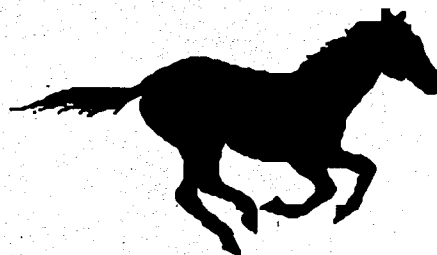


**LEADERSHIP IN A WORLD OF SHARED POWER**

**SECOPA and REGION VI  
ASPA  
1994 Conference**

***PRELIMINARY PROGRAM***

*Southeastern Conference  
for Public Administration Inc.*



**Hosted by  
Kentucky Chapter and  
Cincinnati Chapter  
American Society for  
Public Administration**

**October 6 - 8, 1994  
Radisson Plaza Hotel  
Lexington, Kentucky**



## **WELCOME TO THE SECOPA and REGION VI CONFERENCE**

It has been a decade since the successful joint conference in Louisville. In renewing this opportunity for professional exchange and development, we invite participation from the public administration community of all regions. With the timely conference theme explored in three programmatic tracks and a broad range of academic and practitioner papers this promises to be an exciting and innovative conference.

The Council of State Governments is cosponsoring the conference and will host the opening reception Thursday evening at its expanded headquarters located in rural Fayette County surrounded by traditional bluegrass horse farms.

The 1994 Conference will be held at the Radisson Plaza Hotel in the heart of downtown Lexington, next to Triangle Park and adjacent to Victorian Square. The Hotel provides courtesy van travel from the Lexington Bluegrass Airport, about a 10 minute trip. Lexington, a convenient drive for much of the region, is located next to the intersection of I-75 and I-64.

**For information about the 1994 Conference contact**

**Janet Patton**

**Department of Government  
McCreary 113  
Eastern Kentucky University  
Richmond, KY 40475  
Phone: (606) 622-5931  
FAX: (606) 622-4378**





## CONFERENCE THEME

John Bryson and Barbara Crosby's book, *Leadership for the Common Good: Tackling Public Problems in a Shared-Power World*, has helped define the issues that will be addressed at the conference. In their recent book Bryson and Crosby explain the dynamics of change in a "no-one-in-charge" world. They present a comprehensive, integrated approach to public leadership and show how it can be used by community leaders to tackle public problems. They offer ways to facilitate change in public forums, decision-making areas, and courts, and they furnish practical techniques for negotiating, networking and building coalitions to mobilize collective action.

The keynote address at Thursday's luncheon will introduce the theme, followed by three mini plenary sessions on public management, public finance and public policy which will further identify key issues of concern. Three Conference tracts will continue to explore aspects of each of these leadership themes. On Saturday morning conference participants will meet to formulate an action agenda on these three areas which will serve as a conference report.

### INTERNET "PUBLICATION" OF CONFERENCE PAPERS

It is our intention to provide electronic publication of papers submitted at the Conference. Eastern Kentucky University's internet connection and its Gopher will be used as the basis for "publication." All papers submitted by conference participants will be posted on the ECU Gopher under a special subdirectory for anyone with an Internet connection to read or download for future reference.



# SECOPA REGION VI 1994 AT A GLANCE

*Wednesday, October 5, 7 to 10 p.m., Registration/Hospitality in the Park Parlor*

## **THURSDAY - OCTOBER 6**

8:00 - 5:00	REGISTRATION
8:30 - 10:00 AM	Concurrent sessions
10:00	Coffee break
10:15 - 11:45 AM	Concurrent sessions SECOPA Council Meeting I
12:00 - 1:30	LUNCHEON- Leadership for the Common Good John Bryson and Barbara Crosby
1:45 - 2:45	Mini plenary sessions on the Conference Theme
3:00 - 5:30	WORKSHOPS AND FIELD TRIPS
6:00 - 7:00	Opening Reception, Council of State Governments

## **FRIDAY - OCTOBER 7**

8:00 - 5:00	REGISTRATION
7:15 - 10:15	NASPAA Site Visit Workshop
7:30 - 8:30	SECOPA Council Meeting II
8:30 - 10:00	Plenary Session - "After Gore's Forklift: Reappraising the National Performance Review"
10:00	Coffee Break
10:15 - 11:45	Concurrent sessions
12:00 - 1:15	SECOPA/ASPA Leadership Luncheon Pugliese and Best Student Paper Award
1:30 - 3:00	Concurrent sessions
3:00	Coffee Break
3:15 - 4:45	Concurrent sessions
5:00 - 5:45	SECOPA Annual Business Meeting
6:00 - 7:00	Savannah Reception, SECOPA 1995
7:15	Dine Around

## **SATURDAY OCTOBER 8**

8:00 - 9:45	Breakfast Plenary on Conference Themes
10:00 - 11:30	Concurrent sessions
12:00	Bus leaves for Keeneland Race Track

#### **4) Strategies for Coping with Local Government Financial Distress**

Moderator -

"Utilizing Service Efforts and Accomplishments Measures for Assessing the Financial Performance of Governmental Entities", Kenneth A. Klau, West Virginia University

"How Property Taxes Affect Us, Why The Situation Is Getting Worse And Suggestions For Improvements", Miriam Mitchell, Columbia SC

"The Revenue Efforts of Local Government: Determinants and Influence" Huaping Luo, DPA student, University of Georgia

"Tax Increment Financing", Berhanu Mengistu and Keith Reynold, Old Dominion University

"Growth Pattern of Special Districts in the United States Between 1957-1987" Osung Kwon, DPA student, University of Georgia

#### **5) Environmental Management without Conflict**

Moderator - Milton Patton

10:00            **Coffee Break**

#### ***THURSDAY - OCTOBER 6***

10:15 - 11:45    **Concurrent sessions**

##### **1) Globalization of State and Local Government**

Moderator - William A. Miller, Kentucky Legislative Research Commission

"Kentucky Legislative Research Commission Office of Federal and International Relations", William A. Miller

John Stempel, Patterson School of International Trade and Diplomacy

"Kentucky/Canada Connection", Jayne Vimont,

Jane Vimont and Associates

##### **2) Re confronting Patronage - State and Local Responses to Rutan**

Convener - Christopher Daniel, Kentucky State University

Anne Freedman, Roosevelt University

Barbara Graves, Kentucky Department of Local Government

Tom Hectus, Attorney, William and Wagner

Raymond Scheele, Ball State University

##### **3) Women in public Administration**

Moderator- Paul Blanchard, Eastern Kentucky University

"Characteristics of Successful Women: National Survey of Local Government Managers", Katie Keeton, University of West Florida

"Barriers and Facilitators to Career Advancement for Women in Public Administration", Bonnie Mani, DPA, East Carolina University  
"Access, Influence and Power: Women on Non-Profit Boards of Directors"  
Karen King, Ph.D student, University of Louisville

#### 4) Finance - Budgeting for the Future

Moderator - Jane McCollough, College of Charleston

"The Debt and Deficits: Incentives, Disincentives and the Prospect for a Budget Reformation, Jane McCollough and Frank Petrusak  
"Budgetary Reform as Planned Organizational Change" John Forrester and Guy Adams, University of Missouri-Columbia  
"Stewardship and Public Contracting" Maggie Bowden, Florida State University

#### 5) Ethics I

Moderator - Behrooz Kalantari, North Carolina Central University

"The Relevancy or Practicality of Using Ethical Standards in Public Organizations", Behrooz Kalantari, NCCU  
"The Ethical Context of Public Administration", Jay Jurie, University of Central Florida  
"Technology and Public Administration: An Analysis of Ethics", Eric Cook, Murray State University  
"Relevance of John Rawls' A Theory of Justice in the Derivation of Theory of Equitable Public Administration", M. Waheeduzzaman, Austin Peay University

#### 6) SECOPA Council Meeting I

12:00-1:30      **LUNCHEON- Leadership for the Common Good**  
John Bryson and Barbara Crosby

#### **THURSDAY OCTOBER 6**

1:45 - 2:45

**Mini plenary sessions on the Conference Theme**  
Public Management • Public Finance • Public Policy

3:00 - 5:30

#### **WORKSHOPS AND FIELD TRIPS**

Elkhorn Creek • Council of State Governments • Growth Management  
Lexington/Fayette Urban County Government • Sexual Harassment  
Toyota Management

6:00 - 7:00      **Opening Reception, the Council of State Governments**

**FRIDAY - OCTOBER 7**

8:00 - 5:00      **REGISTRATION**

7:15 - 10:15    **NASPAA Site Visit Workshop**

7:30 - 8:30      **SECOPA Council Meeting II**

8:30 - 10:00    **Plenary Session - "After Gore's Forklift:  
Reappraising the National Performance Review"**  
Bill Hamilton, Deputy Comptroller, State of Texas  
Carl Stenberg, Director, Center for the Public Service,  
University of Virginia

10:00            **Coffee Break**

**FRIDAY OCTOBER 7**

10:15 - 11:45   **Concurrent Sessions**

**1) Public Service Revitalization in the States**

Moderator - Dan Balfour, University of Akron

Bill Hamilton, Deputy Comptroller, State of Texas

John Cubine, Chief of Staff, Office of the Kentucky State Auditor

Richard Chackerian, Florida State University

Catherine W. Runyon, Wing Span Enterprises, Columbus, Ohio

**2) Total Quality Management**

Moderator - Mary Bailey, University of Cincinnati

"Implementing Total Quality Management in Public Health Agencies:  
A Survey of Progress", Evan Berman, Michael Milakovich and

Jonathan West, University of Miami

"Implementing Total Quality Management in Municipal Government:  
A Survey of Progress", Evan Berman and Jonathan West, Univ. of Miami

"Implementing Total Quality Management in State Education  
Departments: A Survey of Progress", Jonathan West, Evan Berman and

Michael Milakovich, University of Miami

**3) Public Management Tract - Organizational Change and Leadership**

Moderator - Hal Rainey, University of Georgia

"Organizational Change and Transformation in the Public Sector:  
A Review and Critique of Private Sector Concepts and Their

Applicability", Hal Rainey and Rex Facer, University of Georgia

“Systems Redesign in Medical-Surgical Nursing: Worksite Features and Interventions for Change” Robert Golembiewski and Benjamin Rountree, University of Georgia

“Systems Redesign in Medical-Surgical Nursing: Impacts on Costs, Environment, and Stakeholders, Robert Golembiewski and Benjamin Rountree, University of Georgia

“Can Transformational Leadership Increase Public Sector Productivity?”, Kevin Condit, Ph.D. Student, Indiana University-Bloomington

• **4) Public Finance Tract - Paying for Economic Development and Growth Management**

Moderator - W. Bartley Hildreth, Wichita State University

“Fiscal and Political Determinants of the Adoption of Development Fees in Florida”, Barbara McCabe, Florida State University

“Economic Development and Local Debt”, Platon Rigos, University of South Florida

“Growth Management and Housing Costs”, William O’Dell, University of Florida

“Infrastructure and Growth in Florida”, Woody Price and Robert Henderson, Florida Center for Public Management, Tallahassee

“Short-Term Debt and Economic Growth”, Jae-Young Kim, Paul Trogen and Rick Feiock, Florida State University

**5) Violence in the Workplace**

Convener - Lloyd Nigro, Georgia State University

William Waugh, Georgia State University

Robert Friedmann, Georgia State University

**6) Public Policy Tract - Issues in Health Policy**

Moderator - Anne Osborne Kilpatrick, Medical College of Charleston

“Peace Dividend: Community Responses to Health Needs of Military Families and Retirees, Anne Osborne Kilpatrick

“Sink or Swim: Intensive Emersion of Health Administration Students in Rural Interdisciplinary Care”, Elizabeth Erkel, Anita Niviens, and Margaret Curtis, Medical College of Charleston

“Interdisciplinary Health Care Team Training”, Evelyn Mahairas, Department of Veterans Affairs Medical Center, Coatesville, PA

12:00 - 1:15

**SECOPA/ASPA Leadership Luncheon**

Pugliese and Best Student Paper Award



**FRIDAY OCTOBER 7**

1:30 - 3:00      **Concurrent Sessions**

**1) Multiculturalism**

Moderator - Blue Wooldridge, Virginia Commonwealth University

“Multiculturalism: The Next Stage Implications for Public Administration and the Public Services”, Seymour Slavin, Kent School of Social Work, University of Louisville

“Ethnicity, Nationality and other Demographics: Their Effect on Immigration Agency Decisions”, Robert Sanders, West Georgia College

“Changing Demographics of the Work Force: Implications for the Design of Productive Work Environments”, Blue Wooldridge, Bargara Maddox, and Yan Zheng, VA Commonwealth University

**2) Public Policy Tract - Health Care Reform**

Moderator -

“Health Care Reform in Tennessee”, Mark Daniels, Memphis State University

“Managed Competition in Great Britain”, Rene McEldowney, Auburn University

“Anticipating Change: Strategic Planning at a VA Medical Center”, Thomas Barth, Memphis State University

“ParaMedicine and the States: Explaining Differences in Levels of Service” John Altman and Stan Buchanan, University of Tennessee, Knoxville

**3) Public Finance Tract - Recent Developments in Forecasting and Financial Management**

Moderator - Howard Frank, Florida International University and Jane McCollough, College of Charleston

“Local Revenue Forecasting: Comparing Time Series and Judgmental Approaches”, Xiaohu Wang

“Determinants of Local Government Forecasting Error”, Clifford McClue, Florida International University

“Forecasting Alternative State Economic Futures: A Florida Delphi Experience.”

“Forecasting Local Economic Financial Status”

“Local Financial Forecasting”, Gerry Gianakis, Kent State University

**4) Public Management Tract - Community Leadership**

Moderator - Michael Bloom, Arlington, VA

“Communities at Risk: A Community Perspective on Urban Social Problems”, Kathryn Denhardt, Robert Denhardt and Mark Glaser, Central Florida University

"Job Training in a Changing World: Community Leadership",  
Joseph Ohren, Eastern Michigan University, Laura Reese,  
Wayne State University, and Charles Monsma,  
Eastern Michigan University  
"Strategic Management and Economic Development:  
Assessing the Role of Catalytic Leadership in Local Government",  
Edward M. Yager, Western Kentucky University  
"Do Leadership Attributes Make a Difference in the Survival and  
Perceived Effectiveness Patterns of City Managers: An Empirical  
Analysis", Jerry Gabris and James Kaatz, Northern Illinois University

**5) Data Envelopment Analysis Case Studies**

Moderator - Robert Rodgers, Martin School of Public Administration,  
University of Kentucky

"Evaluating the Relative Efficiency of the Kentucky Division of  
Waste Management Field Offices, Kenneth R. Miller, Jr,  
University of Kentucky

"Determining the Comparative Efficiency of Centers in a  
Head Start Program", Joann Travis, University of Kentucky

"University Intellectual Property Programs" Donald Keach,  
University of Kentucky

"Evaluating of Four Academic Departments at a Private College",  
Virgil Burnside, University of Kentucky

**6) Building Long-Term Partnerships**

Workshop with Thomas H. Leach, Management Consultant to  
Local Government, Canton, Ohio

3:00                      **Coffee Break**

**FRIDAY OCTOBER 7**

3:15 - 4:45              **Concurrent sessions**

**1) Public Administration Education**

Moderator - Bob Cunningham, University of Tennessee

"Diversity", Bob Cunningham, University of Tennessee

"Use of Literature in Teaching Public Administration", David Beier,  
Middle Georgia College

"Quality Management in MPA Curricula", Harold Kuhn,  
Murray State University

"The Mathew Effect and Public Administration: An Analysis of the Relationship of Institutional Prestige to Research Funding Levels and Departmental Research Productivity in US Schools of Public Administration", Michael Popejoy, Palm Beach City College

## 2) **Ethics II**

Moderator - Joyce Bullock, Council on Governmental Ethics, The Council of State Governments, Lexington, KY

"The Ethical Sensitivity and Environment of State Merit System Employees", Martha Griffith, Kennesaw State College

"An Analysis of the Legislation on Ethics at the State Government Level with Special focus on the State of Louisiana", Nasir Ahmed and Robert Zanca, Grambling State University

## 3) **Public Policy Tract - Environmental Policy**

Moderator - Harry McGinnis, Kennesaw State College

"An Analysis of Strategic Planning Techniques in Two Florida Environmental Agencies", Richard Orman, Barry University

"The Dade County DERM Strategy Planning Experience", Doug Yoder, Department of Environmental Resource Management, Metropolitan Dade County

"Measuring Waste Reduction in Tennessee" Jean Peretz, University of Tennessee

## 4) **Public Finance Tract - State Budget Process**

Moderator - Merl Hackbart, University of Kentucky

"Revenue Estimates - Changing Legislative/Governor Relationship" Doug Oberling, The Council of State Governments

"The Effects of Agency Head Selection on Budget Requests, Wes Clarke, Ph.D. Student, University of Kentucky

Virginia Wilson, Kentucky Legislative Research Commission

## 5) **Public Management Tract - Fostering Partnerships Among Government Agencies, Private Nonprofit Organizations: A Cost Effective, Quality-Enhanced Means Of Providing Human Service Programming**

Moderator - Carolyn Hardin, Akron, Ohio

"Recruitment and Training of a Partnership Board or Committee" Maryellen Hess, Canton, Ohio

"Resource Development", Rebecca Lozier, United Way of Summit County, Akron, Ohio

"Ensuring Program Accountability and Effectiveness", Sandra de Ortega, Akron, Ohio

**6) Student Panel**

Moderator - Mark Daniels, Memphis State University

"Organizational Surveys: The Under-Utilization of a Human Resources Communication Tool", Shirley Amitrano and Alyson Rice,  
University of Memphis

"Fire Service in the U.S.", Roy W. Woodruff Jr.,  
University of New Orleans

Other Participants to be Arranged

5:00 - 5:45      **SECOPA Annual Business Meeting**

6:00 - 7:00      **Savannah Reception, SECOPA 1995**  
Parker House, Lexington

***SATURDAY OCTOBER 8***

8:00 - 8:45      **Breakfast Plenary on Conference Themes**

10:00 - 11:30   **Concurrent sessions**

**1) Maximizing Resources Through Collaboration**

Moderator - F. Lee Meyer, The Center for Local Government

Workshop on Developing Collaborative Skills Among a  
Diverse Group of Organizations

**2) Ethics III - Ethics Reform in Kentucky**

Moderator - John Schaaf, Kentucky Legislative Research Commission

**3) Personnel Issues**

Moderator - Glenn Rainey, Eastern Kentucky University

"Performance Appraisal System Ineffectiveness: A Function of Theory  
or Implementation", Gary Roberts, Florida

International University and Thomas Pavlak,  
Fairleigh Dickinson University

"The Use of Genetic Screening and Monitoring in Public Personnel  
Administration", Dean Kahler, Ph.D.

Southern Illinois University

"How Public Employees Learn to Use Computers", William Earle Klay,  
Florida State University



#### **4) Management Applications of Technology**

Moderator - Richard Vance, Eastern Kentucky University

"Pay for Value: Utilizing Compact Disc-Interactive Products",

Robert Rodgers, Martin School of Public Administration,  
University of Kentucky

"Will Public Management Find the Information Highway",

J. Michael Thomson, Northern Kentucky University

"Utilizing Internet", Dan Jacovitch,

Kentucky Legislative Research Commission

"Explaining Managerial Acceptance of Expert Systems",

Fran Berry, Florida State University

#### **5) Public Private Partnerships**

Moderator - Angela Rodell, Kentucky Housing Corporation

"The Viability of Public-Private Competition as a Long Term  
Service Delivery System", David Ammons and Debra Hill,

University of Georgia

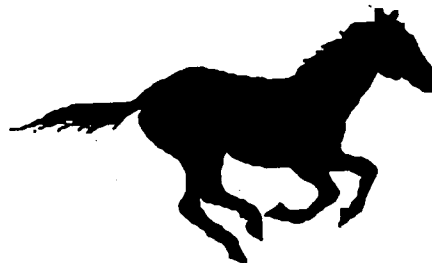
"Attracting Major Corporations to North Carolina's Research  
Triangle Park: Should There Be a Limit to Incentive",

Chris Kimaru, North Carolina Central University

"Federal Empowerment Zones/Enterprise Communities",

William Baker, William E, Baker and Associates, Birmingham, Alabam

12:00 **Bus leaves for Keeneland Race Track**



# **SECOPA 1994 OFFICERS**

**MARY ELLEN GUY**

Chairperson, University of Alabama at Birmingham

**MITCHELL RICE**

Chairperson-Elect, Louisiana State University

**ROBERT MOUNTJOY**

Past Chairperson, Auburn University

**J. DEVEREAUX WEEKS**

Secretary, University of Georgia

**BARTLEY HILDRETH**

Treasurer, Wichita State University

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**ARIE HALACHMI**

Board Member, Tennessee State University

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**RICHARD FEIOCK**

Board Member, Florida State University

**CHARLES SPINDLER**

Board Member, Auburn University

**JAMES STEFAN**

Board Member, Budget Office City of Tampa, Florida

## TRAVEL ARRANGEMENTS

Lexington Travel Center, Inc. is handling all travel requests. Delta Air Lines is the official carrier for the SECOPA/Region VI Conference providing a 40% discount from the published economy class coach fare and 5% from the lowest non refundable excursion fare with a Saturday night stay. **The Delta Conference File Number is XX3772.** Lee Knight with Lexington Travel Center (1-800 866-6201, 606 266-3151, or FAX 606 269-3924) will provide information and handle reservations for airline tickets, car rentals and area attractions such as Shakertown, The Kentucky Horse Park, My Old Kentucky Home and Ashland (Henry Clay's Home).



## SPECIAL EVENT

A special post conference trip to Keeneland is scheduled for Saturday October 8, opening day of the fall racing season. \$15.00 covers roundtrip charter bus and reserved grandstand seat. The bus will leave the Hotel at 12:00 noon and return around 5:30 PM. The trip is limited to the first 4 paid reservations.



## AND AFTER THE CONFERENCE

Central Kentucky offers many attractions for enjoying a lovely fall weekend. In addition to Keeneland, "must see" attractions include visiting the restored Shaker Village at Pleasant Hill, enjoying the arts and crafts at fine dining in Berea, hiking the trails of the Red River Gorge or Natural Bridge State Park, canoeing the Elkhorn Creek, or touring the Kentucky Horse Park and the magnificent bluegrass horse farm county.

# CONFERENCE REGISTRATION FORM

SECOPA/Region VI Conference • October 6 - 8, 1994

\_\_\_\_\_  
Last Name First Name

\_\_\_\_\_  
Address

\_\_\_\_\_  
City State Zip

\_\_\_\_\_  
Work Telephone Home Telephone

\_\_\_\_\_  
Organization/Agency

Number	Price
_____ Regular (reception, 2 lunches, 1 breakfast)	\$80 each _____
_____ Student (reception, 2 lunches, 1 breakfast)	\$40 each _____
_____ Day registration for o Thursday or o Friday	\$40 each _____
_____ Day registration for Saturday	\$15 each _____
_____ Late Registration AFTER SEPTEMBER 9, 1994	\$95 each _____
_____ Bus trip to Keeneland Racetrack, Oct 8, 1994 (Limited to first 45 paid)	\$15 each _____

TOTAL \$ \_\_\_\_\_

**Rank order 1 to 6 your preferences for Thursday Afternoon Workshops**

\_\_\_\_\_ Elkhorn Creek                      \_\_\_\_\_ Council of State Governments  
\_\_\_\_\_ Toyota Management              \_\_\_\_\_ Lex./Fayette Urban Co. Government  
\_\_\_\_\_ Sexual Harassment                  \_\_\_\_\_ Growth Management

o I plan to attend NASPAA Site Visit Training Workshop on Friday

CHECK ONE:

\_\_\_\_\_ Check enclosed

\_\_\_\_\_ Check will follow (By Sept 9)

CHECK ONE:

\_\_\_\_\_ Staying at Radisson

\_\_\_\_\_ Staying elsewhere

Refund requests must be received by Sept. 28, 1994, \$10 service charge.

**Registration Check Payable to SECOPA 1994**

**Call Radisson Plaza Lexington, 1-800-333-3333 for Reservations**

**\$80 Single/Double plus 11.3% lodging and sales tax**

*Mail Conference Registration and Payment to:*

**Janet Patton**

**SECOPA/Region VI Conference**

**Department of Government • McCreary 113**

**Eastern Kentucky University • Richmond, KY 40475**



# LODGING

**Radisson Plaza Hotel**  
369 West Vine Street  
Lexington, KY 40507 - 1636  
Phone: (606) 231-9000 1-800-333-3333  
Fax: (606) 281-3737

**\$80 single, double**  
**\$90 triple, quad**  
**plus 11.3% lodging and**  
**sales tax**



Conference rates are available October 5 - 8, 1994. Make reservations directly with the  
Radisson Hotel **BY SEPTEMBER 9, 1994**

*SECOPA/REGION VI Conference • October 6-8, 1994*

Name \_\_\_\_\_

Address \_\_\_\_\_

City State Zip \_\_\_\_\_

Phone number \_\_\_\_\_

Sharing room with \_\_\_\_\_

Arrival date \_\_\_\_/\_\_\_\_/\_\_\_\_ Time \_\_\_\_\_

Departure date \_\_\_\_/\_\_\_\_/\_\_\_\_  smoking  non smoking

**Check-in time is 3:00 PM EST • Check-out time is 12 noon**

Accommodations will not be confirmed without a check for the first night or your credit  
card # to guarantee your reservation.

Credit card # \_\_\_\_\_ Expiration Date \_\_\_\_\_

**Please Check One:**

Visa  MasterCard  Amex  Diners Club  Discover

Signature \_\_\_\_\_



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SECOPA/Region VI ASPA Conference

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