

ASPA

CENTRAL PIEDMONT CHAPTER

American Society for Public Administration



CONFERENCE

October 16,17,18, 1991

Wednesday-Thursday-Friday

**CITY MARRIOTT
CHARLOTTE, NC**

Greetings:

The Central Piedmont Chapter of the American Society for Public Administration will be hosting SECOPA '91 - the Southeastern Conference on Public Administration from October 16th to 18th. The three day conference will be held at the Marriott City Center in the heart of uptown Charlotte, NC - the site of the original 1770's gold rush. The theme of the conference will be **"PRIDE IN PUBLIC SERVICE."**

More than 50 panels are currently planned. There will be special panels on "Crime and Drugs," "Political Consolidation," "Sports and Economic Development," "Waste to Energy," "Recycling," a City Managers Roundtable, and a County Managers Roundtable. Enid Beaumont, National ASPA President, will be the keynote speaker for the Wednesday luncheon. Ms. Beaumont will address the "Challenges and Issues Facing ASPA." Thursday's luncheon will feature keynote speaker Donald Borut, Executive Director of the National League of Cities. Mr. Borut will speak on the conference theme, "Pride in Public Service."

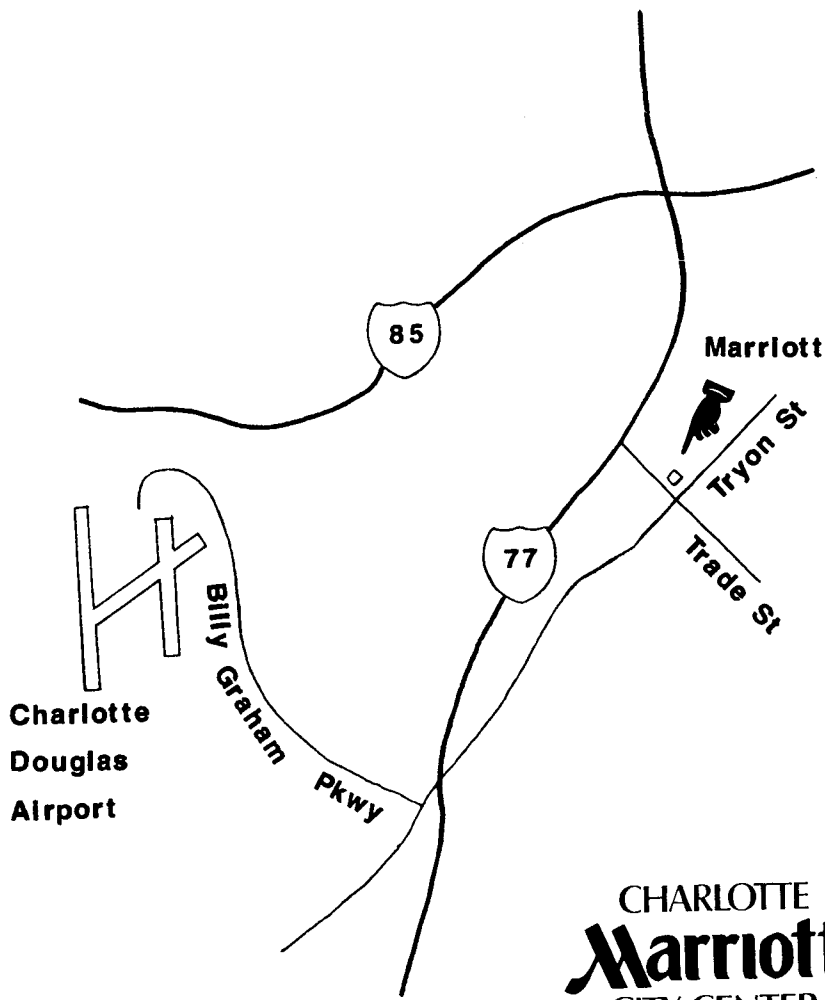
Business Month magazine recently named the City of Charlotte as one of the 10 best managed cities in the U.S. Come to Charlotte and meet our management team members in your field of interest. Mecklenburg County has received *City and State* magazine's Recycling Achievement Award and ICMA's Award for Excellence in Environmental Management. Tours of city and county facilities and program visits can be arranged.

The opening reception on Wednesday evening will be held at Discovery Place Science Museum.

Separate conference and hotel registration forms are enclosed. Plan early to attend; early registration and guaranteed hotel rates end September 18th. Make your USAir reservations soon to receive the lowest fare and refer to Gold File No. 25360002 - which saves you and SECOPA money. I look forward to seeing you at the Conference. For additional information, please do not hesitate to contact me at (704) 336-2306.



Lisa Schumacher,
Conference Chair



Charlotte
Douglas
Airport

Billy
Graham
Pkwy

85

77

Marriott

Tryon St

Trade St

CHARLOTTE
Marriott.
CITY CENTER

100 West Trade Street, Charlotte, North Carolina 28202 (704) 333-9000

HOW TO GET TO THE CONFERENCE

AIR TRANSPORTATION - major airlines fly to Charlotte-Douglas International Airport from most SECOPA region cities. Hotel shuttles are available to and from the Airport.

CAR RENTALS - Most major car rental operations are available at Charlotte-Douglas International Airport.

GROUND TRANSPORTATION - Interstates I-77 and I-85 intersect in Charlotte. A map is enclosed on the last page of this book.

DESCRIPTION OF HOW TO GET FROM CHARLOTTE DOUGLAS AIRPORT TO MARRIOTT CITY CENTER - Take Airport connector to Billy Graham Parkway South (1.6 miles - merge right - follow I-77 signs). Go 3.7 miles on Billy Graham Parkway. Turn left on Highway 49 (South Tryon Street). After turning, immediately get into a far right lane (.2 miles) and get on I-77 North. Go 4.2 miles. Take Trade Street exit 10B. Turn right at the end of ramp onto West Trade Street. Merge left and go 7 blocks to 100 West Trade Street. Marriott City Center is on the left after crossing Church Street.

HOTEL ACCOMMODATIONS

The City Marriott is located in uptown Charlotte. You may make reservations by calling (704) 333-9000. The rate is \$84 nightly per room. A reservation request is enclosed. Early registration guaranteed hotel rates end September 18.

CONFERENCE REGISTRATION

See enclosed registration form for details.

SPECIAL AIRFARE

USAIR has been designated as the official carrier for the attendees of the SECOPA '91, October 16-18, 1991, in Charlotte, North Carolina. USAir agrees to offer an exclusive low fare for the attendees. This special fare will offer a 5% discount off any published USAir promotional round trip fare, excluding First Class and Government Contract Fares. This discount is valid providing all rules and restrictions are met and is applicable for travel from the Continental United States, Bahamas and San Juan, Puerto Rico.

For attendees unable to meet the restrictions for promotional fares, USAir will offer a 35% discount off the standard round trip day coach fare for travel from the Continental United States, Bahamas and San Juan, Puerto Rico. For attendees traveling from Canada, USAIR will offer a 30% discount with no minimum stay requirement or a 35% discount with a 2 night minimum stay requirement.

These conference discounts are valid between October 13-21, 1991.

To obtain this conference discount, you or your travel agent must call USAir's Meeting and Convention Reservation Office at 1-800-334-8644; from Canada, 1-800-428-4322, Ext. 7702; Monday through Friday, 8:00 a.m. - 9:00 p.m., Eastern Time. REFER TO GOLD FILE NO. 25360002.

Please make your reservations early to receive the lowest fare and refer to Gold File No. 25360002 - which saves you and SECOPA money!

USAir

TOUR OF CHARLOTTE COLISEUM AND CHARLOTTE MOTOR SPEEDWAY

(Thursday, October 17, 8:30 - 12 noon)

Sports events contribute over \$500 million to the Charlotte area economy. The Charlotte Motor Speedway is responsible for \$168 million, bringing in over 230,000 people for NASCAR races in May and October. The Speedway covers 2,000 acres with 117,000 grandstand seats. Come tour the facility, walk on the infield and take a ride around the track.

Tour the Charlotte Coliseum which entertained 1,750,000 people in FY91. This state-of-the-art facility opened in 1988, seats 23,000 and will host the 1994 NCAA Final Four. The NBA All-Star game was played there this past year. The Coliseum also features an award winning reversible lane system to fill and empty the 8,000 space parking lot. The tour includes the traffic control center, security center, locker rooms, VIP and Media facilities.

WASTE-TO-ENERGY AND RECYCLING FACILITIES TOURS

(Thursday, October 17, 2 - 5 p.m.)

Mecklenburg County owns a "Cadillac" waste-to-energy facility known as the University City Resource Recovery Facility. Electricity generated at the plant is sold to Duke Power Company and the steam is used to heat the nearby University of North Carolina - Charlotte campus. Approximately 230 tons of household waste is reduced to ash there each day. This tour explains how the facility works.

Mecklenburg County takes a Disney World approach to recycling. The Recycling Facility includes a large window through which visitors can view the separation process and a catwalk which carries viewers above the processing area. There is also an amphitheater for lectures, videotape presentations and computer programs designed to help children and adults understand how recycling works. More than 46% of Charlotte households participate regularly in the curbside recycling program.

SECOPA '91 Program

Tuesday, October 15, 1991

5:00 - 7:00 p.m. Registration

7:30 p.m. SECOPA Executive Board Meeting

Wednesday, October 16, 1991

8:00 a.m. - 5:00 p.m. Registration

8:00 a.m. - 9:00 a.m. SECOPA Business Meeting Part I.

9:00 a.m. - 10:15 a.m. Concurrent Sessions

Training and Development Solutions to Personnel Problems ✓ on the Job

Chair: Michael Vasu (N.C. State University)

Participants:

Michael Vasu (N.C. State University)

Steve Strauss (N.C. State University)

Jim Savage (Personnel Development, NC State Government)

John Daly (University of South Florida) "Computers and Problem
Employees"

Charles E. Mitchell (Decatur, Georgia) "New Age Training Programs: In
Violation of Religious Discrimination Laws?"

Ken Mitchell (U.S. Office of Personnel Management)

Issues of Local Management: A View From the Trenches ✓

Chair: Lon Felker (East Tennessee State University)

Participants:

Frank Clifton (Bristol, Tennessee) "Approaches to Incentive and Merit
Pay Plans"

Lon Felker (East Tennessee State University) "Public Management
Theory and the Debate Over Public Management Education: Some
Inconclusive Thoughts"

Anthony Scally (East Tennessee State University) "Why Small Cities
Do Not Need City Managers"

Catherine Crawford (Cornell University) "Dynamic Processes and
Their Impact on the Efficacy of Government Programs"

Discussant: John Campbell (Johnson City Tennessee)

Integrating Competing Environmental Policy Priorities

Participants:

Richard Hembra (U.S. General Accounting Office) "The Need to Target the Environmental Problems That Threaten Us Most"

Odelia Funke (U.S. Environmental Protection Agency) "Struggling With Integrated Environmental Policy"

William Mangun (East Carolina University) "Municipal Administrators' Opinions About Environmental Policy Priorities and Where the Problems Lie"

Problems in Jail Management

Participants:

John Altman (University of Tennessee, Knoxville)
"State Mandating of Misdemeanant Responsibilities"

George Wilson (North Carolina Central University) "Jail Overcrowding In North Carolina"

Discussant: To Be Named

Conquering Coordination Problems in Workforce Development

Chair: Edward T. Jennings, Jr. (University of Kentucky)

Participants:

Edward T. Jennings, Jr. (University of Kentucky)
"Patterns of Coordination in State Workforce Development Programs"

Neal Zank (National Commission for Employment Policy) "Improving Coordination in Government Sponsored Public Assistance Programs"

Discussant: James Lott (North Carolina Department of Labor)

Dale Krane (University of Nebraska, Omaha)

* 10:15 a.m. - 10:30 a.m. - **Break - Refreshment - Exhibit Area**

10:30 a.m. - 11:45 a.m. - **Concurrent Sessions**

Local Government Reform

Chair: Marty Wiseman (Mississippi State University)

Participants:

Dan Durning (University of Georgia) "Why Are Most City/County Referenda in Southern States?"

Jon B. Pierce and Edwin Thomas (University of South Carolina) "Approaches to Improving Local Intergovernmental Relations in South Carolina: A Comparative Study?"

Timothy D. Mead (University of North Carolina at Charlotte) "The Frustration of Local Government Reform: Why the City of Charlotte and Mecklenburg County Cannot Consolidate Despite Twenty Years of Reform Agitation"

Marty Wiseman (Mississippi State University) "Acceptance of and Resistance to Government Reform: A Case in the Rural South"

Drug Testing

Chair: J. Devereux Weeks (University of Georgia) ✓

Participants:

J. Devereux Weeks (University of Georgia)

Dahlia Bradshaw-Lynn (Florida International University-North Miami Beach) "Attitudes Toward Employee Assistance Programs for Drug and Alcohol Abuse"

Dennis M. Daley and Curt Ellis (N.C. State University) "Drug Screening in the Public Sector: A Focus on Law Enforcement"

Declining Revenues in an Era of Spiraling Expectations

Chair: Ebenezer Ugorji, (Georgia Southern University)

Participants:

Charles Spindler (Auburn University) and Kenneth Klase (West Virginia University) "The Effect of Declining Federal Intergovernmental Revenues on State Budgeting"

Kuo-Tsai Liou (Florida Atlantic University) "A Decade of Fiscal Restraint in Major Industrialized Countries"

Strategic Planning and Management in State Agencies ✓

Chair: Bob Cunningham (University of Tennessee-Knoxville)

Participants:

Gail Albritton (Florida House of Representatives)

Mike Lefever (State of South Carolina)

Fred Bracy (State of Tennessee)

Arie Halachmi (Tennessee State University)

Problems in the Administration of Justice ✓

Chair: Robert Moog (North Carolina State University)

Participants:

Robert Meyers (Florida International University) "Bail and Pretrial Practices in Florida: Potential for Racial and Ethnic Bias"

Robert Moog (North Carolina State University) "Reform of Judicial Selection in North Carolina"

12:00 p.m. - 1:45 p.m. - **Lunch and General Session**

Keynote Address:

Enid Beaumont, President, ASPA

"Challenges and Issues Facing ASPA"

2:00 p.m. - 3:15 p.m. - **Concurrent Session**

Roundtable on ASPA Future Direction

Enid Beaumont, President, ASPA

Tom Lynch, President-Elect, ASPA

Anne O. Kilpatrick, Chair SECOPA

John Thomas, Executive Director, ASPA

Ari Halachmi, ASPA Region IV Council Representative

Bob Kline, ASPA National Council Representative

Innovations for Addressing Problems in Health and Human Services ✓

Chair: Mary Ellen Guy (University of Alabama at Birmingham)

Participants:

Ralph S. Hambrick (Virginia Commonwealth University)

"Policy and Program Responses to Homelessness"

Peter Cruise and Kuo-Tsai Liou (Florida Atlantic University) "Case Management in AIDS/HIV Disease: A Study of Robert Wood Johnson AIDS Health Services Program in Palm Beach County, FL"

**Innovations for Addressing Problems continued
participants continued**

Carol N. Ramano (Jefferson County Alabama Department of Health)
"Case Managed Maternity Care: An Evaluation of Jefferson County,
Alabama's Medicaid Maternity Waiver Program"
Bill Richey (Grambling State University) "Fatal Connection: Poverty
and Death by Fire"

The Teaching of Public Personnel Management

Chair: Dennis M. Daley (N.C. State University)

Participants:

Robert D. Lee (Pennsylvania State University)
Donald E. Klingner (Florida International University)
Lloyd Nigro (Georgia State University)
Steven Hays (University of South Carolina)

Administrative Theory and Local Government ✓

Chair: Larry Keller (Cleveland State University)

Participants

Charles Washington
Sy Murray
Steve Macklin
Carolyn Clark-Daniels and R. Steven Daniels "Administrative Models
Used by Social Workers"

Contracting for Services Workshop (2 Consecutive Sessions)

Convener: Lawrence Martin (Florida Atlantic University)

Topics: The Extent of Contracting for Services
 Deciding to Contract
 Comparing the Costs of Direct and Contract Service Delivery
 Selecting the Best Procurement Strategy
 Developing a Detailed Work Statement

City Manager's Roundtable

Convener: O. Wendell White, Manager, City of Charlotte

Participants: To Be Named.

3:15 - 3:30 p.m. - **Break**

3:30 - 4:45 p.m. - **Concurrent Sessions**

**Goals and Assessment of Public Administration Education: ✓
Associate, Bachelors, Masters, and Doctoral Programs**

Chair: David J. Beier (Middle Georgia College)

Discussants: Philip Cowherd (City of Charlotte)

Gary Rassel (University of North Carolina at Charlotte)

Municipal Finance: Trends and Developments

Chair: Bart Hildreth (Louisiana State University)

Participants:

Charlie Coe (N.C. State University)

Gerald J. Miller (Rutgers University)

Bart Hildreth (Louisiana State University)

Contracting for Services Workshop (continued from previous session)

Pride and Excellence in Public Service: Continuing the Tradition

This session will include special presentations by two well-known ASPA members, commentary, and audience participation.

Bob Denhardt (University of Central Florida), Past President of ASPA,
"Strategies for Achieving Excellence in Public Organizations"

Christine Gibbs (Salt River Project, Arizona), Vice-President of ASPA

5:30 p.m. - 7:00 p.m. - **Opening Reception**
Discovery Place Science Museum

THURSDAY, OCTOBER 17, 1991

8:00 a.m. - 5:00 p.m. Registration

8:00 a.m. - 9:00 a.m. Secopa Business Meeting Part II

8:30 a.m. - 9:00 a.m. Refreshments and Pastry in Exhibit Area

8:30 a.m. - 12:00 noon **Tour of Charlotte Coliseum and Charlotte Motor Speedway**

9:00 a.m. - 10:15 a.m. **Concurrent Sessions**

Current Issues in Teaching Public Administration ✓

Chair: J. Edward Kellough

➤ **Dealing with Values in Environmental Management**

Participants:

Emmett Lambard and Daniel Barbee (Pembroke State University)
"Dealing With Value Conflicts in Environmental Administration"

Earl Klay (Florida State University) and David McElveen (Florida Fish and Game Commission) "The Role of Staff as Agents for Change in a Wildlife Agency"

Harvey White (University of Pittsburgh) "Environmental Management and Syndrome Behaviors"

Performance Measurement and Local Government Budgeting ✓

Chair: Robert Keber (City of Savannah)

Participants:

Panel of discussants from Budget Offices in the Cities of Atlanta, Greensboro, Columbia, and Savannah

Performance Appraisal and Productivity

Chair: Arie Halachmi (Tennessee State University)

Participants:

Betsy Smith (N.C. Department of Personnel)

Steve Condrey (University of Georgia) "Generic vs. Position-Specific Performance Standards: Implications for Managerial Performance Appraisal Systems"

Tammy L. Reed (City of Miami Beach) "The Effects of Employee Participation in the Performance Appraisal Process - A Case Study of the City of Miami Beach"

"Ethics and Public Service" ✓

Chair: Terrel Rhodes (University of North Carolina at Charlotte)

Participants:

Ruth Ann Strickland (Appalachian State University) "The Invisible Hand, Interstate Competition, and Gambling: The Ethics of the Marketplace"

Jerry Smith (Jacksonville State University) "The Ethics of Political Campaigns: Shouldn't Something Be Done?"

Robert Roberts (James Madison University) "Federal Law and State and Local Public Corruption"

10:15 - 10:30 a.m. - **Break - Refreshments**

10:30 - 11:45 a.m. - **Concurrent Sessions**

The 'Refounding' of Public Administration

Chair: Gary Wamsley (Virginia Polytechnical Institute and State University)

Beyond Budget Theory: Public Financial Management in the Nineties

Chair: Frank Howard, Florida International University

Participants:

Jane McCollough and other panelists

The Department of Veterans Affairs: Looking to the Future

Chair: Anne Osborne Kilpatrick (Medical University of South Carolina)

Participants:

Anthony J. Principi (U.S. Department of Veterans Affairs)

David M. Mirvis, M.D. (Department of Veterans Affairs Medical Center, Memphis)

Evelyn P. Mahairas (Department of Veterans Affairs Medical Center, Coatesville, PA)

R. E. Struble (National Center for Cost Containment and Department of Veterans Affairs Medical Center, Milwaukee)

Local Government Management ✓

Chair: Ed Lewis (East Carolina University)

Participants:

Robert Whalen (University of New Orleans)

Nasir Ahmed (Grambling State University)

Ed Lewis (East Carolina University)

Discussant: To Be Named

Women in Public Administration: Beyond the Glass Ceiling

Participants: To Be Named

Student Presentations

Participants: To Be Named

12:00 p.m. - 1:45 p.m. - Luncheon - Keynote Address

Don Borut, Executive Director, National League of Cities
"Pride in Public Service"

**2:00 p.m. - 5:00 p.m. - Tour of Waste-To-Energy Recycling
Facilities**

Charlie Horn, Mecklenburg County Waste-To-Energy Facility
Administrator

Brenda Barger, Mecklenburg County Recycling Field Operations
Supervisor

2:00 p.m. - 3:15 p.m. - Concurrent Sessions

The Language and Substance of Budgeting Reform

Chair: Marcia L. Whicker, Virginia Commonwealth University

Participants:

Marcia L. Whicker and Mary Ellen Rives (Virginia
Commonwealth University) "Budget Reforms: Who Wants Them?"

Robert D. Lee, Jr. (Pennsylvania State University) "Educational
Characteristics of Budget Office Personnel and State Budgetary
Processes"

Teresa Atkinson and Barbara Reese (Joint Legislative Audit and
Review Commission, Commonwealth of Virginia) "Assessing
Virginia's Executive Budget Process"

Urban Economic Development: Academic Perspectives

Chair: Marion Orr, University of Maryland

The Use of Management Tools in Environmental Policy Implementation

Participants:

John Morris and Gloria Burch (Auburn University) "Exploring Environmental Policy Implementation and Management: The Case of State Revolving Funds"

Renee Hurst and Christopher Ungate (Tennessee Valley Authority) "Environmental Impact Assessment: A Help or a Hindrance to Agency Decision-Making?"

Catherine Wilt (University of Tennessee) "Solid Waste Management Planning in the Southeastern United States: The Trend Towards Capacity Assurance Planning"

Hunter Bacot (University of Tennessee) "Articulating Policy to the Public: Challenges for Communicating Environmental Policy Decisions"

County Managers' Roundtable

Convener: Gerald Fox, Manager, Mecklenburg County

Participants: To Be Named

3:15 p.m. - 3:30 p.m. - **Break**

3:30 p.m. - 4:45 p.m. - **Concurrent Sessions**

Gangs in Small Towns and Rural America

Chair: Sharon Tracey, Georgia Southern University

Participants:

John Edwards (Georgia Bureau of Investigation)

Pam Redmond (Georgia Alcohol and Drug Services)

Charles Hendricks (Stateboro Georgia Police Department)

Methods for Improving Government Productivity

Chair: Stuart Grifel, Polk County Florida

Participants:

Mark Glover (Florida Innovation Group)

Paul Epstein (Principal, Epstein and Fass, Inc.)

David Cooke (City of Charlotte - Internal Consulting Manager)

Minority Issues

Chair: Tryman Mfonya

Participants:

Professor Howey

Professor Wahl

City/County Consolidation: A Panel Discussion

Participants:

Marjorie Turnbull, Commissioner, Leon County, Florida

Timothy Mead, University of North Carolina at Charlotte

Warren J. Wicker, University of North Carolina at Chapel Hill -
Institute of Government

5:30 p.m. - 6:30 p.m. - **Reception**
City Center Marriott

FRIDAY, OCTOBER 18, 1991

7:00 a.m. Fun Run/Fun Walk
Uptown and Historic Fourth Ward

8:45 a.m. - 9:00 a.m. Pastry and Refreshments

9:00 a.m. - 10:15 a.m. **Concurrent Sessions**

The Government Finance Officer's Association Budget Awards: The North Carolina Experience

Chair: Paula Few, Town of Cary, N.C.

Participants:

Jack Vogt (University of North Carolina at Chapel Hill - Institute of Government)

Deborah Bright (Mecklenburg County Budget and Resource Department Manager)

Sports and Economic Development

Chair: Larry Rosenstrauch, City of Charlotte

Participants:

Spencer Stolpen, President, Charlotte Hornets and Shinn Enterprises
Hill Carrow, President, Trace Corporation. Former President of N.C. Amateur Sports and Director of U.S. Olympic Festival, 1987
Representative, Atlanta Committee for the Olympics

When the Bills Come Due - Prioritizing Toxic Waste Cleanup (Roundtable Discussion)

Chair: Douglas Brown, Logistics Management Institute

Participants:

EPA official, remediation program manager, public interest group or commercial cleanup representatives

Privatization: The Continuing Debate

Chair: Larry Martin, Florida Atlantic University

Participants:

Larken Dudley (Virginia Polytechnic Institute) "The Governance of Contracting"

Kuo-Tsai Liou (Florida Atlantic University) "Privatizing State Owned Enterprises in Taiwan"

Robert Myers (Florida Atlantic University) "Privatizing Correctional Facilities: The Florida Experience"

Comparative Personnel Administration

Chair: Ken Mitchell

Participants:

Ken Mitchell (U.S. Office of Personnel Management) "Poland"

Oliver Williams (N.C. State University) "Hong Kong"

Linda Dillon (N.C. State University) "Application of Japanese Methods"

10:15 a.m. - 10:30 a.m. - **Break**

10:30 a.m. - 11:45 a.m. - **Concurrent Sessions**

Developments in State and Local Budgeting and Financial Management

Chair: W. Bartley Hildreth, Louisiana State University

Participants:

Nasir U. Ahmed (Grambling State University) "Microcomputer Utilization Status in State and Local Government Purchasing"

Jack Vogt (University of North Carolina at Chapel Hill) and Charles Coe (N.C. State University) "Budget Practices in North Carolina Local Governments"

Management of Small City and Rural Law Enforcement Agencies

Chair: Erika Fairchild (N.C. State University)

Participants:

Michael Lloyd (University of Georgia)

Management and Needs Assessment for Small-City Police Departments in the South: Growth Management in Coastal States

Participants:

Larry Thomas and Don Hayes (University of Baltimore),

Robert Durant (University of Georgia) "Public Design, Growth Management Strategies, and the Politics of Agenda Setting: Lessons from Maryland and New Jersey"

Janet Frantz (University of Southwest Louisiana) "Implementation of the Coastal Zone Management Act in Louisiana"

Carmine Scavo (East Carolina University) "Implementation of the Beach Management Act in South Carolina in the Wake of Hurricane Hugo"

Political Management in State Government

Chair: Bob Crew (Florida State University)

Problems in Obtaining and Retaining Public Employees

Chair: Wendell Lawther

Participants:

Chris Daniel (Kentucky State University) "Patronage and Its Alternatives After Rutan: State and Local Reform Practices:"

Robert Goldenkoff (General Government Division, Arlington, Virginia) "Recruiting and Hiring: Lessons From the Federal Experience"

Wendell Lawther (University of Central Florida) "Measuring Turnover and Its Costs"

Dennis M. Daley (N.C. State University) "Health Care Benefits in the Public Sector": An Examination of Availability, Size, and Managerial Effects on North Carolina Municipalities"

Crime and Drugs

Convener: Don Steger, Assistant City Manager, City of Charlotte

12:00 p.m. - **CONFERENCE ADJOURNS**

THANKS FOR COMING!

SECOPA '91

Extra Curricular Activities

Walking

The City Marriott is located in the heart of uptown Charlotte. The hotel has an indoor pool and sauna. In the lobby area there are speciality shops and restaurants. More restaurants and shopping are located in the Overstreet Mall (entrance corner of South Tryon and East Trade).

The City Marriott is located adjacent to Historic Fourth Ward, a revitalized historic Victorian neighborhood which has retained many of its original structures. "A Walk Through Fourth Ward" brochure will be available at the registration desk.

Wednesday night's reception will be held at Discovery Place - a hands-on science museum located at 301 North Tryon Street. The new Charlotte-Mecklenburg Library is located across the street from Discovery Place. Also within walking distance is Spirit Square which features four art galleries; the Afro-American Cultural Center with on-going art exhibits, and the 14 story Charlotte-Mecklenburg Government Center. Tours of the center can be arranged at the registration desk.

Short Trips

If the hotel pool is too small for you, Mecklenburg County's new Aquatic Center is located at McDowell and Third Street (8 blocks from uptown).

Charlotte is a noted center for antiques. The Town of Pineville and Waxhaw nearby are loaded with antique merchants. Several shops are also located near uptown Charlotte.

Bring your golf clubs! Challenging golf awaits you in Charlotte. A sign-up sheet will be at the hospitality desk.

Other short-trips include:

- | | |
|---|----------------------|
| ● Hezekiah Alexander Homesite
(704) 568-1774 | 6 miles from uptown |
| ● Mint Museum of Art | 2 miles from uptown |
| ● SouthPark Mall | 6 miles from uptown |
| ● Eastland Mall | 5 miles from uptown |
| ● Carolina Place Mall | 10 miles from uptown |
| ● Windsor Square Outlet Mall | 10 miles from uptown |

- Pineville Antique Dealers 12 miles from uptown
(704) 889-4387
- Waxhaw Antique Village 20 miles from uptown
(704) 843-2181
- Latta Plantation 12 miles from uptown
(704) 875-2312
- Charlotte Motor Speedway 15 miles from uptown
Winston Cup Tours
(704) 455-3204

Excursions

Here is a menu of suggested day trips for which you don't have to pack. If you would like more detailed information, the registration desk will have brochures or you can request information ahead of time.

Trips	Distance
1. Biltmore House and Gardens, Asheville, NC 1-(800) 543-2961	140 miles west of Charlotte
2. Grandfather Mountain and Mt. Mitchell (highest point east of Mississippi River) 1-(800) 468-7325	150 miles west of Charlotte
3. Old Salem, Winston-Salem, NC 1-(800) 441-5305	75 miles north of Charlotte
4. Historic Spencer Shops - NC Transportation Museum, Spencer, NC (704) 636-2889	40 miles north of Charlotte
5. North Carolina Zoological Park Asheboro, NC (919) 879-5606	75 miles east of Charlotte
6. Hickory Furniture Mart 1-(800) 462-MART	40 miles north of Charlotte
7. Reed Gold Mine State Historic Site (704) 786-8337	30 miles north of Charlotte

North Carolina High Country Hosts 1-(800) 438-7500 provides tourist information and accommodations referrals for North Carolina mountain destinations.

SECOPA '91 OFFICERS

Anne Kilpatrick, Chairperson,
Medical University of South Carolina

Platon Rigos, Chairperson - Elect
University of South Florida

Bart Hildreth, Treasurer,
Louisiana State University

Robert Montjoy, Board Member,
Auburn University

James Harvey, Board Member,
Jackson State University

Mel Hill, Board Member,
University of Georgia Institute of Government

Robert Cunningham, Board Member,
University of Tennessee at Knoxville

SECOPA '91 CONFERENCE COMMITTEE

Lisa Schumacher, Conference Chair
City of Charlotte

Julie Burch, Program Co-Chair
City of Charlotte

Gary Rassel, Program Co-Chair
University of North Carolina at Charlotte

Stephen Cole, Treasurer

James Laney and Merry Chambers, Registration

Susan Brown, Volunteers

Eric Lanier, Program Logistics and Exhibits

Richard Woodcock, Transportation

Philip Cowherd, Hospitality

SECOPA '91 SPONSORS

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Centralina Council of Governments

Charlotte Convention and Visitor's Bureau

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Mecklenburg County

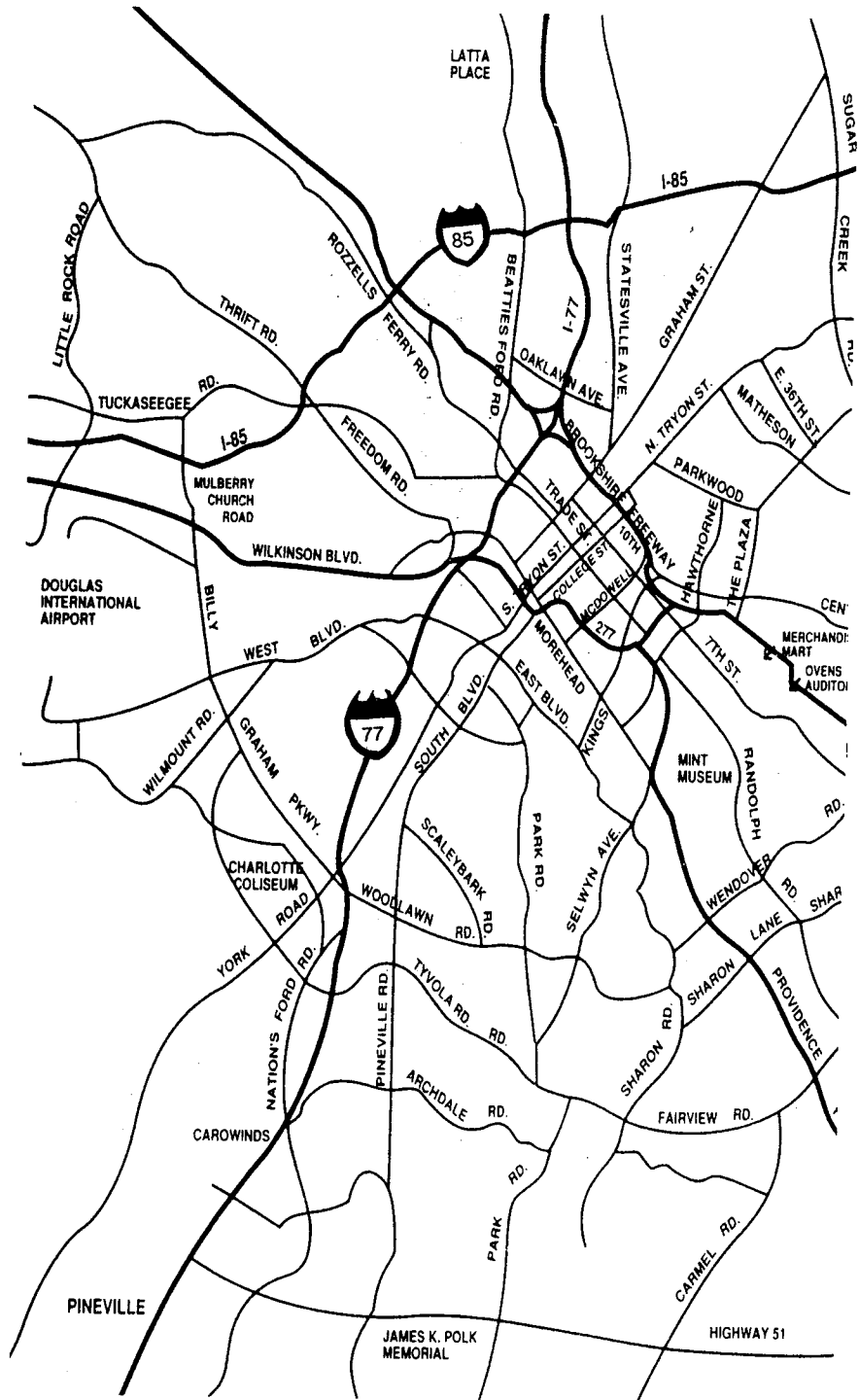
Piedmont Natural Gas

Piedmont Triad ASPA Chapter

Research Triangle ASPA Chapter

University of North Carolina at Charlotte

Xerox Corporation



Lisa Schumacher, Conference Chair
City of Charlotte, Budget Office
600 E. 4th Street
Charlotte, NC 28202-2842



00004452
William E. Kiy
Associate Professor
Department of Public
Administration
Florida State University
Tallahassee, FL 32306

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