

SECOPA/Montgomery '92

**1992
PROGRAM**

**SOUTHEASTERN CONFERENCE
ON PUBLIC ADMINISTRATION**

**GOVERNOR'S HOUSE HOTEL
MONTGOMERY, ALABAMA
OCTOBER 7-9, 1992**

Hosted by the Montgomery Chapter of ASPA

CONFERENCE SPONSORS

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WELCOME TO MONTGOMERY

The Montgomery ASPA Chapter welcomes you to the 1992 SECOPA Conference.

The Montgomery metropolitan area has a population of 300,000 persons and is an active governmental and trade center. Among Montgomery's outstanding attractions are the Alabama Shakespeare Festival Theater, the Montgomery Museum of Fine Arts, Old Alabama Town, the Civil Rights Memorial, and the Montgomery Zoo. The Shakespeare Theater and the Museum are a relatively short drive from the Governors House and are located in the beautiful Wynton Blount Cultural Park. Please do not hesitate to ask Montgomery ASPA Chapter members or the staff of the Governors House if you need directions.

We want to thank the volunteers from the Montgomery ASPA Chapter who have given their time and talents to make the conference a success.

Please note that name badges must be worn in order to gain access to all meetings, luncheons, and receptions.

We hope that you enjoy the conference and Montgomery.

Thomas Vocino
General Conference and
Program Chair

Gordon Meriwether
Local Arrangements Chair

Carolyn Nolen
Conference Secretary

1991-1992 SECOPA OFFICERS

Platon Rigos, Chairperson
University of South Florida

Robert Montjoy, Chairperson-Elect
Auburn University

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University of Tennessee

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Anne Osborne Kilpatrick
Medical University of South Carolina

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Louisiana State University

Ellen Rosell
University of Central Florida

SUMMARY OF EVENTS

Wednesday, October 7

Registration

Panels

OPENING RECEPTION
Constitution Hall - Governors House

11:00 A.M.- 5:00 P.M.

1:30 P.M.- 5:00 P.M.

5:45- 7:00 P.M.

Thursday, October 8

SECOPA Business Meeting

Registration

Panels

Plenary Luncheon

7:30- 8:30 A.M.

8:00 A.M.- 5:00 P.M.

8:30 A.M.- 5:00 P.M.

12:00 NOON- 1:30 P.M.

Friday, October 9

Plenary Breakfast

Registration

Panels

7:30 A.M.- 8:30 A.M.

8:00 A.M.-10:00 A.M.

8:30 A.M.-12:00 NOON

Daily Program Schedule

Wednesday, October 7, 1992

1:30-3:00

Panel A: "Public-Private Relationships in the Future: What Do They Hold For Public Administration?"
Alabama I

Panel Chair: Jeffrey L. Brudney, University of Georgia

Papers: J. Edward Kellough and William A. Osuna, University of Georgia
"Turnover in the Federal Service: A New Look at the Evidence."

Robert Gamble, University of Georgia
"Potential Uses of Non-Paid Personnel in Public Safety Service Delivery."

Sally C. Selden, University of Georgia
"Smaller Local Governments and Computers: Patterns of Diffusion and Use."

Mary Maureen Brown, University of Georgia
"Information Systems and Organization Development: Meeting the Demand of Information Resource Management in the 21st Century."

Discussant: Jeffrey L. Brudney, University of Georgia

Panel B: "Rules By Which We Judge."
Alabama II

Panel Chair: Robert B. Denhardt, University of Central Florida

Papers: Raphael J. Caprio and Marcia Lynn Whicker, Rutgers University, Newark
Ruth Ann Strickland, Appalachian State University
"Evaluating Public Officials: An Extension of the Double Standard"

Ruth M. Patterson, Medical University of South Carolina
"Personal Values and Public Work: Conflicting Perspectives?"

Discussant: David Martin, Auburn University

**Panel C: "Teaching National Security Studies."
Room 203**

Panel Chair: Robert Wendzel, U.S. Air War College

Panelists: Donald Snow, University of Alabama
Edward Davis, The Citadel
William Turcotte, Naval War College
Robert Jordan, University of New Orleans

**Panel D: "Roundtable on the History of SECOPA."
Alabama III**

Panel Chair: Robert Cunningham, University of Tennessee/Knoxville

Panelists: David N. Cox, Memphis State University
Jeff Duffey, University of Central Florida
Earle Klay, Florida State University
C.E. Teasley, University of West Florida
Fred Carter, Executive Director, South Carolina Budget and Control Board

**Panel E: "Planning With Small Communities."
Capitol Room**

Panel Chair: George H. Cox, Jr., Georgia Southern University

Panelists: George H. Cox, Jr., Georgia Southern University
"Civic Development in Small Communities"

Beth Ungs Phillips, Tennessee Department of Economic and Community
Development
"Leadership Development in Three East Tennessee Counties"

Winfred Owens, Georgia Department of Community Affairs
"Community Input Mandates in State Planning Law"

Jim Munroe, University of West Florida
"Difficulties in Responding to Florida's Growth Management Act"

Raphael Montalvo, Florida Growth Management Conflict Resolution
Consortium
"The Deltona Community Consensus Building Process"

Discussant: Ted Becker, Auburn University
Marvin Hoffmann, Appalachian State University

Panel F: "Administration of Community Policing Programs."
Senate Room

Panel Chair: Robert Keber, City of Savannah

Panelists: Lt. Polly Horne, Tampa Police Department
Captain Wyatt Gantt, Montgomery Police Department
Ed Driscoll, Savannah Police Department

3:00-3:30 Coffee Break
Constitution Hall Lobby

3:30-5:00

Panel A: "Budgeting With Less in the 1990s: Cutback Management in the States
Alabama I

Panel Chairs: Edward J. Clynch, Mississippi State University
Thomas P. Lauth, University of Georgia

Panelists: Edward J. Clynch, Mississippi State University
"Cutback Budgeting in Mississippi."

Gloria A. Grizzle, Florida State University
"Cutback Budgeting in Florida."

Merl M. Hackbart, University of Kentucky
"Cutback Budgeting in Kentucky."

Harold W. Kuhn, Jr., Murray State University
"Cutback Budgeting in the States."

Thomas P. Lauth, University of Georgia
"Cutback Budgeting in Georgia."

Panel B: "Public Personnel Administration Issues for the 1990's"
Alabama II

Panel Chair: Gary Roberts, Florida International University

Panelists: Jerry Gianakas, Kent State University
"Appraising the Performance of Street Level Bureaucrats: The Case of
Municipal Police Officers."

Gary Roberts, Florida International University
"Municipal Government, Personnel Professionals, and Performance
Appraisal."

Discussant: Dan Balfour, University of Akron

Panel C: "Priorities for Public Health and Public Hospitals: Into the Future."
Alabama III

Panel Chair: Anne Osborne Kilpatrick, Medical University of South Carolina

Panelists: Anne Osborne Kilpatrick and James A. Johnson, Medical University of South
Carolina
"Public Hospitals: Past, Present and Future."

Joy Clay, Memphis State University
"Policy Issues in Indigent Health Care: A Case Study."

Discussant: Thomas Wilson, Auburn University at Montgomery

Panel D: "National Security Policy."
Capitol Room

Panel Chair: Grant T. Hammond, U.S. Air War College

Panelists: Michael Boll, U.S. Air War College and San Jose State University
"The National Security Decision Making Process."

Grant T. Hammond, U.S. Air War College
"National Security Strategy in a World Turned Upside Down."

James E. Winkates, U.S. Air War College
"Setting US Defense Priorities."

Discussant: James Nathan, Auburn University at Montgomery

Panel E: "Publicness and Productivity."
Senate Room

Panel Chair: David Coursey, Florida State University

Panelists: Dan Balfour, University of Akron
Hal Rainey, University of Georgia
Ruth Ann Strickland, Appalachian State University
Bart Wechsler, Florida State University
Marcia Wicker, Rutgers University/Newark

Panel F: "Tips for Running ASPA Chapters"
Room 203

Panelists: John Thomas, Executive Director, ASPA
Joann Dunne, ASPA Staff Member

5:45-7:00 Opening Reception
Constitution Hall

Thursday, October 8

7:30-8:30 SECOPA Business Meeting
Alabama I

8:30-10:00

Panel A: "Chester I. Barnard: His World and Ongoing Relevance."
Alabama I

Panel Chair: William B. Wolf, Cornell University

Panelists: Alfred Bolton, Averett College
Robert Wright, Pepperdine University

Panel B: "Environmental Management and the Issues of Growth and Developm
Alabama II

Panel Chair: Ronald John Hy, University of Arkansas at Little Rock

Panelists: Hunter Bacot and Roy A. Dawes, University of Southwestern Louisiana
"Environmental Management in the Southern States: A Brief Overview of
Environmental Activities in the 1990's."

Janet E. Frantz, University of Southwestern Louisiana
"Mitigation: Survey and Analysis of a Coastal Management Tool."

Robert Watson, Troy State University
"Environmental Growth Management."

Discussants: William L. Waugh, Jr., Georgia State University
Ronald John Hy, University of Arkansas at Little Rock

Panel C: "Emerging Issues in Health and Human Services."
Alabama III

Panel Chair: Catherine Crawford, University of Colorado, Denver

Panelists: Catherine Crawford, University of Colorado, Denver
"Minority Women's Health Issues."

Denise Strong Janha, University of New Orleans
"Reform of Health Professional Regulations."

C. Bradley Doss, Georgia State University
"Child Abuse Protocols: The Georgia Experience."

Panel D: "Structuring Local Government."
Capitol Room

Panel Chair: Gregory Streib, Georgia State University

Panelists: Dan Durning, University of Georgia
"Evaluation of Athens-Clarke County Consolidation."

Bill O'Dell, University of Florida
"Rational Decision-Making and Implementation of the Concurrent
Requirement in Florida."

Lawson Veazey and Lydell Beard, University of Central Arkansas
"Culture, Religion, and Support for the Lottery: Economic Development
Arkansas."

Panelists: Ronald L. McLemore, Collier County Manager's Office
"Overview of Baseball Spring Training in Collier County, Florida."

Gerald W. Johnson, Auburn University, and
Douglas J. Watson, City of Auburn
"Privatization: Provision or Production of Services? Two Case Studies."

Ellen Rosell, University of Central Florida-Brevard Campus
"Contracting Out: Unbundling Commitments with Public Employees."

Christopher M. Kimaru, North Carolina Central University
"The Use of Finance Fees to Finance Infrastructure: The Case of North
Carolina."

Discussant: Douglas J. Watson

Panel D: "Trends in Local Government Financing and Financial Management."
Capitol Room

Panel Chair: Charles J. Spindler, Auburn University

Panelists: Nasir U. Ahmed, Grambling State University
"An Analysis of Variables Affecting Microcomputer Utilization in Local
Government Purchasing."

Kenneth A. Klase and Jin W. Mok, West Virginia University
"Assessing the Financial Performance of Water and Sewer Utilities and Its
Implications: The Case of West Virginia Municipalities and Public
Service Districts."

Gary A. Mattson and Henry B. Thomas, University of North Florida
"Growth Management, Physical Stress and Financial Management Practices
Among Florida Micro-Politan Governments."

Alex Sekwat, Florida Atlantic University
"Fiscal Instability in Municipal Finance: The Case of Philadelphia."

Discussant: Charles J. Spindler, Auburn University

Panel E: "Title VII, Employment Discrimination and the EEOC."
Senate Room

Panel Chair: John J. Hinder, Florida Atlantic University

Panelists: Verna Swaby, Florida Atlantic University
"The Administrative Strategies of Principal Agent Theory: The Case of EEOC."

Donald P. Giancoli, Florida Atlantic University, and
Susan E. Day, Florida Atlantic University
"State Implementation of Civil Rights Policy: The Case of Employment."

Discussants: Cheryl D. Young, APSA Congressional Fellow
Wilbur Rich, Wellesley College

12:00-1:30 **Luncheon**
Constitution Hall

Welcome: Joseph C. Dickerson, President, Montgomery City Council

Speaker: Douglass Cater, Distinguished Lecturer, Auburn University at Montgomery

Topic: "Can We Govern?"

1:30-3:00

Panel A: "The Politics of Crisis and Tribulation: Barnard and the Antecedents of the Managerial State."
Alabama I

Panel Chair: William G. Scott, University of Washington

Panelists: David Hart, State University of New York-Albany
Jack Rabin, Pennsylvania State University-Harrisburg

Panel B: "The Status of Government Set-Aside Programs in the South."
Alabama II

Panel Chair: Mitchell F. Rice, Louisiana State University

Panelists: Kenneth Austin, City of Tallahassee
Jarvis Patton, Birmingham City Council
Susan Ross, Office of Contract Compliance, City of Atlanta
Henry J. Stamper and Wanda James, Louisiana Department of Economic Development

Panel C: "The Environmental Challenge to Local Government."
Alabama III

Panel Chair: Edith Kelley Manns, Georgia State University

Panelists: David H. Folz, University of Tennessee
"A Preliminary Cost-Benefit Analysis of Municipal Recycling."

Edith Kelley Manns, Georgia State University; Linda C. Jones, National Audubon Society; and Catherine M. Beise, West Georgia College
"Public/Private Partnerships for Environmental Concerns: Adding Computer Planning Model Support and Grassroots Volunteerism."

William L. Waugh, Jr., Georgia State University
"Local Agencies and the Management of Environmental Hazards."

Panel D: "Gender Issues and Productivity."
Senate Room

Panel Chair: Ann Marie Rizzo, Tennessee State University

Panelists: Mary Ellen Guy, University of Alabama, Birmingham
Ann Marie Rizzo, Tennessee State University
Meredith Ann Newman, University of Central Florida

Discussant: David Coursey, Florida State University

Panel E: "Demonstration: Computer Software for Local Government Management of Hazardous Waste."
Room 203

Presenter: Doug Brown, Logistics Management Institute, Bethesda, Maryland

Panel F: "Public Health Policy: Issues for a Healthy Population in the 1990's."
Capitol Room

Panel Chair: Jack Hataway, M.D., Alabama Department of Public Health

Panelists: Jeff Roseman, M.D., PH.D., Director, Center for Health Risk/Disease Prevention, University of Alabama at Birmingham
Dr. Fred Hoerr, Auburn University
Pat Byington, Executive Director, Alabama Conservancy

3:00-3:30

Coffee Break
Constitution Hall Lobby

3:30-5:00

Panel A: Continuation of: "The Politics of Crisis and Tribulation: Barnard and the Antecedents of the Managerial State."
Alabama I

Panel Chair: William G. Scott, University of Washington

Panel B: "Public Administration Education and Research."
Alabama II

Panel Chair: Carl T. Grafton, Auburn University at Montgomery

Panelists: Donald E. Rosenhoover, Troy State University and Harold "Bud" Kuhn, Murray State University
"Is TQM Being Taught As Part of MPA Programs? Should It Be?"

Charlease T. Stevenson, Savannah State College
"College and University Chief Administrative Officers: A Comparison of Black and White Administrators."

Discussant: Susan J. Cagle, Auburn University at Montgomery

Panel C: "Local Government Economic Development and Growth."
Alabama III

Panel Chair: Robert K. Whelan, University of New Orleans

Panelists: Robert Watson, Troy State University
"The Social Ecology of Community Growth Management Policy."

Kenneth Jordan, Savannah State University
"The Decline of the Frostbelt: Alternatives and Prospects for Economic Revitalization."

Richard Feiock, Florida State University
"Politics, Markets, and Local Economic Development."

Panel D: "The Economics and Politics of Health Care Finance."
Senate Room

Panel Chairs: Donald Giancoli, Finance Director and Assistant City Administrator, City of
Lauderhill; Khi V. Thai, Florida Atlantic University; and Mark R.
Daniels, University of Arkansas

Panelists: James M. Hoefler, Dickinson College
"The Politics and Economics of Dependent Children's Mental Health Care
Financing: The Oklahoma Paradox."

Khi V. Thai, Florida Atlantic University
"The Economics and Politics of Health Care Finance."

Edward T. Wimberley, Georgia State University
Title To Be Announced

Panel E: "Environmental Equity and Justice: Cases and Trends."
Capitol Room

Panel Chairs: Curtina Moreland-Young, Jackson State University

Panelists: Catherine Tunis, U.S. Environmental Protection Agency, Washington, D.C.
"The Tribes At Risk."

Harvey White, University of Pittsburgh
"Transcending the Wimby Syndrome."

J. Scott McDonald, Jackson State University
"Environmental Equity and Quality of Life."

Friday, October 9

7:30-8:30 Plenary Breakfast
Constitution Hall

Speaker: Thomas D. Lynch, Florida Atlantic University and President,
American Society for Public Administration

8:30-10:00

Panel A: "Privatizing Pay Administration: Implementation of Merit-Based Compensation
Systems in the Public Sector."
Alabama I

Panel Chair: Steve Condrey, University of Georgia

Panelists: Jeffrey L. Brudney and Steve Condrey, University of Georgia
"Pay for Performance: Explaining the Difference in Managerial Motivation."

Dennis Daley, North Carolina State University
"Merit Pay Enters With a Whimper Revisited."

Lloyd Nigro and Greg Streib, Georgia State University
"Performance Assessment and Pay-for-Performance in Cities and Counties:
Current Practices and Problems."

Discussant: Ed Kellough, University of Georgia

Panel B: "Policy Implementation and Linkages."
Alabama II

Panel Chair: Robert Kline, Eastern Kentucky University

Panelists: Ed Jennings, University of Kentucky and Dale Krane, University of
Nebraska-Omaha
"Implementing Welfare Reform in a Complex Organizational Environment."

David N. Cox, Memphis State University
"Potential for Using Interorganizational Networks for Reform."

Robert Kline and Janet Patton, Eastern Kentucky University
"Variety in the Form and Consequences of Restructuring Local Government:
'There is More Than One Way to Skin a Cat.'"

Panel C: "Public Personnel Administration Research."

Panel Chair: Robert H. Elliott, Auburn University at Montgomery

Panelists: Pamela H. Stepanovich, Medical University of South Carolina
"Responses to Sexual Harassment: Findings from an Exploratory Study."

Thomas Barth, Memphis State University
"Schein Revisited: Applicability of Career Anchored Theory to the Public
Sector."

Kato B. Keeton, University of West Florida
"AIDS Related Attitudes Among Government Employees."

Panel D: "Affirmative Action in the '90s: Current Research and Issues."
Senate Room

Panel Chair: James Harvey, Jackson State University

Panelists: James Harvey and Rhea Williams-Bishop, Internal Revenue Service
"The Avers Decision and Its Possible Impact on Higher Education in Mississippi."

Cassie Osborne, Kentucky State University
"Legislative Redistricting in Kentucky and the Voting Rights Act."

Mfanya Donald Tryman, Mississippi State University
"Affirmative Action in Congress: An Assessment of the 1990 and 1991 Civil Rights Acts, An Analysis of Voting Behavior."

10:00-10:30 **Coffee Break**
Constitution Hall Lobby

10:30-12:00

Panel A: "Public Budgeting and Finance Theory Roundtable."
Alabama I

Panel Chair: Jack Rabin, The Pennsylvania State University at Harrisburg

Panelists: James D. Carroll, Florida International University
Susan Day, Florida Atlantic University
Howard Frank, Florida International University
William Earle Klay, Florida State University
Thomas P. Lauth, University of Georgia
Robert D. Lee, Jr., The Pennsylvania State University at University Park
Thomas D. Lynch, Florida Atlanta University
Gerald J. Miller, Rutgers University, Newark

Panel B: Graduate Student Panel.
Alabama II

Panel Chair: Robert Montjoy, Auburn University

Papers: Gloria C. Burch and John C. Morris, Auburn University
"Co-Alignment of Goals in Public-Private Arrangements: A Conceptual Development and Operationalization."

Joseph F. St. Cyr, Western Kentucky University
"The Occupational Safety Dilemma: Issues in Federal and State Relations."

Gene Armistead, Auburn University at Montgomery
"The Implementation of State Disability Programs-Alabama and Illinois:
A Comparison."

Chilik Yu, University of Georgia
"The 1986 War on Drugs: An Assessment of Its Effectiveness at Reducing
the Level of Illicit Drug Use."

Discussant: Robert Montjoy

Panel C: "Executive Leadership in the Public Service: A Panel in Honor of Coleman B.
Ransome."
Alabama III

Panel Chair: William Stewart, University of Alabama

Panelists: Robert B. Denhardt, University of Central Florida
"Executive Leadership: A Developmental Perspective."

Charles T. Goodsell, Virginia Tech
"Political Professionalism."

Richard Humphry, Director General, Premier's Department, New South
Wales, and President, Royal Institute of Public Administration, Australia

Panel D: "Violence as a Public Administration Issue: A Roundtable."
Senate Room

Panel Chair: Vee Stalker, University of Alabama at Birmingham

Panelists: Dr. Russ Fine, Director, Injury Prevention Center, University of Alabama at
Birmingham

Dr. John Waterbor, School of Public Health, University of Alabama at
Birmingham

David Sink, University of Arkansas at Little Rock

1992 SECOPA Program Committee

**Budgeting and Financial
Management**

Edward J. Clynch
Mississippi State University

Thomas P. Lauth
University of Georgia

**Administrative Theory and
Management Science**

Arie Halachmi
Tennessee State University

Energy, Environment, and Technology

William L. Waugh, Jr.
Georgia State University

Ethics in the Public Sector

Mary Ellen Guy
University of Alabama at Birmingham

Health and Human Services

Anne Osborne Kilpatrick
Medical University of South Carolina

Local Government and I.G.R.

David N. Cox
Memphis State University

Robert K. Whelan
University of New Orleans

National Security Policy

M.E. Ahrari
U.S. Air War College
Maxwell AFB

Current Issues/Special Focus

W. Bartley Hildreth
Louisiana State University

**Minorities and Women in Public
Administration**

Curtina Moreland-Young
Jackson State University

Mitchell F. Rice
Louisiana State University

Personnel Administration

Dennis M. Daley
North Carolina State University

Robert H. Elliott
Auburn University at Montgomery

Privatization and Partnerships

Jeffrey L. Brudney
University of Georgia

Douglas J. Watson, City Manager
City of Auburn

Public Administration Education

Brian R. Fry
University of South Carolina

Robert Cunningham
University of Tennessee

Public Administration Outreach

Robert Kline
Eastern Kentucky University

Charles W. Washington
Florida Atlantic University

Student Panels and Papers

Ellen Rosell, Coordinator
University of Central Florida-Brevard
Campus

MONTGOMERY ASPA CHAPTER

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