Phoenix Manages for Performance Results

Jim Planagan & Bob Wiengeroth
The interest in making public sector indicators less activity based and more results based has been high in the last several years. Beginning in 1989, the Governmental Accounting Standards Board (GASB) identified indicators of effort and accomplishment in twelve public services. State and local government leaders wanted broad based efforts to focus on bottom line outcomes. The federal government has mandated results measurement in all agencies. Financial World magazine and Moody’s Investors Service recognize the importance of a focus on results.

Unlike financial indicators, performance indicators have changed significantly over the years. During the 1970s, the City of Phoenix focused considerable attention on work standards, resources applied and outputs. In the 1980s, the City of Phoenix performance indicators were changed (particularly indicators in compensation systems) to emphasize productivity. In the 1990s, the organization has been directing attention to results. Once again, performance indicators are being revisited.

The City of Phoenix has taken steps to support the use of results oriented indicators effectively in our business systems. This article shares our experiences as well as the lessons we have learned. The dynamics of a performance indicator system are extensive and deep. Applying measurement to complex social and economic activity always turns out to be more than the mind can handle.

Taking First Steps
In 1990, the City Auditor Department began to work with city departments to develop results indicators using research done by GASB entitled “Service Efforts and Accomplishments” (SEA). The objective of this approach was to measure “results of operations” for government entities. Indicators were developed to reflect inputs (resources - dollars and people), outputs (activities or services the entity performs), efficiency (cost, resource utilization), and outcomes (how well the service is provided). It was the outcome indicators that took us to a new place.

The SEA approach was used in a few city departments. A typical project consists of the following steps:
1. The City Auditor’s department met with department managers and staff to review existing indicators.
2. Other cities were contacted to see what types of indicators were used to evaluate service performance.
3. Academic research was conducted to gain additional information and potential indicators.
4. The summary of indicators was then presented to department management for review. The department undergoing the review selected the indicators they felt were most relevant. The ability to capture the data was an important factor in deciding which indicators would be tracked.

Although some departments found the indicators useful, there was not a lot of buy-in or ownership. Managers expressed their uneasy feeling with statements such as:
• Why are we doing this?
• Who wants it?
• Are you going to make comparisons and rank?
• I’ll be spending most of my time defending myself if these are implemented.

We needed to be more clear about the purpose and strategy of this indicator effort. So we changed our approach.

Youth Problems Increasingly Concern Cities
New Survey Reports Youth Crime Up

Three out of five city officials say youth crime worsened during the last year, and an array of problems involving youth are becoming top concerns of local government leaders, according to the annual opinion survey of municipal officials conducted by the National League of Cities.

Youth crime led the list of local conditions that worsened over the past year, which had deteriorated the most over the past five years and which was most important to address in the next two years. Six of the 10 community conditions most frequently described as worsening in the past year were issues often associated with young people: youth crime (62 percent), gangs (50 percent), drugs (45 percent), teen pregnancy (45 percent), school violence (45 percent) and family stability (38 percent). Youth crime and quality of education were the issues most frequently mentioned as important to address in the next two years.

Compared to last year, the NLC survey also detected a higher degree of uneasiness among local officials regarding the delivery of services in their communities and the general direction in which the country appears to be heading. The findings of the 12th annual “State of America’s Cities” survey were compiled from 400 responses by municipal officials in a random sample drawn from cities with populations above 10,000.

In rating the quality of their municipal services, the percentage of respondents answering “very good” declined from 33 percent to 23 percent, and those answering “fair” or “poor” increased from 22 percent to 26 percent.

While 34 percent of the cities said they increased services and 49 percent said they maintained local service levels in 1995, the outlook for 1996 found 25 percent expecting to increase services and 55 percent maintaining current services. Seventeen percent of the respondents said their city reduced services during 1995, and 21 percent expect to reduce services in 1996.

When asked how they felt about the general direction in which the country is heading, this year’s survey respondents split 50-50 between optimism and pessimism. Last year, those with an optimistic outlook exceeded the pessimists by a 60-40 percent margin.

The survey found continuing improvements in police-community relations, vitality of neighborhoods and economic conditions, along with declining worry about violent crime.

Local officials also expressed growing concern over the condition of race and ethnic relations in their communities. The percentage of respondents reporting worsening race/ethnic relations rose from 28 percent in last year’s survey to 43 percent this year. In the assessment of conditions deteriorating the most over the past five years, it moved up from 10th to the sixth most frequently mentioned issue, and it appeared for the first time as a top issue to address in the next two years, coming in seventh.

“Anyone who cares about the future of America should pay attention to the messages that resonate in this report,” said NLC President Greg Bashuk, mayor of Columbus, Ohio.

“The contrast between improving economic conditions and anxiety about the future could be an indicator of the uncertainty felt by city leaders who see a politicized debate over national policies affecting their communities,” said Bashuk.

“The contrast between improving neighborhood conditions and growing concern over race and ethnic relations is a reminder that in a civil society, diversity should engender tolerance, not contempt.”

“The encouraging signs of better police-community relations and less apprehension about violence in general, countered by rising concern over youth crime, gangs and other youth problems tells us that an indisputable future asset of our communities is at risk.

There may not be a single solution to what these findings tell us, but some of them such as the concern about youth crime, gangs, drugs, school violence and teen pregnancy suggest that many young people in our communities are becoming (cont. on page 20)
Texas ASPA and CPM Programs Develop Links

Howard R. Balanoff
As a step toward establishing linkages between ASPA and the National Certified Public Manager Program for Texas Rotarians, Tex McClain, past president of ASPA, traveled to San Marcos, Texas, to address CPM participants in February. McClain’s presentation topic was, “The Importance of ASPA and Public Administration.” His visit was one of a series of stops which have been taken recently by McClain to develop linkages between ASPA and the Certified Manager (CPM) Program for Texas.

The CPM Program in Texas is offered by the Public Service Academy of Southwest Texas State University (S.W.T.). The CPM Program is also offered nationally in about 15 states, and the CPM participants are encouraged to participate in ASPA activities through their local ASPA chapters and then to involve themselves with the national organization through ASPA committees and sections.

One of the ways in which ASPA and the CPM Program in Texas are working together is through joint ASPA-CPM meetings which are normally held once every 2 months. An example of such a joint meeting was the reception for Tex McClain which was held in San Marcos. The meeting was held the day after the conclusion of the Friday CPM class.

In the February 1 issue of PA TIMES, the internet address for the new publication Administration and Management: An Interactive Journal was incorrect. The correct address is http://www.bhs.ou.edu/Pacal/alj11.

Correction

The audience included ASPA member Edwin Vanagas (center), chair of the public administration program at the University of Latvia and Donna Welch (left foreground) city manager of Trophy Club, Texas.

Howard R. Balanoff is professor of public administration and director of the Public Service Academy and CPM Program at Southwest Texas State University. Balanoff is a member of the ASPA National Council and the chair of the ASPA Campaign for International Relations. For additional information Balanoff can be reached at 512-442-8955. His fax number is 512-447-1975. His Internet e-mail address is balanoff@utswift.uts.cc.edu.
WHERE THINGS STAND

Congress Blocks Flow Control Legislation
The House of Representatives rejected, by a 272-143 vote, legislation to allow multiple, individual solid-waste disposal \voters. The vote fell short of the two-thirds majority required to pass and forward the bill to the Senate. The defeat sends a strong message to local governments which had enacted flow control ordinances to restrict the flow of garbage to municipal waste facilities, financed by tax-exempt municipal bonds.

PTI, AT&T Announce Joint Venture
Public Telecommunications
PTI and AT&T have formed a joint venture with a five-year contract with AT&T to provide municipalities, counties, states, and other communications rates telecommunica- tions services. The contract, worth more than $30 million, allows local government control of the flow of solid waste. The vote fell short of the two-thirds majority required to pass and forward the bill to the Senate. The defeat sends a strong message to local governments which had enacted flow control ordinances to restrict the flow of garbage to municipal waste facilities, financed by tax-exempt municipal bonds.

Charter For Orange County
On the Ballot
Voters in Orange County, Calif., will determine later this month whether to adopt a charter to overhaul the current county government. A charter study committee in December 1994 due to a $1.7 billion loss in the county-run investment pool. Thirteen of California's 58 counties have charters, which provide more leeway to privatize government services than the general law form of government allows. The Orange County charter proposal, drafted in 10 months by a 33-member commission, would establish a strong chief executive officer (CEO) with power to hire and fire employees, make the treasurer's office an independent office rather than elective, and limit county supervisors to two four-year terms.

Investment Policy Guidebook
Available for Local Government Finances
A new book published by the National League of Cities (NLC) is designed to help local officials with investment issues and policies. The book, "It's a 12

O'Clock: Do You Know Where Your City's Money Is?" explains why municip- alities should invest public funds, major elements of the investment process, types of investments, and steps to develop an investment policy. Several case studies and a glossary of investment terms are included. Copies are available, for a fee, by calling (310) 725-4259.

911 System Dials Residents
A small Indiana community has launched one of the nation's first Reverse 911 systems which covers the entire community with a type of elec- tronic neighborhood watch. Merrillville, Ind., converted a low-cost monitoring initia- tive for homebound seniors to automatic notification to all residents, or those in a specific neighborhood, seeking for coop- eration in case of an emergency. The Merrillville 911 system is operated by the police department. For more infor- mation, call Sergeant Don Lee at the Merrillville Police Department, (219) 769-3531.

Survey Shows Decline in Knowledge about Government
A new national survey suggests college graduates are up to speed on facts about government and politics than college graduates did in 1947. Similarly, today's high school graduates appear to know less about government and politics than their educational equals of five decades ago. Today, only a small fraction of all high school graduates know that the Republicans control the House, according to a new poll conducted by The Washington Post, Harvard University, and the National Constitution Center.

City Hall Awards Announced
Nineteen municipal governments won top prizes in the 15th City Hall Public Informative Awards Competition. Rockville, Md. and Woodbury, Minn., each won two Grand Prizes. Additional Information. Winners are available from City Hall Communications, P.O. Box 910, Rockville, MD 20851, 650-967-821. For more information, contact city Hall Communications, (704) 369-8328; or e-mail to rhanc@chnt.net.
Time is running out.

The grandfathering period ends June 30th.

After June 30, 1996 CGFM candidates will be required to pass a government financial management proficiency examination. There is still time.

To qualify during the grandfathering period, applicants must meet these basic program requirements:

- **Education**: A bachelor's degree with 24 credits in financial management related courses.
- **Experience**: Six years of professional level experience in government financial management.
- **Ethics**: Certificate holders must agree to adhere to AGA's strict Code of Ethics.

The goals and benefits of CGFM Certification:

- **Recognizes Professionals**: Emphasizes the professional qualifications, stature and unique technical skills required of government financial management professionals.
- **Builds Credibility**: Enhances credibility with peers, colleagues and staff, as well as with auditees, clients and managers outside the organization.
- **Strengthens Opportunities**: Links with training events, networking among experts of diverse backgrounds and professional roles. In addition, AGA members gain services such as regular publications, leadership opportunities and career support.

For more information, please contact:
Association of Government Accountants
Office of Professional Certification
2200 Mt. Vernon Avenue
Alexandria, VA 22301
703-684-401 or 800-AGA-7211
or FAX to 703-519-0028.

I would like: □ More information and an application for CGFM □ AGA Membership Information

Name _____________________________
Company __________________________
Address ____________________________
Phone/FAX _________________________
Regional Conference Makes International News

This theme also reflected the opportunity afforded by the conference for the establishment of cross-border linkages between the two organizations.

What's key to a successful conference? Program is clearly an important factor—one that generates interest among customers, and is attractive to sponsors. For ASPA and IPAC, organizations that exist solely for the benefit of their members, providing the most relevant learning opportunities to public administrators is key. However, the traditional factors, location—a place that people want to visit; price—one that people can afford; promotion—a conference that people have heard about, are nevertheless important too!

What did we achieve? Our intent of focusing on "public management and policy issues from a comparative Canadian and US perspective" was certainly achieved. There are significant differences in the systems of state/provincial and municipal government, as participants in the STOP, Look and Question session discovered. However, at the management and administrative level, the issues (conf. on page 19)

Public Employee Recognition Week
May 5-12, 1996
Are You Involved?

What are you doing for Public Service Recognition Week? It's not too early to begin planning now for the 1996 Recognition Week, May 5-12. This week is an important opportunity for all of us to help restore public employees to a place of respect. With budgets shrinking, it is vital that our citizens be educated about what government programs do and how well they do it.

Public Employees Roundtable, of which ASPA is a part, publishes a free guide to participating in PSRW. The funds to print a new 1996 edition fell victim to the federal budget negotiations, however, you can still get a copy of the booklet in several ways:

Send an e-mail request to permail@aol.com for the booklet and it will be sent to you via e-mail. Specify either Wordperfect 6.0 for DOS or Microsoft Word 6.0.

Request a copy of the booklet on floppy disk. PER can send either of the above file formats on either 3.5" or 5.25" disk.

Request a copy of the 1995 booklet which can be sent to you with a six-page update containing the newest information for 1996.

Have a copy of the booklet sent to your fax machine. Call (202) 927-5008 from a touchtone phone and follow the instructions. The How to Celebrate booklet is document 7.

PER has other free materials including posters, videotapes and booklet on community outreach, to aid you in your activities. To begin planning your participation in Public Service Recognition Week contact Public Employees Roundtable, PO Box 14270, Washington, DC 20044-2470, (202) 927-5000 (voice) or (202) 927-5001 (fax).
Vice Presidential Candidates Speak Out

Todd W. Argow
Assistant General Manager
City of Los Angeles

There is a growing sentiment among the public today calling for "less government." What impact has this had on public administration and how should ASPA continue to respond?

I remember first deciding on a career in public service during the John F. Kennedy administration (only a child then) because public service was one of the most honorable things an individual could do with his or her life. I still believe that, now more than ever. But something has changed since then and I think it is important for us in the field to figure out why this has happened and what we can do about it.

I believe it is a mistake if we, as public administrators, misinterpret people for less government as an attack on our profession. Worse, we should avoid a "blame game" and adopt an attitude with which we occasionally happens at all levels of government when the cry for less happens. ASPA should understand the need to publicize our success stories. Especially helpful would be examples of government agencies being adaptable to their changing environments, and the greater use of creativity.

Even more important for ASPA is to act as the forum for the exchange of ideas. I would like to see a return to the more natural and bolts operation. What worked?

What didn't. Why. Better communication between the different levels of government is essential. But it must include the daily lives of government employees and the public. As public administrators, we are the implementers of the public's policy. In addition, there is a broader range of ways we can do through government when resources are more plentiful, and correspondingly, it is appropriate to reduce the size of government while keeping some resources become lean.

The opportunity afforded us during the lean years is the challenge of change, efficiency, and redefine our role in the delivery of services. Even though we have fewer resources, there are circumstances where we can become even better at what we were. As the saying goes, "need is the mother of invention" and a cost-effective government. How do we make ASPA a more efficient organization.

Wallace K. Swan
Senior Planning Analyst
Hennepin County Adult Services

1. There is a growing sentiment among the public today calling for "less government." What impact has this had on public administrators and how should ASPA continue to respond?

Some of the people are calling—quite vocally—for "less government" but, these same people often insist on preserving the government services that they use, and want even more services. How are public administrators supposed to respond to these conflicting trends?

As a public administrator (who also an elected official on a board which sets the maximum property tax for Minneapolis), I sense that the tide may be beginning to shift a bit as members of the public recognize that our profession can be very innovative when we need to.

ASPA can play an important role during such "less government" periods. In my opinion, ASPA should advocate bringing big government vs. little government issues. Rather, it should promote the value of the profession by publicizing our success stories. Especially helpful would be examples of government agencies being adaptable to their changing environments, and the greater use of creativity.

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Blue Wooldridge
Associate Professor
Virginia Commonwealth University

There is a growing sentiment among the public today calling for "less government." What impact has this had on public administration and how should ASPA continue to respond?

I recognize that this sentiment is not going to be eliminated by a well-planned campaign. As an advocate for the public service, ASPA needs to stress the successes of government.

The important contributions that the public service has made to the quality of life of the residents of the United States. Many of the strategies identified in the recent forum on threats to the public service convened by President Jonassen will be useful in this effort. ASPA needs to point out the limits to privatization, and examples of when government is more competitive and effective that the private sector.

In summary, I believe the ASPA's role can be viewed as even more important during periods when government is less efficient. ASPA should work to keep significant returns on investment when used effectively by its membership.

ASPA is an information-intensive organization. What strategies keeping their taxes at an excesively low level will also result in excessively low services. In our own city, we used to hear many citizens at local forums ask that their property tax be lowered, but this year, after two years of property tax increases, we had exactly one person appear asking for lower property taxes. A year who wanted more city services.

I recognize that we public administrators need to give people a clear view of the tax changes that will happen, but we can also be educating them about the programs they are receiving. As A.D. Lindsay suggested in The Modern Democratic State, "...the common life is the life lived by all members of the society. It can only be known by those who live it...it is their shoes that pinch and they only who can tell where they pinch." If they want lower taxes, we must reduce programs to ensure that what they will lose.

The answer to this question relates directly to the answer to the first question of how does ASPA continue to respond to the recent changes in information technology?

Cont. on page 7

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Associate Professor
Virginia Commonwealth University

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Cont. on page 7
Wallace K. Swan
Senior Planning Analyst
Hennepin County Adult Services

(cont. from page 6)

think that we as "administrators for the public" need to advise citizens when our professional judgment shows that some cuts are damaging and無い — destroying the effectiveness of public programs and resulting in harm to the public good.

I know that personally the redeployment of some DTA programs where I work in county government has been painful. As we have completed, I now do my own secretarial work to help my employer compu-
ter; but I see this as part of my job to be a public servant, since his reorganization is inevitable.

We have to reduce our expendi-
tures. But at the same time, I have to do much more in the way of computing power than I did ten years ago, and I can do more and more with much less because of that fact. From what I have read, I think that I am not alone in this. I see a whole generation of public administrators who have had to face much more demanding jobs, using less resources, but having to deliver computing power at their fingertips.

And what is APSA's role in all of this? I think that our profes-
sional association plays a key role in distilling the trends (both positive and negative) around the county, in providing administrators — academicians, professionals, students, non-
profit staff and consultants — with balanced information about how to administer programs more efficiently, with less resources, while still addressing the program needs. We have a wide variety of techniques that we can use—our newsletter, the Public Administration Review, our chapters and sections, the books published by our association, the Web site, and so forth. We need to find ways to share this information more effectively with our members. The most effective way APSA can respond to these major problems is by helping its members improve their own professional skills.

With my experience—in govern-
ment, in non-profit, in financial management, and in service as a public elected official—I have a major leadership that will keep APSA on a well-
balanced path with a focus on the future.

APSA is an information-inten-
sive organization. What strate-
gies might APSA develop, given its capacities, to take advantage of the recent explosive advances in information technology? What does it mean to say that APSA is "an information-intensive" organization? I believe that APSA and related public administration organizations may have lots of information, but that it is not necessarily information that is easily acces-
sible to all of its members. Let us take my own personal example: I am a public adminis-
istrator who wants an easy-to-
read summary of the best work in the field. I want to put together a budget for my jurisdic-
tion. I have 2 huge binders full of home-
taining copies of the Public Administration Review stretching back for the 28 years that I have been in APSA, but the only way I could find the infor-
mation would be to look in index in each year-end copy of the journal to see what has been done on that topic. This could easily take more time than it takes to complete the budget. I understand that APSA is plan-
ning to develop a compact disk (CD-ROM) which will include all of the issues of the Public Administration Review included on it, in an easy-to-

index format. If I could only begin to scratch the surface of the possible services that are available to professional administrators, it must really become more ener-
gic and more sophisticated elec-
tified, you can trust me to keep APSA moving to take advan-
tage of these services.

3. One of APSA's strengths is its diversity of members. Name one other strength of APSA and explain how APSA can capital-
ize on that strength during the next three years. Those of you who are APSA members will soon be receiving a postcard from me regarding my candidacy for the position of Vice President. While putting together this card, I noted that on 11,800 postcards, I learned a lot about our professional organiza-
tion. I saw how many of you lived in each of the regions, states and cities. I saw the increasing size of our membership, administrators, consultants, ac-
demicians, students, elected officials, and business people that makes up APSA. I saw that we have literally hundreds of professionals who live outside the United States all over the globe, from England, to Sri Lanka, to Korea and Japan. And from that experience, I have seen the enormous strength of APSA — and that it is YOU who are members of this enorm-
ous organization.

We can capitalize upon our size and capabilities by reaching other public professionals and members of our home community with the message that our govern-
ment is all of us, working together to accomplish positive social goals. When people are critical of what our govern-
ment do, we need to be there to educate them about both the strengths and weaknesses of government, what it can do and what it is not equipped to do. (I have built a database of general, non-profit, elected official, and I have also served as sole pro-

fessionals, or solely non-
profit staff, we can begin to use technology to link ourselves together for the common good of our region.

I think that my strength as Vice President of APSA is that I have a background in a wide variety of fields (academic, non-profit, elected official, and I have also served as sole pro-

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profit staff, we can begin to use technology to link ourselves together for the common good of our region.
COMPA Goes On-line

COMPA has entered the technological 21st century on the World Wide Web. One of the first sections in ASPA to have its own home page, COMPA went on-line Thanksgiving 1995. ASPA members are invited to check out the home page (URL address is http://www.goodnet.com/mwarren/compa.html) and we invite you to hyperlink with us. Visitors to the web site are commenting positively about the graphics, ease of use (just click on the highlighted blue areas) and the hyperlinks, fifty-nine (59) and growing.

Stop at the what’s new section or check out the information on ASPA’s 57th National Conference or COMPA’s trip to Greece July 10-17, 1996. A quick look at the table of contents finds COMPA’s profile, membership information, the executive board, regional representatives, COMPA SPECTRUM Winter Edition, The Journal of Public Management and Social Policy, Academic Scholarships/Travel Grants, Create/Publish your Own Home Page and Other Web Sites.

Numerous search engines are available, two of the largest: Lycos and the World Wide Web Yellow Pages and Yahoo is on the way. An membership form will be added within the next two weeks.

COMPA plans to expand its use as an educational tool and as a coalition builder. Watch the page for “hot” items about issues affecting our communities and members. Of course, COMPA wants to hear from you, we are interested in your comments, ideas and suggestions.

Contact us at: mwarren@goodnet.com or audmathews@aol.com

ASPA Membership is a great deal! Tell a Member colleague about ASPA Benefit and pass along

PA TIMES when you have finished reading it. For complete information call (202) 393-7878.

Wally Swan

For ASPA Vice President

Wally believes that ASPA can succeed by:

• providing worthwhile, practical services to its members.
• vigorously growing its membership, thereby assuring financial stability for ASPA.
• supporting strong, active local chapters & sections.
• delivering the information on proven, workable solutions to its members.
• focusing on the future of our diverse membership around the world, by offering them the skills they need to face these changing times.

Focus On Our Future!

Wally Swan, presiding at a recent Minneapolis Board of Estimate & Taxation meeting. This term he was elected President of the Board by his colleagues.

MEMBERS ON THE MOVE

J. Theodore Amagoston, Professor of Political Science at California State University, Los Angeles, is working as a policy analyst in the Office of the Assistant Secretary for Planning and Evaluation, U.S. Department of Health and Human Services.

Dan Durning, a faculty member at the University of Georgia Carl Vinson Institute of Government, has been awarded an honorary doctorate by Utah State University, located in the Ukraine.

Robert L. Kline recently graduated from Penn State University, The Capital

College with a Master of Public Administration degree from the School of Public Affairs.

ASPA Member Daljit Singh has been appointed as an Interim Dean of the College of Business and Public Administration at the University of Guam.

Ronald J. Stupak, dean of the Mount Vernon Institute’s Executive Leadership Center, received the Warren E. Burger Award from the National Center for State Courts.

Scholarship Applications Available

Applications are now available for the 1996 Public Employees Roundtable Public Service Scholarship Program, which awards money to bright and talented college students who plan to pursue careers in government.

Applicants must be enrolled either full-time in a four year undergraduate degree program or be enrolled full- or part-time in a graduate or post-graduate program. Undergraduates must have completed their first year of college work. All applicants must have a minimum cumulative grade point average in their current degree program of a 3.5 or higher on a 4.0 scale. Preference will be given to applicants with previous public service work or volunteer experience, including community service experience.

Applicants will be asked to write a two-page essay addressing the topic:

"Throughout my chosen career as a government employee, I will contribute to a more positive image of public service by..."

Applications may be requested by sending a self-addresses, stamped business envelope to PER Scholarship Program, PO Box 14270, Washington, DC 20044-4270. The deadline for receipt of applications is May 17, 1996. For more information, call (202) 927-3000.
BLUE WOODRIDGE
One of ASPA's three dedicated candidates
FOR
VICE PRESIDENT
ASKS FOR YOUR SUPPORT AND VOTE

Working with other members I seek to enhance ASPA's role as an organization that is:

- an advocate for the public sector and its employees
- a vigorous defender against threats to the dignity, values and worth of public service
- affordable for members' full participation
- a Society that allows individuals to contribute to their full ability
- a source of professional development opportunity for its members
- a means by which its members can influence public administration education
- a bridge between practitioners and academics, between practitioners from all levels of government, and between members from government and the not for profit sector
- an organization whose policy making process is open to all members
- a full participant in the international public administration community.

My Services to ASPA:

- CURRENT: Member of the National Council—Chair of the Policy Issues Committee—Member of the Executive Committee of the Section for Public Administration Education—Member of the Editorial Boards of Public Productivity and Management Review and Journal of Public Administration Education—published in PAR, Public Productivity and Management Review, and Review of Public Personnel Administration—frequent presenter at ASPA’s National, Regional and Local Conferences—trainer at ASPA’s National, Regional and Local conferences—Members of the following Sections: APH, COMPA, SCA, SMIPA, SNALE, SPME, SWPA—Member of the following Chapters: Virginia, National Capital Area.

- FORMERLY: Member of the National Council—Chair of the Conference of Minority Public Administrators—Member of the Executive Committee of the Section for Women in Public Administration—Chair Policy Issues' sub-committee on Equal Opportunity and Affirmative Action—Member of the Exemplary Practices in Affirmative Action Award Selection Committee—Member of the Training Committee—Reviewer for PAR—Member of the following Chapters: Los Angeles Metro, Connecticut, Northern Virginia.

Related Professional Experiences:

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

Please share your suggestions, concerns and ideas with me at Fax: (804)-828-7463, or E-mail: BWOODRIDGE@FELIX.VCU.EDU.

Paid for by the Virginia Chapter of ASPA.

✓ For ASPA VICE PRESIDENT
TODD W. ARGOW

- A STRONG LEADER AND FORWARD THINKER
- PAST PRESIDENT OF TWO ASPA CHAPTERS
- SERVED ON THREE ASPA CHAPTER COUNCILS INCLUDING CURRENTLY THE L.A. METRO CHAPTER
- CURRENTLY CHAIR OF THE AWARDS COMMITTEE

Dear ASPA Member,

Starting this month, you will have the opportunity to select a leader for ASPA. I became involved at the national level of ASPA because I feel there should be more support for ASPA’s roots at the chapter and section levels. For many of our members, this is the first point of contact and for others, the only point of contact. Building membership at the base of ASPA will empower us to more effectively deal with the many issues affecting public administration today. A strong organization can effectively promote the dignity and value of public service, act as a bridge between practitioners and academics, serve as means for professional development, and provide a policy development process open to all members.

Accordingly, I respectfully request your support from the list of three very devoted individuals seeking the office of Vice President.

Sincerely,

[Signature]

Please join us in supporting our candidate for Vice President. Ideas and contributions are welcome.

The Committee to Elect Todd W. Argow for Vice President. 3204 S. 25th Street, Room 701. Los Angeles, CA 90012 (FAX 213/620-3140)
Commentary on . . . Public School Choice
School Choice Linked to Better Neighborhoods

Gregg R. Geil

Now that the issue of school choice has taken its first steps beyond mere hypothetical supposition, it is time for the school choice debate to address potential benefits beyond the critical factor of offering children the opportunity for a good education. Specifically, school choice needs to be understood and embraced by those concerned about saving or revitalizing older urban areas. Suburban sprawl is driven as much by anything else by families wanting to live where there is quality public education. Strong property values and low crime rates associated with the suburbs result in people choosing not to live where public schools are in decline.

In school districts across the country a sad set of critical mass has been reached whereas neighborhoods cannot be revitalized because their schools are avoided by young families who can live elsewhere. At the same time, the schools cannot improve since they are located in neighborhoods in decline. One obvious answer to this self-perpetuating downward spiral is to offer parents the choice of where to send their children to school. Why not offer them vouchers for private schools.

Many argue that the problem is due to funding discrepancies among the school districts. My observations have led me to understand that the problem lies not in funding, but in individual neighborhoods and the lack of school choice. The school district in Austin (Tex.) covers most of the city and includes many good schools. It also has under-performing schools. I participated in a "Big Brother" program at an under-performing school. This school received annual funding and facilities with Austin's better schools, yet the children there were not getting a good education because there was too little peer, parental and community pressure for them to achieve.

When neighborhoods reach that point, their schools cannot improve because of the surrounding community, and the surrounding community cannot improve because of the schools.

A child there, sentenced to attend a school that is truly declining, takes place, is doomed to continuing decline.

There are persuasive arguments that the competition resulting from school choice would force the public schools to improve. Even if they don't, no student would be forced to attend a school where there is more pressure not to learn than to learn. Some outstanding private voucher schools could emerge in older neighborhoods, creating a magnet effect among parents who want to live near high quality schools. Wouldn't it be better for parents to have the option of sending their children to a good school instead of sending them to a gun and gang-infested public school? Isn't it more likely that a family in the neighboring neighborhood would choose to stay if such an option existed?

When school choice has been debated, it is often considered as an option only for low-income parents whose children are attending bad schools. This is a good half-step, but won't save a neighborhood facing decline. Choice must be offered to every one to save neighborhoods from school-driven decline. Once a neighborhood has been stabilized and the fear of declining property values has been assuaged, the public schools ought to remain desirable anyway.

That is the point that needs to be understood by suburban parents who have no need for choice right now and tend to oppose it. The results of the school choice election in California in 1995 bore out the opposition to choice by parents who currently live where the public schools are good. Wouldn't it be better for those parents to have the understanding that choice can help improve both their schools and their property values.

Unfortunately, there is no reason that the same fate should not befall our current suburbs as did the older neighborhoods we grew up in. Suburban sprawl and the pursuit of high quality schools will have to keep pushing further from the city center. The desirable school districts of today will face inevitable decay. To many homeowners, the decision to move is a timing game where once they see likely that property values may fall, they feel a need to try and beat the decline. Like in a bank run, other home owners feel compelled to do the same.

The major argument for school choice is, and should be, that every child deserves the best education possible. That the political left maintains that the state should require a child to attend a school that is at best a technical school and in a drug and gang cultures shows how morally bankrupt those claiming to be most compassionate are real. However, there is more at stake than just the education of inner-city children.

School choice is necessary if inner-cities are ever to be revitalized. School choice alone may not resuscitate old neighborhoods. Without it though, resuscitation is impossible and urban rot will continue its outward march.

Gregg R. Geil is an account executive and a freelance writer living in San Antonio, Texas.

American Schools Are Not In Trouble Thank You

Kevin B. Smith
Kenneth J. Meier

The theory that massive institutional decentralization and reliance on the marketplace will improve education is based on two a priori assumptions that have dubious empirical support. The first is that American educational system is failing. Yet, as some education scholars are quick to point out, this view is at best a gross distortion. Most commonly accepted measures show the opposite: American education is not failing.

The second seems to be that the education system is perceived as failing. Spurred on by a regular barrage of dire reports conveyed by the media, the general pessimism is not surprising. The perception is nonetheless misleading. On virtually every measure available, American education is making gains. Scores on the SAT are not declining, but advancing. Dropout rates are not increasing—they have, in fact, held steady for the past two decades. Dropout rates may have even been artificially inflated over the past half decade because urban schools have had an influx of immigrants who do not have the background or language skills to succeed.

Urban schools are not all caught in an inescapable spiral of decay bit are actually making progress in the face of terrific social and financial challenges. Plenty of evidence concludes that American students are holding their own or are even ahead of their international counterparts. American students are not performing less than previous generations. They are learning more. In critical subject areas such as mathematics, American students are not regressing, but making strong advances. These gains are even more impressive given the US education system's commitment to universal access.

The deeply entrenched view of American education as failing is a constant source of frustration to a growing segment of education researchers. Finding good news about American education is not difficult. In fact, gathering an impressive stack of scholarly studies that report favorably on the academic achievements of American students during the past decade is a simple task. The difficulty for researchers is to get one pays attention to them.

In his annual report on the condition of public education in Nevada, Kappan, Gerald W. Bracey convincingly documents a depressing list of misinterpretations and weighty distortions of education performance in America that have been widely circulated by scholars and the media. These to a large extent perform as self-fulfilling prophecies. Everyone knows schools are bad, and anything that contradicts this view must be wrong. Bracey argues that the most dangerous part of continuing to blame schools for failing despite ample evidence to the contrary is that the real problems threatening education— poverty, disintegrating families, and lack of public support—are being ignored.

The real concern from school reformers is that the nation's education system is failing. Asked to assess the nation's public schools as a whole, only 19 percent in a Gallup poll give the grade of A or B. Most people are satisfied with their own public school but are concerned about the failure of everyone else's. Given the off-reinforced but questionable perception that American education is somehow gravely ailing, it is not surprising that these differences in opinion are perfectly explainable.

School choice advocates and the institutional theory derive much support from the notion that private schools might work because they offer the quality educational services public schools do not. The empirical evidence supports that claim is spurious. Although many private schools do not offer top-notch education services, the demands many parents seek to fulfill in the private education sector are for religious services, social segregation, and the "right" socioeconomic status of their children's peers. While students at private schools unquestionably score higher on achievement measures, this is just as likely to reflect selective screening as the ability to provide superior education services. In other words, each school’s experimentally derived claim to better education quality than the public system provides.

In sum, the two assumptions that form the basis for school choice in general are highly suspect. While the assumption of failure may protect itself behind a barrage of dismal media reports and selectively chosen testimonials, the assumption of demand is hard pressed to muster a single shred of empirical support for real success. If, as the evidence suggests, these two assumptions are false, then the theory cannot function. If the existing system is healthy, and already meeting the demands of its clientele, it is already providing in large measure the promised benefits of the education market.

Kevin B. Smith is an assistant professor of political science at the University of Nebraska-Lincoln. Kenneth J. Meier is an ASPA member and a professor of public policy and political science at the University of Wisconsin-Madison. The above is excerpted from their book, The Case Against School Choice: Politics, Markets, and Fools (1995, M.E. Sharpe). Reprinted with Meier's permission.

The viewpoints expressed in the Commentary Section of PA TIMES are the individual's and are not necessarily the viewpoints of ASPA or the organizations they represent. ASPA welcomes letters to the editor on any public management issue. Send letters commentary to: ASPA, PA TIMES/Commentary, 1120 G Street, NW Suite 700, Washington, DC 20005
States and Locals Face Privatization Barriers

The following is an excerpt from a report titled "The $7.7 Billion Mistake: Federal Barriers to State and Local Privatization" prepared by the U.S. Senate Select Committee on the Midterm Election. We downloaded the report from the committee’s World Wide Web site. The site can be accessed at: http://www.senate.gov/.

Why Privatize? Across America, state and local governments are looking to privatize to improve service and lower costs. Privatization can accomplish both goals simultaneously, because it replaces the incentives and management methods of the public sector with the incentives and management methods of the private sector. Benefits of Profit-Oriented Management "The profit motive" is often falsely blamed for all sorts of anti-social business behavior. Additionally, government provision of roads, electricity, and other services often gets justified with the superficial argument that since government does not need to make a profit to stay in business, costs and charges can be kept lower than they would be if the carrot that rewards private firms for reducing costs and enhancing quality were eliminated. Privatization is based on the principle that private ownership generates greater accountability than public ownership. Private owners risk their own money instead of taxpayer dollars. Therefore, they have stronger incentives to provide quality service at attractive prices. If a firm fails to do so, the customers will stop buying or turn to competitors. Government administration, on the other hand, often fails to work as promised because of poor incentives and inadequate use of knowledge. In the public sector, employees are held accountable by elected officials for the welfare of the community’s public sector. Private owners are not held accountable for the community’s public sector. Private owners are held accountable by elected officials for the welfare of the community’s public sector. Private owners are not held accountable for the community’s public sector. Private owners are not held accountable for the community’s public sector. Furthermore, special interest politics is not an aberration, but an integral part of public decisionmaking. To win elections, politicians face strong incentives to confer benefits on narrow constituencies and spread the costs across all taxpayers. Beneficia ries have a strong motivation to get informed and turn out the vote, but the average taxpayer usually does not keep track of and does not protest statements made by the winning politicians. The cost and quality of service depend on what type of public ownership the local politicians elected the politicians.

Unfortunately, special interest politics is not an aberration, but an integral part of public decisionmaking. To win elections, politicians face strong incentives to confer benefits on narrow constituencies and spread the costs across all taxpayers. Beneficiaries have a strong motivation to get informed and turn out the vote, but the average taxpayer usually does not keep track of and does not protest statements made by the winning politicians. The cost and quality of service depend on what type of public ownership the local politicians elected the politicians.

A private firm can give its employees the chance to use their knowledge by allowing more discretion in serving customer needs, even as they are held accountable through profit-sharing, bonuses, and other types of rewards based on profitability. Government’s ability to give its employees discretion is much more limited, because individual taxpayers cannot choose to stop buying services. In government, rigid rules and procedures substitute for market feedback. For certain government programs, this makes sense; after all, no taxpayer wants a traffic cop to get a kick out of issuing the same number of traffic tickets he issues. The original intent of this "bureaucratic red tape" was to prevent public employees accountable for their use of government power. However, as so many instances, governments have gotten too bogged down with bureaucratic red tape that it no longer inhibits employees for employe, but also deters them from identifying and implementing cost-saving innovations and improvements. Reinventing Government Through Privatization Current initiatives to "reinvent government" purport to over come some of these bureaucratic ills, but the success rate of privatization programs is low and thus can function much like private businesses. This begs the question — if a government enterprise can be run like a private business, why should it not also be managed like a business, substituting the profit motive for the "vote motive"?

Local Privatization Reduces Federal Deficits Privatization broadens the corporate tax base by turning tax exempt entities into private businesses. Rothchild Inc. estimates that publicly owned, water, sewer, and electric utilities would pay approximately $1 billion in federal corporate income taxes if they were private companies. If public assets were privatized, a conservative estimate suggests that federal corporate income tax revenues would be $4.7 billion higher annually. Thus, current federal policies inhibiting state and local privatization cost the U.S. Treasury as much as $7.7 billion each year. Barriers to Privatization in the U.S. Many state and local governments are eager to privatize assets, but current federal policies place obstacles in their way. Federal policies inhibiting state and local privatization take three forms: grant requirements, regulatory requirements, and tax policy. Grant Requirements Federal grants often come with strings attached that inhibit privatization of whichever government entity is receiving the grant. Current policy, embodied in Executive Order 12803, permits the state or local government to sell assets in order to recover its original investment. Federal grant repayment policy is especially illogical given the simple fact that these are grants, not loans. The final purpose of grants is to supposedly encourage the upgrading of infrastructure — highways, airports, wastewater plants, and other infrastructure. In most cases, private buyers want to continue using the assets for the purpose for which they were built, but, facilities built with grant money still serve their intended purpose after privatization. If anything, privatization gives the federal government more "bang for the buck" on past grant dollars, because a private owner will operate the facility more efficiently. Nevertheless, federal policy discourages the change of ownership. Regulatory Requirements Many facilities owned by state and local governments enjoy preferential treatment under federal regulation, or have other strings attached that effectively prevent privatization. Wastewater: RCA A prominent example is the Resource Conservation and Recovery Act’s treatment of effluent discharges. A privately owned wastewater plant is subject to the same costly standards as an industrial plant. But the same wastewater plant owned by a municipality is subject to less costly standards, because the standards for private facilities were really intended to cover industrial plants that discharge chemicals and other hazardous wastes. Highways: Toll Restrictions Federal highway policies also inhibit privatization of roads and bridges. The Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) lifted the federal ban on tolls for all but interstate highways, and let states use private funding to match federal grants on an "as needed" basis. But the most significant benefits from highway privatization would come from states, instead of the interstate, where tolls still are prohibi ted. Tax Policy Two aspects of federal tax policy make state and local privatization less attractive: differential treatment of interest income on debt, and the tax-exempt status of municipal utilities. When a state or local government borrows money to build infrastructure, the interest it pays is tax-free to its investors. When a private company issues debt to buy or builds an identical facility, the interest is taxable, due to changes in the Tax Reform Act of 1986. Since states and local governments pay lower interest rates than private sector entities, public ownership often looks more efficient than it really is. Additional tax issues emerge when a private firm wants to acquire a facility built with tax-exempt bonds that are still outstanding. Theoretically, it is possible for the bonds to remain tax exempt if the facility has been used for five years and the sale proceeds are used for other projects that would qualify for tax exempt financing. In practice, the process of getting federal approval generates significant uncertainty and delays. The city of Franklin, Ohio spent a year getting IRS and OMB approval for the sale of its wastewater treatment plant to Wheelabrator, which has operated the plant under contract for several years. The IRS is in Charge The current tax code also gives the IRS an excuse to delay in the contract terms when a government decides to contract out management and operation of a facility. A facility’s bonds could lose their tax-exempt status if the management contract rewards employers with bonuses based on the profits. This provision clearly removes one of the major incentives states and municipalities use to enhance the contractor’s productivity. A single federal policy creates all these problems: the differential taxation of interest paid on corporate versus state and local debt. A fundamental tax reform like the flat tax reform being played by taxing all interest income in the same way. Municipal utilities, like govern ment-owned entities, are general ly exempt from corporate income taxes and local property taxes. The tax-exempt status of municip al utilities creates a barrier to privatization, because the local special interest groups that benefit from waste have a strong incentive to resist privatization. Conclusion We believe the world over make substantial use of private capital to fund infrastructure that can be fully supported by the fees. Unfortunately, the United States lags behind the rest of the world. Federal grants, regulatory, and tax policies discourage state and local governments from priv atizing infrastructure assets. State and local governments as well as private investors are eager to promote such privatization. However, states and municipalities have run up against federal restrictions and regulations when they have tried to pursue privatization. Private investors are pouring money into highways, bridges, airports, utilities, and other infrastructure all across the country. But what would do so here if the federal government would simply get out of the way so states and localities can manage their assets. In addition to stifling infrastructure investment, current policies have other, more measurable costs. Taxpayers and users of facilities pay more to make up for government waste and inefficiency. State and local governments spend millions in property tax revenues by keeping infrastructure out of the private sector. The cost of running the system, meanwhile, loses $4.7 billion annually in corporate income tax receipts because of its own poli cies impeding state and local privatization.
This conference is designed to focus on approaches and programs that work. The conference will also challenge your current views and stimulate you to think more deeply about issues involved in organizational & community change. Some of the most progressive communities in the country will lead training sessions, including Phoenix, AZ; Clark County, NV; Hampton, VA; Orange County, FL; Austin, TX; & Charlotte, NC. Topics that will be addressed in over 35 concurrent training seminars include community visioning and strategic planning; citizen empowerment; regional initiatives; and reengineering.

Rosabeth Moss Kanter, Professor of Business Administration at Harvard Business School and author of World Class: Thriving Locally in a Global Economy, will be giving the keynote address on how to use global trends to grow business, create new jobs, revitalize regions, and develop the international cities of the future.

This conference will provide local government professionals the opportunity to receive practical training on the strategies and methods to create or accelerate change in their organization. Six in-depth case studies will be presented by teams from the cities of Phoenix, AZ; Charlotte, NC; Arlington, TX; Escondido, CA; Scottsdale, AZ; and Virginia Beach, VA. Experts with a variety of experiences will exchange ideas, share solutions, and offer insights into valuable transformational tools. The conference includes five main themes: Policy and Politics, Tools of Transformation, Management and Leadership, The People Side of Transformation, and Business and Community.

Peter Block, an internationally known author, consultant, and speaker, helped initiate the interest in empowerment and will lead the keynote session. He is the author of three best-selling books, including his latest, Stewardship: Choosing Service over Self-Interest.

Registration Form
Please print or type; this form may be photocopied.

Registration deadlines: April 1 April 19 After April 19
Individual $295 $325 $345
Team member* $270 $300 $320

*The team member rate is a discounted rate per person when 3 or more participants from the same organization attend as a team. To obtain this discount, registration forms and fees for all team members must be submitted together.

Cancellation policy: Please notify the VIG or IG West office one week prior to the conference. Otherwise a $50 no-show fee will be charged.

Pre-Conference Sessions: Optional pre-conference training sessions are available for $95. Please select only one. This rate applies only to participants attending the full conference.

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Richmond, VA 23219
Phone: 804/780-4526
Fax: 804/780-4528

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• Committed to ethics and professionalism having served as Vice Chair and Chair of ASPA’s Professional Ethics Committee
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• Advocate of moving ASPA forward on the information superhighway
• Committed to lower registration fees for ASPA’s National Conference

Don Menzel is endorsed by the Suncoast Chapter of ASPA . . . and

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Kevin P. Kearns
MANAGING FOR ACCOUNTABILITY
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Managing for Accountability identifies strategic issues related to accountability and outlines effective tools for implementing standards of responsibility and accountability that will satisfy the expectations of those they serve. Kearns demonstrates how to take a proactive approach to accountability and offers a range of practical, proven strategic management approaches, as well as advice on implementing strategic tools, illustrative examples, useful checklists and diagnostic tools.
Public Administration Sites

For PA TIMES readers who just can't get enough access to the 'net, PA TIMES will list public management-related gophers, world wide web spots and other areas of interest to further 'net browsing options. If there are interesting PA related places you've encountered in your travels on the information highway, we'd like to know about those too. Please send us an e-mail with all the particulars to dacspa@actl.com or dacspa@ix.netcom.com.

http://www.goodnet.com/~mwarren/compa.html

The Conference of Minority Public Administrators homepage includes: information on ASPA's 57th National Conference, COMPA's trip to Greece July 10-17, 1996; membership information; and much more.

http://www.citizens-first.co.orange.fl.us

Orange County Florida joins the growing list of governments and municipalities that are serving their cyber-citizens with their own home page. Currently, the site features essential information about services and phone numbers.

http://www.cherryhill.lib.nj.us/mayor.html

The Cherry Hill Township invites surfers to stop by its home page which includes information on the township's history, government, and services.

http://www.fsu.edu/~spap/org/apsa.html

The American Political Science Association's (APSA) Policy Section homepage has been updated to include all issues of Policy Currents from 1993 and 1994. It also has added links to government policy and data sources of interest to scholars of public policy.

http://women.asia.gov/meula/

The President's Interagency Council on Women site is the place for information on follow-up to the UN's Fourth World Conference on Women, held in Beijing, Chinhom Sept. 4-15, 1995.

LISTSERV: CyberVPM is dedicated to the discussion of topics relevant to volunteer program management. It has just moved from a manual mail list to an automated one. To subscribe, send message SUBSCRIBE CyberVPM to: listserv@listserv.aol.com. Send questions directly to Nan Hawthorne, pengusin@hal.cynom.com.

NONPROFIT-NET (nonprofit-net@nonprofit.net) is dedicated to the discussion of usage of the Internet by nonprofit organizations. Subscriptions are open but posting is limited to list participants. For more information about the list or Hubris Communications, please contact hubris@gnet.com or see http://www.nonprofit.net/. To subscribe, send the following command in the BODY of mail to listproc@nonprofit.net

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CLAIRe L. FELBINGER
CANDIDATE FOR REGION VI COUNCIL MEMBER

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

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AS A MEMBER OF THE NATIONAL COUNCIL, I WILL ACT AS AN ADVOCATE FOR SOME OF THE NON-TRADITIONAL GROUPS IN THE PUBLIC ADMINISTRATION PROFESSION - LIKE THOSE IN PUBLIC WORKS, ECONOMIC DEVELOPMENT, PUBLIC HEALTH AND LOCAL SOCIAL SERVICE PLANNING. I WILL FOSTER MULTIDISCIPLINARY APPROACHES TO LEARNING AND PRACTICING PUBLIC ADMINISTRATION AND SOLVING ADMINISTRATIVE PROBLEMS. I WOULD ALSO LIKE TO PROMOTE ASPA'S EFFORTS TO ENHANCE THE IMAGE OF THE PROFESSION AND SUPPORT EFFORTS TO EDUCATE YOUNG PEOPLE ABOUT THE VALUE OF SERVICE IN GOVERNMENT.

Dan Ahern
for National Council At-Large

First Assistant Inspector General for Management
MA Inspector General's Office

I will support ASPA activities to:

- Speak out in support of public servants and public service.
- Provide member services that promote excellence.
- Support chapters, regional activities, and sections.
- Foster the exchange of ideas and information, and the acceptance of diversity.
- Secure the future of public service and ASPA by supporting students and young professionals.

Active ASPA member for 18 years

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- Vice Chair, 1996 National Conference Program Committee.
- Editorial boards of Public Administration Review and Public Integrity Annual.
- National and regional conference participant.

★ Chapter:

★ Section:

(Paid for by the Massachusetts Chapter, ASPA)
The Public Policy and Administration Institute at California State University, Bakersfield has received funding to create the Meryl Ruoss International Repository of Workplace Documents. This repository is named after CSUB’s most distinguished public administration educator and advocate of the public service. Dr. Ruoss currently enjoys faculty emeritus status and lives in Bakersfield, California.

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

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

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

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

We ask that agencies send copies of these documents to:

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

Phone - 800/788-CSUB, extension 2318
Fax - 805/664-2438
E-mail - jslack@csubak.edu
Connections Highlight
IPAC/ASPA Conference
(cont. from page 9)
are very similar. The sense is that today, issues in public administration tend to be universal.

Our second intent, of focusing on "topics of regional interest" was perhaps not achieved to the same degree. There were sessions that focused on the Ontario and adjoining US region since there were few responses to the request for proposals on this topic and generally, speakers raised examples from a continent-wide, rather than a regional field. An exception was City-Regions at the Cross-Roads, which examined Toronto and New York as metropolitan centres in a state of change.

What have we learned? The substantive findings of the conference would (or rather, will) take a book to relate. "Public Policy and Administrative Renewal in Canada and the US," to be published by Mosaic Press, will be based on several papers and presentations from the conference.

One of the strongest successes of the conference was the interplay of academic and practitioners. All sessions had both elements of public administration participating—and there were no "academic sessions." By the more usual measures also the conference was a success—more than 350 registered, well in excess of our planning targets of 250. Of these, 75 were from the US. And the conference made a modest profit.

On a practical note, we have learned how to work across distance and across borders. Telephone, e-mail and fax made it possible, but face to face visits are still needed to make it happen!

Finally, from ASPA's perspective, Toronto was a great host and outstanding conference venue. We look forward to the opportunity of visiting that great city again.

Following the success of the Toronto IPAC/ASPA Conference ASPA's National Council is discussing with IPAC the possibility of holding a joint bi-national conference in Toronto in 2003.

Geoff Kettel was IPAC Co-Chair, Program Committee for the 1995 IPAC/ASPA Regional Conference, also past-Chair and current Regional Director for the Toronto Regional Group on the IPAC National Board of Directors. He is Senior Management Analyst, Organizational Development Branch, Ontario Ministry of Natural Resources, Toronto, Ontario.

Arnie Steigman was ASPA Co-Chair, Program Committee for the 1995 IPAC/ASPA Regional Conference. He is a past member of the national council of ASPA. He is a member of the faculty of Empire State College, Albany, New York.

With budget cuts in the offing, layoffs in store in several federal agencies, and heated competition between a President trying re-election and a determined Republicans Congress, it is not hard to think of these as the "worst of times." Even the technologies which promise to make work more productive and unlock vast stores of information provide new challenges to employees in the public and private sectors alike. New knowledge must be gained and established patterns of lifelong careers largely abandoned. Even so, most people are adjusting and some are succeeding in this turbulent environment. Come find out how!

The 1996 NCAC Annual Conference will focus on the positive side of all this change. During a high-energy, concentrated one-day conference, speakers and participants will explore two broad themes: Rethinking Careers and Revitalizing Organizations. The conference will take stock of the major changes underway or proposed in the federal government, as well as the continuing effects of new technologies on people working in and around government and their organizations. Among the speakers will be four reporters from the National Journal, sharing their invaluable and broad perspectives of what's going on in this world of change.

For more information, contact Barbara Bonanno at (703) 922-5746.

<table>
<thead>
<tr>
<th>Conference Fees*</th>
<th>Before 3/16</th>
<th>After 3/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASPA Member</td>
<td>$185</td>
<td>$215</td>
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<tr>
<td>Non-Member</td>
<td>$225</td>
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VOTE FOR
Mary Ellen Balchunis
Council-At-Large

EDUCATION
B.A., University of Pennsylvania
M.P.A., Temple University
Ph.D., Temple University

EMPLOYMENT
Assistant Prof., La Salle Univ., Poli. Sci.
Assistant to the Mayor, City of Phila.

ASPA
Former President, Philadelphia Chapter
Former National Board Member, Region IV
Chaired National Campaign for Pub. Svcs.

AWARDS
Fulbright Scholar, Lectured in Sweden
ASPA'S President's Citation of Merit
Finalist, Outstanding Young Leader,
The Philadelphia Jaycees

Turbulent Times

New Opportunities
NCAC/ASPA's Annual Conference
April 16, 1996 Sphinx Club, Washington DC

Mail this form to Barbara Bonanno/Conference Registrar/6014 Coccot Court
Alexandria, VA 22310-1958
Make checks payable to NCAC/ASPA
Division of Budget
State of Kansas

The Division of the Budget for the State of Kansas is recruiting for an entry level Budget Analyst in the classified civil service system until 5:00 p.m., Friday, March 22, 1996. Candidates must have a master’s degree. The candidate should have skills in budget, program, and administrative oral communications. Candidates should have imagination and a commitment to high level performance. The Division of the Budget is a dynamic and energetic central budget office interacting directly with the Governor, legislatures, and state agencies often under severe time constraints. Hours are dictated by workload.

All applicants must register their skills into the Chief Fiscal Officer, and call (913) 296-4770 for registration information and send a current resume and cover letter to the Division of the Budget, Room 152-E, Statehouse, Topeka, Kansas 66612 or call (913) 296-3566 for additional information. The State of Kansas is an equal opportunity employer.

Director of Safety
(Salary dependent on qualifications)
The city of Cincinnati is accepting applications for the position of Director of Safety. Under the general direction of the City Manager, the position has the responsibility and authority to provide policy and executive leadership in matters related to the Fire Division, Police Division, and the Telecommunications Division for the Safety Department. This employee is a principal administrative officer of the city and an unelected employee serving at the pleasure of the City Manager.

This position is responsible for setting the organizational goals and objectives for the Fire, Police and Telecommunications Divisions; establishes criteria to measure and determine the effectiveness of these divisions; and makes operational and personnel decisions with the advice and counsel from the Fire Chief, Police Chief, and the City Manager. This position is responsible for setting budget priorities and operating the annual City budget for the Safety Department. This position is responsible for the departmental budget (approximately $112,000,000) of which $110,000,000 is operating and $1,000,000 is capital. This position reports to the City Manager and this position with regard to meeting with representatives of community organizations and the general public concerning matters of public safety.

Applicants must have significant progressively responsible senior management experience in a municipality of 300,000 or more people, managing in public administration, preferably with experience managing sworn police and fire personnel. A bachelor’s degree in public administration, business administration, management, criminal justice or a related field is required. Possession of an advanced degree in the areas listed above, or a law degree, is desirable.

The City of Cincinnati is an equal opportunity employer. Applicants must have at least three years of supervisory experience in a similar type organization or have five years of supervisory experience in a government or non-profit organization.

ASPA Requests Audit Proposals
The American Society for Public Administration (ASPA) has issued a request for proposals (RFP) from certified public accounting firms. ASPA seeks responses from firms with widespread and significant experience with non-profit membership organization.

Qualified firms should write to:
ASPA
1120 G Street, NW, Suite 700
Washington, DC 20005
or call ASPA at 202/393-7878
The Department of Political Science invites applications for a tenure-track position at the Assistant Professor rank in the field of public administration. Applicants’ primary field of expertise should be in the area of financial management. Secondary field should either be in the area of human resource management or municipal administration. Candidates should also possess qualitative skills. Competence in the above fields should be reflected in graduate coursework, research activity and/or teaching. Experience in areas of teaching, whose strengths complement those of current faculty. The appointment begins in August 1996. The person in this position will teach in a NASPAA accredited MPA program and an undergraduate public administration program. All faculty members in the department share a responsibility for teaching an introductory American Government course. Applicants should have completed the Ph.D. in the discipline by the date of appointment and have demonstrated excellence in research, teaching and service. Salary range will vary from $34,000 to $36,000 depending on qualifications and experience. SMU is located in a metropolitan area of over 250,000 and has about 17,000 students. There are 19 full time faculty members in the department who are very active in the areas of research, teaching and service. Women and minorities are especially encouraged to apply. Deadline for application is April 5, 1996. SMU is an AA/EO employer. Send vitae, three letters of reference, graduate and undergraduate transcripts, a representative sample of written work, teaching evaluations and a statement of research and teaching interests to: Kent Patel, Head, Department of Political Science, Southwest Missouri State University, 900 S. National, Springfield, MO 65804.

The University of Virginia
Director
Weldon Cooper Center for Public Service
The Weldon Cooper Center for Public Service provides policy research and economic and demographic studies to state and local government, businesses, and non-profit organizations throughout the Commonwealth of Virginia. As a major link connecting the University of Virginia with political leaders and the public of the Commonwealth, the Center conducts programs in management development and training, political leadership, technical assistance, civic education, and management consulting, and conducts research on Virginia’s economy and population. The Center currently operates the Virginia Institute of Political Leadership, the Virginia Institute of Government, and the University Institute Program. The Center also publishes a wide variety of statistical and policy analysis of emerging issues in state and local government. The Center is based in Charlottesville and has three satellite offices.

The Director develops and oversees the Center’s programs and determines its priorities in consultation with the Center’s faculty, former and current students, and local officials and their associations; conducts research; seeks external funding; edits the participation in the Center’s activities by faculty members from the University (and other universities and colleges in Virginia); and manages the Center’s administrative affairs. Applicants should have a demonstrated ability to provide intellectual and managerial leadership to a major program of research and public service. They should have at least five years experience in positions requiring program planning and development, research management, and public relations. The position requires familiarity with state and local government functions and policies. An advanced degree is preferred. The University seeks a Director who can provide additional directions and visibility for the Center while building on its existing strengths.

Salary will be appropriate to a senior-level administrative position and will depend on qualifications. Starting date should be no later than the fall of 1996. The position will remain open until filled.

Letters of application accompanied by a resume and the names of three references should be submitted to Professor Clayton P. Gillette, Chair, Search Committee, University of Virginia, School of Law, 580 Main Street, Charlottesville, VA 22903. The University is an Equal Opportunity/Affirmative Action Employer.

The Muskie Institute of Public Affairs at the University of Southern Maine seeks applications for a tenure-track faculty position at the assistant professor level. The starting date is September 1, 1996. The successful candidate will join a small core faculty in a NASPAA-accredited master's program in public policy and management, with a core of courses in politics, management, economics, finance, law, and research design. The candidate will have a doctorate in an appropriate field such as public policy, public management/administration, or political science, with a combination of research, teaching, and experience which will permit contributions to both the core and upper-level classes in policy and management.

The Muskie Institute of Public Affairs at the University of Southern Maine is the public policy and management institute for the University of Southern Maine, a public, coeducational, comprehensive university offering a full range of degrees. The University is located in Sanford, Maine, with additional locations in Lewiston and Portland.

In addition, the successful candidate will bring a strong commitment to students and quality teaching in an interdisciplinary, problem-focused graduate program; an ability to work collegially in a small faculty in a dynamic setting; and a strong commitment to public service in the maine context. The successful candidate will have a substantive area of specialization which can contribute to the Institute's academic and research programs.

Salary and benefits are competitive and commensurate with experience.

The Edmund S. Muskie Institute of Public Affairs is an independent unit of the University of Southern Maine consisting of an academic program offering a master’s degree in Public Policy & Management and a master’s degree in Homeland Security Management which will begin in the fall of 1996. A third master's degree in Community Planning and development is in the planning stages for fall of 1997. The Institute currently has five full time faculty positions and 11 associated faculty, most of whom also hold research appointments in the departments of the Institute. A student body of 100 full and part time students is expected to expand with the new degree programs.

The Muskie Institute's Research Programs conduct research and technical assistance nation-wide in the fields of health policy, child welfare and family policy, and disaster policy. There is also a newly-established Center for public sector innovation located in Augusta, the state capital. The successful candidate may be eligible for a research appointment within one of the Institute's research centers.

Send curriculum vitae, the names and addresses of three references, and a brief account of relevant research and teaching interests and experiences to: PPM Faculty Search, Edmund S. Muskie Institute of Public Affairs, RE: 101, University of Southern Maine, PO Box 9300, Portland, ME 04104-9300. USM is an EEO/AA employer committed to diversity, quality and equal opportunity accommodation. Review of applications will begin April 1, 1996 and continue until position is filled.

In addition, the successful candidate will bring a strong commitment to students and quality teaching in an interdisciplinary, problem-focused graduate program; an ability to work collegially in a small faculty in a dynamic setting; and a strong commitment to public service in the maine context. The successful candidate will have a substantive area of specialization which can contribute to the Institute’s academic and research programs.

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For consideration, applications and nominations for the position of Dean of the College of Urban Planning and Public Affairs are solicited. The appointment is expected to take effect during the 1996-97 academic year.

The University of Illinois at Chicago invites applications and nominations for the position of Dean of its newly-formed College of Urban Planning and Public Affairs. The appointment is expected to take effect during the 1996-97 academic year.

The University of Illinois at Chicago (UIC) invites applications and nominations for the position of Dean of its newly-formed College of Urban Planning and Public Affairs (CPPA). The appointment is expected to take effect during the 1996-97 academic year.

UIC, a Research 1 University with a strong commitment to excellence in research and education at all levels, is the largest institution of higher learning in northern Illinois. It has 15 colleges and schools, over 20,000 faculty, and serves a diverse body of over 56,000 undergraduate, 6,000 graduate, and 2,000 professional students.

The newly-created College of Urban Planning and Public Affairs is the cornerstone of a University, and University and campus wide initiatives which focus upon UIC’s mission as a major urban land-grant university.

The mission of CPPA is to create, disseminate, and apply multi-disciplinary knowledge about urban planning and public affairs to build upon the strengths of metropolitan Chicago and other urban areas statewide, nationally, and internationally. While UIC’s Chicago setting is the focus for many of its activities, the College serves as a focal point for the examination of urban issues as they are confronted worldwide.

The goal of CPPA is to become one of the premier institutions of its kind in the nation and the world. The College houses the following units and academic and professional degree programs:

- The Great Cities Institute, the Survey Research Laboratory, the UIC-Center for Urban Economic Development and its Natalie P. Voorhees Center for Neighborhood and Community Improvement.
- The Urban Transportation Center, a Master's and PhD in Public Administration, a Ph.D. in Political Analysis (Urban Planning), and a Master of Urban Planning and Policy.

A candidate for the position must have achieved national and international stature in his/her scholarly field; have a demonstrated commitment to academic excellence and diversity; and be able to provide leadership in advancing the College’s research, education, and service missions.

The successful candidate will have credentials commensurate for appointment at the level of full professor. The ability to work collegially and effectively with faculty and multidisciplinary colleagues within UIC, and to continue to develop and enhance relationships with external constituencies is essential. Administrative experience sufficient to demonstrate the capacity to lead a college continuously and integrate disciplinary and academic research units is highly desirable.

For consideration, applications and nominations should be received by March 31, 1996. Applications, which consist of a letter of intent, a current complete curriculum vitae, should be sent to:

- Dr. Robert Kolbebeck, Head
- Department of Political Science
- Northern Michigan University
- Marquette, MI 49855-0753
- (906) 227-2019; (906) 227-1819 FAX
- Affirmative Action/Equal Opportunity Employer

The University of Illinois at Chicago is an Affirmative Action/Equal Opportunity Employer. Women, minorities, and people with disabilities are encouraged to apply.
University of North Carolina at Wilmington
The Political Science Department of the University of North Carolina at Wilmington invites applications for a position in public administration to begin in August 1996. This is a tenure track appointment at the rank of Assistant Professor. Applicants should have a Ph.D. in political science or public administration completed by August 1, 1996. Professional competency required in the following fields: organizational theory/behavior, human resource management, and public budgeting. A strong commitment to teaching and evidence of research potential are required. Minorities and women are strongly encouraged to apply.

UNCW, with an enrollment of more than 8,000 students, is located in southeastern North Carolina, about five miles from the Atlantic Ocean. It is one of the fastest growing universities in the UNC system.

The screening of applications will begin April 1, 1996 and will continue until the position is filled. Send letter of application, curriculum vitae, official transcripts, evidence of effective teaching, a sample of scholarly writing and three letters of reference to: Prof. Earl Sheridan, Chair, Search Committee, Political Science Department, University of North Carolina at Wilmington 28403-3297. UNCW is an Affirmative Action/Equal Opportunity Employer.

Assistant Professor in Criminal Justice
Kennesaw State College, in northwest metropolitan Atlanta, offers a tenure-track position in criminal justice. Doctorate in appropriate discipline is required. The candidate’s background must reflect academic and practical experience in criminal justice. Credentials to teach public administration or human services desirable; demonstrable teaching effectiveness and community involvement are essential.

Applications will be accepted until position is filled, but to ensure consideration submit a letter of application, vita, transcripts and three letters of reference to: Chair, FAAH Search Committee, Department of Public Administration & Human Services, Kennesaw State College, 100 Chastain Road, Kennesaw, GA 30144.

An AA/EO Employer, KSC has a notable record for inclusiveness and strongly encourages applications from minorities and women.

One Year Non-Tenure Track Position in Public Administration
The Division of Political Science and Criminal Justice seeks candidates for a one-year position in public administration. Preferred specializations are public finance and research methods.

Qualifications: A Ph.D. in Public Administration or closely related field is required but in exceptional cases candidates who are ABD may be appointed. The applicant should have experience teaching in a graduate program and must be aware of and to be able to deal with the educational goals of a multicultural population as well as having an interest in teaching students with non-traditional or ethnically diverse backgrounds. Compensation will be at the Assistant Professor level.

Responsibilities: The normal teaching load consists of four courses, with three preparations. The applicant would be expected to teach a graduate and undergraduate course in public finance and two sections of research methods in the fall semester. In the spring semester, courses would consist of two graduate courses (one in research applications) and two undergraduate research methods classes. The applicant is also expected to serve on the MPA committee and assist in grading graduate comprehensive examinations in the Spring.

Application Procedure: Candidates should send a letter of application indicating experience in their areas of specialization, a vita, graduate transcripts, and the names of three references. If available, course syllabi and summaries of student evaluations should be included. Closing date is March 22, 1996. Send all materials to:

Alan Saltzman, Coordinator
Masters of Public Administration Program, Division of Political Science and Criminal Justice
California State University, Fullerton
Fullerton, CA 92834
(714) 773-3531; FAX (714) 773-3534
General Information: California State University, Fullerton (CSUF) is a large comprehensive, ethnic university with approximately 1,000 full and part-time faculty and a diverse student body numbering 22,000. The University offers a broad spectrum of programs, with 70 baccalaureate and 44 master’s degrees in liberal arts and sciences and in applied and professional fields. Learning is promoted at CSUF. We combine the best qualities of teaching and research universities where actively engaged students, faculty and staff work closely with colleagues to expand knowledge. Research and other creative activities are enhanced by the proximity of the campus to nationally recognized business, cultural and educational institutions. The University has a student body reflecting the diversity of California. CSUF is strongly committed to enhancing diversity through faculty, staff and student recruitment.

The Masters of Public Administration Program is accredited by NASPA and embraces between 70 and 110 students. Its programs includes concentrations in public finance, human resources and urban management. The Division of Political Science and Criminal Justice consists of 26 full-time faculty, all with Ph.D.s and a varying number of part-time faculty.

ASPA Calendar of Events

<table>
<thead>
<tr>
<th>Event Details</th>
<th>Date/Location</th>
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<tbody>
<tr>
<td>NACO Legislative Conference</td>
<td>March 1-5, Washington, DC</td>
</tr>
<tr>
<td>Public Service Ethics and the Public Trust</td>
<td>March 2-3, St. Louis, MO</td>
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<tr>
<td>Lightening the Load: The ACIR Conference on Federal Mandates</td>
<td>March 6-7, Washington, DC</td>
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<tr>
<td>National Conference on Applied Ethics</td>
<td>March 7-9, Long Beach, CA</td>
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<tr>
<td>Congressional City Conference</td>
<td>March 9-12, Washington, DC</td>
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<tr>
<td>Partners for a Healthy Environment an Economy</td>
<td>March 13-16, San Diego, CA</td>
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<tr>
<td>Mid-Atlantic Sustainable Building Technology Workshop</td>
<td>March 18-20, Washington, DC</td>
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<tr>
<td>The Reinvention Revolution: Reports from the Federal Front Lines</td>
<td>March 25-27, Washington, DC</td>
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<tr>
<td>Waste Processing Conference</td>
<td>March 31-April 3, Atlantic City, NJ</td>
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<td>ASPA Region VII</td>
<td>April 11-13, Des Moines, IA</td>
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<tr>
<td>National Public Employee Labor Relations Association</td>
<td>April 14-18, Clearwater Beach, FL</td>
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<tr>
<td>ASPA Region X Conference</td>
<td>April 18-19, San Francisco, CA</td>
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<tr>
<td>Michigan Historic Preservation Conference</td>
<td>April 19-20, Ann Arbor, MI</td>
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<tr>
<td>Transforming Local Government: Share the Innovations That Work</td>
<td>April 27-30, Norfolk, VA</td>
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<td>Risk Management in Environmental Health and Protection</td>
<td>May 13-17, New York, NY</td>
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<tr>
<td>ASPA Region V - SECOPA</td>
<td>October 3-5, Miami, FL</td>
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<tr>
<td>ASPA Region I/II</td>
<td>October 27-31, Princeton, NJ</td>
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<tr>
<td>Transferring Local Government: Share the Innovations That Work</td>
<td>May 19-21, Long Beach, CA</td>
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Cities See an Increase in Youth Problems

(cont. from page 1)

hostile, alienated or isolated in their outlook on life," said Lashutta. "A good job with an opportunity for personal security and enrichment is one of the most effective remedies for a disengaged outlook and attitude but that won't happen by itself. We have to bring the resources of our communities and our nation—invoking the private sector and many others, not just government— to create the kind of approach and commitment of effort that is needed." 

When asked about measures that would improve local workforces, respondents most frequently mentioned improving public schools (67 percent), employer-sponsored job training and mentoring (56 percent), linking financial or tax incentives for businesses that hire and/or train local residents (52 percent).

The education system has a major role in teaching essential skills to young people, and quality of education was mentioned second most frequently among important local conditions to address in the next two years. Last year's NLC survey found that nearly three-quarters (72 percent) of respondents saying their cities were already involved in local education reform and improvement. This year by nearly the same margin (71 percent), respondents said they are optimistic about the ability of city halls and local schools to effectively meet local needs.

Concern about youth problems, while not new in itself, has been rising even as other indicators of community conditions have improved. Nearly half of the survey respondents (49 percent) reported improving conditions with regard to violent crime in general, while only about one in four (27 percent) said it had worsened. And respondents listed police-community relations as the most-improved condition in the past year and over the past five years, as well.

City leaders were much more cautious in their assessment of how well their city and the nation as a whole will fare in the coming year and in comparison to 1995.

Several factors may be contributing to this anxiety or creeping pessimism among city leaders," said NLC Executive Director Donald J. Borut. "One is the partisan political wrangling that has hobbled the federal budget process this year, creating confusion and uncertainty in many intergovernmental programs.

'It's like sending a planeload of passengers and cargo on a long-distance flight without telling the flight crew—in this case, city leaders—how much fuel is on board and whether it will be enough to make the trip. You can make adjustments if you know what to expect, but you can put everything at risk if you're flying blind.'

"Another widespread anxiety factor stems from the continuing unrest in the American economy," said Borut. "Over the past several years, we have seen thousands of well-paying jobs disappear in many places even as corporate sales and profits are growing."

Three "pocketbook" issues—city fiscal conditions, economic conditions, and unemployment—were closely grouped after youth crime and quality of education as key issues to address in the next two years.

Another question asked about issues likely to be important to local voters in the 1996 presidential election campaign. Mentioned most often as important voter issues were crime and public safety, followed by the economy, jobs, public education and health care.

There was a substantial decrease in the level of concern over unfunded mandates, or requirements to take on various responsibilities directed by federal laws or regulations but without adequate or any funding assistance from Washington. While 54 percent of the respondents said the burden of unfunded mandates worsened in 1995, the passage of mandates relief legislation supported by NLC appears to have helped change the context of the mandates issue.

The NLC survey sample provides a 95 percent degree of confidence that answers will vary by no more than 5 percent from the results that would be obtained in responses from all elected officials in those communities.