New Coalition Claims FCC’s Pending Decision Fails First Responders, Public

First Response Coalition Outlines Plans To Put Police, Firefighter Needs First

Washington, DC—Urging the Federal Communications Commission (FCC) to “put the needs of America’s public safety personnel first and address the critical issue of interoperability” among differing police and fire communications systems, a group of September 11, 2001, firefighters along with senior and minority groups recently warned that “Nextel’s ill-advised (spectrum swap) plan places first responders at risk and could threaten the security of all Americans if the communications services used by public safety are not operating at the highest standards.”

The firefighters and other groups are releasing a white paper entitled “Safety Over Spectrum: A Plan for First Responder Communications,” that outlines an alternate approach for the FCC that puts the primary public policy emphasis not on a commercial agenda, but, instead, on smoothing the way for police and firefighters struggling to address post-September 11 demands to improve and coordinate emergency communications.

In addition to individual firefighters, the First Response Coalition consists of such groups as the Gray Panthers and Black Chamber of Commerce—organizations consisting of members who are particularly concerned about first responders having the best possible communications capabilities. The Coalition’s white paper states: “Today, and (as was) unfortunately evident on Sept. 11, the communications systems of public safety departments are not interoperable. It is difficult, if not impossible, for different departments from different (or sometimes the same) jurisdictions to communicate because their systems and equipment cannot interact. Resolution of this crisis must be swift, or the danger to our first responders, and all Americans, will continue to skyrocket. As urgent and complicated as this problem is, the situation is exacerbated by the actions of Nextel Communications. Guided as an effort to help public safety departments eliminate interference problems in their communications systems, Nextel is wasting a multi-million dollar campaign which is diverting attention and possible resources away from the real issue of communications interoperability.”

Gene Stilp, firefighter, EMT and vice president of the Dauphin-Middle Paxton Fire Company #1, Dauphin, PA, noted: “I can tell you from the perspective of rural volunteer fire departments we must solve the interoperability problems to protect public safety. Since September 11, I have been involved in emergency response and have witnessed first hand the problems faced by public safety.”

Will Thomas, director, Corporate Accountability Project, Gray Panthers, added, “Older Americans have a lot at stake in making sure that emergency communications get steadily better rather than being disrupted and thrown into uncertainty for a time so that one company can be bailed out by the federal government in a dubious spectrum grab. I would not want to have to energy companies

Energy Dept. Shortchanging Women and Small Businesses

Senators Told 60-Year-Old Policies Outdated

Washington, DC—Representing the nation’s largest women’s business group Women Impacting Public Policy (WIPP), Virginia business owner Ann Sullivan today testified before the Senate Energy and Natural Resources Committee that the U.S. Department of Energy (DOE) contracting policies shortchange women-owned and small businesses.

“If it is a prime contract, call it a prime. If it’s a subcontract, call it a subcontract,” said Sullivan referring to Energy’s 60-year-old contracting policies to bundle prime contracts. “These outdated policies greatly diminish profits for the small companies actually performing the work and are deserving of the prime contract.” Sullivan is WIPP’s Federal Affairs Director.
New CBO Report Confirms Need for Changes to Social Security Program


The report mirrors the Social Security Trustees' findings that projected revenues will be unable to pay for scheduled benefits. There are differences between the projections made by CBO and SSA, which are primarily due to differing economic and earnings assumptions, MacGuineas said.

"The Social Security Administration projects that cash flow deficits will begin in 2018, while the Congressional Budget Office projects they will emerge one year later, in 2019. Both predict the gap between spending and revenues would go on indefinitely," MacGuineas said. "Clearly, neither projection is encouraging. Congress has to get this right before Americans get stuck with the bill."

A summary of important metrics is below:

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<td>Year of first cash flow deficit</td>
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MacGuineas cited the importance of emphasizing cash flow deficits and the Social Security program's size as a share of GDP rather than relying on trust fund-based statistics, which as the CBO report explains, can be misleading since trust fund balances represent the legal authority to pay benefits but not necessarily the resources to do so. The CBO report also makes an important contribution by highlighting the pressure the Social Security program will place on the rest of the budget and the economy.

"It would be a shame if those who favor delaying making necessary reforms to the Social Security program use this new report as a misguided excuse to justify those delays," MacGuineas said. "Instead, it serves only as yet another reminder that the sooner those changes are made, the less burdensome they will have to be."

WIPP Offers Solution to Outdated Energy Dept. Policies

From ENERGY DEPARTMENT, pg. 1

Legislative Consultant and also serves on the DOE Small Business Advisory Committee.

The Senate committee hearing is evaluating a recent change in reporting of small business contracts by DOE that seeks to increase the number of small business contracts issued by DOE rather than only allowing small businesses to subcontract to the Department's Management and Operating large prime contractors. The federal government has established a 23 percent goal of contracts to be awarded to small businesses, and for women-owned businesses, five percent. While the 10.6 million women-owned businesses comprise almost half of all privately held companies (48 percent), they receive only 2.9 percent in federal contracts. At DOE, women-owned businesses receive 0.5 percent of prime contracts.

"Every federal agency will be knocking on Senators doors if, like DOE, they are permitted to count subcontracts as prime contracts. This reporting change would erase incentives to reach the goals for small and women-owned businesses," said Sullivan.

WIPP members frequently testify before Congressional committees on how to level the playing field of federal contracts for women-owned businesses. The group actively promotes contracting opportunities as a business-growth stimulus through programs that match women business owners with agency contracting officers.

"It could be a win-win solution. Government would save money contracting with small businesses by getting a better price on services and eliminating the double profit margin, and small or women-owned businesses would receive direct, faster and more reliable payment," said WIPP President Terry Neece.

WIPP is a national bipartisan public policy organization with 500,000 diverse businesswomen and women business owners nationwide. WIPP strengthens members' sphere of influence in the legislative process of our nation, creates economic opportunities for members and builds alliances with other small business organizations. Visit www.wipp.org.
Five Northwestern States and Three Canadian Provinces Form Alliance to Address Local and Regional Security Issues

Brandon Hardenbrook

The task of securing and protecting the nation is an enormous duty that requires careful cooperation and coordination. In most cases it is up to the local levels to effectively prepare for and respond to disaster situations. Recently, one of the main focuses of homeland security has been on critical infrastructure interdependencies and the linkages between and among infrastructures that could make a region vulnerable to cascading impacts in the event of an attack. The coordination of important components of the critical infrastructure can be very difficult due to jurisdiction concerns and the fact that much of the nation’s critical infrastructure is privately owned and operated. These challenges force local government managers to look for creative and effective methods to coordinate critical stakeholders on a local and regional level.

After major disasters such as the September 11, 2001, attacks and the northeast power failure, many emergency managers recognized the need to develop local and regional perspectives to minimize infrastructure vulnerabilities. Most agree that this can only happen by working with public and private stakeholders to create an effective preparedness strategy. Creating a robust and comprehensive preparedness plan that includes protection, mitigation, response, recovery, training, exercises and research and development is an enormous task. It takes a unique approach to overcome the challenges of coordinating overlapping governmental jurisdictions and convincing vital players from the private sector to become involved. In order to overcome many of these challenges, a northwest organization called Pacific Northwest Economic Region (PNNW) has taken on the role of coordinating key stakeholders from the public and private sectors to proactively address the northwest region’s infrastructure vulnerabilities on a regular basis.

Based in Seattle Washington, the Pacific Northwest Economic Region is a statutory public/private organization formed in 1991 by legislatures of the northwest states of Alaska, Washington, Idaho, Montana, Oregon and Canadian provinces of Alberta, British Columbia and Yukon Territory. PNNW has taken on the task of initiating the first steps in facilitating workable solutions to local and regional infrastructure vulnerability.

The first PNNW initiative to address regional infrastructure security issues was the creation of “The Partnership for Regional Infrastructure Security” (PRIS) in November, 2001. The Partnership brought key private stakeholders representing the electric power sector, liquid fuel producers, pipeline carriers and telecommunication system operators together with the federal, state and provincial officials responsible for emergency management and public safety. These stakeholders, along with elected officials from our state and province, identified opportunities for acting proactively over the short and long term to strengthen their vulnerable and interdependent infrastructures. These actions included:

- Exploring specific cooperative mechanisms that can improve regional cross border protection.
- Exploring potential development of a regional interoperable communications mechanism.
- Address command and control issues dealing with threats, protection, response and recovery.
- Develop means (i.e., mechanisms and guidelines) to promote security and accurate dissemination of radiological response information to the public.
- Create a Technology Consortium to assist in defining requirements and providing solutions.
- Increase understanding of local interdependencies.
- Address port security and maritime transportation concerns.

The Partnership for Regional Infrastructure Protection program is designed to help the northwest region bridge the gaps in an emergency-management system that traditionally has relied on the federal government and individual state governments. It is envisioned to become a prototype that will be replicable in other parts of the country, and will continue to bring about new initiatives in the future.

The first unique initiative launched by the PRIS was a first of its kind infrastructure interdependencies exercise called Blue Cascades. The exercise took place in June 2002, outside of Portland in Welches, Oregon. The exercise focused on the linkages between and among infrastructures that could make the Pacific Northwest vulnerable to cascading impacts, which could complicate a speedy recovery in the event of an attack or disruption. Critical infrastructure components represented in the exercise included energy (electric power, oil, and natural gas), telecommunications, transportation, water supply systems, banking and finance, emergency services, and government services. Federal, state/provincial, and local government agencies, including emergency management organizations took part as well.

Overall, participants found the exercise particularly effective in illuminating what they knew and did not know about local and regional interdependencies, and the preemption gaps they might need to address to create a disaster resilient/resilient region. Participants also expressed the need for more of these types of regional, jurisdiction, cross-national activities in the future.

The next major initiative planned by PNNW will take place in Seattle Washington in September, 2004, and is a follow-up to Blue Cascades. Blue Cascades II is designed to build upon the key findings from Blue Cascades I by tracking improvements, and addressing new concerns. This tabletop exercise will help stakeholders continue to assess the current state of their understanding and preparedness, particularly from the perspective of infrastructure interdependencies and compare results to those of the previous exercise. One of the key findings from Blue Cascades I demonstrated the need for contingency plans in the event of the loss or damage to electronic systems. As a result, Blue Cascades II will focus on the overwhelming dependency of Information Technology (IT) related issues required to communicate, continue business operations and execute recovery plans. It will also examine specific cyber security vulnerabilities that could impact operational systems such as SCADA and other electronic processes. That is to enable the public and private sectors to better understand IT shortfalls that could have potentially devastating effects.

The overall exercise findings will help participants identify the needs, priorities, and resource requirements for incorporation into an Action Plan to assist the Puget Sound area to become a disaster-resistant/resilient region. This information, along with the key lessons learned, will help sensitize public and private sector decision makers to infrastructure security issues and provide the impetus to prioritize and implement activities that will ensure the reliability and security of critical infrastructure.

Another forum where local and regional government stakeholders come together to address concerns and share best practices is during PNNW’s annual meetings. At these meetings, an infrastructure security work group meets to discuss and learn about current issues within different jurisdictions. This year’s meeting will be held in Victoria, B.C. July 11-14. This is a very unique opportunity for U.S. and Canadian officials to convene in one forum and work through problems and come away with solid action plans.

Because of PNNW’s efforts, many of the...
Alliance Works for NW States and Canadian Provinces

From SECURITY ISSUES, pg. 3

region’s infrastructure vulnerabilities are addressed on a frequent basis. PNWPER helps link the public and private sector stakeholders who might not normally work together. Several key initiatives have resulted from these discussions and many more are planned for the future. PNWPER will continue to bring stakeholders together to proactively identify the needs, priorities, and resource requirements for incorporation into action plans to assist the local jurisdictions within PNWPER to become a disaster-resistant/nation-build region.

APSA member Brandon Hardenbrook is the Homeland Security Coordinator at the Pacific Northwest Economic Region and a master of public administration candidate at Seattle University. For more information on PNWPER please see www.pnwper.org. E-mail: brandon@pnwper.org

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There is still space available for advertising and articles. Deadline for both is July 12, 2004.
The challenges of Law Enforcement Information Sharing in the Past September 11, 2001, Era

Martin J. Zaworski

The desire to share information among law enforcement agencies is not new; making the concept a reality is difficult. Although the computer age has brought with it the technologies to enable file sharing and the exchange of data, law enforcement has gained little ground in its quest to use these tools to enable large-scale information sharing among federal, state, and local agencies. This is largely due to the numerous issues and challenges associated with viable technology-based information sharing.

The September 11, 2001, terrorist attacks on the United States and the resulting "war on terrorism" have created the external imperative to overcome these challenges. Government at the highest levels has set the stage through legislation like the Federal-Local Information Sharing Partnership Act of 2001 (HB 1615) to promote the sharing of critical information by law enforcement. However, the presence of technology and the passage of legislation alone are not adequate to make this a reality; it takes a concerted effort, which must begin with recognition of the issues associated with these challenges followed by a plan to resolve them.

Over the past two decades or more, Justice Department leadership has expressed the desire to implement information sharing among law enforcement agencies with limited results. Recent initiatives sponsored by the Justice Department such as the Global Justice Information Sharing Initiative have helped set the stage for meaningful automated information sharing (see http://jis.ojp.gov/index.jsp). The Global Justice Advisory Committee (GJAC), which supports these efforts, is composed of representatives of criminal justice agencies who serve in an advisory capacity to the attorney general of the United States in matters of justice information sharing. One of the major accomplishments of the GJAC has been the development of Global XML, which established data standards to enable the exchange of information between disparate systems. This has gone a long way to create the foundation for automated information sharing among criminal justice agencies.

In addition, pilot programs sponsored by the Justice Department in collaboration with local criminal justice agencies like the web-based Automated Regional Justice Information System (ARJIS), demonstrate the use of information technology to share information. ARJIS is a network of independent agencies (predominantly law enforcement) that share information across local jurisdictional boundaries using a web-based enterprise network (see http://www.arjis.org). This unique system delivers regional information to street level bureaucrats i.e., patrol officers and detectives.

Systems like ARJIS are unique; they present the best opportunity to gain a greater understanding of the technological and policy issues associated with regional information sharing which have implications for national information sharing. These implications transcend technology itself; they range from intergovernmental politics to the impact on individual officers. Outlined below are a few areas tangential to the technology itself, that are worthy of attention.

Policy: Breaking down traditional barriers between and among local, state and federal agencies requires extraordinary effort and commitment. It requires that turf-sm sm goes way to cooperative governance of the technologies and data associated with information sharing. Experience suggests that ownership of data be retained by originating agencies with levels of access and rights to data determined and agreed upon by the governance of agencies.

Individual Performance: The move toward information sharing technologies in law enforcement has set the stage for increased spending at the national and local levels, based upon the supposition that these technologies contribute to some meaningful way to the performance of law enforcement officers. If the government is to use this money wisely, it should establish an evaluation protocol associated with these funded technologies to determine the extent and impact of their use. Technology is not an end in itself; it is a process enabler which should produce some end result. While demonstrating a causal relationship between an information technology and performance is a quest that has eluded many researchers over time, there is evidence to suggest that information-sharing technologies could be associated with certain aspects of officer productivity such as crimes solved and investigations conducted. Beyond productivity, there are indications that information sharing technology is also associated with officer safety. These areas deserve further research and refinement, which could serve to inform the direction of future information sharing technologies.

Management Climate: Management accountability systems such as Comp Stat developed by the New York City Police Department and implemented in places like Philadelphia, Detroit and Los Angeles to name a few, provide an example upon which information-driven technologies assume a more prominent role. There is evidence to suggest that a shift in officer culture, systems and leadership that embraces performance management make a difference in how officers use technology and thus the extent to which it might impact individual performance. Agencies implementing information sharing technologies might further enhance the potential for increased effectiveness by adopting a form of management accountability driven by the technology.

Technology Assimilation and Training: Computer training is considered an important element in the successful assimilation of technology. Information sharing technologies, with their increased level of data and thus sophistication, present additional training challenges. The status quo of computer training will not suffice in this new environment. There is evidence to suggest that law enforcement officers who use information sharing technologies require a greater level of computer training. More training hours and training conducted more frequently could result in greater satisfaction with technology, a greater likelihood of usage and thus a higher degree of technology diffusion throughout the organization.

The introduction of models such as formal consultation training could go a long way to efficiently providing the training necessary to leverage the technology.

Information Overload: Automated information sharing presents the potential to provide so much more information much faster than ever before. Deciding what type and how much information should be provided to the different echelons of law enforcement is a potential problem. Herbert Simon discussed the "paris of informa- overloads" in his 1997 publication, Models of Bounded Rationality. He noted that time to attend to information was an issue in an information rich society. This holds true for law enforcement officers as well; there is evidence to suggest that officers presented with more information in the form of information sharing might have greater difficulty finding what they need.

Government officials should carefully consider the uniqueness of the information needed by the different users of these systems. They should pay attention to the extent to which the information provided assists officers in performing the tasks required of them. Supporting the processes associated with each echelon of user should drive the data provided by the technology. These are but a few of the issues that can easily be overlooked when focusing on the "belts and whistles" of sophisticated information sharing technologies and collaboration tools. They present challenges in the quest to promote law enforcement information sharing, nationally. These challenges, if not met could have could limit the success of automated information-sharing initiatives resulting in the poor use of tax dollars and a continuation of the status quo.

ASPA member Martin J. Zaworski is a retired captain of the Baltimore County Police Department and former CIO of the Broward County, FL Sheriff's Office. He serves as an information technology consultant to the federal government and is an adjunct professor of public administration at the Florida International University. E-mail: martin.zaworski@fiu.edu

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Homeland Security and Local Government

Inattention in the Heartland

Awareness of the Homeland Security Advisory System in Arkansas

William McLean and Patrick A. Stewart

The September 11, 2001, terrorist attacks on the World Trade Center and the Pentagon, followed soon thereafter by anthrax attacks on government offices and media outlets and the sniper shootings in the Washington, DC, area radically changed the perception of the American public concerning threats posed by terrorists. The implications reverberated not only in the affected regions of New York City and Washington, DC, but also throughout the United States (if not the world) through the mass media.

While the immediate impact of the September 11 terrorist attacks and those afterwards were felt most immediately by New Yorkers and the residents of Washington, DC, the heartland of America is not immune to terrorist attacks and the suffering they bring. Well before the Al Qaeda attacks of September 11, the bombing of the Murrah Federal Building in Oklahoma City in 1995, the explosion at Olympic Park in Atlanta, Georgia, and the mall bombings by the “unbomber” Theodore Kaczynski over a ten year period drove home the point that all Americans may be affected by terrorist attacks.

Given recent history, there is still the lingering question of how aware and well-prepared citizens in the United States are to deal with terrorist attacks, whether international or domestic in origin. This is especially pertinent for those citizens who might not consider themselves at risk, namely those in “flyover” country, those rural states that make up the heartland of America. As previous targets, residents of large urban centers may likely perceive themselves at great risk and take precautions to protect themselves from a variety of terrorist attacks. At the same time, citizens in rural states may be less prone to perceive threat, take the necessary steps to forearm themselves with knowledge and be capable of taking actions based upon this knowledge.

One way the United States federal government has attempted to meet the dangers posed by terrorists is providing information on potential threats through the Department of Homeland Security’s (DHS) Homeland Security Advisory System. The purpose of the creation of this system was to “produce a common vocabulary, context, and structure for an ongoing discussion about the nature of threats that confront the nation and the appropriate measures that should be taken in response to those threats” (GAO 2004). The advisory system consists of five color-coded threat levels and provides a heuristic for the public to make decisions based upon the probability of a terrorist attack and its potential severity. The threat level is disseminated then by the mass media and the DHS website, and has become a part of everyday life.

The first level, color-coded green, indicates Low Condition and is declared when there is a low risk of terrorist attacks. The second condition, Guarded Alert, coded blue, is declared when there is a general risk of terrorist attacks. The Elevated Condition, where the US has tended to be since the Homeland Security Advisory System (HSAS) was established in March 2002, is coded yellow and is declared when there is a significant risk of terrorist attacks. The High, or orange condition, is declared when the threat of terrorist attacks is high. Since the advisory system was implemented, five color-coded alerts have been issued. Finally, the Severe Condition, coded red, is declared when there is a severe risk of terrorist attacks. The HSAS has not yet reached this level.

Whether this system is effective in protecting Americans by providing a quick, reliable, and easy to understand warning system is a highly salient public policy question. Certainly, the five condition approach is not difficult to understand. The question is “Do Americans care enough to learn the system well-enough, and keep track of it often enough, to benefit?” While the vividness of the September 11, 2001 terrorist attacks and the mass media discussion of the threat posed by terrorists in the aftermath of 9-11 have made this a highly visible public policy issue with important consequences, the absence of further terrorist attacks on U.S. soil, the lack of population centers and major industrial infrastructure, awareness and knowledge of the Homeland Security and the Homeland Security Advisory System is likely to vary on a regional basis. In other words, given the terrorist threat and media attention mentioned earlier, it is not likely the general American public is unaware and lacks knowledge of the Advisory System; however, if there is a lack of awareness, it is likely to be in those parts of the nation that do not consider themselves at risk.

To test the likelihood of this proposition, a statewide telephone survey of Arkansas residents was commissioned by Arkansas State University’s Public Administration (MPA) Program and carried out by ASU’s Center for Social Research. This study was carried out over a one month period from March to April 2004 and had 418 usable responses that form the basis of this study. The randomly selected sample gives results with a ± 5 percent margin of error and 95 percent confidence.

Findings were less than comforting. While almost half of the respondents had heard of the Homeland Security Advisory System (49.2 percent), nearly forty seven percent (46.7 percent) had not and the remainder (3.8 percent) did not know. In other words, a majority of Arkansans are not aware of the system’s existence.

Only one-fifth (21.3 percent) knew the Advisory System is comprised of five levels while nearly half did not venture a guess (49.9 percent) However, one-fifth guessed four levels, a valid guess as it is unlikely the lowest condition, Green/Low, will be experienced anytime soon.

When asked which color represents the highest threat condition, nearly two-thirds (61.4 percent) chose the correct color, red. This is likely due to the color red typically representing danger. However, only a little over one-fifth correctly chose green as the color of the lowest threat condition, with the modal choice being those admitting to not knowing (42.6 percent). When asked what the current threat condition is, nearly thirty seven percent (36.8 percent) chose the correct color, with nearly forty five percent (44.5 percent) stating they did not know.

The lack of knowledge by the Arkansas public about the Homeland Security Advisory System is likely related to its perceived lack of salience and the rural nature of the populace mentioned above. In other words, it is likely that Arkansans do not see themselves as targets for potential terrorist attacks. This lack of anxiety leads to the lack of urgency in gathering information concerning personal safety.

Given the particularly heinous nature of the September 11 attacks, it might seem shocking that the public lacks knowledge of the warning system put in place to safeguard them. However, this is exactly what should be expected from an inattentive public in a rural setting such as Arkansas. Why should Arkansans, or rural residents in other states, bother to develop and maintain knowledge of the HSAS? If recent research concerning public opinion and attentiveness is correct, Arkansans, like most American citizens, feel their time is better spent dealing with issues in their terrae lives. In other words, there are more important issues than worrying about a potential terrorist attack.

Policy suggestions seen in a recent GAO report analyzing federal, state and local agency use of the Homeland Security Advisory System includes more specific information about type of threat. This suggestion might well be applied to Homeland Security Advisory System implementation in the United States as different regions of the country may face different levels of threat. Yet another approach would be a survey and synthesis of the many varied warning systems currently being used by federal agencies, state and local governments and other institutions (tsunami warnings, heat indices, ripide and flood warnings, hurricane/tornado/wildfire alerts, etc.).

If the public refuses to learn new and varied alert systems, as seems to be the case with Arkansans, then these threat systems ought to use a common metric that is readily understood across a variety of risks.

William McLean is in the MPA program at Arkansas State University. E-mail: wmclean@astate.edu

ASPA member Patrick A. Stewart is in the MPA Program at Arkansas State University. E-mail: psstewart@astate.edu

Would you like to submit an article to PA TIMES?

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University Partnership Lands Nation’s Top Development Program for Legislative Staff

Sacramento, CA—California State University, Sacramento’s Center for California Studies and the University of Southern California’s State Capital Center have been chosen to direct the nation’s premier training and development program for legislative staff. The first sessions in Sacramento will be in the summer of 2005.

The program, called the Legislative Staff Management Institute, is the cornerstone of the legislative staff training and development programs offered by the National Conference of State Legislatures. It was created in 1990 to help senior legislative staff from each state expand their abilities in dispute resolution and conflict management, management of the legislative process, policy analysis, strategic planning, information systems, team building and communications.

“Effective state legislatures are essential to America’s representative democracy,” says Center for California Studies Director Tim Hedson. “Legislatures, like any other organization, need dedicated, skilled and well-trained staff. The Legislative Staff Management Institute develops that staff.”

The CSUS-USC partnership competed successfully with some of the most prestigious universities in the nation—the University of Minnesota’s Humphrey Institute and the LBJ School of Public Policy at the University of Texas.

“Our proposal’s strength is the combined experience of the partners,” says USC Sacramento Center Director Rich Callahan. “USC runs world-class leadership programs and the CSUS Center has national and statewide recognition for legislative expertise. We were also able to enlist the help of top legislative staff and legislators from California and other states.”

Through the institute, CSUS and USC will offer senior legislative staff from America’s state and territorial legislatures opportunities to improve their leadership skills, learn new ideas and best practices, and network with people doing similar legislative work in other states.

The National Conference of State Legislatures, founded in 1975, is a bipartisan organization that serves the legislators and staffs of the nation’s 50 states, its commonwealths and territories. NCSL provides research, technical assistance and opportunities for policy-makers to exchange ideas on the most pressing state issues (www.ncsl.org).

The Center for California Studies is a public service, educational support, and applied research institute of CSUS. Founded in 1964, the Center’s mission is to strengthen democratic governance in California through preparing people for public service and leadership, helping to solve problems of public policy, and multidisciplinary education. CSUS offers numerous programs related to state government, including a master’s degree in public policy and administration, and undergraduate and graduate degrees in government (www.csus.edu/cals).

The USC State Capital Center is part of USC’s School of Policy, Planning and Development. Located a few blocks from the Capitol building in Sacramento, the State Capital Center offers two master’s degree programs and leadership programs for state executives, nonprofit directors, county mental health executives and newly elected city council and school board members. It includes the newly introduced USC California Policy Institute (www.usc.edu/aactio).

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Dwight Ink

Dutch Reagan in Iowa. While attending the Ebenezet one room country school in Iowa, on weekends my crystal set brought me the Chicago Cubs baseball games as narrated by “Dutch Reagan” over WHO in Des Moines. Later, one Saturday I hunch-backed to Des Moines where I watched Reagan broadcast. Between innings, Reagan glanced at me and waved with a big smile. I never dreamed that fifty years later, he and I would discuss that episode in the Oval Office.

Governor Reagan. In 1969, while in charge of launching the initial portions of Nixon’s New Federalism, I had two meetings with Reagan in his California governor’s office. I found him to be very knowledgeable as we discussed actions to reduce the federal red tape being imposed on state and local governments. In assessing the degree of success resulting from domestic programs, in our discussions it seemed to rely more on how people in the communities judged the programs than the analyses coming from either professional staff or interest groups. It was clear from his visits to the Nixon White House that Reagan would play a major role in future Republican politics. His interactions with Nixon and the top White House staff demonstrated the strength of his personal presence in a way I had not sensed from my earlier private sessions.

Presidential Transition. After the 1980 election, I agreed to serve as a Policy Advisor on management issues during the transition. I seldom saw Reagan, but was impressed by his friendly, confident, attitude. Frequently joking, he was nonetheless focused heavily on major issues that counted.

After inauguration, Ed Meese said he wanted to recommend me to head the anti-poverty agency, the Community Services Administration (successor to Kennedy’s OEO). Reagan planned to close it down even though OMB said that no independent peace-time agency had been closed in over 40 years. Further, Reagan’s proposed closure was expected to be one of his most controversial actions, providing a focal point for protesting his domestic policies through marches and mass demonstrations. I said “No thanks.”

Ed then asked me to at least write a memo describing the strategy I would recommend for its closure. This I did, telling Ed that the President should order an approach opposite from that used successfully by Nixon. Instead of denigrating the poor and the career “bureaucrats” administrating the program, the Reagan Administration should recognize that some good had been accomplished, and the career men and women deserved praise for the hard work they had done, but it had been established as a temporary agency which had now outlived the original intent and should be closed. Three days later Ed informed me that the President liked my memo, and would send my nomination to the Senate!

The Domestic President. I became head of that independent agency, assigned the task of taking an action opposed by the liberals, but doing it in a way opposed by conservatives. The White House supported me, ignoring the right-wing protests at my refusal to award contracts on the basis of politics as the prior Administration had done, and my refusal to replace career leaders with political appointees. As the result of pursuing a professional, rather than a political approach, to implementing a controversial policy, Reagan achieved his goal while avoiding the bitter political battle that had been expected during the slowdown.

At one of the few cabinet meetings I attended, Treasury Secretary Baker presented a new economic plan as I was watching Reagan eat an occasional jelly bean and doodle on a pad. I work for it when I was thinking about some old movie rather than the details of the plan. Baker was describing a budget. Reagan snapped his pencil on the table and interrupted Baker with a firm, though not unkindly tone of voice to say, “Jim, get over that again.” Baker did, and Reagan continued, “Jim, this is not what I stand for, that is not what I campaigned for. I would like you to go back to your office and rework that part of your proposal.”

The White House staff was in shock. After closure of CSA, I was appointed vice-president of the new Synthetics Fuels Corporation that had been established by President Carter to lessen our dependence on foreign oil. Reagan did not recognize its value, however, and he appointed incompetent top leaders. Later, I resigned in protest at inept leadership and conflicts of interest.

Reagan and National Security. The U.S. Agency for International Development came under increasingly intense criticism for bad management. Reagan appointed me to head our work in the Western Hemisphere where the criticism had become especially strong.

Reagan and Secretary Shultz permitted the able USAID Director, Peter McPherson, to pursue a very constructive foreign assistance array of programs, including plans. The president’s proposed plan was opposed by the ultra-conservatives. Reagan’s liberation of Granada had a surprisingly positive impact among many of the Latin America counties we were assisting, and I was very pleased with his stand against the Sandinistas and other Communist dominated groups in the Western Hemisphere. Reagan’s deep concern about their danger to the Hemispheric was fully justified. However, my Central American missions advised that the anti-Sandinista contra’s he supported were becoming viewed as U.S. puppets that included Former Fascists to the point that their credibility was fading fast. NSC was malfunctioning at that point, and I could find no way to forward this point of view to the Secretary of State or the President.

I believe most people agree that Reagan was not aware of the actions involved in the Iran-contradandal. That is my view. Many feel he should have questioned the advice coming to him more carefully. Regardless of one’s view on that issue, the scandal did not damage Reagan significantly because he was so candid in taking responsibility for the affair. Equally important, he established the most independent investigation of himself and his Administration of any president, as Woodward has pointed out in his book. Reagan demonstrated how a president should handle a serious mistake in his Administration.

Observations. With respect to domestic issues, I was less conservative than Reagan, but did not find him to be the rigid ideologue he has been portrayed, though some of his appointees were. The biker incident illustrated the firmness with which he pursued key goals, but he was also a pragmatic conservative who realized that a certain amount of compromise is essential in a democratic society as one moves toward those goals. Further, he could strongly disagree without personal acrimony. He did not polarize the political landscape.

I disagreed strongly with the negative philosophy of his OFM, and I disagreed with Reagan’s comment that “The government is the problem.” But I also understand part of why he said that as he came into office. As governor of California he knew firsthand how badly the well intentioned Great Society programs had become mired in the tape that characterized the over-centralized federal assistance movement. Unfortunately, the red tape handicapped disadvantaged groups the most. States such as California that had considerable capability were very frustrated by federal obstacles in utilizing programs to help poor neighborhoods. From my conversations with Reagan, I believe he objected more to certain roles of government than to its size.

With respect to national security, I agreed strongly with his defense build-up, even though it increased our deficit. Some months after Gorbachev was ousted from office, several of us met privately with him. He said that he realized the Soviet Union could not match the U.S. military might that Reagan was assembling. In particular, they could not afford to build the Strategic Defense Initiative that Reagan was pushing, even if they knew how. They were not sure that Reagan understood the SDI, but they could not afford to assume he did not. This gave Gorbachev the leverage to approach his military leaders and gain reluctant support for opening the Soviet Union, and to join Reagan in abandoning the dangerous mutual destruction policy of deterrence and begin to reduce the nuclear stockpile.

In effect, end the Cold War. Clearly, Gorbachev deserves credit for ending the Cold War, but it was Reagan who conceived the strategy and forced the events to make it happen when it did. When one looks at the conventional wisdom of that time, Reagan was virtually the only one who had a plan, a plan that most of his advisors opposed. Rather than continuing with a risky policy of détente, he shocked people here and abroad by calling the Soviet Union an “Evil Empire” and outstripping it militarily to the point it could no longer stand.

I was not deeply enough involved in President Reagan’s Administration to have authoritative views on its effectiveness. But I do believe in that criticizing his lack of attention to detail, we should remember that the vision was his, and the strategies were his, important characteristics of a strong leader who had a significant impact on the world.

ASPA member Dwight Ink is a former ASPA president (1979-79).

E-mail: DwightInk@aol.com
International Commentary

U.N. Presents Awards to Nine Nations on its Second Annual Public Service Day

Secretary-General Announces Importance of Good Public Administration

New York, NY—For thousands of years, small Moroccan villages and towns have had trouble accessing drinkable water, but this is now history thanks to a billion dollar investment which has seen millions of people accessing clean and drinkable water. This water project, launched in 1995, has touched 12 million lives in 31,000 rural villages and has triggered tremendous, positive ripple effects in other industries, creating employment and improving standards of living.

The designer and manager of this impressive project, the Moroccan Secretary of State responsible for water, Abdelkhir Zahoud, recently traveled to New York to receive the United Nations Public Service Award on U.N. Public Service Day. He was joined by eight other winners who have carried out equally impressive projects in their countries. The other winning projects are from Canada (The Network of Canada Business Service Centers), Brazil (General Board for Development of Public Service and Delivery of Service and City Hall of Belo Horizonte), Austria (Administrative Authority Zell am See), Cameroon (Ministry of Public Service and Administrative Reform), Australia (Australian Public Service Mission), South Africa (South African Police Service), Malaysia (National Productivity Corporation) and the Philippines (City Government of Taguig’s E-Government Initiative). Details on these projects may be found at: http://www.unpsaward2004.org.

These projects focus not only on water but on different aspects of improving people’s lives through public service.

Calling on all countries to review the working conditions of their public service, United Nations Secretary-General Kofi Annan stressed that sound public administration is vital to promoting democratic governance and to reaching global anti-poverty goals.

In an address to mark U.N. Public Service Day 2004, delivered by Assistant Secretary-General Fioravanti Civi, Annan said “weak governance, or corrupted public services…not only serve as an obstacle to development, but also squander precious resources and undermine the ethical fibre of society.”

The best public servants give outstanding service to their public, sometimes under severe hardship and strain, and may “receive salaries that barely enable them to make ends meet,” Annan said.

“Appeal to all countries to review the working conditions of their public service and put in place the compensation and incentives that will reward honest, hard-working, public servants and, most importantly, attract new talent for the future,” he said.

The idea of an international day to commend public service was first proposed by the Committee of Experts on Public Administration, an independent panel of experts from both government and academic institutions. The General Assembly established the Day in 2002.

The U.N. Division for Public Administration and Development Management (DPADM) is assigned the responsibility for administering the Awards and promoting Public Service Day. According to Mr. Barbara Ehrlich, director of DPADM, “As in the private sector, the public sector has to be able to unleash the creativity, resourcefulness and initiative of its employees to be able to keep pace with our rapidly changing world. The Public Service Awards are an important instrument to encourage this trend in all countries of the world.”

Letters to the Editor

A Hearty Here, Here! Member Supports K-12 Section

Dear Editor:

In response to the article entitled “Reconnecting with PA’s Lost Field” in [June 2003] PA TIMES, I thought I would offer a hearty “here, here; my sentiments exactly!” Why K-12 public education continues to be the least represented in ASPA probably has more to do with the separatist elitism of public educators than any efforts of ASPA to engage and invite K-12 educators into the fold.

Let me offer this example: I received my MPA in 1996 from a reputable NC institution of higher education and promptly passed the praxis test. With no school administration experience and my MPA completion upon completion of my MPA program. Upon submitting my scores to the local system where I was teaching, I was informed that I could not receive credit for an upgrade in pay nor a NC principal’s license because my master’s degree was not in school administration. Needless to say I was disheartened by the experience and promptly left teaching to pursue an Ed.D. in educational leadership where I successfully passed the EdD school’s exams and received the NC principal’s license.

I wholeheartedly agree with the sentiments expressed in the article entitled, “Reconnecting with PA’s Lost Field” and have been dismayed at times with the arrogant advisement received in charting my course of study for the Ed.D. since the core courses in educational leadership that deal with management, personnel, and administration were repeated for me of the core courses taken in my MPA program back in 1994-96.

In reference to ASPA’s national, regional, or sectional conferences, I believe local school systems and/or educational agencies rarely see the benefit of sending school personnel to such events unless they are wholly or partially sponsored by a recognized educational entity like NEA or ASCD or NASSP or state department of public instruction, etc. and speak directly to K-12 curriculum, instruction and supervision.

Furthermore, during the school year it is virtually impossible for educators in management positions to get away to out of state or out of town conferences for their own professional development if school system superintendents don’t see the connection or relevance of ASPA to the field of K-12 education.

Until educators at all levels realize and capitalize on the benefits of interacting with, supporting, & negotiating initiatives across an array of public agencies that ultimately impact the lives of children and their families as a whole, K-12 public education will never reach its goal of properly educating all children and distancing the inequalities that currently exist in every local community in America. Towards this end, I wholeheartedly support the start of an ASPA section on K-12 education. Let me know how I can help and/or play a part in establishing this new section.

H. Celeste Turner
Education Consultant
School Improvement Division/Effective Practices Section
North Carolina Department of Public Instruction

Stop the Political Drive

Dear Editor:

I’m really tired of your political drivel, as in your lead story of the June issue. I’d like to think that PA TIMES is not the mouthpiece of the nation’s minority political party. When I was on the National Council the executive director resigned because he wanted ASPA to be more politically oriented and the Council wanted ASPA to stress professionalism. I do find George Frederickson’s columns very good (he was on the Council with me). And, when it is the budget priorities you don’t like, we do happen to be at war.

Doug Stark
ASPA Life Member
First Response Coalition Claims Nextel Spectrum Swap Scheme

Doesn't Solve Interoperability Problems and is Poorly Financed

From FIRST RESPONDERS, pg. 1

explain to an older person or the family of that person why emergency help didn’t get someplace on time to save the life of a beloved grandmother or grandfather just because Washington was more interested in cutting some corners for corporations.”

There are 20,000 cities and counties in the United States, and thousands of other local jurisdictions. In 2003, there were over 2.5 million public safety first responders in the United States, with no uniform standards in existence to govern their communications.

Key White Paper Points

The number one issue when it comes to first-responder communications is the lack of interoperability, according to the white paper. The document notes: “The First Response Coalition believes interoperability issues, which have become even more important after the September 11, 2001 terrorist attacks, must be addressed in any public safety communications plan.”

It is hard to see how Nextel’s proposal will dramatically help public safety agencies achieve interoperability. Nextel’s plan does not provide for large-scale replacement of public safety radios. This step is critical to create interoperable communications systems, as the current units operate in widely divergent manners. Without replacing radios, Nextel’s plan is merely a shifting ofpectrum assignments, without allocating additional spectrum or resources for interoperability needs. If local governments and public safety departments are going to spend millions of dollars upgrading their communications systems to deal with Nextel’s interference, it would be prudent to include interoperability considerations, rather than taking separate courses of actions on the two problems.”

Other key points made in the white paper include the following:

- Spectrum auction funds could be earmarked for improved interoperability. President George W. Bush promised $3.5 billion to first responders in the wake of the September 11th terrorist attacks, including money for interoperable communications. However, approval of the promised federal funds has lagged. State and local governments, already pressed by budget shortfalls, have had to delay communications systems upgrades or fund them from limited taxpayer funds. Funds from auctioning the frequencies at 1.9 GHz, which Nextel wants for free, could be used by the federal government to make good on its promise to help first responders across the nation to upgrade their communications systems.
- More funds need to be made available for interoperability than the paltry $700 million proposed by Nextel. Given that a 1998 estimate placed the cost at $183 billion to replace public safety communications equipment and network infrastructure nationwide, it is clear that Nextel has not allocated sufficient funds for the transition. There is a great deal of uncertainty regarding the exact cost of the transition; the divergent nature of the thousands of public safety departments involved make it difficult to craft any reliable estimate.
- Nextel’s “solution” would lock in old technology that may not get the job done tomorrow. Another drawback to Nextel’s plan is that it upgrades or provides communications equipment that may be obsolete as newer, more interoperable systems and standards are developed. Advanced communications, including broadband networks and satellite global positioning systems (GPS), can greatly improve the ability of public safety departments to respond to emergencies. By focusing on a short-term solution, Nextel could force police, fire, and EMS departments to utilize current technology that may solve the interference problem today, but be useless tomorrow.

The First Response Plan outlined by the Coalition calls for:
- Holding Nextel responsible for all instances of interference it causes and ensuring the company works with local public safety departments to resolve the problems.
- Auctioning spectrum in the 1.9 GHz band and earmarking the proceeds for upgrading first responder communications systems.
- Developing an accelerated regional deployment schedule to ensure that public safety communications systems are upgraded by 2006.
- Providing low-interest loans and guarantees to assist underserved and economically-disadvantaged communities in obtaining the newest communications technologies.
- Establishing advisory panels to recommend solutions that adequately address the disparate needs of America’s diverse communities.

The coalition’s white paper is available at http://thehastingsgroup.com/firstresponders.html. A streaming audio replay of a related news event is also available.

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A Shelter Is Not a Home...Or Is It?
Lessons from Family Homelessness in New York City

Ralph de Coura Nunez

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Foreword by Leonard N. Stern
Founder of Home for the Homeless
Spreadsheets, Management and the Challenges of Public Sector Performance

If I had a spreadsheet, I'd spreadsheet in the morning. I'd spreadsheet at the evening. All over this land. (All together now)
I'd spreadsheet out inefficiency. I'd spreadsheet out waste. I'd spreadsheet out correlation between my metrics and my budgets. All over this land.
Lee Hays and Pete Seeger, in their wonderful folk song "If I Had a Hammer", sought to focus our minds and emotions on freedom and justice. With this rather crude adaption of the first stanza of that classic, we seek to make a smaller but nevertheless important point. In many public administration circles the contemporary hammer of choice is spreadsheets. Originally designed as analytic tools, spreadsheets have steadily become a surrogate for management. Spreadsheets software is included in virtually every desktop computer, thereby equipping every analyst and wannabe manager with a hammer and as the technological imperative tells us, when one has a hammer, everything looks like a nail.

Spreadsheets are a form of technology and there has always been a close connection between technology and management. Recall that the early Hawthorne Studies were of the productivity of workers building small electric motors. Also recall that the primary finding was that manipulating how workers were managed was far more important to productivity than was manipulating the technological details of their work. Years later, W. Edwards Deming showed Japanese automakers and others how to apply Hawthorne-like principles to their management—he called it total quality management (TQM)—and thereby improved performance. In both the Hawthorne and TQM cases, to know what worked best managernally and in terms of performance, there had to be data and those data had to be timely, accurate and relevant.

Spreadsheets and other applications of modern information technology are very powerful tools for gathering, managing, storing and retrieving data. Spreadsheets are now the preferred instruments for both public and private sector data management. These tools have had a profound influence on contemporary thinking in the public sector. As Bernd Radin puts it in Beyond Machiaveli: Policy Analysis Comes of Age: If there is a single theme that characterizes the public sector in the 1990s, it is the demand for performance. A mantra has emerged in this decade, heard at all levels of government, that calls for documentation of performance and explicit outcomes of government action. Spreadsheet based performance information is now a primary instrument for assessing government effectiveness as well as holding public officials accountable. Indeed precise are now laws such as the Government Performance and Results Act of 1993 (GPRA) that require agency level performance measurement. The holy grail of performance measurement is present advocates and enthusiasts is to link annual measures of agency performance to their budget requests. Those associated with public sector performance measurement have taken to referring to what they do as performance management. This suggests that performance is management or, at the very least, performance can be understood to be management and management can be understood to be performance. At the risk of being accused of dichotomous thinking, we suggest that there are very important differences between performance measurement and management.

The data gathering and management necessary for the development of reliable data, particularly data involving multiple agencies and jurisdictions, are daunting. Nevertheless, promises of improved performance associated with better information are beguiling. Simple rationality suggests that the more we know and the more reliable our knowledge, the more likely we are to make wise decisions. The problem in the public sector is, of course, that program and management rationality are not the same political reality.

Spreadsheets and other forms of information management have been around long enough to enable researchers to evaluate their reliability. A lengthy and detailed study of spreadsheet reliability in business, Raymond R. Pakko concluded, in "What We Know About Spreadsheet Errors," Journal of End User Computing, that research done to date in spreadsheet development presents a very disturbing picture. Every study that has attempted to test errors, without exception, has found them at rates that would be unacceptable in any organization. With such high cell error rates, most large spreadsheets will have multiple errors…this will mean that many corporate decisions would be made on the basis of questionable analysis. Even with improvements in spreadsheet training and cell auditing, which can reduce errors, Pakko's research suggests considerable caution in relying on spreadsheet generated measures of public agency performance. It is useful to remember that Fannie Mae recently went through a major political and administrative upheaval partly blaming, on an honest mistake made in a spreadsheet. This mistake, it is claimed, was a $1.2 billion accounting error.

On the upside, any serious reading of annual GPRA agency reports serves to indicate that we know far more than ever before about how Federal agencies are performing, even if there are errors in the data. Whether improved knowledge in turn improves agency policy-making and management is an open question. The performance management approach in the federal government is made further complicated by the introduction by the Bush administration of linkages between annual performance data (Program Assessment Rating Tool—PART) and scorecard systems (President’s Management Agenda—PMA). Using spreadsheets developed in the PART process, the Office of Management and Budget is grading program performance (PMA) based on a combination of generally acceptable public management criteria as well as what many would regard the management and policy preferences the Bush administration. Many old (Clinton administration) GPRA performance measures have been trumped by better PART scorecard measures as the Bush administration seeks leverage to induce agencies in the directions of their management and policy preferences. Just as information technology has improved, so too has our knowledge of the organization and management of effective, high performing government agencies. In their brilliant synthesis of the research literature on public sector management—"Galloping Elephants: Developing Elements of a Theory of Effective Government Organizations," Journal of Public Administration Research and Theory—Hal Rainey and Paula Steinbauer demonstrate that high performing public agencies have the following characteristics: oversight authorities that are supportive, delegative and authoritative; supportive interest groups that are geographically dispersed; favorable public support; carefully managed relationships between allies and partners; high mission valence; strong organizational cultures; leadership characterized by stability, effective goal setting, commitment to mission and skilled at administrative and political coping and high levels of public service and mission motivation in their staff. The keys to public sector performance and effectiveness are very different depending on whether one is viewing the logic of performance management or studying the results of research on effective governmental agencies. Performance measurement is one thing and effective program management is another.

The wisdom of Carolyn Heinrich puts these differences in perspective. Our 'demand for performance' documentation should focus more on what public managers can learn about how to improve performance and less on the precise measurement of performance levels or "bottom-line" outcomes. ASPA member H. George Frederickson is Stone Professor of Public Administration at the University of Kansas and the author of The Spirit of Public Administration. E-mail: gfred@kuanet.edu
Greater Good Versus Falsification

The May column challenged readers to provide a concrete example of falsifying documents to achieve a greater good. Here is the response of one reader.

"I was working for the Department of Defense in the contracting department in a Middle Eastern country. Over $250,000 worth of equipment ordered by US Air Force agencies was held up in customs on the other side of the country port. The politics of the time were such that the US did not want to rock the boat.

As contracting officer, I thought I’d figure out how to get the equipment released. One requirements had to do with a release document from a high U.S. official that was notarized. The document was time sensitive. One of the finance offices fell through on their end, and had to delay by one day. Of course... the document would now be null and void, and guess what? The U.S. official was no longer available.

I had no authority to do this but I called the legal office on the West end and said REDO the whole document, whatever you have to do and change that date for the next day. He asked me a bunch of questions, he was an attorney after all. So, I instructed him on how to cut, paste and copy and redo the official seal. In essence, we falsified the document.

I felt I had no choice. This process of negotiations to even get to that point of getting the equipment out of customs was over several months. Slinging up and coordinating all of these agencies took a very long time, and I wasn’t about to blow it on a stupid piece of legal required document.

You may ask all the what-ifs. But there are only two of us that know that the document was falsified - myself and the attorney. I received an award for my work in getting the equipment released. I did not pay for those goods, the taxpayers of the United States did. And if it were my money, I’d have done the same. If I’d had not been able to secure the release of the equipment, it was going to go into the Middle Eastern country’s local market. They were not going to return it to the vendor.

So, do you think it is ever ethical to falsify a document? Or rather, could it be possible that falsifying a document could lead to a greater good?"

--name withheld by request
Don Menzel is ASPA’s vice president and professor emeritus at Northern Illinois University.
E-mail: dmenzel3@jampabay.rr.com

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Contract Work an Increasing Alternative for Job Seekers

Atlanta–Lucas Group, one of the nation's largest executive search firms, and The Wall Street Journal report that contract work amongst American companies is on the upswing and shows no sign of declining.

According to Lucas Group, employers' interest in hiring contract consultants has increased 134 percent (year-to-date) over fiscal year 2004. According to the American Staffing Association an average of 2.3 million people were hired as contract or temporary employees during the first quarter (January-March) of this year, up almost 110 percent from the previous year.

"Contract employment is the developing trend in recruitment for professional occupations right now," says Mike Stewart, National Sales Director for Lucas Group. "Industries that have shown an increase in contract recruitment over the last six months include Biotech/Scientific, Accounting/Finance and Engineering."

Lucas Group cites that increased interest on the corporate side is due to a rise in seasonal productions, gaining access to specialized professionals and cost control. When employees are hired on a contract basis, permanent employment is a potential outcome; however, as the firm notes, it is a chance for both the employee and the employer to audition 'the other to make sure the position and the candidate is the right fit. Lucas Group reports that on average, contract work pays around 20 percent higher than that of permanent work. Contract consulting is also a benefit to employers in that it allows a job seeker to get their foot in the door and network.

Community Reinvestment Fund Launches Online Interactive Teleconference Seminar Series

Minneapolis—Community Reinvestment Fund (CRF), a Minneapolis-based nonprofit organization, recently launched an online interactive teleconference seminar series available to customers and industry professionals who are seeking specialized knowledge related to economic development finance. CRF's seminars are specifically designed to help industry professionals become more knowledgeable and efficient as it relates to fund management while achieving their overall business goals. The seminars are valuable to a wide audience from chief financial officers to loan fund directors to board members. They include timely topics such as running loan funds with restricted resources, utilizing the secondary market, addressing lender liability concerns, document preparation and servicing, etc.

The online teleconferences are lead by Claudette Konola, director of training and technical assistance for CRF. "Our goal is to assist community development lenders who are seeking to improve the performance of their loan funds through a convenient and easily accessible online platform," said Konola who has hosted training sessions reaching more than 600 lenders over her tenure with CRF. "Participants really enjoy the online format because it's convenient, interactive, and they receive immediate answers to their questions."

For more information about CRF's Online Teleconference Seminar Series visit the Web site at www.CRFUSA.com.

Internet Gateway Prototype Tests New Efficiency and Coordination of State/Local Government Information Systems

Albany, NY—The University at Albany's Center for Technology in Government (CTG) and its partners today presented the New York State-Local Internet Gateway Prototype. This prototype was designed to test new methods of interaction between state and local information systems.

"When people talk about e-government, they tend to think about ways to improve the way we interact with citizens. But there are tremendous opportunities to improve the way different agencies and levels of government work with each other," said Sharon Dawes, director of the CTG. "We set out to explore what it would take for state agencies and local governments to embark on a new way to engage in government-to-government business relationships."

The prototype channels three different state-local business functions on the Internet through one common interface. It includes a single contact directory of state and local officials along with an associated data management system, a dog licensing application, a real property reporting application, links to a variety of government-oriented information resources, and user support functions.

In all, 80 individuals from all five regions of New York State representing eight state agencies, nine counties, nine cities, 18 towns, two universities, two professional organizations, and four private sector companies participated in the conception, development and testing of the Gateway Prototype.

"The Gateway Prototype helped us understand what would be necessary for state, county, and municipal governments to realize even greater efficiency, high quality, authentic data, and more consistent and coordinated services," said Prototype Project Manager Megan Cook. "We learned that the two most important factors in developing more effective state-local business coordination are peer-to-peer working relationships and thinking of government as an interconnected enterprise and not a collection of individual organizations."

The prototype was the product of collaboration between CTG professional staff, and corporate partners CGI Information Systems and Management Consultants, Inc., and Keen Solutions, Inc., and their products and services. An AT&T Foundation grant supported the evaluation costs of the prototype and Microsoft donated software to the project.

Do You Want to Create an Innovation Salon?

The Innovation Salon is a regular conversation about public sector policy, program, process, and government. It encourages debate, openness and exploration of all facets of government roles, change, and good government, addressing both current government change initiatives and experiences and the theory and pro-active management of innovations. We think of the public sector as including the government and non-profit (NGO) sectors.

Because the Innovation Salon model is a conversation, it is interactive, with an ideal group size of six to 12 persons, meeting in an informal setting. The Ottawa, Canada Innovation Salon has met in restaurants, boardrooms and homes. Each meeting covers one topic of conversation concerning innovation and extends well beyond the subject at hand. Discussion leaders take responsibility for a twenty-minute lead-in to those discussions. The conveners assure that topics are prepared for discussion, and someone moderates the meetings.

The Innovation Salon has been meeting in Ottawa, Canada since 1995. A fee is charged, that goes toward paying for the dinner of the speaker and the costs of The Innovation Journal: The Public Sector Innovation Journal (www.innovation.cc).

If you are interested in starting an Innovation Salon, please contact Eleanor Gler, convenor of the Ottawa Innovation Salon, and editor-in-chief and publisher, The Innovation Journal, egler@magma.ca, as we hold a trademark. Innovation Salon Schedules and Notes are Posts in The Innovation Journal.

If you have a press release appropriate for "What's New in Stand," contact Christine McCrhein at 202-585-4313 or cjv@erit.com.
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ASPA Builds International Bridges at UNPAN Interregional Meeting in Shanghai

Erik Bergrud

Staff representatives from 18 major public administration institutes and associations from throughout the world gathered in Shanghai, People’s Republic of China on May 20 to attend the 6th UNPAN Interregional Consultative Meeting. As the ASPA staff liaison to the United Nations Online Network in Public Administration and Finance (UNPAN), I represented the Society at this meeting.

Meeting participants discussed four key items:
- the role of UNPAN members in promoting the United Nations Public Service Awards;
- the role of UNPAN members in the celebration of the United Nations Public Service Day (June 23);
- the United Nations Regional Commissions’ participation in the UNPAN network; and
- enhancement of UNPAN content development by UNPAN members.

For the second consecutive year, the United Nations have recognized the accomplishments of governments throughout the world on United Nations Public Service Day. On June 23, the United Nations honored 10 government agencies for outstanding achievements in four categories:
- Improvement of Public Service Results
- Improvement of the Quality of the Public Service Process
- Innovations in the Public Service
- Application of Information and Communication Technology (ICT) in Local Government: Local E-government

One attendee noted that of the 24 United Nations Public Service Awards from 2003 and 2004, 17 were given to organizations in Asia, Africa and the Pacific regions. Only seven have

CSU-Ohio Forms Student Chapter of ASPA

The Maxine Goodman Levin College of Urban Affairs Will House the New Chapter

For more information about the Levin College Chapter of ASPA, please contact Jessica Bragg at (216) 267-3320.

The Levin College serves as a nationally ranked model for linking the resources of an urban university to the problems and opportunities confronting major urban centers. The Levin College is committed to nationally recognized excellence in the enhanced understanding of urban problems and the development of urban leaders. Investigating issues and challenges facing urban communities, the Levin College’s twelve research centers provide applied research, technical assistance, and training to public officials, community leaders, and the private sector with the objective of enhancing the quality of life in urban communities. The Maxine Goodman Levin College of Urban Affairs is a focal point of research and public service in the Ohio Urban University Program (UUP), a unique network linking the resources of Ohio’s eight urban universities with the communities and students they serve in cooperative efforts to improve Ohio’s urban regions. In addition, the College’s faculty and staff frequently publish articles in the nation’s most prestigious journals.
ASPA Establishes Task Force on ‘Old Fashioned’ Accountability

The cameras of Abu Ghrabib did more than expose the maltreatment and humiliation of Iraqi detainees at the hands of their US guards. They also made clear that we as a nation need to revisit some of the fundamental issues that have defined the idea of public service in the United States for at least the past century. The abuses reflected in those now infamous photos speak not only to a loss of administrative control and discipline in that particular incident—they also suggest deeper problems involving the loss of our capacity to exercise sound moral judgment in conducting the public's business.

Even if the horror of Abu Ghrabi is regarded as an aberration—as the actions of a few rogue elements under extremely unique conditions—the question remains: how was something like this allowed to happen and what could we as an organization dedicated to the promotion of public service and its highest values do to prevent its recurrence?

Appropriately, most of the discussions emerging from the crisis focus on accountability—not the managerial accountability designed to improve efficiency and performance that we have heard so much about in recent years, but the ‘old fashioned’ accountability that demands responsiveness to human needs, responsibility for the public good and adherence to the higher standards of public service. We need to reengage in conversations about those values because they seem to have slipped out of our daily professional discourse.

Four decades have passed since Hannah Arendt talked about the ‘banality of evil’ that characterized perpetrators of the Holocaust. For her the essence of evil actions is rooted in ‘thoughtlessness’ with which they were carried out. Abu Ghrabi has provided us with both an example of how easy it is for thoughtless-ness to take hold and an opportunity to engage—collectively and individually—in thoughtful reflections that can help prevent its recurrence.

To that end, and with the concurrence of the National Council I have established a Task Force on Accountability in the Public Service charged with the mission of facilitating that discourse throughout our Society and the profession. The Task Force, comprised of practitioners and academic members drawn from many of ASPA’s sections and chapters, will design and implement a program for the development and dissemination of materials that can be used to promote the discussion of these important issues in a range of venues. Using both the human and technical resources of ASPA, the Task Force will solicit “Reflections on Public Service Accountability” from a range of prominent figures in and outside the public administration community. These reflections will take the form of essays addressing relevant issues from a variety of angles. These contributions will be packaged and supplemented with materials to facilitate their use in chapter programs, in the classroom, in agency training, in chapter programs or in online community exchanges.

Consistent with ASPA’s strategic goals, The Task Force will also seek and consider advice from the general member-ship about policies and actions that might be recommended to ASPA’s National Council, its sections and its chapters to further the discussion and promote the organization’s commitment to the high standards of public service that are at the heart of our profession.

I am pleased to also announce that longtime and esteemed ASPA member Mel Dubnick will chair the task force. Mel is Professor of political science and public administration at Rutgers University - Newark, currently on fellowship leave from Rutgers, serving as senior fellow at the Institute of Governance, Public Policy and Social Research at Queen’s University Belfast. His primary research interests are in the areas of public sector accountability and civic education. He has served ASPA in countless roles, including as co-chair of the 2002 National Conference and co-chair of the 2004 Ethics Forum. He was the co-recipient of the 1987 William E. and Frederick C. Mosher Award for a co-authored article published in Public...

See ACCOUNTABILITY, pg. 29
Antoinette Samuel
EXECUTIVE DIRECTOR

Introducing ASPA's New Executive Director: An Interview With Antoinette Samuel

From the Editor: In lieu of a regular executive director's column, I wanted to take this opportunity to introduce you to ASPA's new executive director, Antoinette Samuel with a question and answer format interview. The interview was conducted at the end of June 2004; Samuel's first day at ASPA was June 16.

How were your first few weeks as ASPA's executive director? The word reaffirming comes to mind when I think of this question. For a new executive, the first few weeks on the job usually offer the opportunity to answer the question, "What did I get myself into?" I believe I've experienced enough at ASPA to both ask and answer that question. My response is a reaffirmation of my decision to join ASPA. I have found an organization with an honored history, a powerful self-identity and a fervent desire to move strategically into the future. The challenges that I have observed, and I'm sure all those committed to ASPA can enumerate, are not insurmountable. In deed, they offer an opportunity for change, growth and development.

Tell me a bit about your career prior to ASPA. I began my career as an intern with the City of Houston, TX, while earning my masters in public administration. After receiving my MPA from Texas Southern University, I worked at the municipal level with the City of Houston for 11 years. I then moved to county government, serving Prince Georges County, MD, for five years. Both of these positions offered the opportunity to develop my skills and experience in executive management.

The career opportunity that nurtured my love for public service, within the context of national association management, was center director for education and information resources at the National League of Cities. Serving on the executive staff, under the able leadership of Don Borut, executive director of NLC, I really discovered my love for association management.

I pursued my interest in association management by serving as the chief executive officer for a major national association-National Association of Black Journalists-and an international association-International Employee Assistance Professionals Association. ASPA offers me the unique opportunity to merge my two career interests-public administration and association management. At ASPA, it's not my job it's my calling.

What type of work (projects, etc.) were you involved with at the City of Houston and in Prince Georges County? While with the City of Houston, I held a number of planning and management positions. My career culminated with my appointment, by then Mayor Kathy Whitmire, as the division director for the Office on Aging (the Houston-Harris County Area Agency on Aging). My responsibility was the development and implementation of a community-based, $6 million service delivery system for approximately 600,000 older residents of Houston-Harris County.

I continued my work on behalf of the aged when I joined Prince Georges County. In addition, my responsibilities grew to encompass planning and management within the larger Department of Family Services. While with the Department of Family Services, my responsibilities grew to include planning and research for Children, Youth and Families, the Core Service Agency on Mental Health, the Infant and Toddler Program, the Office of Volunteer Services and the Area Agency on Aging.

When I asked PA TIMES Board members what they, as ASPA members, would like to know about you, I received an interesting question, that I'd like to pose to you. It is: "What would you advise young public administration students upon first entering service of the public sector?"

I'd advise that in having (wisely) made public service a career choice, never apologize for it! Stand tall in your choice and be an ambassador for your profession. I'd have them always remember this-the most noted and lauded contributions in our country have been made by those in public service. I'd ask that they add to this legacy.

And, of course, I'd encourage the young professional to look to ASPA as their mentoring organization as they begin their career. I want you to know that ASPA is the community of professionals that will support, inform and nurture new leadership for public service.

Why did you decide to pursue the position of executive director of ASPA? As mentioned, ASPA offered this unique chance to work within my two interest areas-public administration and association management. I truly felt, as I read the job advertisement, that this was what I'd been searching for all my education and work experience was preparation for ASPA.

What do you feel are your strongest qualifications for leading ASPA as executive director? I'm told, my strongest qualifications are my tenacity and ability to lead. Also, I don't hesitate to take on the responsibilities of leadership, nor shrink from the accountability that comes with such responsibility. This, coupled with my practical experience in providing executive management under the most challenging of circumstances, has not just made me qualified but infinitely prepared.

What are the initial priorities you will focus on in the coming year? I want to support the ASPA leadership in its implementation of ASPA's new Strategic Plan. I also want to engage staff in the development of a staff plan that complements the work of ASPA's volunteer leadership. We need to formulate a coordinated effort in order to meet our stated mission.

Another area of focus will be to continue strengthening ASPA's national office infrastructure in the areas of financial management, program development and services to members and membership development. I intend to work hard at increasing ASPA's visibility and enhance our ability to promote public service. Most importantly, though, I want to...

See SAMUEL, pg. 19

Former ASPA President Invites Interest in Developing Section on China

From NEW SECTION, pg. 15

been a growing trend toward the field, largely due to the fact that the country needs many educated public employees who have administrative capacity and are equipped with modern knowledge of public administration. Although a lapse, the young public administration field in China is eager to learn from more advanced Western scholarship and practice, such as the recent New Public Management movement in the West.

China is a huge and rapidly growing country, and Western students and scholars are increasingly interested in public administration in China or public sector reforms that are related to China. The 2nd Sino-US Conference on Public Management expected to host 15 ASPA scholars. Within two months, more than 50 ASPA scholars showed interest in attending the conference, and this is indicative of a growing interest in Chinese public administration.

With the continuing high rate of growth of China's economy, many Western public officials and practitioners who are dealing with Chinese issues in Western countries (especially the United States) are interested in seeking related contemporary knowledge of China's public sector.

Specifically, we propose the following activities and programs:

- The official journal of the section will be the Chinese Public Administration Review, now in its second volume and published at Rutgers-Newark.
- The section will work to hold international conferences in China regularly, discussing urgent issues such as crisis management, the battle against corruption, e-governance, or public management ideas that might be transferred to China.
- The section will identify American and Western public administration books to be translated into Chinese.
- The section will invite more Chinese public administration scholars to attend the ASPA annual conference.

We welcome all scholars and practitioners who are interested in Chinese public administration to join our efforts in launching a new ASPA Section. Your support is essential. For the purpose of establishing this new section, please send a message indicating your interest, and contact information, indicating your name, title, organization affiliation, country and email address(es). If you have any new ideas to share with us as if you have any other questions, you are welcome to contact Marc Holzer at Rutgers University-Newark, mholzer@pipeline.com or Mengzhong Zhang at Rutgers University-Newark, mengzhong@yahoo.com. ASPA member Marc Holzer is a former president of ASPA and a fellow of National Academy of Public Administration. He is also the director of ASPA's U.S./China Public Administration Secretariat at Rutgers-Newark. He is the editor-in-chief of Chinese Public Administration Review. Holzer is an advisor or guest professor in a number of universities in China. E-mail: mholzer@pipeline.com.

ASPA member Mengzhong Zhang is the associate director of ASPA's U.S./China Public Administration Secretariat at Rutgers-Newark. He is the managing editor of the Chinese Public Administration Review.
ASPA Establishes Southeastern North Carolina Chapter

During its June 24 meeting, ASPA’s Executive Committee approved an application from a group of members in the Wilmington, N.C. area. The Southeastern North Carolina Chapter becomes the Society’s 115th chapter. Contact President Susi Hamilton at susihamilton@bisee.rz.com to learn more about the chapter.

Osborne and Gaebler Reunite at Sacramento Chapter Forum

On June 23, David Osborne, co-author of The PRICE OF GOVERNMENT: Getting the Results We Need in an Age of Permanent Fiscal Crisis, participated in a panel discussion sponsored by ASPA’s Sacramento Chapter related to the subject of his new book. He was joined on the panel by his Reinventing Government co-author Ted Gaebler, Lisa Hill, the State of California’s legislative analyst, and Billy Hamilton, co-chair of the Governor’s California Performance Review. More than 85 individuals attended the event.

ASPA Staff Meet With Serbian Delegation

On June 18, ASPA Executive Director Toni Samuel and Senior Director Erik Bergrud met with a four-member delegation from the Republic of Serbia, all of whom are active members of the Serbian government’s Supreme Advisory Committee working to reform administrative law and public administration processes in their country. Each of the four also belongs to the Serbian Public Administration Association. Meeting attendees will explore opportunities for formalizing ties between our two associations.

ASPA Seeks 2004-5 VP, National Council Nominees

ASPA is accepting nominations for candidates for its 2004-5 National Council election until July 30, 2004. In balloting to begin this fall, ASPA members will elect a vice president and Council representatives in five electoral districts. Look for the nomination form on the ASPA web site. URL: www.aspanet.org/about/nomination-form05.pdf

Chapters Run Risk of Forfeiting Rebate Checks

Each year, ASPA provides a rebate check to “compliant chapters” based on their total membership. Chapters are deemed to be in compliance if a) they have submitted their annual financial statement and officer list and b) all their officers are current ASPA members. By ASPA policy, chapters have a one-year grace period to submit their forms before forfeiting any funds. The following chapters have yet to submit all their 2003-4 forms and must do so before December 31, 2004: Auburn Area Central California Central Florida

ASPA Members Receive Registration Discount for WFS Conference

As part of its memorandum of understanding with ASPA, the World Future Society (WFS) will extend its member conference registration discount to ASPA members. WFS will hold its next annual conference July 31-August 2, 2004 at the Grand Hyatt Washington in Washington, D.C. The conference theme is “WorldFuture 2004: Creating the Future Now!”

Did You Know?

• Chapter/section officers now have the capacity to print rosters of ASPA members in several categories (new, expired, current members) via ASPA’s web site. To learn how to download rosters, please contact Patricia Yearwood (at (202) 585-4309 or pyearwood@aspanet.org.

• ASPA’s web site contains templates, manuals, helpful hints and other miscellaneous documents for current and aspiring chapter/section leaders.

Special Member Benefits

ASPA members are eligible to receive discounts for the following publications, services and conferences:

Publications

• CQ Politics Daily—$100 discount

• Congressional Quarterly—$30 discount (annual subscription)

• The Public Manager—$16 discount (annual subscription)

Services

• Grants Locator—10% discount

• Social Science and Public Policy GrantLink—60% discount

Visit http://www.aspanet.org/about/newbenefits.html for additional information.

All items in this month’s “ASPA in Brief” were reprinted from ASPA’s e-Newsletter. Available to ASPA members only. To subscribe contact Erik Bergrud, ebergrud@aspanet.org.

PA TIMES readers believe in the power of public service.

PA TIMES readers are interested in issues and events that shape public service in both the United States and abroad.

E-mail what you’ve seen, read or heard to: aspaitimes@aspanet.org or call 202-585-4313.
ED Looks Forward to ASPA Journey

From SAMUEL, pg. 17

ascertain what ASPA's members, potential members and other stakeholders want and need from ASPA, and synchronize these needs and desires with our means and resources. Then, enjoy the journey as we work together to find ways to fill-in the gaps.

You mentioned continuing to strengthen services to members and membership development. What exactly do you mean, and have you formulated any ideas on how to accomplish these goals? I want to focus on the continued development of our new website and increase its utility as a central point for services delivery. For example, I am very interested in establishing an online resource and information center—a one-stop information source for public administration. In addition, I believe ASPA should expand its offerings in the area of skill-based educational training. These could be offered within our conference program as pre-conference workshops, or as stand-alone workshops that address the "three key topics" identified by the Strategic Plan.

My focus for service delivery will also include specific products that offer support to ASPA chapters. For example, as staff we are assessing the feasibility of developing marketing and membership development packets for chapters. Also, we are developing the new web site as a tool for chapter communications and the sharing of best practices.

I could go on, however he assured that the staff and I are very excited about the possibilities for being of service to ASPA's members. We have just completed our Implementation Plan in support of the ASPA Strategic Plan. In the coming months I will share this Plan with members. In this Plan we address the specifics. Soon, you should also see the results.

As you know, ASPA and its volunteers have done much work in the last few years in the area of international relations. How do you feel about that and do you plan to continue the forward momentum? I believe strongly in global development. I want to pursue the expansion of our profession, its science and practice. Also, I am most enthusiastic about working to define ASPA's role in this global development. We have a place. In reading our history, it was ASPA that gave form and voice to this field. We institutionalized its presence within our society. Therefore, I feel strongly that we should, where appropriate, either promote or share our vision; however, we must remember in some cases we may simply facilitate the creation of new global voices for public administration.

More specifically, I'm also pursuing alternatives for expanding ASPA membership by being more inclusive. This inclusiveness will most certainly embrace the international community as a key stakeholder.

Where would you like to see ASPA in five years? Financially stable, financially stable, and did I mention financially stable? I earnestly believe that if we work diligently to achieve this goal, ASPA's vision to "be a major force in improving constitutional governance and service to the public to enhance the quality of life worldwide" will be realized. ASPA possesses a wellbeing of volunteer leadership, membership talent, and staff commitment to achieve this vision.

In five years I want to report to ASPA members a wealth of accomplishments related to the current Strategic Plan. I want strategic thinking and strategic management to be such a part of the Society's modus operandi that the next Strategic Plan is an erected, but emergent!

Lastly, I want:
• ASPA to see its diversity of membership as an asset to be managed well;
• I want ASPA to exist as an effective voice and have a visible presence beyond the annual conference;
• I want all of us to be ambassadors for our profession and to hold it in such high regard that the reflection of it reverberates a thousand fold.

What are three things (personal or professional) that you feel ASPA members should know about you? I always feel that one should enjoy the journey of discovery, but OK.
• I continually struggle to balance career and family.
• My family and I share a home in the country with nine cows, six emus and three horses.
• I am committed to the success of ASPA and consider it an honor to serve.

I appreciate any opportunity to talk about my family. If you don't mind, tell us about your family. How many children do you have, how old? Who takes care of the nine cows, six emus and three horses? Well, when they have the opportunity to meet me personally, ASPA members will find that my favorite topic of discussion is my family! I have three children, although I will never get accustomed to the fact that they are becoming young adults. I have two daughters and one son. My son and eldest daughter are both in college, studying computer science and environmental science, respectively. My youngest daughter is a senior in high school. We all live on 17 acres of what used to be a large, historic farm in St. Mary's County, MD. The animals are my husband's hobby. I am simply an "admirer!" He also is a dedicated public servant, currently working for Prince George's County, MD. Each morning he's up at 5:30 to care for his second loves prior to starting his real workday. He is the person I admire most in the world--for this and a host of other reasons.

Any final comments? It is true that we, as an association, face many challenges. However, these are also our opportunities for change, growth and renewal. I embrace change and accept it as a necessary catalyst for strategic growth. I look forward to our journey together--the bumps, the curves and the joy in not only reaching a destination, but in having a destination!

Questions? Comments? Words of welcome or encouragement? E-mail Toni at toni@aspamonitor.net. Next month Toni will address ASPA members in her regular "From the Executive Director" column.
Great Chicago Chapter Honors Area Public Administration Students and Alumni

Chicago—As part of Public Service Recognition Week this past May, the Greater Chicago ASPA Chapter honored outstanding students and alumni from the eight graduate public administration programs in the Chicago area, along with an outstanding faculty member for the region.

This year’s program also included the inaugural presentation of the Adlai Stevenson Public Service Award. The first recipient of this award, designed to honor a continuing, long-term commitment to public service, was Cook County Public Guardian Patrick T. Murphy.

The award is named in honor of Adlai E. Stevenson II, a former Illinois governor, two-time presidential candidate and U.S. ambassador to the United Nations. Former U.S. Senator Adlai Stevenson, HI agreed to naming the award in honor of his father.

A genesis of the award was a speech by former ASPA Executive Director Mary Hamilton at the 2002 chapter awards program. At that time, she noted the lack of public service recognition at the state level and the development of a new award to address this gap.

Murphy has been public guardian of Illinois’ largest county since 1978. In that capacity, he represents the interests of children who are abused or neglected, as well as disabled elderly residents and their estates. He supervises a staff of 300, including 155 attorneys and 70 caseworkers.

On October 17, 2003, a fire in the Cook County Administration Building in downtown Chicago claimed the lives of six people, including three employees of the public guardian.

In accepting the award, Murphy noted that the fire “took place late on a nice Friday afternoon, when many people had already gone for the weekend. Yet, there were government employees still at their desks and you can find that dedication throughout the country.”

Former Senator Stevenson wrote that Murphy “is a fearless public servant and uncompromising defender of the weak. The undoubted ability and integrity of this public servant are especially deserving of recognition in these dispirited times.”

Irene S. Rubin, a professor of public administration at Northern Illinois University, received the award as the outstanding faculty member for 2004. Rubin has been at NIU since 1981.

The author of an extensive body of published work, she is a past winner of ASPA’s Moster Award for the best article in the Public Administration Review and served two terms on the journal’s editorial board.

The outstanding graduate students honored included: Dawn English, Illinois Institute of Technology; Carrie Ann Ergo, DePaul University; Kate M. Henderson, University of Illinois-Chicago; Caryn Kuebler, University of Chicago; Julia O’Neil, Northern Illinois University; Paul E. Peterson, Governors State University; Mark Stevens, Roosevelt University; and Garrett Ulsoveich, Northwestern University.

The chapter also honored the following as outstanding alumni and model public administrators: Robert M. Buba, executive director of the Illinois Fire Chiefs Association (Governors State University); Patrick R. Higgins, village manager of Western Springs (Northern Illinois University); Illinois State Senator Carol Roesen (Roosevelt University); Luis Sanchez, county director, Office of Western Hemisphere Affairs, U.S. Secretary of Defense (DePaul University); Anne Spray-Kinney, director of the Research and Consulting Center for the National Government Finance Officers Association (University of Illinois-Chicago); and J. Harry Wells, president and CEO of Chicago Youth Centers (Northwestern University).

The awards were presented at a reception at Chicago’s Union League Club hosted by the Chicago Federal Executive Board and the U.S. Railroad Retirement Board.

Have you visited ASPA’s web site lately?
www.aspanet.org

ASPA’s members, chapters and sections do great things every day.

PA TIMES wants your stories.
To submit chapter or section best practices, awards event briefs, member profiles or other ideas, contact aspatimes@aspanet.org.

Task Force Seeks Comments

From ACCOUNTABILITY, pg. 16

Administration Review), “Accountability in the Public Sector: Lessons From the Challenger Tragedy.” He also received the 2000 Laverne Bunchfield Award for the best book review article in PAR’s volume 60. He has also been honored with the Thomas R. Dye Award for Outstanding Contribution to the Field of Policy Studies (Policy Studies Organization, 1990), the ASCA Wildavsky Book Award (Policy Studies Organization, 1997), as well as awards for outstanding academic achievements from the New Jersey (1996) and Metropolitan New York (1991) Chapters of ASPA.

Appointments of Task Force members are underway. ASPA Senior Director Erik Berggrad will staff the Task Force. By year end the Task Force should be reporting to us on its results. In the mean time, members are encouraged to reflect on this ‘old fashioned’ accountability issue and provide comments to Mel melnick@aspanet.org, Erik ebergrund@aspanet.org or me chroom@aspanet.org.
NY Metro Chapter Hosts Successful Awards Banquet

Manhattan, NY—The New York Metropolitan Chapter recently held our largest and most successful awards banquet with nearly 300 people attending our dinner in lower Manhattan. After a brief introduction by NYC ASPA President William Claccio, ASPA National President Cheryl Broom spoke about excellence in public administration. The honorees were A. Grifford Miller, speaker New York City Council, who received the award for Outstanding Leader in Public Affairs based upon his many accomplishments in making the New York City Council an equal partner in running New York City with the mayor. Miller, who is only 34, is acknowledged to be a leading contender for mayor of New York. Michael Lombardi, senior vice president, Subways, MTA New York City Transit received the award for outstanding public administrator. Lombardi has made the subways of New York City an outstandingly efficient organization, carrying 1 billion riders annually. Lombardi is responsible for 28,000 employees, a yearly operating budget of $2 billion and a capital budget of $8 billion.

The Outstanding Organization was the Children’s Aid Society, which has been in the forefront of children’s issues in New York for the last 150 years. The Best Practice in Public Administration Award was received by the NYC Leadership Academy, which has been training principals to manage the New York City Schools and has professionalized the educational leaders of the city. The NYC Department of Information Technology and Telecommunication received the Excellence in e-Government Award which was jointly given by ASPA and Rutgers University for nationwide excellence in electronic government.

Michigan Capital Area Chapter Honors Local Public Servants at Public Service Awards Banquet

East Lansing, MI—The Michigan Capital Area Chapter of ASPA held its annual Public Service Awards Banquet at the Kellogg Hotel & Conference Center, in East Lansing. The theme for this event, held during Public Service Recognition Week this past May, was “Pride in Public Service.”

Don LeDuc, president and dean of Thomas M. Cooley Law School in Lansing, presented the keynote address. LeDuc highlighted the law school’s published “Professionalism Plan” that places heavy emphasis on ethical behavior and individual accountability. He noted that many of the plan’s prescriptions should appeal to a wide variety of organizations. LeDuc exhorted public administration professionals to establish integrity and accountability as the foundation of their daily work.

The Frank J. Kelley (longest serving State Attorney General) Distinguished Service Award for 2004 was presented to M. Peter McPherson, president of Michigan State University, for his outstanding 40-year career in public service. His public service career has included innovative Peace Corps work in Peru, serving as deputy treasury secretary under President Reagan, founding the Partnership to Cut Hunger in Africa, directing the rebuilding of Iraq’s financial system following the Iraq war, and leading significant advancement at Michigan State University for the past several years.

The Michigan Public Service Awards for 2004 in the areas of state government, local government, and academia were presented to:

- Keith Creagh, deputy director, Michigan Department of Agriculture
- Theodore Staton, city manager, City of East Lansing, Michigan
- Vidu Soni, associate professor of Political Science, Central Michigan University

The President’s Award for outstanding major achievements in more than one area of public service were presented to:

- Douglas Drake, associate director, State Policy Center at Wayne State University, for service in state government and academia
- Willard Walker, director of human relations and community services, City of Lansing, Michigan, for service in public education, state government and local government

A $750 scholarship to an outstanding graduate student in public administration was awarded to Mindy Arnold, student in the masters in public administration program at Michigan State University, for an original research paper on organizational theory, entitled “Is What AAA Says, Actually What They Do?” She identified significant cultural differences in major offices of the same large organization.

Members on the Move

Robert Copeland—was recently selected as one of two recipients of the Distinguished Public Service Award from the Hampton Roads Chapter of ASPA’s Conference on Minority Public Administrators (COMPAT).

Andrew Ewoh—has recently been promoted to professor of political science at Prairie View A&M University, TX.

Jean Johnson-Dettles—has recently been appointed manager of Community Relations for the Birmingham Area Chapter of the American Red Cross.

Rosemary O’Leary—has been chosen as the second woman in the history of the Maxwell School at Syracuse University to serve as distinguished professor.

Marshall Taggart, Jr.—has accepted a position as executive manager in training at Hartfield-Jackson Atlanta International Airport Department of Aviation.

Timothy Thomas Jr.—was recently promoted to the position of first deputy commissioner of the City of Chicago’s Department of Cultural Affairs.

Lyle Wray—has joined the Connecticut Capitol Region Council of Governments as executive director.

ASPA Acknowledges Contributors

Individual Contributors

Andrea Hollen
Lakewood, CO

Sustaining Contributors

Francis T. Kain
Hollywood, FL

Supporting Contributors

Frank T. Martinez
Los Angeles, CA

Mark L. Weinberg
Athens, OH

Sarah J. Taylor-Rogers
Baltimore, MD

Stephen C. Benowitz
McLean, VA

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Henderson, NV

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Warresville, NY

Endowment Fund

William T. Tyrell
Warresville, NY
Nebraska Chapter Recognizes Local Leaders

Maggie Oldham

The Nebraska Chapter of ASPA honored the mayor of Omaha and a local conservation and natural resources management administrator during the chapter’s annual public service award luncheon.

More than 100 people attended the event, which was held on the campus of the University of Nebraska at Omaha (UNO) at the W.H. Thompson Alumni Center.

Omaha Mayor Mike Fahey and Lower Platte South Natural Resources District (LPSNRD) Manager Glenn Johnson were recognized for excellence in public service. The two were nominated by their peers and selected by the Nebraska ASPA Council for recognition.

Mayor Fahey, named as Outstanding Elected Official for 2004, was elected Mayor of Omaha in May 2001. One of his primary achievements has been the successful management of city government during the leanest economic period in recent times. In addition, Mayor Fahey has fought to keep, and even expand, programs important to citizens. Mayor Fahey has demonstrated that firm, calm and polite leadership works.

Johnson, selected as Outstanding Appointed Official for 2004, is the general manager for the LPSNRD and has been a leader in conservation and resources management for more than 30 years. Johnson has implemented best practices of public administration in multiple venues. He is a long-time member of Nebraska ASPA and has served as council president.

Douglas County Commissioner Carole Woods Harris was the keynote speaker for the luncheon. The luncheon also featured an induction ceremony for Phi Alpha Alpha members.

ASPA member Maggie Oldham is a council member for the Nebraska ASPA chapter. E-mail: oldham32@cox.net

Balanced Scorecard Interest Group Celebrates Four Years

ASPA a Supporter Since the Beginning

Jake Barkdoll

The Balanced Scorecard Interest Group (BaSiG) recently completed its fourth year of education and interchange. BaSiG was formed in September 1999 at the former Washington, DC, Center of the University of Southern California in response to a growing interest in applying business-based Balanced Scorecard techniques to public sector organizations. The two purposes of the group remained unchanged as the location of the monthly presentation-discussion moved to the National Academy of Public Administration (NAPA) Washington, DC, office in 2001. BaSiG’s twin goals are to provide:

• an opportunity for federal agencies contemplating the use of Balanced Scorecard techniques to learn from the experiences of others and to consequently make more informed decisions, and
• an ongoing forum for public sector agencies already using Balanced Scorecard techniques to share their experiences and to learn from each other.

One long time participant reported an example of the success of the BaSiG approach. She initially attended the monthly presentation/discussions until she was sure it was appropriate for her agency. She now attends to share her experience, and learn from others as she leads a project team implementing a Balanced Scorecard in her agency.

The free presentation/discussions are scheduled monthly from September through May. Two separate sessions are held on the same day each month to accommodate busy schedules and to promote discussion. Sessions typically begin with a 20 to 30 minute mini-case study presentation followed by 30 to 40 minute small group discussions of the insights generated by the presentation. This post-presentation is also used to share insight between groups and to pose questions to the presenters. A summary of the material covered during the presentation and the insights generated during the small group discussion is subsequently posted to the BaSiG web site (www.aspanet.org/bascord) along with a copy of the PowerPoint presentation. The web site now contains summaries of over 30 presentation/discussions. Most of the BaSiG meeting participants are employed by Washington, DC, based organizations, however attendees from Baltimore, Richmond, VA and even Amiston, AL have also participated.

The majority of past presentations have been made by federal and quasi-federal agencies including:

• The United States Postal Service (USPS). USPS has been using a balanced scorecard since 1996 to focus its strategy and communications internally. It ties performance targets in its Scorecard to the pay of the top 800 managers and plans to cascade this down to mid-level lower-level managers.

In order to ensure the credibility of the metrics used in the system, USPS relies heavily on third parties to collect and report its performance results.

• The Federal Highway Administration (FHWA). FHWA has been employing performance management practices for the past 12 years. The FHWA presentation included a discussion of the logic used to develop performance objectives and measures. The presentation also addressed four key challenges in performance management that the agency currently faces.

• The Procurement Office in the Department of Energy. This office has a long history of using a set of measures to assess the performance of its contracting and financial assistance functions. Beginning in 1997, it began to use the Balanced Scorecard structure to organize and focus its activities. It currently applies the Scorecard to both its internal business and to its major contracts and facility management contractors.

• The Defense Finance and Accounting Service (DFAS). DFAS is the world’s largest finance and accounting organization and a major support component in the Department of Defense. It is responsible for providing responsive, professional financial and accounting services for the Department. Created in 1991 by combining the separate finance and accounting functions of the Army, Air Force, Navy, Marine Corps and other components, it is a fee-for-service working capital fund operation with a budget of $1.4 billion, a staff of 15,000 government and 1,000 contractors (about half of what it was at its creation). The business nature of the organization’s functions made the Balanced Scorecard concepts attractive and productive.

• The General Services Administration, the Patent & Trademark Office, and the Department of Health and Human Services’ Program Support Center. Representatives of each of these three organizations served on a panel that presented their experiences with one of the perspectives of the Balanced Scorecard. Their presentations focused on one underlying theory of the balanced scorecard approach: the relationship between customer satisfaction and the organization’s performance. All three agencies noted that it is important to accurately identify the customer, to obtain feedback from the customer, and to use the data obtained to improve the organization’s focus and performance.

Insights from a variety of other perspectives have added to the groups awareness and knowledge. These include:

Based on her research in Australia, New Zealand and the United States, Beryl Radin, from the University of Baltimore, presented the challenges of applying a uniform set of performance measures, such as a Balanced Scorecard, across an entire government or even across an entire department. She highlighted the needs for different types of performance data. Her research indicates that such approaches are vital at the bureau or program level, and must be rooted there to be relevant to program managers.
Balanced Scorecard Interest Group Looks Forward to Many More Years

From BASiSG, pg. 22

Stephen Gates, principal researcher, of the Conference Board presented the results of research into the private sector’s use of the Balanced Scorecard and related approaches. The Conference Board is a global non-profit organization with broad access to the experiences of domestic and foreign corporations. The corporate experience is of particular value since the Balanced Scorecard concept was originally applied there, and because recent surveys indicated use of the concept continues to grow in the private sector.

Jim Self from the Management Information Services at the University of Virginia Library Services described how his organization used a Balanced Scorecard to change its culture. The library system at the University of Virginia had historically collected a great deal of data, but it had not always used these data to make management choices. The development of a balanced scorecard helped them “focus on what is important and measure things that count”. The collaborative development of metrics improved acceptance among staff in this university setting where collegiality is highly valued.

Three BaSiSG sessions were devoted entirely to small and large group discussions intended to articulate and document the group’s accumulated insights, including the identification of three domains of knowledge critical to the design and implementation of a balanced scorecard:

- **Behavior**: The people aspect including leadership, change, motivation, acceptance and participation.
- **Conceptual**: The analytical aspect including strategic thinking and selecting perspectives, goals, metrics, and initiatives.
- **Data**: The source of information aspect including availability, affordability, timeliness and accuracy.

In addition to these three domains, which are applicable to both the public and private sectors, BaSiSG participants have recognized that public sector applications must deal with the political realities of today’s government environment. This leads the group to consider the challenges of distributing performance metric data broadly in order to inform individuals throughout an organization while limiting the potential disruptive impacts that could occur if the information is used for purposes beyond those for which it was initially intended.

The monthly presentations/discussions are open to individuals involved in considering the use of a Balanced Scorecard in their organizations and individuals already involved in such an endeavor. The presentations/discussions are facilitated by the author, BaSiSG is supported by a partnership of the ASPA, NAPA and the IBM Center for The Business of Government. Additional information about BaSiSG is available on the website and from Marty Dickson, BASiSG program associate, at 202-347-3190.

ASPA member Gerald (Jake) Burkardt is a TREE (Theoretically Retired Executive) who previously served as the director of USC’s Washington Center and earlier as associate commissioner of the Food and Drug Administration. E-mail: jakeburkardt@mcm.com
American Society for Public Administration

Membership Application

First name: __________________________ Last name: __________________________
Agency: __________________________
Address: __________________________
City: __________________________ State: __________________________ Zip: ___________
Country: ___________
Home Making Address: (Please send me my ASPA membership benefits to this home address)
City: __________________________ State: __________________________ Zip: ___________
Country: ___________
Work Phone: __________________________ Home Phone: __________________________
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Name of additional family member (if using ASPA's family membership)

What ASPA Offers You

Public Administration Review (PAR) - Rated #1 in journal citations, PAR is the premier journal in public administration. Crucial for keeping you current on important research.

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ASPA's Web site - With more than 40,000 visitors per month, ASPA's web site keeps you up to date on the field of public service, as well as ASPA's own projects, products and services.

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$25,000 to $39,999 $80.00
$40,000 or more $95.00
If applying as a student, indicate academic institution and if referred by:

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Section membership is in addition to ASPA membership fees. Sections and fees are listed on the back of this form.

Gross Annual Income $65.00 $80.00 $95.00

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Chapter membership is in addition to the fee provided by ASPA for a $6 fee.
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Check made payable to ASPA
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Card Number __________________________ Expiration Date ___________

Signature __________________________

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Demographic Information
Please complete this brief demographic form so that ASPA will have an accurate record of the make-up of its membership.

BIRTHDATE
MM/DD/YYYY

GENDER
Male
Female

ETHNICITY
Asian-American
Asian-American
Caucasian
Native-American
Other

AGE
Under 30
30-39
40-49
50-59
60-65
Over 65

EMPLOYMENT SECTOR
Business Organization
COG/Sub-arena District
College/University
County Government
Federal Government
Municipal Government
State Government
Non-profit Organization
Retired
Self-employed/consultant
Student
Other

PROFESSIONAL ROLE
Appointed Official
Elected Official
Top Management
First-line Management
Middle Management
Staff
Technical Specialist
University Administration
University Faculty
Other

Code of Ethics
I have read and support the principles embodied in the ASPA Code of Ethics. (optional) See www.aspanet.org for Code.
GOVERNMENT POSITIONS

City Manager
Parkland, FL (21,000)
2 managers since 1985: Mayor and 4 Commissioners. $173,4M budget, 70 full and 50 part-time employees; police and fire services are currently contracted. Upscale suburban community in Broward County. Annual growth rate of 8 – 10%. Require Bachelor’s degree in public/business administration, Masters preferred. City Manager/Assistant City Manager experience in Florida is desirable. Strong experience in finance, personnel relations, capital projects/budget management, planning & zoning. Provide visionary leadership to elected officials and staff. Resume, cover letter, and salary requirements to the City of Parkland Personnel Director, 6000 University Drive, Parkland, Florida 33067 by July 15, 2004. EOE/AA/VI

Budget Officer
City of Austin
Provide planning, direction, coordination and administration for the development of the City’s annual operating and capital budgets. Provide support to the City’s Chief Financial Officer and City Manager in development of financial recommendations by reviewing, analyzing, interpreting and completing necessary research on budgets, financial, policy, and operational issues. Responsible for the implementing, monitoring, and analyzing of appropriate changes to departmental revenue and expenditure budgets; provide oversight, planning and management of the City’s performance measurement programs including the operating, capital and performance measurement systems. Provide written and oral presentations to City Management, Council, the media, regulatory bodies and other stakeholders as necessary. Minimum Qualifications: Bachelor’s Degree in Public or Business Administration, with concentration in Accounting, Economics, Finance or relevant field plus five years of increasingly responsible financial management experience in a municipal or other governmental environment. Perform other duties as requested by the CFO or City Manager. Please send applications to: Roberta Byram, Employment Services Manager, roberta.byrarn@ci.austin.tx.us. For more information, call 512-974-3423 or visit the City’s website at www.cityofaustin.org/cityjobs -<http://www.cityofaustin.org/cityjobs>. EOE.

Chief Financial Officer
City of Austin
Provide planning and oversight in the development of the City’s annual operating and capital budgets, centralized information systems, financial reporting system, economic development efforts, Comprehensive Annual Financial Report preparation, and purchasing and procurement processes. Serve as the spokesperson on the City’s financial condition, the City’s budget, and all related financial policies and processes. Oversee the operations of all Financial Services Administration and be responsible for all relevant issues involving staffing and logistics. Bachelor’s degree in Public Administration, Business Administration or related field plus five (5) years experience in managing and directing a complex organization including two (2) years of experience as a department head or comparable capacity. Please send applications to: Roberta Byram, Employment Services Manager, roberta.byrarn@ci.austin.tx.us. For more information, call 512-974-3423 or visit the City’s website at www.cityofaustin.org/cityjobs -<http://www.cityofaustin.org/cityjobs>. EOE.

Assistant City Manager
City of Austin
The City of Austin seeks an Assistant City Manager to carry out the City Manager’s directives regarding interpretation of policies and represents the City Manager in resolving conflicts and within the City government. Serve as advisor to the City Manager in developing short and long-range plans in regard to department/offices within portfolio of business. Assist in establishing programmatic policies for submission to City Council that will aid in maintaining the financial integrity and service levels of various operations of the City of Austin. Direct the preparation and monitoring of budgets, negotiate contracts and agreements. Attend Board, Commission Council and other public meetings. Minimum qualifications include Bachelor’s degree or Public Administration, Business Administration or related field plus five (5) years experience in managing and directing a complex organization including two (2) years of experience as a department head or comparable capacity. Submit a statement of qualifications and resume to Roberta Byram, City of Austin/Bryan Resources, P.O. Box 1088, Austin, TX 78767, Phone: 512-974-3423/Fax: 512-974-3411 or Email: roberta.byrarn@ci.austin.tx.us -<mailto:roberta.byrarn@ci.austin.tx.us>. For more information, please visit the City’s website at www.cityofaustin.org/cityjobs -<http://www.cityofaustin.org/cityjobs>. EOE.

UNIVERSITY POSITIONS

Public Administration and Public Policy
Adjunct or Visiting Instructor/Assistant Professor
Montana State University
Montana State University seeks an adjunct instructor or assistant professor for a one-year appointment to teach graduate courses in the Master’s in Public Administration program and undergraduate courses in political science. A.B.D. required, Ph.D. preferred. Our preferences for graduate courses include introduction and Foundations of Public Administration, Organization Dynamics, and Program Evaluation and Policy Analysis. Specializations for courses in the undergraduate curriculum are open, though Public Administration, policy-related courses and courses in American Politics and institutions are preferred. Please send a letter of application describing qualifications and interest, graduate transcripts, three letters of reference, and, if available, summaries of teaching evaluations, and course syllabi to Franko Walter, Department Head, Department of Political Science, Montana State University, Bozeman, Montana 59717. Montana State University is an equal opportunity employer and minorities and women are especially encouraged to apply. Position will remain open until filled and screening will begin May 1, 2004. ADA/AA/EEO/VisPref

Department of Public Administration
University of Central Florida
The Department of Public Administration invites applications for a tenure track position at the Assistant Professor level to begin in January 2005 if possible (or fall 2005). The field is open within all areas of public administration and public policy. A completed Ph.D. or D.P.A. is preferred. ABD candidates should have a fall 2004 defense date. Teaching experience is required. The candidate must demonstrate the ability to establish a solid publication agenda, external grant and contract experience is a plus. The University of Central Florida is a rapidly growing regional university system of 42,000 students with campuses in Orlando, Brevard County and Daytona Beach. This position is headquartered in Daytona Beach which is about 75 minutes from the main campus. The faculty member will be expected to engage in an active program of teaching (primarily the MPA program), advising, program development, and service to the Department and university. The faculty member also has the opportunity to be actively engaged in an interdisciplinary Ph.D. program in Public Affairs if they so choose. All applicants should submit a letter of application, curriculum vita, and names, addresses and phone numbers of three professional references. All applications received by August 31 will receive full consideration, but the search will remain open until the appointment is made. The application package should be sent to: Dr. Peter Colby, Chair, Search Committee, Department of Public Administration, University of Central Florida Health and Public Affairs Building II, Room 239, Orlando, FL 32816-1395, 407-823-2064, FAX: 407-823-5001 UCFL is an Equal Opportunity/Affirmative Action Employer.
Distinguished Visiting Professor or Practitioner-in-Residence in Public Administration
University of Central Florida

The Department of Public Administration invites applications for a distinguished visiting professor for the January–May 2005 semester. Academic candidates should have an exceptional record of publication, service and professional achievements. Practitioner candidates should have a record of sustained executive-level positions and administrative achievements, and also demonstrate some experience with teaching. A publication record would be a plus. The salary is competitive for a distinguished position.

The University of Central Florida is a rapidly growing regional university system of 42,000 students with campuses in Orlando, Brevard County and Daytona Beach. This position is located at the main campus and will include teaching one course, some guest lectures as well as substantial interaction with the community. The Orlando metropolitan area consists of over 1.5 million people, and has become one of the nation’s foremost entertainment, living, and cultural destinations.

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**Award Timeline**

- **September 1, 2004** Nomination Period Opens
- **October 15, 2004** Deadline for Nominations
- **January 1, 2004** Winners Announced in PA TIMES
- **April 2-5, 2005** Winners Recognized during ASPA’s 66th National Conference in Milwaukee, WI

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For More Information
www.aspanet.org
### July 2004

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<tr>
<td>10-13</td>
<td>9th Annual Great Parks/Great Cities Conference</td>
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<tr>
<td></td>
<td>City: London, UK</td>
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<tr>
<td>11-15</td>
<td>Seminar on Education and Community Development: A Learning Circle</td>
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<td></td>
<td>City: Cape Town, South Africa</td>
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<tr>
<td></td>
<td>Contact Kyle Farmbry at <a href="mailto:kyle.farmbry@cox.net">kyle.farmbry@cox.net</a></td>
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<tr>
<td>13-14</td>
<td>Implementing Enterprise Architecture for Organizational Change</td>
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<tr>
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<td>Location: George Washington University, Washington, DC</td>
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<td>14-18</td>
<td>26th International Congress of Administrative Sciences</td>
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<td>Theme: “E-Governance: Challenges and Opportunities for Democracy, Administration and Law”</td>
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<td>Leadership Development in Youth Work - A Key Pathway for Youth</td>
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<td>Performance Measurement for Grant Programs</td>
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<td></td>
<td>Location: Hilton Washington DC/Silver Spring, Silver Spring, MD</td>
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<tr>
<td></td>
<td>Contact: Melissa Wittenberg at (888) 362-7400 or <a href="mailto:melissa@alconferences.com">melissa@alconferences.com</a></td>
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### August 2004

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<tr>
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<td>2004 Institute of Public Administration of Canada (IPAC) Annual Conference</td>
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<td>2-5</td>
<td>100th American Political Science Association Annual Meeting &amp; Exhibition</td>
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<td>Theme: &quot;Global Inequalities&quot;</td>
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<td>City: Chicago, IL</td>
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<td>10-12</td>
<td>ASPA 2004 Mid-Year Leadership Meeting</td>
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<td></td>
<td>City: Washington, DC</td>
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<td></td>
<td>Contact: Erik Bergrud at (816) 891-2490 or <a href="mailto:ebergrud@aspanet.org">ebergrud@aspanet.org</a></td>
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<tr>
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<td>2004 SECoPA Conference</td>
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<td>Theme: &quot;Governance in a New Era of Cooperation&quot;</td>
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<tr>
<td></td>
<td>City: Charlotte, NC</td>
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<td>Contact: Phin Xaypangna at (704) 336-5327 or <a href="mailto:pxaypangna@ci.charlotte.nc.us">pxaypangna@ci.charlotte.nc.us</a></td>
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For more information, click the quick link to 'Calendar of Events' at the ASPA home page

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Making Money From Disaster in Oklahoma City

Ray A. Harrison

On April 19, 1995, the single act of a small group of terrorists focused the attention of the nation on Oklahoma City. For fifteen days the nation watched as police officers, firefighters and other dedicated city employees conducted one of the largest rescue efforts in recent history.

This article is from a paper presented at an ASPA national conference.

Once the rescue work was over, and a suspect was identified and jailed, hundreds of requests from all over the country poured into Oklahoma City. The requests were from various groups wanting to hear more about what happened in Oklahoma City. They included professional police and fire organizations wanting to perform training, media organizations looking for exclusive stories, publishers wanting to write books, and many others. As a result, the city and its employees were presented with the opportunity of making thousands of dollars. The question of what was ethical for city employees to do on or off-duty was posed. The idea of profiting from this disaster confronted numerous employees.

At the time of the incident the city had no policy governing what an employee could or could not do in such a situation. In the absence of a city-wide policy for such an incident, each department head was allowed to determine what the policy would be for that individual department.

The city and its employees in the months following the bombing would be constantly required to make ethical decisions about what projects to pursue. Employees were asked to write books, articles for magazines and speak to thousands of people. The city was asked to be a part of a television network documentary about the bombing. Some of these requests were accompanied by offers of thousands of dollars to the individuals or to the city. The city had to ask what was ethical behavior for employees and what was not. This article will explain the policies developed by the police and fire departments and review policies of other local and federal agencies. It will also examine the expectations of city employees by the public and review specific examples of offers made to city employees and the city.

Policy Descriptions

In the aftermath of the bombing, the Police Chief and Fire Chief issued written policies dealing with what would be acceptable for employees to do in reference to the bombing.

The policy of the Oklahoma City Police Department was that any presentation given by a department employee had to be approved by the chief’s office and no monetary compensation could be given to the employee.

Police Chief Sam Gonzales issued two memorandums to all department employees explaining the policy. The first memorandum was dated June 16, 1995. The memorandum states all requests for presentations should be submitted to the chief’s office for approval. The department had prepared slide shows that would assist an employee in making the presentation, and it included a script. The presentation needed to be tailored to a specific group, an outline of the proposed presentation had to be approved with the request by the chief. Chief Gonzales issued a second memorandum on October 2, 1995. The second memorandum’s purpose was to clarify the first. It reminded all employees that requests for presentations had to be approved by the chief’s office. The memorandum further stated that employees were not allowed to receive monetary compensation other than expenses necessary for travel, lodging and per diem.

The policy of the Oklahoma City Fire Department was a little different than the policy of the police department. Fire Chief Gary Marrs advised all employees that if they were representing the fire department, the presentation had to be approved by the chief. Chief Marrs also advised the employees that a slide show was available to use and would also have a script. The slide show could be checked out many of the same way as that of the police department’s. Employees of the fire department could give presentations while off-duty and receive monetary compensation if they did not use their uniform, any city property, and were on days off or using vacation time.

Chief of Police Gonzales, in a February 1996 interview, stated that he created the policy to answer a need. Chief Gonzales said that soon after the bombing the department had received numerous requests for presentations. The prepared slide show would allow officers to make a comprehensive presentation about the bombing. The slide show and script would ensure the information presented would be correct. The slides and script would allow almost any employee to make a comprehensive presentation about the bombing. It would allow employees who were not gifted as public speakers to give a complete, accurate presentation on the bombing. The policy would also allow the department to carefully monitor all information presented about the bombing because of the ongoing criminal investigation.

In a February 1996 interview, Fire Chief Gary Marrs stated that the history of the policy for the fire department was much the same as the police department. Chief Marrs said that due to the large number of requests, he knew he had to do something quickly. The Chief wanted to act and not react after something had happened. In his policy, the Chief stated that presentations should follow the fire department script. He did worry about some employees would say outside the script in dealing with the specifics of what it was like to work inside the building, but he was not worried about the release of information on sensitive investigative issues.

It is clear that both department heads saw the potential for problems if they did not act quickly. These two policies were aimed at addressing the problem of having hundreds of requests to give presentations and no specific way of handling each request. The police and fire departments, by creating nearly identical slide shows and scripts, were able to control what information was presented and format of presentation. The police department’s policy controlled the release of all information, while the fire department’s policy controlled the release of information by on-duty fire department employees. Chief Gonzales and Marrs both stated they wanted to ensure that accurate information was presented. The ongoing criminal proceedings also played a role in the police department’s policy. The police department’s policy states in the first memorandum issued by Chief Gonzales, “Because the bombing is an ongoing criminal investigation, the information the department presents must be carefully monitored.” It is clear that the police department was not ready to discuss certain investigative techniques used during the investigation.

City leaders are also very interested in the image that Oklahoma City portrays to the world. This incident focused more attention on Oklahoma City than any other single occurrence in history. The manner in which Oklahoma City responded in the days that followed and how it acts in the years to come will leave a lasting impression in the minds of the entire country. The rescue efforts in the days that followed have set a standard for the rest of the country. It is clear that the city would also like to set a standard of ethical behavior. The policy (continued on page 2)

ASPA members

Answer questions about the why, what and how of strategic implementation.

Answers on page 13
Making Money from Disaster

(canceled from page 1)

cities of the city and the actions of employees will go a long way toward making this happen. The only other city that has experienced a similar occurrence is New York City. After the bombing of the World Trade Center in New York, there was a similar situation in March 1996 interview with Detective Stuart Goldstein of the New York City Police Department, he told me that policies of the city only made small restrictions upon what he could do. Detective Goldstein has made numerous presentations about the World Trade Center bombing across the country, however, he could not discuss the on-going criminal investigations of the department. Detective Goldstein stated that he could receive monetary compensation for off-duty employment that was related to the bombing.

The Federal Government has varying policies dealing with making money from disaster. Special Agent Dan Vogel, Speaker for the Oklahoma City office of the Federal Bureau of Investigation, stated that agents could not speak about any on-going investigation. Special Agent Vogel stated that after the Oklahoma City bombing this policy was emphasized with agents. He further noted that when an agent speaks about any issue it must be approved by the Special Agent in Charge and they could not receive any compensation including expenses.

Lowell Eerskine, an instructor with the Federal Emergency Management Agency, stated that FEMA is a part of the executive branch of government. Any guidelines dealing with FEMA employees are found in the ethics guidelines for the executive branch. These guidelines restrict any employee from receiving monetary compensation from activities performed while on-duty. FEMA does, however, contract with instructors from municipalities and different states to instruct at the National Training Center. These instructors are employees of various municipalities and states that have experienced various disasters. These instructors are compensated for their expertise. The instructors assist FEMA by providing FEMA with case studies so they can further their goal of ensuring other cities and states are prepared for such incidents.

General Ethical Expectations

The public expects a certain level of ethical behavior from public servants. Certain activities performed by public servants are clearly unethical but other activities fall into a gray area. The money making from disaster certainly falls into this gray area. At first glance the idea of making money from disaster is repugnant. The thought that someone would stand to profit from the Oklahoma City bombing makes most of us sick, but as you explore the issue, certain areas do not appear to be unethical. Judging whether an act performed by an individual is ethical or not is primarily an individual decision made by the employee. In public service, sometimes the most important judge of ethical behavior is the public. In a March interview, Penny Owen, a writer for the Daily Oklahoman, stated that she believes that the people who encounter the victims in an unethical. Owen believes that one measuring stick of a project could be where the project goes. If it is a substantial amount of proceeds to go to charity, the project may not be unethical. She believes that if the project serves a purpose it would be ethical. An example would be a professional seminar that trains public safety workers by trained professionals.

In the Police Department’s policy, Chief Gonzales believed that it was the responsibility of the department to give back to those who assisted in our time of need. The Chief believes that it was his department’s responsibility to train and educate the other agencies that request training. With this emphasis, the Chief set a high standard of ethical behavior for his department. In an April telephone interview, Bob Mathis, Manager of Training for the International Association of Chiefs of Police, said he believes that in a general sense, law enforcement officers are held to a higher standard of ethical behavior. He noted that this high standard of behavior should be expected by the public of its law enforcement officers. He noted that Chief Gonzales has confirmed with upholding the law should have the highest standards of ethical behavior. It appears that Chief Gonzales is in line with the belief that law enforcement officers should maintain the highest level of ethical behavior.

The Fire Department’s policy of allowing off-duty employees to receive compensation for presentations was developed by Fire Chief Gary Mann. Does allowing firefighters to make money from disaster make this an unethical policy? No, the policy is more liberal than the police department’s but it does not make it unethical. Chief Mann, in a February interview, stated he does not believe he has the authority to restrict an employee’s right to pursue off-duty employment. Chief Mann also believes in the ability of individual firefighters to make ethical decisions.

Case Studies

The potential to make money from the Oklahoma City bombing is monumental. Table One illustrates some activities that employees have performed or may perform and the potential of financial gain from the activity.

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<thead>
<tr>
<th>Table 1</th>
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<tr>
<td>Profit</td>
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<td>Amount of Money Earned</td>
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<td>Published Book</td>
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<td>Published Article</td>
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<td>Speaking Presentation</td>
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<tr>
<td>Condensed Seminar</td>
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<td>Teach for FEMA</td>
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Source: Hansen, Weathers, Duncan, Owen, Gonzales, Evers}

I was able to confirm that of the activities in Table One, city employees have conducted three of the five. City employees have published two books, Oklahoma Rescue by Jon Hansen, and Oklahoma Justice by Ron Owens. Oklahoma Rescue is about the rescue efforts after the explosion at the Alford P. Murrah building. Assistant Fire Chief Hansen would not disclose how much money, if any, had been made by the publication of Oklahoma Rescue. Oklahoma Justice is a one hundred year history of the Oklahoma City Police Department that includes one chapter on the bombing. Oklahoma Justice was a five year project by Ron Owens.

(ended on page 6)
Letters to the Editor

Dear Editor:

Jack Rabin is far too sanguine while John Larkin is perhaps a bit pessimistic. It is possible that there is a Gresham’s Law at work in the arena of electronic communication. Information knowledge and disinformation. Goodness knows, in just the first three weeks of this academic term, I’ve had students assert that there is incontrovertible evidence that once one has become associated with the Clintons, and then are cast or depart from the inner circle, one’s life is forfeit. Ron Brown had a bullet entry wound in the top of his head, you know—the message on the Web told them so. But that sort of rape can be found in many media venues both new and old.

The secret to resolving this matter of intellectual quality so that standards of integrity, discipline and veracity can be maintained is no secret at all. It lies, as it always has, in vigilance and the maintenance of a critical eye by those who have the education, credentials, and experience to judge. When my students attempt to find evidence and assertions upon me to distort, invent or negate, it is my responsibility as a pedagogue to challenge them, correct them, and yes, if the need be, to invoke negative sanctions for their academic license.

As a scholar/researcher in the field, I have been convicted of non-compliance with the standards of performance and ethical behavior that guide me. If I stay from the path then走上, but shun also upon my peers, if they fail to observe and express criticism, and yes even invite some sanction for scandalously bad work.

It strikes me that the internet, email, internet databases, electronic and photographic reproduction of textual materials are purely and simply tools in the same way that Gutenberg’s press was a tool. The reproduction of texts via the printing press upset the order of the world, but the best of human thought survived. Romance novels may outsell Shakespeare’s First Folio, but the quality of the two genes are not in dispute.

Electronic media may transform the world order again, but quality should continue to be observable, laudable, defensible, and safe from the gross and slag of words without substance and assertions without verifiable observations and data in support. We are likely, as Mr. Larkin states, “to soil our shirts.” And certainly there is a risk that the traditional print publisher will become as superfluous as manuscript illuminators became when the press was invented, but neither of those events did or are likely to destroy quality investigation and rigorous explication of ideas.

For one hope that the electronic future will continue to move towards ever better fulfillment of the promise of the last ten years. While it will no doubt impact our lives as academics and professionals in ways we will find unsettling, distracting or even oppressive for some of us, irremediable, it is the future, and only likely to be stopped by some other technology as yet imperceptible to us.

—M. A. Peterson
Assistant professor of Political Science & Public Administration Washburn University Topeka, Kansas

The Ballad of Claude-Noel Gousault

Dear Editor:

Jack Rabin’s column in the September PA TIMES quoted an ancient “saying”—“May you live in interesting times.” What tickled my funny bone was that Jack apparently didn’t know that for hundreds of years this phrase has been used as a profound curse—as an invocation of bad luck upon someone we despised. The worst possible thing to mean something like, “May you face constant change and uncertainty, and may the things you do today come to overwhelm you with their consequences.”

The Y2K problem may be the ultimate example of “interesting times.” The anticipatory hypnosis of the stock market looking for a curse, like “May your millennium become a catastrophe because you are too cheap and stupid to use four digits in your date codes!” Some of the most momentous challenges we will face in the future may first appear so subtle they are nearly invisible. Jack Rabin justly celebrates the publication of textbooks accompanied by CDs, but the obvious next step—to publish the CD without a textbook—would not be a logical next step. Instead, it could be a step into an abyss.

How will one of tomorrow’s CD-ROM textbooks be read by any scholar a hundred years from today, when the CD-ROM has become an obsolete, forgotten technology? Today’s cyber-wizards are all 100 percent certain, of course, that they are not about to store our knowledge in the latest incarnation of eight-track cartridges (this is a tall order even though to remember it?)

At least a few CDs and a CD reading device could be carved in a sealed capsule for the use of a future researcher, but a textbook that now exists only on the net will soon be lost into the age named “ether.” Neither its content nor its once-upon-a-time existence could ever be retrieved by anyone. Unless we apply more wisdom and historical perspective in today’s electronic publishing, the accumulated knowledge of our age could completely disappear a few decades hence. Thus, the early 21st century in America might come to be classified as a second dark age by future historians—an age when much apparently was invented, yet nothing will be known about it.

Rabin’s question “Will tomorrow control us, or will we control it?” A bright teenager could have foreseen the Y2K problem thirty years ago, and some probably did. But it became a future that controls us today. I suspect we are collectively spending too little time thinking, and unless we get lucky, we’re likely to live even more interesting times than today.

—Lee D. Vincent
Assistant to Town Manager
Groton, CT

A column by M. George Frederickson

The Ballad of Claude-Noel Gousault

During the French Revolution, among those executed by guillotine in 1793 was the former Director of the Lottery of France, Monsieur Claude-Noel Gousault.

The Ballad of Claude-Noel Gousault

Fifty-three and too young to die, I am Claude-Noel Gousault, until recently Director of the French State Lottery, of a good family and the finest schools, now to be king of the State. How could this be?

In all Gaul the people have seized power from Louis Sixteen and from the dukes in their chateaux. Inequality, unfairness and injustice the people claim, and not enough bread.

Now the ancient regime is dead. Replaced by the Jacobins and the Revolutionary Tribunal meeting daily to judge the accused. Louis and Marie Antoinette are guilty, taken to Citizen Paris and to his guillotine.

This morning the Terror came to me. How can I be accused? I am not royalty.

“Yes, but Citizen Gousault, did you direct the Lottery?”

I did, faithfully and efficiently, for France and for Louis.

“What was the Lottery fair?” the Tribunal asked.

Yes, a ticket for anyone with a sou, and the winners had bread for a month. “Who bought the tickets Citizen Gousault?”

The poor, the widows and the ruffians. I am without fault.

“And of the revenues, Citizen Gousault? Civil servant.”

First, to pay me, my staff and the printer of tickets, for the Lottery is self-supporting, autonomous. And a surcharge to each ministry, at the thirty percent.

“How much, then, due to the winners?” My answer was true. Thirty percent.

“Was this not a special tax on the poor, the ignorant, on those without hope or voice?”

No, the Lottery was their choice. “But,” they asked, “were tickets sold to royalty, to the elite, to the rich?” Only for their sport, I said.

The Tribunal asked again: “Citizen Gousault, was the Lottery fair?”

Perhaps unfair, but you must see that policy was set by the regime. I managed the Lottery efficiently. Guilty, the Tribunal found.

Among the other guilty—royalty, traitors, cheaters at business—I am the only civil servant. I write this ballad of the innocent for tomorrow the people’s razor will put my head in a basket.

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