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A Skills Mismatch in Post-Earthquake Haiti
Both soft and technical skills are needed on the ground post-disaster. But while some skills are more valued to the aid organizations, others are more valued by the distressed populations.

The Flint Water Crisis: Looking Back…and Ahead
An interview with Virginia Tech Water Study Team Leader Marc Edwards and team member Laurel Strom about uncovering the crisis and looking to Flint’s future.

One-On-One
Admiral Thad Allen, 23rd Commandant of the U.S. Coast Guard (Ret.) and Executive Vice President, Booz Allen Hamilton

Can Sole Source Contracts Impede Timely Disaster Response?
A critical look at emergency procurement, contracts, reasonable pricing and eliminating fraud from the process.

Decreasing Future Spending for Major Disaster Declarations
Federal spending on disaster declarations may be increasing, but the answer to cost control may lie in increased mitigation efforts.

Applying Experiential Learning to MPA Emergency Management Curricula
Today’s emergency manager must coordinate resources and manage any number of intersectoral organizations during crises. Being prepared to do so requires MPA students to get on-the-ground training while still in the classroom.

The United Nations and Sustainable Development Goals: Creating a Better World
With 17 Sustainable Development Goals and 169 targets, the U.N. is positioning itself to tackle a wide range of issues. Public administrators should discuss them critically and get involved.

Member Spotlight
Chad Miller, Chair, Section on Transportation Policy and Administration

Meet NECoPA
The Northeast Conference on Public Administration enters its seventh year serving ASPA Districts I and II.

2016 Annual Conference Recap

Implementing ASPA’s Code of Ethics

Members in the News
A SKILLS MISMATCH IN POST-EARTHQUAKE HAITI: How International Aid Organizations and Beneficiaries Value Competencies

By Christa Remington and Nazife Emel Ganapati

On January 12, 2010, a 7.0 earthquake shook Haiti, leaving more than 200,000 people dead and one million people homeless. Within hours, international aid organizations spanning the globe arrived to assist with needs ranging from search and rescue to medical care and shelter. Organizations of all sizes found themselves woefully understaffed, advertising to fill positions at every level. Following the immediate response period, more than 10,000 aid workers stayed, helping with long-term recovery and developmental needs. Even before the earthquake, Haiti was no stranger to foreign aid. Often referred to as the “Republic of NGOs” (non-governmental organizations), it has one of the highest numbers of per capita aid organizations in the world.

What skills do international aid organizations value among employees involved in recovery in such post-disaster contexts as Haiti? Do they match the recovery worker skills that the beneficiaries of these organizations value? If not, which ones do beneficiaries value in post-disaster contexts? Since the earthquake, we have conducted research in Haiti to find answers.

We conducted five focus groups with beneficiaries in the displaced persons’ camps, temporary shelter and permanent housing areas. The results reveal that Haitians most value social literacies, the soft skills—such as pragmatic trust and urgent listening—that help people communicate in a respectful manner and facilitate collaboration. The beneficiaries particularly view the ability to cultivate trust as a prerequisite to acquiring their cooperation. They add that aid workers can gain their trust by spending more time in the communities, seeing their needs firsthand and actively seeking the input of those impacted by the programs.

Cultural literacies, including a command of the language and explicit cultural knowledge, are the second set of skills Haitians value. Due to widespread distrust of Haitian translators, beneficiaries highly value the ability of aid workers to communicate in Haitian Creole, considering it as a mark of respect. Beyond language, the beneficiaries regard a thorough knowledge of the Haitian culture as vital to understanding social structures, humor, power relations and body language.

The third set of skills valued are technical: the knowledge and abilities needed to accomplish such specific duties as a doctor’s medical knowledge. And while Haitians acknowledge the importance of technical expertise, they believe it is useless if aid workers fail to employ their skills properly in a specific cultural context, cultivate their trust or gain their cooperation.

To understand the other side of the story—the skills aid organizations value—we identified and reviewed more than 100 job announcements for recovery workers using NVivo, a qualitative data analysis software. Our analysis showed that international aid organizations place undue emphasis on technical job skills. More often than not, they place less...
emphasis on or turn a blind eye to social and cultural competencies—skills that enable individuals to work effectively in cross-cultural situations—by listing them as “preferred skills” or excluding them completely.

Our interviews with representatives of international aid agencies further revealed a lack of attention paid to social and cultural competencies in training programs both prior to deployment and during service in the field. Some organizational policies like curfews and restricted zones, put in place to keep aid workers safe, isolate them from or limit their interactions with Haitians. These policies prevent the aid workers from being fully immersed in the Haitian culture, hindering their acquisition of social and cultural competencies necessary to undertake their jobs.

There is a profound disconnect between the skills valued by the Haitian beneficiaries and those recognized as important by international aid organizations. It is time for aid organizations to rethink their organizational policies and place more emphasis on non-technical skills, especially social and cultural literacies. These literacies are not superfluous; they are necessary for the efficacy of post-disaster recovery programs, and for cultivating trust and cooperation between aid workers and the beneficiaries they are there to help.

Christa L. Remington is a Ph.D. candidate in public affairs at Florida International University. Her research interests include emotional labor and cultural competence in the post-disaster context. Remington has conducted fieldwork at international NGO headquarters, IDP camps and prisons in Haiti where she primarily studied the NGO response to the 2010 Haitian earthquake. She can be reached at cremi001@fiu.edu.

Nazife Emel Ganapati is associate professor in public administration at Florida International University. Her research interests relate to disaster management, citizen participation and international development administration. Ganapati served as principal investigator of several NSF-funded research projects. She can be reached at ganapat@fiu.edu

Call for Proposals

Conference Theme:

Public Administration in the Era of Collaboration

Collaboration, a growing focus of public administration, entails working together, sharing knowledge, and generating ideas. The 2016 NECoPA is an opportunity for academics, practitioners, and students to gather and exchange their research and praxis regarding collaboration. Possible proposal topics include:

- Complexity & networks
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- Performance measurement
- Project management
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- Contracting & shared services
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- Nontraditional governance structures
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- Stakeholder & citizen participation

We encourage faculty, practitioner, and student proposals. Please submit your proposed paper, panel, or poster as an email attachment that includes a title, suggested track, abstract or summary (limit to 250 words) biographical sketch, and contact information. Submissions should be sent to Conference Chair, Dr. Bing Ran, at NECoPA2016@gmail.com by June 1, 2016.

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THE FLINT WATER CRISIS:
Looking Back...and Ahead

It is a story that has made the front page of every major newspaper and led national news broadcasts nightly: the lead contamination of drinking water in Flint, Michigan that has exposed city residents—especially thousands of children—to an unprecedented hazardous health crisis. It is a crisis that has laid bare profound public administration challenges, from the breakdown of intergovernmental and interagency communication to government inaction to social and economic inequity.

The Flint water crisis also is a story about the tenacity of public administrators—bridging the academic and practitioner communities—who identified the crisis, brought it to public consciousness with concrete evidence and have led the fight for change working with community leaders. Led by principal investigator Marc Edwards, the Virginia Tech Water Study Team is nationally regarded as having brought to light the water crisis. The Washington Post called the team “heroic;” a New York Times article headline read, “As Flint Fought to Be Heard, Virginia Tech Team Sounded the Alarm.”

The team recently accepted ASPA’s Public Integrity Award at its 2016 Annual Conference. The award acknowledges an organization that has made outstanding contributions to responsible conduct in service. PA TIMES had the opportunity to interview Edwards and study team member Laurel Strom about the ongoing crisis and the road ahead.

How did Virginia Tech originally get involved in the crisis?
Marc Edwards: A mother in Flint, Lee Anne Walters, complained. She had lived there for several years; she and a number of community members became suspicious after the township switched its water source to the Flint River. The water became yellow or orange and children were contracting skin rashes. It was very concerning.

Laurel Strom: Lee Anne had started her own research into lead problems and found out about Marc’s involvement in the Washington, DC lead water crisis that took place 15 years ago. (Editor’s note: Edwards uncovered, alongside a Washington Post investigation, hazardous corrosion in Washington’s water system that caused lead to seep into the city’s water supply.) She contacted him and he helped her run an initial test through directions over the phone, not expecting to find anything. When we went to Flint and tested houses, most had more than the legal limit (15 parts per billion), testing at well above 1,000 parts per billion. Her children were lead poisoned due to toxic waste levels of lead.

Where did the lead come from?
Strom: The lead comes from pipes and plumbing materials in homes and distribution systems—mostly from water mains, as well as the pipes and solder at pipe joints. The water source—in this case, the Flint River—has a high salt level which makes it highly corrosive and Flint does not have proper corrosion controls. It has experienced a large amount of water main breaks due to the corrosion. The color Lee Anne observed is an indication of that corrosion; as the pipes corrode, iron leaches into the water. The iron is not toxic, but lead in the pipes is.

What is Flint using as its water source? Are residents being charged for it?
Strom: Flint is back to buying water from Detroit, which comes from the Great Lakes and is treated to federal standards. Unfortunately, because it waited so long to do it, the damage has been done to the distribution system. And, yes, residents are paying for it. Flint has the highest water bills in the country due to the deterioration. Its infrastructure is not
adequate; it is more than 50 years old. It had a lot of water main breaks prior to the crisis and residents already had been paying high bills. Switching to the Flint River was supposed to be a cost savings measure and it led to other problems. Now, it is even more expensive. There are just so many other things to fix and Flint does not have the resources. It will take hundreds of millions of federal and state dollars to fix this.

Can you speak about the decisionmaking levels involved in a crisis of this kind?
Edwards: I think it starts out innocently enough. Perhaps the monitors involved are confused. Then, they do not believe the levels of lead in the water are high when they were once low. Eventually, those involved start to cover up the problem and it crosses the line from incompetence to negligence to criminal obfuscation. In Flint, they decided to fight the consumers who figured out there was a problem, as well as all the outsiders who fought on behalf of those consumers. The Flint situation is very disturbing.

Can you give us a sense of the size and scope of this crisis?
Edwards: This is a large scale crisis from which it will take Flint and the greater Genesee County area a minimum of two years to recover. Major efforts must be undertaken, including infrastructure repair and upgrades.

Strom: There are 100,000 people in Flint and 9,000 children who could have been exposed. Additionally, more than 40 percent of Flint’s residents are below the poverty level. Many of them have a hard time understanding they should not drink the water, so they are still drinking it. Many still bathe their children in the water and while we do not know if the water will cause skin problems, little kids could drink it that way, as well.

How did this come to the media’s attention?
Strom: Our first sampling was taken in August 2015. The media had been talking about it since the first switch because they were concerned about it. No one took the crisis seriously in the beginning because the Michigan Department of Environmental Quality (MDEQ) said it was not a problem. A local EPA agent tested water in July 2015 and expressed concern but neither MDEQ nor EPA did anything. EPA has the power to step in if it feels there is inadequate attention being paid, but it chose not to. Virginia Tech filed a FOIA request to see what the MDEQ and EPA were saying internally and found statements about how seriously the crisis should be taken; officials had asked, “Should we really go all out for the citizens of Flint?” It only really came to people’s attention after our first sample was released.

How does this compare to the Washington, DC water crisis from 2004, to which many comparisons have been drawn in the media?
Edwards: In terms of duration, number of people exposed and level of lead in water, DC was about 30 times worse. Additionally, in Flint, people learned children were hurt almost immediately; in DC, the Centers for Disease Control (CDC) falsified a report in 2004 claiming no one was hurt. The water utility hired consultants who also wrote falsified peer reviewed papers claiming no evidence of health harm. Our research, published in 2009, demonstrated that thousands of children had elevated blood lead above CDC’s current levels of concern.

How do you account for the difference in media coverage between the Washington, DC crisis and the Flint crisis?
Edwards: Because lying by the federal agencies was incredibly effective. By the time people realized thousands of children were lead poisoned in DC between 2001 and 2004, five years had gone by. At that point it is almost impossible to prove who got hurt. The class action lawsuit filed on this issue was thrown out in 2013 and five kids are still waiting for their day in court, which may happen this summer. They will be out of high school by then.

In Flint, people realized kids got hurt right away and CDC did not play a role in the crisis.
Marc Edwards is the Charles Lunsford professor of Civil and Environmental Engineering at Virginia Tech. Featured by TIME as one of the United States’ most innovative scientists, he was named a MacArthur fellow for “playing a vital role in ensuring the safety of drinking water and exposing deteriorating water delivery infrastructure in America’s largest cities.” Earlier this year, Edwards was appointed to the Flint Water Interagency Coordinating Committee, a 17-person committee tasked with developing a long-term strategy to address the water crisis.

Laurel Strom is a graduate student at Virginia Tech and a member of the research team. She delivered remarks accepting the Public Integrity Award at the ASPA 2016 Annual Conference.

For more information on the Virginia Tech Research Team, go to www.flintwaterstudy.org.

How can communities avoid these water crises, especially low income ones looking for cost effective water options?

Edwards: We have laws that should have prevented both of these situations from occurring. In both Flint and Washington, EPA, the primacy agency (EPA RIII in DC; MDEQ in MI) and the utility all failed to follow the law. Ultimately, we have to fix these agencies so they can be trusted to do their jobs. It is extremely frustrating because society has deemed this problem so important that we pay people—and pay them well—to protect us. Yet they cheat on the monitoring and hide the problem over and over again while low income communities pay the price.

Our work reveals a dangerous problem in government. There is a disconnect between science agencies and the public, as well as unethical behavior by career civil servants at CDC, EPA and other agencies. We have to change the culture of these agencies so they protect the public welfare and the truth before protecting their reputations.

What do you most want to convey to public administrators about this emergency?

Edwards: Listen very carefully to the community, and perhaps be less trusting of those in authority, which in this case included the EPA and the state MDEQ. The people were right and the agencies were wrong. It is incredible how much harm government agencies can do when they are staffed by incompetent people in positions of power and trust.

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You have to lean forward and create situational awareness for senior leaders. Someone has to be the face of the government’s response and accountable to our citizens. Creating unity of effort is the number one goal to effectively confront the inevitable complexity. We have seen increasing instances where mayors and governors are more aggressive in ordering evacuation, mobilizing the National Guard, assisting populations at risk and putting leaders’ “boots on the ground.”

We still have a challenge to create national resiliency. From better land use decisions to building codes to insurance, we need to make better, data-informed decisions. Individuals need to take responsibility for themselves to the extent they are able. Unless you are forced from your home by fire or flood, a family should be able to sustain themselves for three to seven days with essential supplies. The first responder in any situation is “you.” Several good things happen when you are resilient as an individual or family. First, you can comply with the direction of community leaders. Second, you do not place a demand on emergency services needed elsewhere. Third, you can help your neighbor. This is a virtuous cycle that needs to be ingrained in our national persona.

Crises can be both predictable and unpredictable. What are the types that concern you the most, both in terms of their potential impact and our preparedness for them?

The most vexing crises are those where the complexity of the problem starts to defeat existing policies and operating procedures. This can be because of the scale of the event in terms of citizens impacted or the novelty or lack of precedent of the event. These events often do not fit into existing legal frameworks, identifying which department should take the lead and there is no immediately accessible source of emergency funding. A good example would be the recent Ebola virus outbreak in West Africa. In these cases, leaders must question the status quo and create the art of the possible in the absence of clear policy or legal authorities. We must learn to confront complexity as a risk aggravator and challenge traditional response doctrines when they are ineffective.

Introducing and implementing a “whole of government” approach to addressing major challenges has been a hallmark of your career. What does this approach mean to you and where have you seen it recently work particularly well?

Implicit in a “whole of government” response is the realization that any major crisis cannot be successfully dealt with by a single entity.
There always will be constraints from authorizing legislation and appropriations. The outcomes expected by the American public in a complex crisis must be coproduced across organizational boundaries in government and in cooperation and collaboration with the private sector. The public has little patience for claims of lack of resources or authority to act when it has been conditioned by the technology that pervades its lives to believe we are a connected society. The art of the possible is more than a single agency can create. The dividing line between public and private goods and “inherently governmental” is being blurred. Capping the well in the Deepwater Horizon oil spill could only be done by the private sector and any major cyber threat will necessarily involve the private sector as well.

What are three lessons or “rules” you would share with governments seeking to promote a “whole of government” approach in their operations?

1. Create a process to designate a clear lead among government agencies that removes any ambiguity as to whom is responsible.

2. Develop agreed upon procedures as to how responses will be resourced pending emergency supplemental funding to allow agencies to act.

3. Involve the private sector, state and local governments and not-for-profits proactively in exercises and create pre-need relationships.

Where do you see the most critical intersection between theory and practice within the emergency management arena? Where do we need more research to better serve distressed populations?

We need to revisit Pareto’s assumptions on sector allocation of resources against what is needed to solve complex problems requiring cross-sector collaboration. The future of the Highway Trust Fund sustained by taxes on fossil fuels is a good example. We also need to understand that events do not create the preconditions; to the extent you have underserved populations or infrastructure problems, the consequences are exacerbated. Attending to our community issues regarding citizens or housing codes creates resiliency.

You have been involved with ASPA in many capacities. What do you see as our organization’s role in promoting excellence in public service? What has your involvement meant to you?

ASPA faces the same challenges all associations, advocacy organizations and non-governmental groups face. We live in a connected society where technology is changing the way we interact with each other, our government and the world. Every organization needs to challenge itself to redefine its mission space for a constituency that demands information, mobility and greater value in relationships. We need to—in theory and practice—face hard questions of governance, resource allocation and prioritization of government effort. The post-Westphalian nation-state is being challenged by structures and threats that are agnostic to physical borders and the traditional concept of sovereignty. Many public service challenges are global, including climate change, sea level rise and exotic diseases.

ASPA is a forum to raise and discuss these issues and influence the broader national discussion needed. Many solutions are being developed at the state and local level where there is greater control of spending and debt. We need to foster innovation from the citizen to the federal government. We cannot address the challenges of the future in the current frameworks.

What is the one piece of advice you share with students and new professionals beginning their public service career?

Do not be put off by antiquated systems that require reform, from HR to financial management. Jump in and attack the problems. Do not be constrained by your job description. It is not a goal. It is merely the price of admission to serve. It is a floor, not a ceiling. Challenge existing paradigms and confront complexity through the creation of unity of effort across organizational boundaries. Engage in life-long learning and focus on your emotional intelligence so you can understand others better.
Released in early February, President Obama’s fiscal year 2017 budget proposal “proposes to take additional evidence-based approaches to scale,” according to a U.S. Office of Management and Budget (OMB) fact sheet. This would strengthen the base of evidence available to future policymakers and increase agencies’ analytical capacity to use evidence and data. Early in the Obama administration, momentum developed among OMB career staff to promote government use of evidence-based approaches. Encouraged by political leadership, they initially focused on social policy, but eventually expanded to other areas. By 2015, a cross-agency, White House-led “Deputies Committee on Administration’s Evidence Agenda” identified specific actions and investments to be made in the budget.

The guiding principle behind this initiative is, “Where evidence is strong, we should act on it. Where evidence is suggestive, we should consider it. Where evidence is weak, we should build the knowledge to support better decisions in the future.” Interestingly, this is one of the few good government initiatives that has captured the imagination of foundations, nonprofits and advocacy groups; as a result, there is increased—and largely bipartisan—political support behind it. The FY 2017 budget specifically shows real traction and progress in three broad areas: actually using evidence to get better results, building a body of evidence about what works and investing in evidence-based capacity in agencies.

Using Evidence to Get Better Results
The budget proposal provides wide-ranging examples where research and strong evidence have led to proposals to restructure or scale up programs. Here are just a few:

- **Ending family homelessness by 2020.** Lessons learned and in-depth research shows that families using housing vouchers—not other forms of assistance—“had fewer instances of homelessness, child separations, intimate partner violence and school moves, less food insecurity and generally less economic stress.” As a result, the budget proposes $11 billion for housing vouchers and rapid re-housing over the next decade.

- **Expanding access to quality child care for working families.** The budget proposes $82 billion in additional funding over the next decade to expand childcare for 1.1 million more children under age four. Research shows that quality child care during this critical stage of development yields long-lasting benefits for low income children when starting school and helps parents succeed in the workforce.

- **Expanding apprenticeship programs.** Rigorous quasi-experimental analyses found that apprenticeship program participants have substantially higher employment and earnings than non-participants. The budget provides an additional $2 billion to scale up these programs.

Building Evidence about What Works
The budget calls for increases in evaluation efforts that provide evidence to determine what works so programs can be scaled up, revised or shut down. Examples of evaluation investments and incentives to use evidence in decisions include the following:

- **Piloting ways to help disabled workers remain in the workforce.** As part of an interagency effort, the Social Security Administration will test innovative strategies using a suite of demonstration projects aimed at helping people with disabilities remain in the workforce. It will see if early interventions—supportive services, employer incentives and state incentives to better coordinate services—can improve employment and quality of life, plus reduce long-term costs to the government. About $200 million is proposed for these demonstration efforts.

- **Expanding the use of evidence-based grantmaking.** The budget nearly doubles, to $700 million, the amount of grant funding based on “tiered-evidence” programs—that is, programs where smaller investments are made for “proof of concept” models that lead to the “validation” tier and then the “scale up” tier. This approach improves the chances that funds will target programs in education, international development aid, teen pregnancy programs and “pay for success” innovation initiatives.

- **Expanding pilots of outcome-focused grant designs.** Outcome-focused programs give states and localities more “flexibility to innovate and adapt programs to local needs in exchange for greater accountability for outcomes” by combining funding from different federal grant programs and agencies. The budget includes pilots to test promising approaches to help families
What Matters Most in Emergency Management?

Leadership and Trust

In today’s environment, emergency managers get things done through team leadership that follows in rhythm. And, they get the right things done without constant prodding or course correction. To make it happen, team members must trust each other and their leader. It may not be easy to accomplish, but it is critical based on interviews I conducted with 520 emergency managers at the 2015 conference of the International Association of Emergency Managers. A whopping 84 percent of respondents mentioned those aspects most often.

Leadership

With regard to leadership, respondents identified six critical traits for successful emergency managers. They need to function as moralist, jurist, teacher, steward, philosopher and action-oriented thinker.

- As a moralist, emergency managers maintain a strong sense of values, have respect for doing things right and hold the moral high ground—all so they and their teams know it is important to do the right thing, not simply do things right.

- As a jurist, they make decisions based on the available information fairly and without personal vested interest. That said, their decisions are always personal, meaning they take full responsibility for what they decide.

- As a teacher, they transfer knowledge and guide and mentor team members and subordinates using defined goals and high expectations for achieving them.

- As a steward, they serve the organizational mission, the people, the team and their position with humility and generosity.

- As a philosopher, they continue to learn about knowledge, truth and the nature and meaning of life so they can find the right course of action even during difficult times. They are patient, think things through and assure themselves and others that their actions—or inactions—will be meaningful.

- As an action-oriented thinker, they embrace adversity and turn fear into courage and action by creating a positive, forward looking environment. They are present, keeping a team moving forward and letting it know what lies ahead and how things can change for the better.

Good leaders know how to follow others when the situation calls for it. Often referred to as followership, it is just as important as leading from the top. Being the right kind of leader is critical to getting committed and engaged followers. When possible, leaders should listen to the team’s ideas and reserve giving direct orders for situations when they must do so. Letting the team members decide can give everyone a greater sense of control over their jobs, the outcome and ultimately the process itself.

Trust

Managers build trust into decisionmaking differently. The common themes that the respondents mentioned most often were time and attention, respect, unbreakable values, sacrifice and technical proficiency. Specifically:

- Time and attention are the ability to manage time for the team and respect the time of others.

- Respect is being genuine and flexible regarding team members and never resorting to the use of fear to motivate others.

- Unbreakable values means when values are tested, managers maintain them even as mistakes are made, and values-based mistakes are dealt with swiftly and not allowed to happen again.

- Sacrifice is the willingness to get involved personally in addressing a crisis. It provokes strong emotions in others so people tend to respond in positive ways when managers sacrifice as much as or more than what is expected of their teams.

- Technical proficiency means being referred to as a great operator due to the mastery of trade and leadership skills so people trust the manager’s performance.

When emergency managers set up the right conditions for a team to thrive, it sometimes results in a harder job with a better outcome. To do so, they share information both up and down the chain of command and make their intentions clear. In the emergency management world, unanticipated situations and opportunities arise, requiring the team to exercise its own initiative. When managers are clear about what winning looks like, they are able to use their own discretion and make decisions that support the mission.

continued on page 14
President’s Column

Welcome to the fifth issue of PA TIMES magazine and my last president’s column as I have transitioned to immediate past president at this point. Writing this column is bittersweet as I enjoyed my year as president much more than I could have predicted. Working with the National Office has been extremely rewarding, representing ASPA throughout the world has been a privilege and feeling like I have had some impact in making a difference in our field has been truly fulfilling. But, all good things must come to an end and my job awaits my attention, which it has more than generously shared throughout the last few years.

I leave this role with a greater appreciation for the highly dedicated ASPA staff and volunteer efforts of many members; they play a vital role in the success of our Society. I also have a better understanding of the challenges of a volunteer association with limited staff. I would like to focus my final thoughts on ASPA’s advancement toward meeting its five strategic goals and make some final observations.

Advocate strong, effective and ethical public governance.

Many years have been dedicated to updating ASPA’s Code of Ethics; members in 2014 voted on formalizing implementation of the code through a standing committee which has since worked under Jim Svara’s leadership. The review process was intended to highlight and protect those serving the public and provide education in a proactive and constructive manner. It has been wonderful to see firsthand the level of discussion this has generated, which I believe is indicative of how much we care about ASPA. At its last meeting, the National Council voted to refine the implementation process and further evaluate its utility within the membership.

In addition to our work toward ethical public governance, more needs to be done to advocate for public service. Are we writing enough about the contributions our members make? Are we reaching out enough to elected officials to advocate on behalf of the public sector?

Bring together a wide community of organizations and individuals committed to advancing the public service and the public interest.

ASPA has standardized its memorandum of understanding (MOU) process with other like-minded organizations that have aspirations to contribute to greater understanding and provide alternatives for a more formal MOU. The new process has been sent to all current MOU secretariats.

As you may have gathered from previous publications, we have partnered with NIGP: The Institute for Public Procurement; its contributions have been reflected in our BookTalk series and webinars. There also is interest in establishing a procurement Section within ASPA. I believe this collaboration is more important than ever as we strive to recognize the work of our public servants and promote public service values.

The 2016 Annual Conference featured a super panel on the work being done by ASPA members in conjunction with the Consortium of University Public Service Organizations (CUPSO) to promote public service in universities. The panel members committed to continuing their work toward this end.

Centro de Investigacion y Docencias Economicas (CIDE) hosted the 2015 Young Scholars Workshop in Mexico City. And, at the ASPA conference in Seattle, they hosted a panel and reception to explore interest in a Latin American ASPA Chapter.

Enhance the quality of the member experience and significantly expand our membership base.

Under Executive Director Bill Shields’ leadership, ASPA staff have implemented wonderful new initiatives—from redesigning PA TIMES magazine to launching the monthly BookTalk series to enhancing the professional webinars offered and much more. Taken together, these steps increase the value added to our membership and directly impact the first part of this goal. If you have not yet made the most of these benefits, start this year and get even more from your dues.

The second part of this goal assumes it is directly impacted by the first part. But, as we know from performance measurement, multiple factors may affect this outcome. Are there ways we can utilize these benefits to increase membership? Are we—the members—promoting the value of ASPA to others? For example, I believe charging for classroom and training use of the professional development webinars and BookTalks should be investigated.

There is a wealth of information in this material and people will be willing to pay a fee for their use. Doing so may yield more members and revenue.

Provide cutting edge knowledge and research to ASPA members and the broader public administration community.

ASPA contributes a great deal to cutting edge knowledge and research through Public Administration Review (PAR) and Section...
In our 29 Sections, members can find subject matter journals to serve their professional and personal interests:

- **American Review of Public Administration** (Section on Public Administration Research)
- **Chinese Public Administration Review** (Section on Chinese Public Administration)
- **Complexity, Governance and Networks** (Section on Complexity and Network Studies)
- **Criminal Justice Review** (Section on Criminal Justice Administration)
- **International Public Management** (Section on International and Comparative Administration)
- **The Journal of Health and Human Services Administration** (Section on Health and Human Services Administration)
- **Journal of Public Affairs Education** (Section on Public Administration Education)
- **Journal of Public Administration and Theory** (Section on Public Law and Administration)
- **Journal of Public Management and Social Policy** (Conference of Minority Public Administrators)
- **Public Administration Quarterly** (Section on Professional and Organizational Development)
- **Public Budgeting and Finance** (Association for Budgeting and Financial Management)
- **Public Integrity** (Section on Ethics and Integrity of Governance)
- **Public Performance and Management Review** (Section on Public Performance and Management)
- **Public Voices** (Section on Historical, Artistic and Reflective Expression)
- **Review of Public Personnel Administration** (Section on Personnel Administration and Labor Relations)
- **State and Local Government Review** (Section on Intergovernmental Administration and Management)
- **Public Administration and Development** (Section on International and Comparative Administration)
- **The Public Manager** (Section for Public Management Practice)

ASPA's in-house publications—including The Bridge, *PA TIMES Online*, Leadership Insights and this magazine—help keep the broader public administration community informed.

**Strengthen ASPA's Chapters and Sections to achieve our mission and contribute to our long-term sustainability.**

Individuals within ASPA are contributing significantly to this goal. Bill Shields has made a commitment to strengthening our national connection to the Chapters and Sections that has paid off in meaningful ways and President Susan Gooden’s dedication to them has been unquestionable. Former National Council member Paul Danzyck’s commitment to working with Chapters in California and beyond is exemplary.

ASPA currently has 59 Chapters across the country. Many have been revitalized and new ones started. Five Chapters recently have been established or restarted in Central Ohio, Central Virginia, Greater Houston, New Jersey and Alabama. We have a number of prospects in Oklahoma, the San Francisco Bay Area and Colorado. And, we are working on Chapters in New Hampshire and Hawaii, too.

The ASPA office has put together a nice toolkit for Chapters and Sections. Is there a Chapter in your region? Is there one in need of reinvigorating? How can you get involved?

**Final Observations**

ASPA's Annual Conference provides a wonderful outlet for practitioners and academicians to come together and share cutting edge research and practice. A conscious effort was made to include both on all of the super panels I coordinated for this year’s event to allow for the exchange of ideas from theoretical to practical implementation. I look forward to your feedback on whether the super panels met this objective.

In Seattle, we worked to share with attendees some of the city’s culture, from the influence of its native groups to the Museum of History and Industry, the site of our Welcome Reception. We also purposely brought in Seattle-based experts from a variety of fields to serve on panels. We hope this sharing of ideas enriched your learning experience.
I am grateful for the work of the Evergreen Chapter, Conference Co-Chairs Sandra Archibald and Jeremy Hall and Master of Ceremonies J. Paul Blake in making these activities a success. Each provided valuable contributions that directly and meaningfully impacted the conference as a whole.

I am pleased to leave the presidency in Susan Gooden’s hands. Susan is a wonderful ASPA contributor and will surpass our expectations as we continue to aim high and receive more from our Society. I also thank each of you for your support, encouragement and, most important, all of the work in which you engage on behalf of ASPA.

Maria Aristigueta was ASPA’s 2015-2016 president. She is the Charles P. Messick chair in public administration and associate director of the School of Policy and Public Administration at the University of Delaware. She can be reached at mariaa@udel.edu.

LEADERSHIP AND TRUST

An effective expression of the manager’s intent must contain four parts: purpose, key tasks and end state, appropriate guidance and priorities. The purpose is a clear and concise statement of what the team must do to succeed and achieve the desired end state for the environment in which it operates. It gives the team enough context to exercise initiative when the unanticipated occurs. The manager’s intent is not a restatement of the mission; it provides a broader purpose, one that helps put things in a clearer context. It is written in the manager’s own words. It presents the bigger picture so the team gets a better sense of what it is doing and why. The better the team understands the mission and intent, the better equipped and empowered it is to execute effectively. But, this only works in a values-based organization where individuals can be trusted to do the right thing.

In the final analysis, it is not the critic that counts. It is the manager who is present and engaged. Cultivating the brand of a true leader, building trust and responsibility among the team and setting the conditions for it and the community at risk to thrive can—and often will—result in great rewards.

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OBAMA’S LAST BUDGET

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achieve self-sufficiency and improve child health outcomes. It also expands a set of existing pilots to help disconnected youth.

Investing in Evidence-Based Capacity

The evidence initiative does not focus on programs and data alone. As the budget proposal notes, “It is essential that federal agencies develop the capacity to credibly build and use evidence.” To do so, it recommends a variety of investments in people and analytic tools. Among them:

• Making education information more readily available. The U.S. Department of Education’s College Scorecard yielded several lessons learned for how to make information available and actionable. The department plans to apply them to other early childhood and adult education initiatives, pulling together diverse arrays of data and studies on targeted topics.

• Conducting impact evaluations of public diplomacy efforts. The U.S. Department of State has launched an initiative where its public diplomacy practitioners report data on their programs and conduct impact evaluations to assess their effectiveness in advancing U.S. foreign policy objectives. The goal is to determine best practices and set milestones to measure short-term successes for longer-term initiatives.

• Integrating human services program data. The budget proposes a Statewide Human Services Data System grant program to enable states to “develop data systems from a family-centered—rather than program-specific—perspective.” This would allow states to better use existing data to learn what works. It also would improve program participant experience and reduce red tape.

To be sure, these are President Obama’s proposals. It is unclear how many will survive the congressional budget approval process. That said, the FY 2017 budget has laid a more solid foundation upon which the president’s successor might build if he or she selects an evidence- and data-driven approach to governing.

John M. Kamensky is a senior fellow with the IBM Center for The Business of Government in Washington, DC. He also is a fellow of the National Academy of Public Administration. He can be reached at john.kamensky@us.ibm.com.
DARK MONEY:
What Is It and Why Is It So Bad?

First, a few questions:
1. Dark money is drug money. True or False?
2. Dark money is undeclared to the IRS. True or False?
3. Dark money is legal. True or False?
4. Dark money makes the world go round. True or False?
5. Dark money is a toxic electoral mix stirred up by the U.S. Supreme Court. True or False?

Now, some answers:
1. False
2. False
3. True
4. Give me a break
5. True

The U.S. Supreme Court, in a 2010 5-4 decision popularly called *Citizens United*, allowed corporations and unions to contribute directly to political efforts. This development also ushered in a new era for politics and nonprofits. Social welfare nonprofits registered under sections 501(c)(4) and 501(c)(6) of the U.S. tax code can now be vehicles for raising funds in support of a candidate’s campaign.

The catch: Donors are not identified, raising the prospect of “dark money” slushing around—indeed, estimated at $300 million during the 2012 election cycle and likely to be much more this year. Dark money, though legal, can be considered tainted money and unethical in the nonprofit world. As a lead editorial in the *Tampa Bay Times* stated, “The court rulings opened the door for the creation of nonprofits that have little or no reason to exist except to promote political candidates with anonymous contributors. They are exploiting a loophole in Internal Revenue Service guidelines to get away with it…” Are stealthy donors on the loose in American politics? So it seems.

The dark money issue extends beyond the nonprofit political arena and includes suspicions of self-dealing, improper loans and unfair business practices, asserts California Attorney General Kamala Harris (D). In 2014, Harris ordered nonprofits to disclose the identities of donors who contributed more than $5,000 in a single year. This decision became a flashpoint in the battle over money and free speech. Lawsuits quickly followed challenging the disclosure requirement. In May 2015, a federal appeals court ruled that the requirement did not violate the 1st Amendment right to freedom of association. The ruling prompted an appeal to the U.S. Supreme Court which declined to hear it.

Is dark money good or bad for American politics? Bad if you believe the lack of transparency makes for uninformed voters. Good if you are running for public office and want to get elected.


ASPA Past President Don Menzel is the author of Ethics Management for Public Administrators. He can be reached at donmenzel@verizon.net.
However well intentioned, emergency procurement rules permitting noncompetitive procurements during disasters may prove counterproductive. The adverse impact on government can range from delays in providing needed supplies or services to potential procurement fraud, from receiving substandard-quality materials to paying excessively high prices. Emergency procedures rightly waive most standard procurement rules. Regulations that should be suspended under these circumstances include written solicitations, bids and proposals, public bid openings, contract awards to the lowest price contractor and the chief executive’s or governing body’s approval of high value contracts.

When awarding contracts during an actual emergency, government should consider a relatively informal letter of contract that can later be definitized through a standard contract. But, waiving the need for competitive procurement may delay the delivery of products and services during disasters. Government must ask contractors for pricing and delivery details prior to award, whether an emergency or not. Benefits of competitive procurement come with indefinite-quantity-indefinite-delivery (IDIQ) contracts in advance of a disaster, purchasing materials to be warehoused until needed and construction contracts for infrastructure repair or replacement.

Problems with Sole Source Contracts

When dealing with a presumptive sole source contractor, government may find a proposed delivery date untimely or the quality of a product or service substandard. In either case, its choice is to accept the marginal offer or spend more time seeking bids. Had the original solicitation been sent to multiple contractors, a competing proposal may have yielded superior products and faster delivery. Whether written or verbal, the solicitation for multiple contractors can be done in virtually the same timeframe as that for sole source bids.

Some officials may be concerned that initiating competitive procurement commits their organization to the low-priced contractor. That does not have to happen. Emergency procurement procedures should state that the contract need not be awarded based on the lowest price. Competitive solicitations for emergencies should advise prospective contractors that delivery is more important than price.

Contracting officials understand that contractors know they need to offer reasonable pricing under competitive situations. What may not be so intuitive is that competition causes contractors to be more concerned with timeliness of the product’s delivery and its quality. These are important advantages for government.

Some beneficial arrangements include the following:

- **Contracts for Warehoused Supplies.** Government enjoys the advantages of competition when purchasing products for declared disasters. Agencies normally are able to identify the materials and services in advance. When storage space is available, nonperishable items may be purchased competitively beforehand and warehoused until needed. In addition to gaining the benefits of competitive procurement, advance purchases free emergency operation center personnel to concentrate on unanticipated needs and products.

- **IDIQ Contracts.** When limited space or perishability exists, government agencies can place IDIQ contracts on a competitive basis in advance of disasters. Solicitations for products that cannot be warehoused may specify the contracts will be awarded so that government can place a release against the IDIQ contract for the product with a predetermined delivery time and pricing. IDIQ awards have been valuable to government during disaster response. That said, contracts must be reviewed periodically—perhaps annually—to

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MAJOR DISASTER DECLARATIONS AND FEDERAL DISASTER COSTS ARE INCREASING…

Are There Ways to Decrease Future Spending?

By Francis McCarthy

The last five years have seen articles and discussions questioning the increase in presidents’ major disaster declarations and the growth in spending on the disasters themselves. Some suggest that political and electoral motivations can explain the increase in both. Still others suggest that fewer declarations would equate to cost savings and a more effective disaster response and recovery program.

Discussing the increase in major disaster declarations requires us to define the term carefully. Major Disasters, Emergencies and Fire Management Grants—all listed on FEMA’s declarations webpage—are funded by FEMA’s Disaster Relief Fund account within the U.S. Department of Homeland Security budget. At the same time, they are distinct types of events; the overwhelming amount of federal disaster spending is due to major disaster declarations, comprising 97 percent of all fund expenditures.

Conflating the three types of actions, as some disaster administration reviews have done, results in a much higher number of so-called “declarations” per year. But, this is imprecise and not particularly helpful in understanding the true costs of disasters.

Still, there has been a steady increase in actual major disaster declarations over the past few decades. According to FEMA records, the average annual number of major disaster declarations is four times higher today than it was 50 years ago. Acknowledging this trend, it is important to note that 2014 saw fewer declarations than any time since 2001, reinforcing an obvious but little appreciated fact: Disaster declarations are based on real physical events, not politicians seeking to gain favor.

How can we explain the increased number? More extreme weather events, plus other factors. For instance, the nation’s population nearly doubled during the last 70 years. It can be argued that population growth has increased the density of already existing communities and spurred greater development in areas vulnerable to natural disasters.

We also have observed recent commentary on “marginal” major disasters, which implies that they are within a state’s capacity to provide the response. Yet the central point of the declarations process, particularly the use of the oft-criticized declaration threshold based on per capita damage, is that all states are not equal—that is, there is the expectation that larger states have more resources and should be able to offer more aid on their own.

What is the primary source of greatly increased disaster costs? More declarations do result in more costs. Yet the greatest amount of disaster spending is attributable to the largest major disaster declarations—the “unthinkable” ones—not an increasing number of “marginal” events.

Take a review of a FEMA dataset of disaster declarations and amounts obligated from 1989 to 2014. During that period, there were 1,364 major disaster declarations. Eliminating half of them would result in a decrease in total disaster spending by…three percent. Not only do the top half account for 97 percent of spending, but the top quartile—the largest 341 disasters over the last 15 years—accounts for 93 percent. Essentially, we are discussing a smaller group of events that many of us know by name, whether hurricanes, floods or earthquakes.

How can we begin to control disaster costs and reduce federal spending? There are options like cost-
share adjustments (generally, most programs cost-share at 75 percent federal and 25 percent state and local) and rule changes that would result in more costs shifted not only to states and communities, but also affected families and individuals. These ideas may be worthy of consideration, but it remains to be seen if they would severely disrupt a state’s ability to adequately recover from a declared disaster incident. An alternative is to continue to emphasize mitigation—taking steps prior to a disaster to lessen impact and cost while saving lives and resources.

Perhaps more than any time in the past, there appears to be bipartisan consensus on mitigation’s effectiveness and importance. Recent administration budget requests and congressional oversight committees have focused on improving and expanding mitigation programs. The Disaster Mitigation Act of 2000 was predicated on the importance of taking action before disasters hit. Now, in 2016, recent budget requests have begun to recapture that spirit and devote resources to enliven the concept. More work is being done to remove homes from floodplains, build safe rooms to withstand tornadoes, do seismic retrofits to mitigate earthquake damage and reduce the spread and impact of wildfires and natural hazards.

Mitigation is not a panacea for every problem natural disasters create. But, it does offer the possibility of future, long-term savings in federal expenditures, safer states and communities and partnerships and processes involving all levels of government, the nonprofit community and private sector.

Fewer disaster declarations would indeed result in less spending. But, avoiding or continuing to lessen the impact of future catastrophic events may arguably hold the most promise for doing so while improving safety for all those affected.

Francis McCarthy is an analyst in emergency management policy within the Government and Finance Division of the Congressional Research Service (CRS) at the Library of Congress. His principal areas of interest are the disaster declaration process and disaster recovery programs. He had a 25-year career at the Federal Emergency Management Agency (FEMA). McCarthy can be reached at fmccarthy@crs.loc.gov. The views expressed in this article are his and not those of CRS or the Library of Congress.

SOLE SOURCE CONTRACTS
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ensure that specifications, pricing and delivery commitments remain current. Updates can be made through negotiation or a rebidding process.

• Infrastructure Contracts. Another opportunity for gaining competitive procurement benefits during a disaster lies with the repair or replacement of infrastructure. Government agencies at times have relied on emergency sole source contracting to rebuild destroyed or damaged infrastructure. Although it may be possible to relax or suspend normal contracting rules to provide temporary shelter, construction contracts for permanent rebuilding or repair should not ignore competition except under extraordinary circumstances.

Government agencies that pursue competitive contracting during disasters and waive purely time consuming formal procurement practices are likely to procure high quality supplies or services for disaster victims quickly, with reasonable pricing and with less exposure to the possibility of fraud.

William Sims Curry is president of WSC Consulting. The second edition of his book in the ASPA series in public administration and public policy, Government Contracting: Promises and Perils, is scheduled for release in 2016. He may be reached at bcurry@WSC-consulting.com
Halfway through the second decade of the 21st century, educators face harsh realities about how academia should prepare future generations of emergency managers. To achieve success, today’s manager is required to orchestrate the four phases of emergency management through coordinating resources among government entities, not-for-profit and private organizations. Yet emergency management education reveals a void in providing practical skills and applied knowledge to MPA students pursuing this profession.

Scholars have debated the core competencies for emergency management and homeland security curricula, including their identification and implementation. John Comiskey believes academics have an obligation to identify knowledge, skills and competencies necessary for these disciplines. Robert McCreight stresses it is up to academia to devise sensible pathways to achieve overall requirements in the field. Meanwhile, Wayne Blanchard, former director of FEMA’s Emergency Management Institute, asserts an experiential learning environment—combined with a rigorous and challenging academic curriculum—nurters students.

Newly hired emergency managers must perform under stressful conditions and continuously provide favorable results. The learning curve is extremely steep because the occupation is results oriented with little room for error. Utilizing experiential learning aids to sharpen leadership skills can provide direction and practical solutions. Educators must explore simulation exercises, role playing and service learning projects that can provide emergency management students realistic insights for taking on this difficult role once they graduate. Alloting time to apply theory to the real-world environment is key as educators meet the demands of this field.

**Service Learning Alternatives**

John Dewey and his classic 1938 work *Experience and Education* has provided today’s educators a necessary theoretical framework of experiential learning. Many schools build into their curricula a type known as “service learning,” which allows students to link their academic work with practical applications. Its variations—practicum projects, capstones and client-based service learning among them—can apply to any emergency management curricula. As noted by Dicke, Dowden and Torres, service learning even is one tenet of ASPA’s professional Code of Ethics; it calls on members to provide a bridge for students between the classroom and the realism of the public service environment.

Metropolitan College of New York (MCNY) utilizes an experiential learning model, “constructive action,” that follows the same fundamentals as a client-based or capstone project. Leora Waldner and Debra Hunter define “client-based service learning” as real-world instruction that produces a useful report or product for a client.

**Experiential Learning Trends within Emergency Management Programs**

Scholars have noted the trend of nontraditional learners being drawn to emergency management programs. Kenneth Goldberg believes they can bridge academic and practitioner experience through experiential learning methodologies using course content. As emergency management is an applied field of study, its curricula must reflect the wants and demands that practitioners are bound to fulfill upon graduation. Academia must identify the need and implementation process of experiential learning, including client-based service learning, within the curricula. My own research results have
In September 2015, 193 world leaders convened at United Nations headquarters in New York City and committed to achieve 17 Sustainable Development Goals (SDGs). Following an extensive multi-year deliberation, member states identified the SDGs and 169 targets designed to end poverty and hunger, improve health and education and advance environmental and economic development. The SDGs are:

1. End poverty in all its forms everywhere.
2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.
3. Ensure healthy lives and promote well-being for all at all ages.
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5. Achieve gender equality and empower all women and girls.
6. Ensure availability and sustainable management of water and sanitation for all.
7. Ensure access to affordable, reliable, sustainable and modern energy for all.
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
10. Reduce inequality within and among countries.
11. Make cities and human settlements inclusive, safe, resilient and sustainable.
12. Ensure sustainable consumption and production patterns.
13. Take urgent action to combat climate change and its impacts.
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.
The SDGs were developed with strong U.S. leadership and using an intensive consultative process, including consultations in 50 U.S. cities that involved elected officials, business leaders, and faith-based and civil society leaders. More than 73,000 Americans engaged online with the UN and depicted the world they envisioned in 2030.

The goals indicate longstanding bipartisan foreign policy and development priorities that Republican and Democratic administrations and Congress have championed, including gender equality, hunger and poverty alleviation, transparency and governance, access to safe drinking water and improved education.

These SDGs built on accomplishments made on eight Millennium Development Goals that ranged from eradicating extreme hunger and poverty to achieving universal primary education, from promoting gender equality and women’s empowerment to developing a global partnership for development. At the same time, the SDGs represent a greater comprehension of the linkages among poverty, governance, health, gender, climate and education. They recognize these problems do not exist in isolated silos but are intertwined.

The SDGs involve more key players in the process and go beyond foreign aid alone. They stress the importance of private sector trade and investment to accelerate critical contributions in development, health and economic and social opportunity. Critical to their overall success will be a combination of embracing the rule of law, reducing corruption and strengthening transparency and accountability. As such, the SDGs are not part of a legally binding treat, but provide a blueprint for economic and social development.

With 17 goals and 169 targets, there are a wide range of issues for any group or individual to help achieve. Not everyone will enthusiastically support all of the goals or believe they are important. But, whether one is a public administrator at the local, regional, national or international level, or has any other affiliation or no affiliation, he or she should discuss them critically and identify those with which to become involved to propel the world in a positive direction.

After all, what is more important than to help create a better world?

Longtime ASPA member Bill Miller is an accredited international journalist covering the United Nations. He is producer and moderator of Global Connections Television (www.globalconnectionstelevision.com). He can be reached at millerkyun@aol.com.

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APPLYING EXPERIENTIAL LEARNING PEDAGOGIES
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found that an emergency management MPA program using a client-based service learning pedagogy could aid practitioners to ready new professionals. In one of the most comprehensive studies to date, Naim Kapucu and Claire Connolly Knox conducted a national study to promote greater understanding of how emergency management programs use service learning.

Preparing Emergency Managers for Tomorrow’s Crisis

Practical skills sets and applied knowledge must take center stage as emergency managers must exercise them in disasters and routine planning activities. Emergency management programs operated and housed within MPA schools should consider integrating experience-supported theoretical education with traditional theory-based education. These institutions have a responsibility to impart knowledge and provide relevant experiences for tomorrow’s graduates.

As a scholar and practitioner, I recognize that as crises manifest themselves, emergency managers face great demands in finding immediate solutions. As educators, we owe them gratitude as they work extremely hard to keep us safe. We must show our appreciation by providing future managers the best possible opportunities that education and training have to offer.

Thomas Carey teaches in the MPA Emergency and Disaster Management program at the Metropolitan College of New York, following a 27-year career in emergency management and military service. His research focuses on experiential learning and client-based service learning in emergency management and homeland security curricula. Carey can be reached at tcarey@mcny.edu
MEMBER SPOTLIGHT
Chad Miller
Chair, Section on Transportation Policy and Administration

Chad Miller is associate professor and graduate coordinator of the Masters of Science of Economic Development program in the College of Business at the University of Southern Mississippi. He earned a Ph.D. from the Virginia Tech Center for Public Administration and Policy, an MBA from Boston University and a BA in Government from the College of William and Mary. ASPA’s Section on Transportation Policy and Administration was chartered in 1992 to bring together scholars, practitioners and students interested in the role played by transportation in society.

When and why did you become an ASPA member? How did you first become involved with the Section on Transportation Policy and Administration (STPA)?
I first became involved with ASPA in the 1990s when I worked on my Ph.D. at the Virginia Tech Center for Public Administration and Policy, where we had an active ASPA chapter. My main research focus is the nexus of economic development and transportation so it was natural that I became involved with STPA. Additionally, the section journal—Public Works Management and Policy—is important for my work. Through my research, I came to know many STPA members who elected me to the board a few years ago. STPA welcomes new members and regularly seeks board members who want to be active in the discipline.

Where do you see the intersection between transportation and emergency management?
Emergency management and transportation are interconnected in many ways. One major aspect of emergency management is evacuation. I run the economic development program at the University of Southern Mississippi; even though it was more than 10 years ago, the problems with evacuating citizens from the Gulf Coast during Hurricane Katrina is something we think about regularly. As roads are developed, the potential for a mass exodus must be considered.

A few years ago, Ian Birdsall and I wrote a piece for the Journal of Emergency Management, “Bridging the Disconnect between Development and Disaster: A First Step.” We interviewed transportation officials on the Mississippi Gulf Coast, including the Port of Gulfport, on emergency management issues. As the area economy recovers and redevelops its transportation infrastructure, emergency management issues are key.

Transportation plays a critical role in disaster management to move people and supplies where they need to be. How has STPA focused on this issue?
As a Section, we have not explicitly focused on emergency management, but we should given the close connections between the fields. We sponsor panels at the ASPA Annual Conference and such regional conferences as SECoPA, both ideal venues at which to organize presentations on these two areas. We also present the Lawrence J. Truitt and Claire Felbinger Award annually to an individual who has made significant contributions to the field of transportation policy and administration. We would appreciate nominations from the emergency management field.

Finally, we have a student paper competition for undergraduate and graduate students who have written research papers related to transportation policy and administration; the winner receives a cash award plus free one-year memberships in ASPA and STPA. Papers examining transportation and emergency management certainly would qualify for consideration.

What is the most critical issue that transportation policy faces? How should public administrators address it?
Financing and maintaining our nation’s transportation infrastructure. Transportation infrastructure in the United States is in serious disrepair. As roads and bridges across the nation continue to age and deteriorate, governments at all levels are struggling to pay for maintenance and upkeep. And, this is in addition to the need for investments in much needed upgrades and new projects. Legislative bodies seem unwilling to make the hard choices to find alternate revenue streams, so it is up to public administration to keep us safe and find creative ways to finance infrastructure.

STPA publishes Public Works Management and Policy (PWMP). What is the journal’s focus and how can people subscribe and contribute to it?
PWMP is included with STPA membership and the Section periodically guest edits special issues. For example, we had one issue devoted to ASPA’s 75th anniversary which included an article, “ASPA’s Section on Transportation Policy and Administration: A Look Back” by Bethany Stich and Jeremy Plant, both former STPA chairs.

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ASPA’s BookTalk series provides you with the opportunity to engage with book authors on a variety of subjects, all from your desktop. These online conversations focus on books that have earned the attention of public administrators from across the discipline. Listen live online or access the archive later when it’s more convenient for you. Free to ASPA members, this is a member benefit you should put to use!

**Upcoming Authors Include:**

- **William Curry**, Government Contracting: Promises and Perils
- **Chris Edelson**, Power without Constraint: The Post 9/11 Presidency and National Security
- **Simon Head**, Mindless: Why Smarter Machines are Making Dumber Humans
- **Don Kettl**, Escaping Jurassic Government
- **Mark Leighninger**, Public Participation for 21st Century Democracy
- **Mariana Mazzucato**, The Entrepreneurial State: Debunking Public vs. Private Sector Myths
- **Tina Nabatchi**, Public Participation for 21st Century Democracy

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An Emerging Venue for Public Administration Discourse

By Alexander Henderson and Daniel Bromberg

Editor's Note: This is the second in a series of articles in which PA TIMES profiles the work of the three regional conferences with which ASPA is affiliated. The Winter 2015-2016 issue spotlighted the Midwest Public Affairs Conference (MPAC).

Now entering its seventh year, the Northeast Conference on Public Administration (NECoPA) is the regional conference for public administration scholars and practitioners in the northeastern United States. A forum for collaboration among those studying and working in the public and nonprofit sectors, NECoPA fills the need for more localized venues to discuss pressing issues in these sectors. To date, it has attracted more than 1,000 scholars, practitioners and students to conferences hosted by Rutgers University-Newark, CUNY-John Jay, the University of Massachusetts Boston, University of Delaware, University of New Hampshire and George Mason University.

A northeast regional conference was a fixture in the public administration community in the late 20th century, but disappeared in the early 2000s for various reasons. The idea to reenergize it occurred at ASPA's 2009 Annual Conference. Marc Holzer, dean of Rutgers-Newark's School of Public Affairs and Administration led discussions that resulted in the first NECoPA conference being hosted there in 2010. The reinvigorated conference featured more than 100 presentations and 250 attendees from the northeastern United States, other regions across the nation and even other countries. Following the initial conference, NECoPA leadership incorporated the organization in the State of New Jersey and applied for tax-exempt status.

NECoPA's popularity has grown throughout the years, becoming recognized as a place for creating a better understanding of public organizations and problems, refining emerging scholars' research efforts and advancing new collaborative projects that bridge the academic-practitioner divide. Each conference theme reflects broad trends in public and nonprofit service delivery, providing a framework for research and practical contributions. Prior themes ranged from public service provision under environmental pressures, to organizational change and responsiveness, to the role of information and collaboration in governance and globalization. “Public Administration in an Era of Collaboration” is the theme for NECoPA 2016, to be held at Penn State Harrisburg from November 11 to 13.

NECoPA's strength lies with the high quality panels and papers that are presented. Panels focus on core public administration issues like performance measurement and management, transparency and accountability, contracting and oversight, risk and emergency management and citizen participation. They tackle such fiscal issues as economic development, pension reform and cutback management. And, they address timely topics like health care reform and the Affordable Care Act, diversity, gender and social justice, and globalization and climate change. Plenary sessions have spotlighted public and charter school reforms, the response to Hurricane Sandy and special topics. Pre-conference workshops provide further insight to practitioners and students.

The presentations allow for substantive interactions among practitioners, Masters- and Ph.D.-level students, junior faculty members and seasoned faculty. Students find value in the content of presentations, the substantive linkages between theory and practice and the opportunities to interact with others during networking activities. Likewise, new faculty members find NECoPA to be a welcoming place for developing new research projects and getting feedback from established faculty and in-service practitioners.

NECoPA has enjoyed a synergistic relationship with ASPA since its inception. Its founding members are longtime ASPA members who began the planning process at an ASPA conference. During the past several years, NECoPA has become the venue where practitioners and academics can learn about the benefits of ASPA membership and interact with ASPA leadership. It also is where ASPA held its 2015 mid-year meeting. NECoPA membership is purposefully designed to overlap with ASPA's; membership in the conference is given automatically to ASPA members who live or work

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ANNUAL CONFERENCE
Focuses on New Traditions

ASPA's 2016 Annual Conference, held in Seattle from March 18 to 22, welcomed attendees to the premier public administration gathering of the year. Almost 1,300 practitioners, scholars and students from across the discipline—the largest attendance in 15 years—were on hand to network with each other, attend panels, hear from plenary speakers and learn about the field's current challenges and the path forward.

The conference theme, *New Traditions in Public Administration: Reflecting on Challenges, Harnessing Opportunities*, was the focus of six super panels organized by then-ASPA President Maria Aristigueta, with the critical leadership of conference co-chairs Sandra Archibald and Jeremy Hall and ASPA's Evergreen Chapter. These discussions sparked dialogue that resonated throughout the conference.

One of the most discussed challenges woven throughout the plenary sessions and award events was equity—including gender equity, racial disparities, socio-economic status and government service delivery—and the ways in which it is reflected in public policies and their administration.

**Ron Sims provides opening plenary lecture.**

Opening plenary speaker Ron Sims, former deputy secretary of the U.S. Department of Housing and Urban Development, praised public administrators for their inspirational work and the ways in which they can change people's lives, especially given changes in economic disparity.

"Your task in public administration is to get to the science of things. You cannot just rely on theory. Get the data from other disciplines and organize it out of the silo!" Sims said. "This country needs you. You are the people who are going to allow a government function to work better."

**An Energetic Opening**

The crowd that gathered for the opening plenary on March 19 was treated to a half-hour performance by Japanese drummers who welcomed attendees to Seattle. More than 600 attendees were on their feet as the performance concluded, providing an entertaining kick off to the conference.

**The Taiko Drummers perform at the opening plenary.**

Surprises continued that evening as Chinese Dragon Dancers performed outside the Museum of History and Industry, site of the Welcome Reception, and led conference goers into the venue. Packed with more than 500 people, attendees enjoyed delicious food, browsed museum exhibits and spent time networking with each other and making new friends.

**Crowds mingle during the Welcome Reception at the Museum of History and Industry.**
“We wanted to try something different this year and provide attendees with a true Seattle experience—especially for those who may not have an opportunity to venture outside the hotel,” said National Council member J. Paul Blake, who was instrumental in planning the event and the overall conference. “Attendees got to experience a variety of the cultural influences that make Seattle what it is without having to venture outside conference confines.”

**Workshops, Award Events Round Out Event**

Sandra Archibald and fellow panelists during the Smart Cities Initiative super panel.

More than 150 panels featuring more than 700 speakers were presented over the five-day conference; most focused on what data can tell public administrators about program effectiveness, from immigration reform to managing natural disasters to criminal justice to infrastructure. Just a few of the most popular and well-reviewed panels included:

- Strategies for Change: Race and Social Justice
- Learning from Public Administration Journal Editors
- Trust and the Perception of Government
- More Blood from Fewer Stressed Out Turnips
- Toward Intersector Collaboration: The Evolving Nature of Public-Private Partnerships

Particularly noteworthy were the Gloria Hobson Nordin Social Equity Luncheon on Sunday afternoon and the Section on Women in Public Administration breakfast on Monday morning, where keynote speakers Larry Gossett and Tana Senn, respectively, brought the discussion back to equity in public administration.

“Women of color earn 56 cents to the man’s dollar. This is outrageous!” said Senn, a Washington state senator. “Gender wage disparity has been a key issue for me most of my life and I am going to continue to fight for greater equity.”

Another highlight was the presentation of the National Public Integrity Awards, jointly presented by ASPA and the National Academy of Public Administration. The 2016 recipients, Andrew Kleine and Captain Joseph Stenger, accepted awards based on their tremendous leadership in economic development and intergovernmental relations. Both have worked toward equity in very different but meaningful ways. Kleine received his award for his work in Outcome Budgeting for the City of Baltimore and Stenger received his for his work co-founding Flying Scarfs, an organization that works to improve the circumstances of Afghan widows and orphans living in Parwan Province.

But, equity was not the only focus. This year’s conference featured more student and young professionals than in recent memory, as well as international attendees. More than 50 countries were represented, which was most evident during the workshops. Leading discussions on public administration in South America, Central Asia and the Middle East, panelists expanded the scope to engage in dialogues around issues critical in those regions, including immigration and migration, natural disasters, corruption and service delivery.
programs they are then paid to administer. These proxies rarely lose, which is why government growth has continued as it has. Big national government—whether at the state or local or federal level—is still big, national government. The growth of leviathan by proxy is much harder to constrain and harder to diagnose and fix than if we had an adequate number of federal bureaucrats.”

While many in the audience agreed with DiIulio’s comments, they did not entirely attribute them to public administration; his discussion generated robust debate on whether public administration could shift the workforce back within government walls.

“What you are talking about may be true, but it is not a public administration issue,” one attendee said during the Q&A period. “It is a public policy and election issue. We cannot do anything about the size of government if those individuals elected to office continue to operate under current protocols.”

A Public Administration Paradox

Frances Berry accepts the Donald C. Stone Lecturer plaque from then-ASPA President Maria Aristigueta during the Donald C. Stone Lecture.

Of course, the Annual Conference would not have been complete without the annual Donald C. Stone Lecture, sponsored by the University of Pittsburgh’s Graduate School of Public and International Affairs.

This year’s lecturer, Frances Berry, used this plenary to highlight eight paradoxes that currently exist within management as she asked the question: what is the appropriate role for managers in navigating political and administrative environments while encouraging innovation?

She went on to highlight the importance of innovation among managers as they engage with elected officials, emphasizing that this role would be increasingly important in future years. Just a few of the paradoxes she identified included:

- Manager as contractor vs. manager as innovator and strategic manager
- Rigid rules vs. discretion and personal responsibility
- Administration vs. politics in the context of implementation
“When we witnessed the dangerous actions of public administrators at local, state and federal levels, we felt it was our duty to get involved,” Strom remarked. “This award, like many others, is not for us but for the residents of Flint, 40 percent of whom are below the poverty line, who suffered and were dismissed by government agencies. By honoring us you are honoring the Flint families.”

And so the 2016 Annual Conference came to a close as attendees acknowledged the tremendous actions taken by a team largely made up of graduate students—the next generation of public administrators—as they fought, and continue to fight, for equity and justice.

It is a grand tradition, highlighting both current successes and challenges, and one that will continue throughout the discipline in the coming year and those beyond. As opening keynote speaker Ron Sims said, “We are in a century where there will be definitive winners and losers. Public administrators can take us from where we are today to where we need to be.”

• Evidence-based decisionmaking vs. political decisionmaking

She ended by emphasizing the importance of teaching problem-solving skills and using the existing paradoxes to broaden students’ perspectives, while adding new perspectives including cultural competency and social entrepreneurship.

Circling Back to Successes, Challenges, New Traditions

The dialogue around equity was pervasive through to the conference’s end when, during the closing plenary, the Virginia Tech Flint Water Study Team accepted the 2016 Public Integrity Award. The team has been on the front lines in testing Flint, Michigan’s water for lead levels in the wake of the water crisis there. It was the team that brought this crisis to light and to the nation’s attention. Team representative Laurel Strom, a Washington State native, made remarks.
Major changes have occurred in strengthening ASPA's commitment to advancing ethics in public service. Revised in 2013, our Code of Ethics broadens and clarifies the shared ethical standards of members. The five principles articulated in 1994 are to promote the public interest and serve the public; uphold the law; act with integrity; promote ethical organizations; and be committed to excellence. The revised code has added engaging citizens, advancing social equity and fully informing and advising superiors and peers.

In 2014, ASPA members overwhelmingly approved a bylaws amendment that resulted in establishment of a new standing committee, the Ethics and Standards Implementation Committee. And, consistent with that bylaws provision, the ASPA National Council recently approved a multifaceted ethical peer review process. The Ethics Committee will now:

1. Respond to questions from members about the meaning of the Code and requests for advice in handling difficult ethical situations.
2. Review requests for help from members who have been penalized for upholding the Code and provide support to them.
3. Recognize members whose actions exemplify the Code.
4. Review and seek to resolve complaints about a member whose actions may have violated the Code of Ethics.

Taken together, these practices involve helping members understand what the ASPA Code of Ethics means in practice. The Society's involvement in this area is an important one, reflecting a proposal made by William Mosher, its first president, in 1938. He supported a code for the new professional association of public administrators and recommended that individual members and the Society as a whole share responsibility as “keepers of the code.” It took ASPA 45 years to establish the Code and another 10 to indicate that it would be enforced in accordance with our bylaws. But, it was only in 2013 that an effort began to establish a review process. The National Council supported these changes a year later when it approved creation of an ethics committee, which the members approved with responsibility for “providing advice and assistance to members in handling ethical problems” and “reviewing and seeking to resolve” complaints.

A peer review process, based on consultation between the Ethics Committee and the member, will guide instances of conflict with the code. For valid complaints, the Ethics Committee will work with the member to understand how he or she could more fully comply with it. These interactions will be confidential and members' actions to resolve the complaint are voluntary. The committee cannot and will not impose sanctions or conduct a formal investigation on its own initiative in response to a complaint.

The peer review approach builds on previous ethics activities started in the 1970s, a significant step forward for ASPA. More resources—including Implementing the ASPA Code of Ethics—are available on the Code of Ethics page on ASPA’s website. This resource continues the ASPA tradition begun in 1979 of providing a workbook to help understand the Code; it has a new guide to self-assessment of ethical competencies, challenges and commitments. These efforts seek to strengthen the capacity of individuals to uphold the Code of Ethics, as well as the shared commitment among members to help each other understand and advance it.

James Svara is a member and former chair of the ASPA Ethics and Standards Implementation Committee. He is a visiting professor in the School of Government at the University of North Carolina at Chapel Hill. He can be reached at james.svara@sog.unc.edu
Members in the News

Southern Arizona Chapter President Selected to Hall of Fame
Ric Boyer, president of ASPA's Southern Arizona Chapter, was named to the Officers Candidate School Hall of Fame in recognition of his distinguished service post-graduation from the U.S. Army's OCS 4-65 and for being commissioned a 2nd Lieutenant, state senator, political and civic leader, lawyer and judge and now university professor.

Jurkiewicz Named Endowed Professor
Carole Jurkiewicz has been appointed endowed professor of Leadership Management and Marketing in the University of Massachusetts Boston's College of Management. Her work focuses on organizational performance as a function of leadership behavior, particularly leadership style, ethicality and culture shaped by leader practices. Jurkiewicz serves as editor-in-chief of Public Integrity, ASPA's ethics journal, and editor of leadership, management, ethics and accountability for the Global Encyclopedia of Public Policy and Public Administration. She has earned numerous awards for teaching and for leadership in service of the profession.

Russo Named Partner
Pasqualino "Pat" Russo, a longtime active member in ASPA's New York Metro Chapter, has been named partner in the transportation practice group at Windels Marx. Russo has represented and counseled a diverse array of clients in the areas of ground transportation regulation and licensing, compliance, regulatory reform, accessibility, corporate investigations, employment and tax matters and government procurement. He served as chief judge of the NYC Taxi and Limousine Commission, where he oversaw more than 80 administrative law judges in four tribunal locations throughout New York City, and as an inspector general for the NYC Department of Investigation.

Ballard Receives Governor's Public Service Award
Velma Ballard of Virginia's Department of Housing and Community Development has received the Governor's Public Service Award. Governor Terry McAuliffe honored ASPA's Central Virginia Chapter member with the Career Achievement Award for breaking numerous barriers for women and African-American women over a 38-year career. She was recognized as a role model, moving up the state career ladder from corrections officer to employee relations and human resource manager at two corrections facilities, to HR director and the first associate director of administration at the Department of Housing and Community Development.

NECoPA
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in Districts I and II. To broaden its base, it offers individual and institutional memberships to the general public, too.

NECoPA provides an intimate setting for discussion and reflection that enables practitioners, faculty members and students to grow and receive constructive feedback from seasoned professionals. Still young, it continues to grow in quality and attendance year after year.

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Congratulations to ASPA's 2016 Award Winners!

More than 30 individuals were honored with ASPA awards at the 2016 Annual Conference. Honoring practitioners and academics alike, awards were presented to pay tribute to research, public service, social justice, publications, service to ASPA and lifetime achievement.

2016 Award Winners:

- Adm. Thad Allen (Nesta M. Gallas Award)
- Kate Bender (CAP Emerging Leaders Award)
- J. Paul Blake (Donald C. Stone Award)
- Ann H. Braga (Donald C. Stone Award)
- Steve Condrey (Elmer Staats Lifetime Achievement Award)
- Sergio Fernandez (PAR William E. and Frederick C. Mosher Award)
- Larry Gossett (Gloria Hobson Nordin Social Equity Award)
- David Gottesman (CAP Emerging Leaders Award)
- Wes Grooms (PAR Laverne Burchfield Award)
- William Hatcher (H. George Frederickson Award)
- Carly Griffith Hotvedt (Walter Mode Scholarship)
- Seek Eun Kim (PAR Louis Brownlow Award)
- You Hyun Kim (PAR Louis Brownlow Award)
- Andrew Kleine (National Public Service Award)
- Alexander Kroll (CAP Joseph Wholey Award)
- Tima Moldogaziev (PAR William E. and Frederick C. Mosher Award)
- Daro Mott (CAP Emerging Leaders Award)
- Zachary Oberfield (PAR William E. and Frederick C. Mosher Award)
- John Perry (PAR Chester Newland Award)
- Andrew Podger (International Public Administration Award)
- William Resh (PAR William E. and Frederick C. Mosher Award)
- Norma Riccucci (Dwight Waldo Award)
- Grant Rissler (Wallace O. Keene Scholarship)
- Julie Steenson (CAP Emerging Leaders Award)
- Capt. Joseph Stenger (National Public Service Award)
- Kendra Stewart (Donald C. Stone Award)
- Greg Useem (CAP Emerging Leaders Award)
- Gary VanLandingham (CAP Harry Hatry Award)
- Frances H. Williams (Equal Opportunity/Affirmative Action Award)
- City and County of Denver Peak Academy Initiative (Organizational Leadership Award)
- Virginia Tech Flint Water Study Team (Public Integrity Award)

Visit www.aspanet.org/2016conference to find the full list of all 2016 award winners, including Section awards.
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