri.

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ASPA ENDOWMENT CONTRIBUTIONS

Carl W. Stenberg, past president of ASPA and director of the University of Virginia's Center for Public Service, has been elected president of the Virginia Alliance on the Public Service. The organization was formed last year to promote effective and responsible public service in Virginia.

David Branca has been appointed Upper Peninsula representative in Michigan under the leadership of Republican Governor John Engler. Svinda previously worked as Woodbridge's city manager for 11 years.

Joseph Wholey has been named director of the University of Southern California's Washington Public Affairs Center.

The University of Texas at El Paso approved an additional grant for Weston Agar to further his work in establishing a Global InterAction Network from the Chiron Research Foundation.

Judith Saldin has been appointed executive director of the Center for Women in Government at the Rochester College of Public Affairs and Policy at the University of Albany, State University of New York. The center, founded in 1978, promotes equity in public service through research, training, networking and public education.

Michael Vasu, director of social science research and instructional computing lab at North Carolina State University, was a featured speaker at the North Carolina Academy of Trial Lawyers. He discussed the results of a research project he helped conduct.

James Hankins, city manager of Long Beach CA is the recipient of the Edward Delia memorial award for professional excellence in economic development by the National Council for Urban Economic Development.

John Nalbantian, associate professor of public administration at the University of Kansas, has been elected to a four year term on the Lawrence City Commission.

ASPA CHAPTER AIDS COMMUNITY

Recently, ASPA's South Florida Chapter presented more than $1,500 to Centro Campesino, a private, non-profit organization whose main objective is to alleviate problems faced by migrant and seasonal farm workers in South Dade County.

The center provides services such as emergency housing, emergency financial assistance, crisis intervention, employment and training programs.

Collection bins were placed in Metro-Dade facilities, Florida Power & Light Company's radio ad, and other community offices throughout Dade County. Canned goods and items such as baby bottles, food, clothing and diapers were also donated. 

ASPA ASSEMBLY CENSURES UNETHICAL POLICE ACTIVITIES

The ASPA Assembly, meeting for the second time March 24 in Washington DC, approved two policy resolutions. The first resolution censures unethical behavior of law enforcement officials while the second reafirms support for the passage of the Civil Rights Act of 1991.

TASPAL expresses grave concern and utter abhorrence regarding incidents of police brutality throughout the United States, but specifically the incident that occurred recently in the City of Los Angeles," reads the resolution.

Citing questions of public accountability, ethics, management and violations of civil rights, the resolution calls upon public bodies to ensure that "incidents of this nature cease to occur throughout the United States."

The resolution further calls for appropriate means to be taken to remove and punish responsible parties for those actions and to take positive steps to ensure that these incidents will not occur again.

The second resolution reaffirms ASPA's continuing support for civil rights legislation and call for the passage of the Civil Rights Act of 1991 (HR 1).

The Assembly outlined its 1991-1992 agenda of study issues. The agenda includes: investigating in human capital and Workforce 2000 issues, environmental management, with particular focus on incentives for reducing solid waste, management of open space and wilderness and management of household hazardous waste; issues related to funding of government agencies, including "hollow government," cutback management and local resource allocation; reform of the federal budgeting process; the Family and Medical Leave Act and the United Nations Convention on the elimination of all forms of discrimination against women; housing and treatment of homeless mentally ill; US transportation policy; and internationalization of the public affairs field.

The agenda issues were brought to the Assembly by the Policy Issues Committee (PIC) through proposals received from the ASPA membership. Subcommittees of PIC will work with the proposers to facilitate the development of ASPA positions on specific policy questions. ASPA members with interest or expertise in any of the outlined areas are encouraged to contact PIC chair Mary T. Bailey at the University of Cincinnati, Department of Political Science, Cincinnati OH 45221-0375, 513/556-3318.
BOND CHARGES ADMINISTRATORS TO BE "CHANGE AGENTS"

"Managing the Transformed Public Service," the title of ASPA's 52nd national conference, "drew a hauntingly convincing chord" according to John Bond, the new city administrator for the District of Columbia and keynote speaker at Monday's plenary session.

Before a crowd of approximately 1000 attendees, ASPA member David "Doc" Cooke of the Department of Defense set an optimistic tone when he said, "The past 15 years have not been kind to the public service. However, today there is a new spirit of confidence in the competence and dedication of those who work for the government."

BASICS

For the benefit of the students in the audience, Bond made some elementary observations on the distinctions between mayors and city administrators—observations parodigmatic to Bond's management style. He explained that mayors are, by nature, ideological while city administrators are neutral (at least in theory, he was quick to add.)

Bond demonstrated his personal view of his job and public administration in general by highlighting significant changes to the field since 1916—the year professional civil service was created. "The original civil service was far more concerned with the day to day operations of government. ... Today's government manager is still concerned with potholes and garbage and what to do with it; however, the concern for people and relationships is far greater than it was in 1916."

He explained that the "highly dynamic" role of the public administrator has expanded to include "power broker" and "negotiator." As such, the administrator must maintain communication between labor, developers, environmental groups, senior citizens and many other public interest groups which are often at considerable odds with each other.

Bond described three major tools. The administrator must:
1) articulate financial status of his/her jurisdiction,
2) involve the citizens as much as possible and
3) stress the elected official to determine the priorities he or she will pursue.

Bond characterized his situation as particularly challenging considering the "peculiar administrative needs of DC as city, as county and as state; however, given the financial status of most American municipalities, Bond's first point hit close to home for many conference attendees.

King outlines positive changes at Social Security Commission

The mail room clerk complimented the industrious clerk for the speed with which he sorted the mail. "You think this is fast," said the clerk, "just wait till I learn to read!"

Gwendolyn King, commissioner of the Social Security Administration in Washington DC, began her address with this story to demonstrate an important point. According to King, "these are times of unprecedented complexities" in the public service, and the challenges that lie ahead may not be as obvious as they appear.

King listed aging, health care, the environment, poverty, crime and teen pregnancy as priorities facing public administration today. She stressed that no real progress can be made on these issues until public administration "attracting the right people into the public service." Considering what she referred to as PA's "bad image," King admitted that this will continue to be an especially challenging task.

However, to prove that the situation is not hopeless, King outlined a number of obstacles she faced when she came to work for the Social Security Administration, as well as some of the steps she and her colleagues took to overcome these barriers.

Not only a wave of new computer technology and an employee morale which lowered hourly, but a loss of 17,000 employees (20 percent of its entire workforce) since 1985, have kept Social Security managers busy. The problem is compounded by the fact that the overall population of the US is steadily growing older, which has meant 600,000 new beneficiaries each year. King described her agency's reaction as "shell shocked."

Her three-fold solution is grounded in her philosophy of providing government workers "an opportunity to play the public ser-

vice role they came to perform." For example, the Social Security Outreach Program, which sends workers into communities they service adds an element of compassion to their work they would not normally experience on the phone or behind a computer terminal.

Secondly, King has sought to raise employee morale and productivity by completely revamping the Social Security Administration's employee performance rating system. According to King, past methods of employee evaluation relied far too heavily on sheer numbers, an aspect she is actively working to change.

"(cont. on page 9)"
AUGUSTINE STRESSES POWER OF PERSONNEL RETENTION

One of the greatest flaws in public administration is retaining leaders once they are discovered, said featured speaker Norm Augustine during ASPA's luncheon.

Many personnel policies in the public sector are not structured toward retaining employees, said Augustine, chief executive officer and chairman of Martin Marietta. Therefore, he added, many leaders are lost in the field move in other directions. The big challenge for leadership is to retain people once successful workers are discovered, he said.

The people in the organization is what sets it apart in both the private and public sector, Augustine said. A leader is pivotal in the process of bringing out the best qualities of the people working for the organization, he said. Leaders can motivate and inspire workers and have a huge impact on the quality of an employee's work.

"Many people tend to criticize public servants unfairly," Augustine pointed out during his speech. Public service jobs are "tough, demanding, important jobs and require the best people," he said. "There is no difference in the public and private sector in terms of the quality of the people."

ROBB ADDRESSES NPSA WINNERS

US Senator Charles Robb, key note speaker at ASPA's National Public Service Awards Luncheon, spoke of a "flexible federalism that embraces new ways to deliver public goods and services."

"The erosion of our sense of mutual obligation and common purpose" is one of the most basic problems facing our nation, Robb said while addressing the award recipients and luncheon attendees.

Public administrators must begin, "rethinking the role of government," Robb said. Robb suggested that federal programs be examined to see if they achieve their original ends and meet their performance standards.

"We need to think anew about which level of government is best suited to tackle our most urgent needs—and whether government needs to be involved in some activities at all," he said. "Responsibilities that were once entrusted to Washington may today be better managed by the states or by local government if a legitimate role for government still remains."

Under Robb's flexible federalism approach, states would have, "primary responsibility for building public infrastructure and delivering community services," Robb said. "State and local governments would make choices in education, transportation, housing, child care and law enforcement. According to Robb, this approach would expand opportunity and not government."

The old model of large central bureaucracies is becoming obsolete, Robb said. Examples of national flawed policies are some of the federal housing and education programs, Robb said. "Our social welfare policies are good at transferring income, but not actually good at lifting people out of poverty and dependence."

Robb believes it is time for the US to take chances. "Stop playing it safe," said Robb. "We've got to challenge some assumptions and shake up the status quo."

Elmer Staats served as the chair of the selection committee for the 1991 Awards. The following recipients were honored at the luncheon:

- Alvin Brooks, director of human relations for Kansas City
- Frank Conahan, assistant comptroller general at the US General Accounting Office
- Donna Lam, Chelsea Massachusetts school superintendent
- Robert "Irv" McClain, local advisor for speaker of the House in Massachusetts
- Michael Murphy, deputy commissioner of the US Internal Revenue Service

The National Public Service Awards program was established by ASPA and NAPA to pay tribute to exemplary public managers. Awards are presented annually to management-level practitioners who have dedicated their careers to government service. (See March 1, 1991, issue of PA TIMES.)

Before joining Martin Marietta, Augustine worked as the Assistant Director of Defense in the Pentagon's office of Secretary of Defense for five years. In 1973, he became Assistant Secretary of Defense in the Army and in 1975, Under Secretary of the Army. He has considered himself very lucky to be able to spend a decade of his life as a public servant," Augustine said.

The reigns of the ASPA leadership changed hands during the luncheon when Carl Steinberg stepped down as president and Enid Beaumont addressed the luncheon speaking for the first time as president of ASPA.

Beaumont stressed the importance of effectiveness, efficiency and equity. "ASPA needs these three values in its management and its programs to play a leadership role in solving the larger problems of our society," Beaumont said.

Describing ASPA as being on an "upward slope," Beaumont asked members to keep the momentum going and emphasized the importance of working together in the organization. "I see ASPA as a kind of mosaic, we have to utilize each part," she said.

(See page 2 for a full transcript of Beaumont's address.)

PA TIMES
Conference Coverage

May 1, 1991 Vol. 14 No. 5 Page 7

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Panel Explores ADA's EFFECT ON PA

"There is widespread pervasive discrimination against people with disabilities in this country," said Phil Calkins special assistant of the Equal Employment Opportunity Commission, during the conference session, "Americans with Disabilities: The Task Ahead."

Calkins, a panel participant, said that people in the US must be educated about people with disabilities. "People with disabilities are seen as less than equal and less than able," Calkins said. Public administrators have to overcome their stereotypes about what people with disabilities can do, he said.

The American with Disabilities Act which was signed into law on July 26, 1990, by President Bush is a step in the right direction toward opening up society to the 35 million Americans with disabilities, panel members said.

The ADA requires businesses to provide reasonable accommodations for people with disabilities without imposing undue hardships on operations, according to panelists. State and local governments, private employers, employment agencies and labor unions with at least 15 employees are prohibited from discriminating against people with disabilities under the act.

Panel member Paul Heeney, president of the Doyle Foundation, said many employers are concerned that the cost of compliance with ADA standards will be high. The ADA will primarily affect small, private employers since most of the ADA regulations affecting public employers are already established in law under the Vocational Rehabilitation Act, Heeney said.

One of the major challenges of the new legislation, said Calkins, is that business will have to change their job roles and standards to accommodate people with disabilities, but for people with disabilities to demand that businesses comply with the new law. "Most people with disabilities are terrified," Calkins said. "Therefore, they would be reluctant to challenge the law."

"Our company spent more time on what a person with disabilities could not accomplish rather than focusing on what he or her assets," said panel presenter Larry Burt, senior vice president of manufacturing for Kroneit Incorporated. The company manufactures photographic processing equipment, and 10 percent of its total work force is comprised of people with disabilities.

Employing people with disabilities has lowered the rate of turnover and reduced the amount of money paid by Kroneit for worker's compensation. Additionally, the amount of health insurance claims paid by the company has remained constant since the company began employing people with disabilities in 1985, Burt said.

One of the main problems in employing people with disabilities is a lack of awareness among employers about people with disabilities, Burt said. The company learned that they needed three basic tools: commitment, communication and coordination to ensure successful employment of people with disabilities.

"The key is—you have to give them the opportunity, and you'd be amazed at what can happen," he said.
Attention: those who were unfortunate enough to miss the conference, or those who tried, in vain, to attend two sessions simultaneously. Stop worrying.

Many of the papers presented at the conference are available for purchase at ASPA's National Office. Papers are $5 each, postage and handling included.

1 Mary Timmy Bailey. Theoretical Synchronism of Budgeting and Public Administration: Implications for New Budget Theory
2 Elaine Orr. Family-Friendly Policies: Adapting the Workplace for the More Diverse Workforce
3 Glen Bahn Cope, Vivian Wiktold Davis. Diffusion of Innovations in State and Local Government: Cognitive and Affective Influences in Recent Award Winners
4 Betty Pletsilk, Phillip J. Cooper. Administration at the Cusp of Science: The Case of Recombinant DNA
5 Stuart Nagel. Finding Super-Optimum Solutions to Public Administration Problems (short version)
7 J. J. Gw. The Exciting Requirements of an Un tidy Subject: Diffusion of Administrative Innovations in Canada
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10 Judith R. Saidel. Managing Interdependence Between Sectors: Public Agency and Nonprofit Organizational Strategies
13 Lois Recascino Wise. Identifying and Managing the Tension Between Pay Competitiveness and Social Equity
14 M. Peter van der Hoek. Central Government as a User of the Dutch Labor Market
15 Charles R. Wise. Developments in Regulatory Takings Law
16 Chris Trinder. Monitoring Pay Flexibility in the Public Sector: An International Study
17 Peter J. Pizor. Management by Omission: The Case of Yellowstone National Park
18 William J. Palmer, Jr. Tax Base Sharing Revisited: The Politics of Tax Equity
20 Rosemary O'Leary, Jeff Straussman. The Impact of Courts on Public Management: What Do We Know and How Do We Know It?
23 James R. Mayfield. Decentralization in Egypt: Its Impact on Development at the Local Level
25 Richard C. Kearney. Unions and Federal Labor Management: Relations in the 1990s
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28 James Edwin Kee. Raising Revenues: What Jurisdictions are Doing and How They Are Doing It
29 Robert O. Schneider. The Ethical Dimensions of Emergency Management
30 John J. Hindera. Representative Bureaucracy: Inimicus Evidence of Active Representation in the EEOC District Offices
31 Jonathan P. West, Stephanie J. Lee, Richard C. Feick. Policy Adoption in U.S. Cities: Testing Competing Explanations of Adoption of Recycling Programs
33 Douglas E. Morgan, Henry D. Kaas. A Fallen or Merely Conflicted Angel? The Ethics of Efficiency and Effectiveness in the American Administrative Ethos
34 Wallace Swan. The Administrative Environment: Changes Associated With AIDS
35 Wallace Swan. Domestic Partnerships: The Legalization of Alternative Families
36 Catherine A. Wilt. State Methods to Control Interstate Solid Waste Disposal: Are Equivalent Waste Management Criteria the Answer?
38 Janet Foley Grouzi. Metaphors of Managers: The Language of State Agency Executives in Leadership Transitions
39 R.A. Borrego, N. Gorsuch, V. Borrego. J统gua Senior Profile: A Reality Response of Senior Life in Jumada
40 Lance Marston. A Public Administration Perspective on the Private Sector Program at the U.S. Agency for International Development
41 Timothy J. Conlan. Federal Mandates: Recent Trends and Policy Responses

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CONFERENCE PANEL SPEARHEADS IMPLICATIONS OF DESERT STORM

The military operation in the Persian Gulf was a public administration success, panelists agreed at ASPA's conference session, "Desert Storm: Implications for Government."

Operation Desert Storm, "is the first bright event of government programs in a decade because it made the point that government can work," Lawrence Korh, director of the Center for Public Policy Education, said. Korh noted that the cost of Desert Storm was not "a burden on the average citizen," but rather a "once-in-a-lifetime" event.

Furthermore, "it raised the general level of trust in public administration," said panelist David Mathiasen, special assistant to the Comptroller General at the US General Accounting Office. Mathiasen also believes that there is a new feeling of self-confidence in the public sector as a result of the military operation.

The military proved to be both flexible and mobile, Korh said. "The military has already spent more money on Desert Storm than the National Science Foundation has spent on research in its entire history," he said. "In the future we may not have the luxury of seven months to get military equipment in place."

In addition to the smooth implementation of military forces, Operation Desert Storm showed the importance of American technology, according to panelist David Gibbons, assistant secretary of Defense for Legislative Affairs at the US Department of Defense. The effectiveness of the Patriot missiles verified that the US military is capable of facing a military threat, Gibbons said.

Defense Department budget cuts which will reduce defense personnel by nearly one million people from the 1987 payroll, will not affect the initial cost of the Persian Gulf war, since Operation Desert Storm is not a part of the budget said Mathiasen. According to Mathiasen, defense budget cuts are "absolutely pivotal" in getting the federal government out of the deficit.

Korb suggested as an alternative to personnel cuts to reduce the number of people now entering military service academies. "It is greatly unfair to the men and women who served in Desert Storm to be forced out," Korh said.

Panel members said that Operation Desert Storm will put more pressure on the government to increase defense spending rather than to reduce the defense budget. As a goal for the federal government needs to "streamline and restructure the armed forces within the fiscal constraints," Gibbons stated.

BOND
(cont. from page 6)

However, Bond made it clear that much of the work will need to be with the employees themselves. "We are trying to make job satisfaction an employee expectation as well as increasing promotional opportunities," said Bond.

Bond highlighted a number of innovative outreach programs designed to heighten credibility by providing real services. For example:

- The District Police Department will be providing an education campaign to assist senior citizens
- DC Commission for Women has worked with the city to secure 16 weeks of maternity leave
- A juvenile delinquency prevention program has been established called "Late Night Hoops."

"To restore public confidence in local government and the integrity of its leadership," was the greatest challenge to his new position, according to Bond. Challenging conference attendees in kind, he called for public administrators to "become change agents in their organizations. Traditional management that suppresses must be suppressed. Break down barriers to higher quality worklife, and work to establish a worklife which maximizes the knowledge, skills and ability of our workers."

KING
(cont. from page 11)

King's goal at Social Security is to "create a workplace that recognizes that employees have to balance the demands of the workplace with the demands of the home." She declared the child care facility recently established in the Baltimore regional office to be "the first of many." Other projects which King claims "anticipate the visit charges in the work force of the 90's" include eldercare, flextime and work-at-home initiatives.

King then switched the nature of her remarks to a warning diplomatically disguised as a plea to leave the social security surplus alone, arguing against the efforts of some to offset the federal deficit by tapping into the Social Security surplus and reinvesting it back to a pay-as-you-go system (see PA TIMES February, 1990).

King concluded by encouraging public administrators not to be afraid of change during these quickly changing times. To impress upon the audience how important it is for public servants to embrace new ideas and not resist them, King quoted Max West: "when it comes to a choice between two evils, I always choose the one I haven't tried before."

ASPA SECTIONS RECOGNIZE OUTSTANDING CONTRIBUTIONS TO FIELD AT CONFERENCE

NATIONAL YOUNG PROFESSIONALS FORUM

The National Young Professional Forum (NYPF) presented its first annual set of awards at the 53rd National Conference in March. The awards program was developed by Carlton Lee, NYFP Past Chair and Anthony Camara, Chair Elect.

The NYFP Member of the Year was won by Maegic C. Jones. The award is presented to the section member who demonstrates commitment to professionalism through active NYFP and ASPA participation while exhibiting integrity and distinguished service at the workplace. Jones' dedication and record of contributions to the public sector through her staff work for the National Commission for the Public Service and to her service with the Ambassault Public Service Academy is evident.

The NYFP Student of the Year was awarded to David J. Clevitt, who recently earned an MPA from Bowling Green State University (Ohio). The award is presented to a student who combines exemplary performance in his studies and strong leadership in his professional organization. Clevitt served as NYFP chair for the Northwest Ohio Chapter of ASPA. He currently serves as an assistant city manager in Ohio.

The NYFP Award is recognized in innovation in the advancement of the public serve and significant contributions to NYFP members by a chapter or university; was awarded to the National Capital Area Chapter (NCAC). The Chapter was recognized for its Young Professionals Lecture Series and Public Service Academy.

SECTION ON CRIMINAL JUSTICE ADMINISTRATION

ASPA's Section on Criminal Justice Administration (SCJA) named Donald E. J. Madinana as the recipient of its Outstanding Contribution to Criminal Justice Award during ASPA's national conference.

Madinana is the founder and served as director for 18 years of the undergraduate and graduate programs in corrections at John Jay College of Criminal Justice in New York City.

Madinana is editor in chief of Criminology, author of 10 books and numerous professional articles. He serves on the editorial board of more than a dozen criminal justice publications.

SECTION ON BUDGETING AND FINANCIAL MANAGEMENT

ASPA's Section on Budgeting and Financial Management (SBFM) awarded its S. Kenneth Howard Award for 1991 to Albert J. Kilman.

Kilman earned a reputation as an outstanding budget officer during 30 years of federal service. Beginning his federal career in 1963 in the Department of Agriculture's Office of Budget and Finance, Kilman joined the Department of Housing and Urban Development in 1968 and is currently director.

The S. Kenneth Howard Award for the Advancement of Public Budgeting and Financial Management is awarded annually by SBFM in memory of the former vice president of ASPA.

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CALL FOR ARTICLES
for PA TIMES' 2nd annual
Environmental Management Supplement

Due to the success of last year’s environmental supplement, PA TIMES is planning a second.

Anyone is welcome to contribute.

Articles should be:
◆ submitted no later than June 10
◆ no more than 2,000 words
◆ submitted with a computer disk in one of the following word processing programs: WordPerfect, WordStar, Xywrite, Multimate, Wang, Microsoft Word
◆ about some environmental management topic including, but not limited to: recycling, global warming, use of public lands, pesticides, solid waste disposal, environmental legislation, fuel emissions, earth day events in your community

Please notify John Larkin or Joanne Desky at (202) 393-7878 by May 31 if you plan to contribute.

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GOVERNMENT POSITIONS

Director of Public Safety/Chief of Police
Derry Township (Hershey), PA (pop. 18,400), Director of Public Safety/Chief of Police. Starting salary: $33,641 to $38,350, plus full benefits and perquisites. Requires bachelor’s degree in criminal justice administration, public administration, or closely related field. At least 10 years of law enforcement experience in a command capacity within a police organization. Department level position, responsible for the management of the Township’s Public Safety Department including police operations, communications and coordination with other public safety agencies. Send letter of application and resume to: Township Manager, 235 Heckleberry Road, Hershey, PA 17033 by May 17, 1991. EOE/AA

Management Intern Program Clark County
Applications for two Management Intern positions are now being accepted by Clark Personnel. Management Interns, under the direction of the Administrative Services Director, will be assigned a wide array of responsibilities as staff assistants in Planning, and various County Departments. The salary for the 1991-92 Intern Program is $2,343 per month ($28,176 annually), plus comprehensive employees benefits. Applicants must have satisfactorily completed the requirements for a Master’s degree in public administration or a related field by June 1991, and submit: Two copies of a complete resume, including a list of all relevant extracurricular activities and honors. Name, addresses and telephone numbers of three references, one of which must be the applicant’s graduate advisor. Complete official transcript and undergraduate and graduate transcripts. A 3 to 5 page, typewritten paper on the applicant’s ambitions, plans and reasons for seeking the internship. All applications must be received no later than June 1, 1991. Apply to:

MANAGEMENT INTERN PROGRAM
Clark County Personnel
229 Bridge Avenue, 5th Floor
Lorain, OH 44052
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Program Analyst—GS-343
Grade 5 through 12
Jobs are located in the Office of Budget and Planning in the Office of the Secretary of Agriculture, Washington, D.C. Tentative closing date for applications is May 29, 1991. Please call (202) 447-8915 for announcement numbers and further information.

City of Los Angeles General Manager Department of Recreation and Parks
The City of Los Angeles is seeking qualified executives for its position of General Manager, Department of Recreation and Parks. It is expected that the ideal candidate will have established leadership experience as the head or assistant head of a major public recreation or park department, regional or federal agency. Specific information concerning qualifications, salary, and method of selection will be available soon. In the meantime, the City invites inquiries and letters of interest to Marilyn Kohn, Senior Executive Recruiter at:

City of Los Angeles Personnel Department
P.O. Box 1844, City Hall
111 West First Street
Los Angeles, CA 90012
(213) 626-4142
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UNIVERSITY POSITIONS

Education Faculty Position Public Administration
Bowdoin State University, a regional comprehensive university in the Washington/Baltimore Metropolitan area and a member of the University of Maryland System has a Faculty position in Public Administration to teach graduate and undergraduate students.

- Doctorate degree in Public Administration or related area is required. Interested and qualified applicants must send letter of interest, C.V., and curriculum vitae, salary history with current salary requirements and 3 letters of reference by May 31, 1991.

- Director of Human Resources
1901 Parkwood Road
Bowdoin State University
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EOE

Southern University Faculty Position in Public Administration
The Department of Public Administration in Southern University at Baton Rouge, Louisiana is pleased to announce the availability of two (2) tenure-track faculty positions to begin in the Fall of 1991. A PhD in Public Administration or related field is required. Teaching load is 9 credit hours per semester. Application will be accepted until June 15, 1991. Salary commensurate with experience. Send letter of application and resume to:

Dr. Albert M. Hendrix, Chair
Search Committee
Department of Public Administration
Southern University
P.O. Box 5000
Baton Rouge, LA 70803
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Executive Director
Lake County Preserve District, Libertyville, Illinois seeks seeks seeks, executive level administra- tor to head 15,500 acres regional park system in service to 510,000. Operating budget of $7 million; on-going $40 million in development program; 101-169 employees; nine administrative support departments. Twenty four member governing Board including supervisor who appoints Director. Strong leadership and interpersonal skills essential; sensitivity to environmental, cultural, natural resources and related areas important. Salary $60,000+$ negotiable, depending upon experience and qualifications. Submit complete resume in confidence to: THE PARK GROUP-Paul A. Rossum, Ltd., Executive Office Center-Suite 200, 3601 Waukegan Road, Lake Bluff, IL 60044. Tel: (708) 234-5200. EOE

University of Maine Department of Public Administration
Instructor or Assistant Professor of Public Administration, a 9-month position, beginning September 1991. Candidates should have earned a Master’s degree and be able to teach graduate and undergraduate courses. Send letter of application, a vita, and three letters of reference to:

Dr. Albert M. Hendrix, Chair
Search Committee
Department of Public Administration
Southern University
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Assistant Manager Municipal of Monroeville
Assistant Manager position vacancy to be filled by the Municipality of Monroeville. Duties include Personnel Management, Recycling Coordinator and general overall assistance to the Municipal Manager. A four year college degree in Public or Business Administration required. Municipal Government experience preferred. Resume and pay history will be accepted until the position is filled at the Manager’s Office, Municipality of Monroeville, 2700 Monroeville Boulevard, Monroeville, PA 15146. Monroeville is a full service Home Rule Community with population of 24,000 with large retail and commercial development. $25,000-$40,000. $15,000. EOE

Health Manpower Development Training Advisor-Malawi
Assist MOH to design, establish and implement new manpower development and training unit. Must have done manpower planning in developing counties, have knowledge and experience with health manpower needs assessments. Two years plus appointment under AID. Contractual basis. Send resume to: John Hatch, Academy for Educational Development, 1250 23rd Street, N.W., Washington, D.C. 20037. EOE M/F/H/V

Fresno County Director University of California
The University of California, Div. of Agriculture & Natural Resources, Cooperative Extension, is seeking a career track academic candidate to administer, direct and evaluate. Responsibilities include academic and support staff in agriculture, 4-H, and home economics programs. Responsibilities include for all phases of county and UC budget. Assurance of affirmative action in development and delivery of programs.

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**PRESIDENT’s COLUMN**

(cont. from page 3)

future. Another old saying is that "people are what they believe." Let us believe in one another and in the strength of working together.

I believe the professional public administrator is one who is energetic, creative, and caring. My vision is that our professional organization can show the way to help the professional public administrator manage resources using longer time horizons than we now employ.

manage with strategic vision that measures the results of our services and find new ways to invest in, rather than borrow, from the future. I am confident that, together, we can.advance this shared commitment to excellence of ASPA as an organization and make a difference in our country. I ask for your help as we begin rebuilding toward a revitalized public administration.

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**ADVANCING EXCELLENCE IN THE PUBLIC SERVICE**

**ASPA OBJECTIVES FOR 1991-1992**

**Eashed Bowers, ASPA President**

ASPA will begin a strategic planning process to ascertain its long-range mission which will lead to a revitalized organization.

ASPA will concentrate on assessing its chapters, sections and regions to advance and improve the public service through technical assistance and improved communication.

ASPA will search for better ways to explain the worth and dignity of public service and promote the principles of equity and justice.

ASPA will identify and report on emerging issues of importance to public administration, take thoughtful positions on important issues and advocate their consideration and implementation in federal, state and local governments.

ASPA will continue to take the lead in promoting positive approaches to ethics in the public service which encourage standards of behavior and integrity in the public service and assist public administrators to develop ethical values among employees and private participants in the public service.

ASPA will create more opportunities for joint dialogue between academics and practitioners focusing on common problems and solutions.

**Internal Goals**

ASPA will achieve a surplus over expenses to retire at least one-third of its debt.

ASPA will increase membership through innovative low-cost member-get-a-member programs.

ASPA will make extensive outreach efforts to minorities to make sure that its membership better reflects the new diversity in the public service.

Public Administration Review will be the journal of record and opinion for the profession.

ASPA's 1992 national conference in Chicago will reach out to new audiences and search for new ways to achieve dialogue among academics, practitioners, private sector and public interest communities.

ASPA’s 1992 national conference in Chicago will reach out to new audiences and search for new ways to achieve dialogue among academics, practitioners, private sector and public interest communities.

ASPA will continue its public/private partnership program to bring these interested in improved public services together in meetings and publications.

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(cont. from page 3)

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Washington DC

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**COMMUNITIES**

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majority of people at the elected level still don't know how to cope with this opportunity.

Gates noted that some local government officials may feel threatened by these new political entities. "At first it is natural for public servants to see [cooperation with community groups] as a threat and to be less than thrilled at the notion of sharing turf, however, as time goes by, both government and community leaders are realizing that government alone cannot be held responsible for the well-being of the community. The community itself needs to take responsibility."

However, McClosky, who is also a former city manager of Peoria, IL, is not as optimistic about public administration's rate of acceptance. He cites arguments by critics who claim that further empowering neighborhoods will only fragment economies of scale and erode a city's ability to provide uniform (cheaper) services. "This has been a slow, painstaking, almost invisible trend."

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**ENERGY**

(cont. from page 1)

"States are looking for domestic leadership," Margaret King, executive director of the American Energy Assistance Council (AEAC) said. "We would be ecstatic if there were some leadership but the NES did not provide that. The states are assigned to the fact that the federal government is not going to provide comprehensive programs."

The American Energy Assistance Council, a non-profit organization created in 1987 to build coalitions and a national consensus among groups with a stake in energy issues is chaired by North Dakota Governor George Sinner (D) and former New Jersey Governor Tom Kean (R). The agency's members are state agencies and voluntary organizations making it a national consensus among groups with a stake in energy issues.

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**The lighting efficiency standards will save the state a considerable amount of money. Howard said. Conservative estimates state that by the year 2000, the Commonwealth of Massachusetts will save $300-$400 million.**

While the federal government might not be leading the states on a comprehensive energy plan, this is not necessarily a problem, according to Burstein.

"National guidance is important but not necessary because so many states have advanced their own energy agendas," he said. "Uniformity, states are realizing that they can save billions of dollars by having comprehensive energy programs." He added: "Many of these energy programs which have been around for a long time began with national seed money."