Governance In A New Era Of Cooperation
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Welcome
From
The
Governor
Of
North Carolina

STATE OF NORTH CAROLINA
OFFICE OF THE GOVERNOR
20301 MAIL SERVICE CENTER • RALEIGH, NC 27699-0301

MICHAEL F. EASLEY
GOVERNOR

WELCOME

On behalf of the citizens of North Carolina, I welcome you to Charlotte for the Southeastern Conference for Public Administration.

Your annual conference will afford opportunities for personal growth and professional development as you reflect on past accomplishments and make exciting plans for the future. I wish you continued success in your important mission.

The First Lady joins me in welcoming you to Charlotte and sending our best wishes for a successful and enjoyable conference. We invite you to embrace all that the Crown City has to offer while enjoying Southern Hospitality at its very best.

With kindest regards, I remain

Very truly yours,

Michael F. Easley

MFE.pbt
Greetings!

As Chairman and on behalf of the Mecklenburg County Board of Commissioners, I would like to welcome you to Mecklenburg County. We are honored to be the host County for the Southeastern Conference for Public Administration. I commend the Central Piedmont Chapter of the American Society for Public Administration for hosting and organizing this event. I commend the American Society for Public Administration as a whole for its continued commitment and dedication to work to improve the quality of life through public service.

While here, please take the opportunity to enjoy our Uptown, where you will fine shopping, restaurants, and entertainment. Visit also, our nearby parks.

I hope that your stay here will be such when you leave, not only will you have had the wonderful experience of sharing information with practitioners, academics, students and others from across the region to address the compelling issues facing public administration in the 21st century, but also the experience of being in a County and City, that prides itself on having and providing a good quality of life for its residents and visitors.

Thank you for choosing Mecklenburg County as the site to host your annual conference. Best wishes for a very successful conference.

Sincerely,

Tom Cox, Chairman
Mecklenburg County Commission
Greetings!

On behalf of the City of Charlotte and my fellow members of the City Council, it is my pleasure to welcome the Southeastern Conference for Public Administration (SECoPA) to the Charlotte University Place Hotel for your annual conference scheduled for October 3-5, 2004.

I understand that the theme for the conference is “Governance in the New Era of Cooperation.” What a fitting theme, since your program this year has been designed to highlight the ways that local, state and federal government entities collaborate in order to better serve citizens.

It is my sincere hope that while you are in Charlotte, you will be able to enjoy some of our finest attractions. Take advantage of our delightful restaurants, arts and cultural attractions, professional sports, and excellent shopping.

The City of Charlotte extends best wishes for a positive and enjoyable conference. We are delighted to share our hospitality with you, and I am sure that you will find your visit to Charlotte a memorable one. Enjoy your stay and come back again soon!

Sincerely,

Patrick L. McCrory
Mayor
October 2004
Greetings SECoPA Members!

On behalf of The University of North Carolina at Charlotte, it is my pleasure to welcome you to the Charlotte University Place Hotel for the Southeastern Conference for Public Administration (SECoPA) scheduled for October 3-5, 2004.

While you are attending the conference, I encourage you to visit campus and discover all that UNC Charlotte has to offer. From academics to athletics, from the arts to the sciences, our University is committed to providing an outstanding learning environment for both traditional and nontraditional students.

Please enjoy yourselves while you are here! The University City area is rich in culture and southern hospitality and unique activities you are sure to take pleasure in.

We welcome you!

Best Regards,

James H. Woodward
Chancellor

The University of North Carolina is composed of the sixteen public senior institutions in North Carolina. An Equal Opportunity Affirmative Action Employer
Welcome From The American Society For Public Administration

American Society for Public Administration
Advancing Excellence in Public Service...

August 23, 2004

Hue Xmyangova
SECoPA 2004 Conference Chair
ASPA Central Piedmont Chapter
PO. Box 3721
Charlotte, NC 28237-7034

Dear Hue:

Congratulations to you and the Southeastern Conference for Public Administration (SECoPA) for an exciting and well-planned conference. The officers, National Council, and staff of the American Society for Public Administration (ASPA) commend you all for a “job well done.”

You have, once again, identified a conference focus that is relevant and timely. “Governance in a New Era of Cooperation” is a theme that embraces innovations in governance that facilitates positive results.

Over the years, SECoPA has established a stellar reputation for excellence. Related to your annual conference, this year will certainly be no exception! We look forward to building upon your experience, and our mutually supportive relationship, in a manner that benefits all those in public administration.

Again, congratulations and our earnest wish for a successful conference!

Sincerely,

Cheryl A. Broom
ASPA President

Antoinette A. Samuel
ASPA Executive Director

2004-2005 Officers:
Cheryl A. Broom
President
Wayne State University
King, George Washington University
Donald C. Murray
President-Elect
Kennesaw State University

Wendy Hunsperger
VP, President
Washington State College

Achim Sennel
Executive Director
Washington, DC

SECoPA 2004 Governance In a New Era of Cooperation
October 2, 2004

It is a great pleasure to return to Charlotte for the SECoPA annual conference. On behalf of the Executive Board I want to first extend our great thanks for a great effort on the part of the Central Piedmont Chapter. Second, as Chair of SECoPA this year, I want to welcome you to the annual conference.

A lot of work has gone into planning and implementing this conference. The host team has spent many hours to provide an outstanding professional experience. Additionally, they have planned time for us to enjoy all the wonderful sights of the City of Charlotte. Please take advantage of all the events and let them know how much you appreciate their hard work.

I especially want to thank Phin Xaypangna, General Conference Chair, and Gary Johnson, Program Chair. With their team, they have spent endless hours planning this conference. I know it will be a memorable experience for all of us.

Thank you again for supporting SECoPA and the Central Piedmont ASPA Chapter.

Yours in public service,

Kathryn E. Hensley
2004 SECoPA Chair
October 2, 2004

Dear SECoPA 2004 Conferes:

On behalf of the Central Piedmont Chapter of ASPA and our Honorary Conference Chairs, Mecklenburg County Manager Harry Jones, Sr., City of Charlotte Assistant City Manager Julie Burch and UNC Charlotte Chancellor James H. Woodard, welcome to SECoPA 2004 – Governance in a New Era of Cooperation and to Charlotte-Mecklenburg County, North Carolina.

SECoPA 2004, "Governance in a New Era of Cooperation", will emphasize the dynamic ways that local, state and federal governments collaborate with nonprofit and corporate sector partners to delivery quality and cost effective services to their customers. SECoPA 2004 will provide an excellent forum for conference attendees to interact with each other as we seek solutions to the critical issues that impact government and public administration.

We also wish to thank our wonderful sponsors who have so generously supported SECoPA 2004. Please make note of who they are by referring to the sponsorship page in your conference program book.

Again, thank you for attending SECoPA 2004 and we hope your experience here will be energizing, informative and enjoyable.

Sincerely,

Phin Xaypangna
President
Central Piedmont Chapter

P.O. Box 37034
Charlotte, NC 28237-7034
Saturday, October 2nd
2:30pm-5:00pm
Registration begins
Location: Outside Glenwaters
12:00pm-4:00pm
Carolina Renaissance Festival
$15.00 per person
3:00pm-5:00pm
Pre Conference Workshop: Collaborative Problem Solving
Location: University B
6:00pm-8:00pm
Early Bird Reception
Location: Glenwaters

Sunday, October 3rd
8:00am-5:00pm
Registration
Location: Midway Room
8:30am-10:00am
•Continental Breakfast
•Opening Speakers
Location: University A & B
10:00am-10:15am
Panel Session Break
10:15am-11:45am
Panel Session 1
12:00pm-1:30pm
Keynote Luncheon
Location: University A & B
12:00pm-2:00pm
Walking Tour of Downtown Charlotte
$8.00 per person
1:30pm-3:00pm
Panel Session 2
3:00pm-3:15pm
Panel Session Break
3:15pm-4:45pm
Panel Session 3
5:30pm-7:30pm
Host Reception
Location: Charlotte Mecklenburg Government Center
600 East Fourth Street, Charlotte

Monday, October 4th
8:00am-5:00pm
Registration
Location: Midway
8:00am-9:00am
•Continental Breakfast
•Speakers
•Announcements
Location: University A & B
9:00am-10:30am
Panel Session 4
10:30am-10:45am
Panel Session Break
10:45am-12:00pm
Panel Session 5
12:00pm-1:30pm
Awards Luncheon
Location: University A & B
1:30pm-3:00pm
Panel Session 6
3:00pm-3:15pm
Panel Session Break
3:15pm-4:45pm
Panel Session 7
4:30pm-5:30pm
SECoPA Business Meeting
Location: Glenwaters
5:30pm-7:00pm
SECoPA 2005 Reception hosted by Arkansas Chapter
Location: Lakeview Room
7:00pm-9:00pm
Concord Mills Mall Outing

Tuesday, October 5th
8:00am-9:00am
•Continental Breakfast
•Speakers
•Announcements
Location: Glenwaters
9:00am-10:30am
Panel Session 8
10:30am-10:45am
Panel Session Break
10:45am-12:00pm
Panel Session 9
SECoPA EXECUTIVE BOARD:
Chair – Kathy Hensley, Lexington, SC
Chair-elect – Gary Rassel, University of North Carolina at Charlotte
Past Chair – Tom Lynch, Louisiana State University, Baton Rouge
Treasurer – Howard Frank, Florida International University

DIRECTORS:
Steve Hays – University of South Carolina
John Topinka – Miami-Dade County, FL
Steven Bobes – Miami-Dade County, FL
Kendra Stewart – Eastern Kentucky University
Donna Milam Handlely – University of Alabama at Birmingham
Grover C. (Neal) Harrell – Brunswick Judicial Court, Brunswick, GA

ASPA NATIONAL COUNCIL, DISTRICT III:
Claire Mostel, Miami-Dade County, Miami, FL, South Florida Chapter
Anne Osborne Kilpatrick, Medical University of South Carolina, Lowcountry Chapter
John Ammons, UNC at Chapel Hill, NC, Research Triangle Chapter

COMMITTEES:
Nominations – Ari Halachmi, Steven Bobes, Claire Mostel
Distinguished Practitioner Award – Glenn Rainey (chair), John Topinka, Barbara Anderson, Mary Ann Hinshaw
Senator Peter B. Boorsma Award – Tom Lynch; Bill Solomon
Donato J. Pugliese Award – Mary Ellen Guy, Claire Mostel, Anne Osborne Kilpatrick
Scholarship – Robert Kline and Bill Collins Awards – Jean H. Peretz (chair), Earle Clay, Glenn Rainey
Site Selection – Tom Vocino

SECoPA 2004 PLANNING COMMITTEES:
Conference Chair – Phin Xaypangna
Honorary Chairs – Harry Jones, Mecklenburg County Manager
Julie Burch, City of Charlotte Assistant City Manager
Chancellor James H. Woodward, UNC Charlotte
Registration – Gary Rassel (chair and treasurer)
Sarah Richards, Charles Snyre
Host – Suzanne Leland (chair), Jennie Crismore, Merry Chambers
Special Events – Christ Floyd
Fundraiser – Carl Terrell
Promotion – Brad Wright

PROGRAM COMMITTEE:
Program Committee – Gary Johnson (chair), Nicholas J. Swartz, Brad Wright, Julie Burch, Ron Kimble, Carl Terrell, Rob Nix, Arthdale Brown, Hyong Yi

TRACK CHAIRS
Public Policy in the Urban Setting – Robert Eger, III, Georgia State University
Challenges in Public Administration – Mary Ellen Guy, Florida State University
Local Government Service Delivery – James Svara, North Carolina State University
Local Budgeting and Finance – Ken Klase, University of North Carolina-Greensboro
Nonprofit Management – Ruth DeHoog, University of North Carolina-Greensboro
Innovation in Public Organizations – Leslie Johnson, Mecklenburg County
Community and Economic Development – David Swindell, University of North Carolina-Charlotte
Performance Measurement – Janet Kelly, Cleveland State University
Intergovernmental Relations in Era of Federal Devolution – Cindy Bowling, Auburn University
Ethics and Accountability in the Public Sector – Bob Smith, Clemson University
Human Resource Development – Steven Hayes, University of South Carolina
Health and Human Services – Ann Osborne-Kilpatrick, Medical University of South Carolina

SECoPA 2004 Governance In a New Era of Cooperation
Saturday, October 2\textsuperscript{nd}

Pre-Conference Workshop
Time: 3:00pm – 5:00pm
Location: University B

Early Bird Reception
Time: 6:00pm – 8:00pm
Location: Glenwaters
Sponsored by City of Charlotte and Mecklenburg County and UNC Charlotte

Sunday, October 3\textsuperscript{rd}

Keynote Luncheon (Tom Ross)
Time: 12:00pm – 1:30pm
Location: University A & B
Sponsored by Prudential Financial Services

Tom Ross, Executive Director of the Z. Smith Reynolds Foundation and former NC Superior Court Judge will be giving a keynote address to participants.

Host Reception
Time: 5:30pm – 7:30 pm
Location: Charlotte Mecklenburg Government Center
600 East Fourth Street, Charlotte
Shuttle buses will be provided from the hotel lobby
Sponsored by Central Piedmont ASPA Chapter, City of Charlotte, Mecklenburg County and UNC Charlotte

Monday, October 4\textsuperscript{th}

Awards Luncheon
Time: 12:00pm – 1:30pm
Location: University A & B
Sponsored by BFI, Jordan Jones & Goulding and Mecklenburg County

Awards include: Pugliese, Boosma, SECoPA Distinguished Public Service Practitioner and Best Student Paper Awards

2005 Reception
Time: 5:30pm – 7:00pm
Location: Lakeside Room
Sponsored by the Arkansas Chapter

The Arkansas Chapter invites participants to attend the reception to receive information about next year’s conference in Little Rock, Arkansas.
Donato Pugliese was affectionately called the “godfather” of SECoPA. Don volunteered a considerable amount of his professional time and energy to ASPA, its regional affiliates and local chapters. This award in his honor was created because he was a model of selfless service to the SECoPA community and is awarded to SECoPA members who exhibit those same qualities of service and encouragement to their colleagues.

### The Donato J. Pugliese Award

<table>
<thead>
<tr>
<th>Year</th>
<th>Winner</th>
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<tbody>
<tr>
<td>1985</td>
<td>Walter Lambert</td>
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<tr>
<td>1986</td>
<td>Jeff Duffey</td>
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<td>1987</td>
<td>Fred Carter</td>
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<td>1988</td>
<td>Tom Vocino</td>
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<td>1989</td>
<td>Don Whitman</td>
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<td>1990</td>
<td>Wynn Teasley</td>
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<td>1991</td>
<td>Gus Turnbull</td>
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<td>1992</td>
<td>Bill Collins</td>
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<td>1993</td>
<td>Anne Kilpatrick</td>
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<td>1994</td>
<td>Bob Whelan</td>
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<tr>
<td>1995</td>
<td>Bart Hildreth</td>
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<td>1996</td>
<td>Earle Clay</td>
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<td>1997</td>
<td>Janet Patton</td>
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<td>1998</td>
<td>Tom Lauth</td>
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<td>1999</td>
<td>Bob Cunningham &amp; Bill Solomon</td>
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<td>2000</td>
<td>Arie Halachmi</td>
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<tr>
<td>2001</td>
<td>Tom Lynch</td>
</tr>
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<td>2002</td>
<td>Mary Taylor</td>
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<td>2003</td>
<td>Mary Ellen Guy</td>
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### Collaborative Problem Solving: New Tools for Government Efficiency

Sheryl D. Bailey, Ph.D., Deputy Secretary of Administration, Commonwealth of Virginia

Conflict is a big waste of time, money and results. Governments today do not have extra resources to throw away on unnecessary conflict. Rather, public organizations must serve multiple constituencies with competing demands in an environment of permanent fiscal crisis. Thus, we must fundamentally change the way government does business in order to meet the needs of our communities and maximize the value produced for our citizens.

Collaborative processes are essential to reengineering how we do government. Collaborative techniques produce better, faster and cheaper results. These more effective methods enable us to increase efficiency, drive down costs and meet growing demands.

This workshop will demonstrate how a variety of collaborative problem-solving techniques can be applied successfully to a wide range of governmental functions. Examples of collaborative practices in state and local government will be provided, including contracting, licensing and permitting, human resource management, policymaking, regulation and enforcement, and intergovernmental relations and coordination. Workshop participants also will develop a personal action plan for implementing collaborative techniques in their own organizations to improve efficiency and results.

### About the Presenter

Dr. Bailey is currently the Deputy Secretary of Administration in the Office of the Governor for the Commonwealth of Virginia, having been appointed in January 2002. A Harvard-trained economist and statistician, Dr. Bailey has been on the faculty of some of the nation’s top universities, including Harvard University, The College of William and Mary, and Old Dominion and Hampton Universities.

Dr. Bailey has served as the Vice Chairman of the National Standing Committee for Governmental Budgeting and Management of the Government Finance Officers Association and she was very active in establishing the first nationwide set of recommended practices for state and local budgeting. Additionally, Dr. Bailey has served on the Boards of numerous organizations. She has also been active in numerous civic organizations, including the Friends of Hampton Roads and Delta Sigma Theta Sorority. Dr. Bailey is also the proud mother of one adult son in college, Christopher.
Sunday, October 3rd
10:15am - 11:45am
- Addressing Social and Economic Challenges
- From Theory to Practice: Preparing Thoughtful Administrators
- Nonprofit Agencies' Performance and Accountability: Research from the Field
- Organizational Collaboration & Change
- Revenue Measure, Fiscal Decision-making and Fiscal Cooperation in State and Local Government

1:30pm - 3:00pm
- Ethical Decision Making and Accountability Across Settings
- Intergovernmental Responses to Emerging Policy/Program Issues
- Local Politics of Community Policy
- Performance Assessment: Environmental Issues
- Programmatic Performance Review: Federal Programs

3:15pm - 4:45pm
- Budgeting and Finance Practices in Local Government: Performance-Based Budgeting, Cost Accounting and Market-Based Pay
- Contemporary Issues in Environmental Policy and Management
- Contemporary Municipal Management: Facing Urban Challenges
- Identifying and Confronting Health Care Issues in the New Millennium
- Staffing Techniques and the Management of Human Resources

Monday, October 4th
9:00am - 10:30am
- Information & Technology: Are We Improving Public Service Delivery?
- New Theoretical Approaches to Understanding IGR: Collaboration, Networks and Systems
- Reform and Strategic Response
- Reforming HR Management and Practice
- Working With Diverse Community Groups and Organizations

Monday, October 4th continued...
10:45am - 12:00pm
- Attitudes and Actions: Practice-Based Research
- Challenges to the HR Function
- Defining Goals and Motivating Staff
- Motivating and Leading the Contemporary Workforce
- MPA Curricula: The Search for the Holy Grail of Relevance

1:30pm - 3:00pm
- Comparative Public Administration
- Economic Development: Trends and Directions
- Recruitment and Training in Criminal Justice Agencies
- The Decision Making Approach to Public Budgeting
- When Worlds Collide: Value Conflicts in Public, Private and Nonprofit Sectors

3:15pm - 4:45pm
- Administering the Post 9/11 Environment
- Administrative Structures and Performance in Local Government
- Government and Nonprofit Relationships: Collaborations and Mutual Learning
- Issues in Local Government
- Political and Other Dimensions of Budgeting and Fiscal Decision-making

Tuesday, October 5th
9:00am - 10:30am
- Faith Based Organizations and Human Service Delivery in Arkansas
- Higher Education and State Services: A Model for Collaborative Relationships, Management Innovation and Privatization
- The Policy Environment

10:45am - 12:00pm
- City-County Manager Roundtable
- Health Disparities in African American Communities
Sunday, October 3rd  10:15AM - 11:45AM

1 •From Theory to Practice: Preparing Thoughtful Administrators
Room: Burnham
Panel Chair: Ruth Shane, Florida State University
  Service Learning and Community Partnerships
    Mary Ann Feldheim, University of Central Florida
    Suzanne Sherman, Brevard County
The Public Administration Genome Project
  G. Richard Larkin, State University of West Georgia
  John W. Dickey, State University of West Georgia
The Evolution and Convolution of Administration in the Public Interest: Focusing on the Challenges to Public Administration
  Stephen M. King, Campbell University

2 •Organizational Collaboration & Change
Room: Fountainview
Panel Chair: Ellen Price, City of Charlotte
  Collaboration Models: An Examination of the Elizabeth River Project
    Pamela Dunning, Christopher Newport University
Organizational Culture, Uncertainty and Change: A Study of the Michigan Senate Majority Policy Office
  Mark G. Michaelsen, University of Alabama at Birmingham
Inter-Agency Collaboration: Sharing Organizational Design Expertise in the Commonwealth of Pennsylvania
  John Badovinac, Pennsylvania Treasury Department

3 •Nonprofit Agencies’ Performance and Accountability: Research from the Field
Room: University D
Panel Chair: Mary Ann Hinshaw, Deputy City Manager, City of Wilmington
  Explaining Program Evaluation Practice
    Joanne Carman, University at Albany (SUNY)
Balancing Competing Accountability Requirements: Challenges in Performance Improvement of the Nonprofit Human Service Agency
  Seok-Eun Kim, Kansas State University
Nonprofit Board Culture: Integrating Theory and Practice within the Context of Commitment
  Judith Millesen, Ohio University
Intra-Organizational Mechanism and Conflict Behavior
  Jongsoo Jin, American University

4 •Addressing Social and Economic Challenges
Room: University E
Panel Chair: Tiffany Manuel, University of North Carolina at Charlotte
  Social Welfare Governance in Foster Care and its Impact on African Americans
    Tracey G. Jackson, Virginia Commonwealth University
Welfare: Then, Now, and What Next
  Thomas F. Seebode, Troy University
Rethinking Living Wage Requirements: Balancing Putting Food on Tables and Money in Public Coffers
  Paula Richardson, Troy University
Public School Teachers’ Instructional Methods and Assessment of Sex Education
  Jeffrey Sachse, University of Wisconsin-Milwaukee
  Michael Lovette, University of Akron
5 • Revenue Measure, Fiscal Decision-Making and Fiscal Cooperation in State and Local Government
Room: Walden
Panel Chair: Kenneth Goldberg, National University
Comparing Patterns of County Fiscal Retrenchment to Cutback Management Theory
- Kenneth A. Klase, University of North Carolina at Greensboro
Does Fiscal Decentralization Increase Inter-Jurisdictional Fiscal Cooperation?
- Manoj Shrestha, Florida State University
The Challenge of Public Sector Funding: Using Systems Theory to Meet Community Needs in a Tight Fiscal Environment
- Kenneth Goldberg, National University
Does the Existence of LegislativeForecasts Help Improve Revenue Estimation?
- Jinping Sun, University of Albany (SUNY)
Motivations, Obstacles and Resources: The Adoption of the General Purpose Local Option Sales Tax (LOST) in Georgia Counties
- Zhirong Zhao, University of Georgia

Sunday, October 3rd 1:30PM - 3:00AM
6 • Programmatic Performance Review: Federal Programs
Room: Walden
Panel Chair: Andrew Lucus, Mecklenburg County
Federal Policymaking Without Follow Through: Should HUD Listen to Its Critics?
- Donna Milam-Handley, University of Alabama at Birmingham
Implications of Success and Persistence for Public Sector Performance: A Theoretical Perspective
- Jeremy L. Hall, University of Kentucky
Accountability, Performance Measurement and Divergent Perspectives: The Case of No Child Left Behind
- Kathryn Kloby, Rutgers University
Nation Building and the CPA in Iraq: A Performance Review
- Alexander R. Dawoody, Western Michigan University

7 • Local Politics of Community Policy
Room: University E
Panel Chair: Eric Johnson, University of North Carolina at Greensboro
Discussant: Tom Warshauer, City of Charlotte
Why a Community Supplies Inefficient Institutions
- Edgar Ramirez, Florida State University
The Political Proving Grounds of Neighborhood Associations
- David Swindell, University of North Carolina at Charlotte
Factors Contributing to Social Capital in Low Income Neighborhoods
- Gainor Eisenlohr, University of North Carolina at Charlotte
The Determinants of Innovation in Growth Management Policy in Florida
- Jeongho Lee, Florida State University
Dongsang Yoo, Florida State University
8 • Performance Assessment: Environmental Issues
Room: Fountainview
Panel Chair: John Murphy, Charlotte-Mecklenburg Utilities Department
GASB's Suggested Criteria for Performance Information
Donald Giancoli, City of Lauderhill, Florida
Collaboration and Performance Management in Network Settings: Lessons from Three Watershed Management Programs
Mark Imperial, University of North Carolina at Wilmington
Establishing Benchmarks to Evaluate the Economics of Brownfield Redevelopment
Hunter Bacot, University of North Carolina at Charlotte
Cindy O'Dell, University of North Carolina at Charlotte
Phyllis King, University of North Carolina at Charlotte

9 • Intergovernmental Responses to Emerging Policy/Program Issues
Room: Burnham
Panel Chair: Dick Larkin, West Georgia
Routinizing Extreme Events - Regional Coordination to Protect Critical Infrastructures
Christine Pommerening, George Mason University
Anti-Predatory Lending Initiatives: Policy Lessons from the State of Georgia
John Osae Kwapro
The Nature of Metropolitan Governance in Urban America: A Study of the Kansas City Region
Curtis Wood, Northern Illinois University

10 • Ethical Decision Making and Accountability Across Settings
Room: University D
Panel Chair and Discussant: Robert W. Smith, Clemson University
Philanthropic Behavior and Trust in Government
Seung-Yong Rho, Rutgers University
Dong-Young Rhee, Rutgers University
Jung Joo Lee, American University
Ethics, Integrity and Police Misconduct
Julie Raines, North Carolina State University
Representative Bureaucracy in the E-Government Era: The Impact of ICT's on Representative Bureaucracy
Marc Holzer, Rutgers University
Youhee Kim, Rutgers University
From Taxed Health to Excise Tax: Ethical Accountability and the Fight for Comprehensive Tobacco Control Programs on the National and State Levels
Patricia M. Wigfall, North Carolina Central University
Cognitive Moral Decision-making: Do Students React Differently When Faced with Moral Decisions Based on Gender and Ethnic Background?
Evelyn Cartright, Nova Southeastern University

Sunday, October 3rd 3:15PM - 4:45PM
11 • Staffing Techniques and the Management of Human Resources
Room: University E
Panel Chair: Jessica Sowa, University of South Carolina
James R. Brunet, North Carolina State University
The Office of Personnel Management's Recruitment One Stop Initiative
Jared Llorens, University of Georgia
Edward Kellough, University of Georgia
(Staffing Techniques and the Management of Human Resources continued...)  
Balancing Knowledge and Power: Management-Staff Relations in Human Service Organizations  
Jessica Sowa, University of South Carolina  
Pay for Performance for the Public Sector: The Experience of the Korean Government  
Sung Joo Choi, University of Georgia  
Labor Management Relations in Local Government  
Ellen Rubin, US General Accounting Office  
Sally Seldon, Lynchburg College  
Willow Jacobson, University of North Carolina at Chapel Hill  
Amy Donahue, University of Connecticut  
Barry Feldman, University of Connecticut

12 Identifying and Confronting Health Care Issues in the New Millennium  
Room: Walden  
Panel Chair: Anne Osborne Kilpatrick, Medical University of South Carolina  
A Cohort Study of Former Medicaid Recipients and Those Continuing in Medicaid in Two North Carolina Counties, 1996-1999  
William Brandon, University of North Carolina at Charlotte  
Rosemary V. Chaudry, Ohio State University  
Nancy B. Schoeps, University of North Carolina at Charlotte  
Betsy J. Walsh, Novant Health, Inc.  
Closing the Health Disparity Gap with All Deliberate Speed  
Elsie B. Crowell, Florida State University  
Rational Planning, Shared Governance and Cooperation in an Era of Fiscal Cutbacks: Are All These Possible?  
Peter Cruise, California State University - Chico  
Barbara H. Jacobowitz, Treasure Coast Health Council  
Sonja Swanson, Palm Beach County HIV CARE Council  
Needs Assessment for a Spanish Medical Interpreters Training Program in the Lowcountry  
Natalie Corica, Medical University of South Carolina  
Emma Mendez, Medical University of South Carolina  
Anne O. Kilpatrick, Medical University of South Carolina  
Lilless M. Shilling, Medical University of South Carolina  
The Political Economy of TennCare  
Kerr Lyn Barr, Tennessee State University

13 Contemporary Municipal Management: Facing Urban Challenges  
Room: Burnham  
Panel Chair: Gabriela Wolfson, Florida State University  
Comparing Performance Measurement in Florida: City Managers' Perspectives on Implementation  
Howard Frank, Florida International University  
Nadeen Wedderburn, Florida International University  
Patrick Bell, Florida International University  
Susan Young, Florida International University  
Yonfeng Zhao, Florida International University  
Professionalization of Wisconsin Towns  
Terri Johnson, University of Wisconsin-Green Bay  
Business Mobility in An Era of Financial Incentives: How Can We Keep Businesses in the Urban City?  
Deborah A. Carroll, University of Tennessee

Program Schedule

SUNDAY OCTOBER 3RD  
Host Reception  
5:30pm to 7:30pm  
Location: Charlotte Mecklenburg Government Center  
600 East Fourth Street  
Shuttle buses will be provided from the hotel lobby

Governance In a New Era of Cooperation SECoPA 2004 17
14 • Contemporary Issues in Environmental Policy and Management
Room: Fountainview
Panel Chair: Mark Imperial, University of North Carolina at Wilmington
Discussant: Roy Dawes, Gettysburg College
A Model for Explaining Interest Group Conflict in River Basin Interstate Compacts. A Look at the Alabama-Coosa-Tallapoosa (ACT) and Chattahoochee-Flint (ACF) Interstate Compacts
James Newman, Mississippi State University
The Emergence of the Migratory Bird Hunting and Conservation Act of 1934 and its Impact on Waterfowl Habitat
Chad McEwen, University of North Carolina at Wilmington
How Socio-Economic Factors affect the Provision of Environmental Health Service in the Local Health Department
Wenli Yan, University of Kentucky - Lexington
Impacts of Policies on Vehicle Miles Traveled in the Great Smoky Mountains National Park
Jean Peretz, University of Tennessee
Bruce E. Tonn, University of Tennessee
Public Participation in Environmental Policy Making: The Environmental Protection Agency and Age-Adjusted Analysis
Cindy L. Pressley, Florida Atlantic University

15 • Budgeting and Finance Practices in Local Government:
Performance-Based Budgeting, Cost Accounting and Market-Based Pay
Room: University D
Panel Chair: William C. Rivenbark, University of North Carolina at Chapel Hill
Performance-Based Budgeting Implementation Process: The Nashville-Metropolitan Government Experience
Bob Boydstun, Tennessee State University
Michael Cull, Tennessee State University
Sharon Peters, Tennessee State University
Andy Spears, Tennessee State University
Rodney Stanley, Tennessee State University
An Historical Perspective of Cost Accounting in Local Government
William C. Rivenbark, University of North Carolina at Chapel Hill
An Examination of the Use of Market-Based Pay in the Public Sector: Barriers to Success
William M. Leavitt, Old Dominion University
A Programmatic Approach to Performance Budgeting in Local Government
Janet M. Kelly, Cleveland State University
William C. Rivenbark, University of North Carolina at Chapel Hill

Monday, October 4th  9:00AM - 10:30AM
16 • New Theoretical Approaches to Understanding IGR: Collaboration, Networks and Systems
Room: University E
Panel Chair: Christine Kelliher, University of Michigan
Discussant: Donna Milan-Handley, University of Alabama at Birmingham
The Complexity of Intergovernmental Environment Management: A Case Study of the Great Lakes
G. Richard Larkin, State University of West Georgia
Annette Jones, State University of West Georgia
Regional Cooperation of Metropolitan Areas, Regional Governance and Social Capital
Hyung Jun Park, Florida State University
(New Theoretical Approaches to Understanding IGR: Collaboration, Networks and Systems continued...)

Watershed Partnerships, Weak Ties and Structural Holes: The Effects of Network Constraint on Performance Outcome
Simon A. Andrew, Florida State University

17 •Reforming HR Management and Practice
Room: University D
Panel Chair: Steven Hays, University of South Carolina
Federal Civil Service Reform and the SES’s Failure to Develop Administrative Statesmen
William M. Haraway, University of West Florida
An Assessment of the Proposed Civil Service Reforms in Colorado
Ilka McConnell, University of Georgia
Employment Mediation: Fads, Fact and Fantasies for Public Administrators
Fran Fuller, University of North Carolina at Pembroke
Outsourcing HR Functions
Thomas F. Seebode, Troy University
Kevin T. Johnson, Troy University

18 •Working With Diverse Community Groups and Organizations
Room: Burnham
Presenter: Mitchell F. Rice, Texas A & M University

19 •Reform and Strategic Response
Room: Fountainview
Panel Chair: Donnie Simmons, Mecklenburg County
In Pursuit of Entrepreneurship Strategies: The City of Miami’s Reform Program
Genevieve Enid Kyarimpa, Florida International University
Trends in City Council Election Structures in American Cities
JunFeng Wang, University of North Carolina at Charlotte
Gary Alan Johnson, University of North Carolina at Charlotte
Regionalism in the States: Lessons Learned from Three State Local Models
Strategic Interaction and Emergency Management in Homeland Security
Leslie Taylor, Florida Atlantic University

20 •Information & Technology: Are We Improving Public Service
Room: Walden
Panel Chair: John McGillicuddy, Mecklenburg County
The Electronic Town Meeting: An Effective Means of Fostering Public Deliberations
Maria D’Agostino, Rutgers University
Richard Schwester, Rutgers University
Developing E-Government: An OMB Perspective
Kasey Martin, Virginia Commonwealth University
Natalia Shakirova, Virginia Polytechnic Institute
Maeng Joo, Virginia Polytechnic Institute
Public Information and Public Opinion: The Case of Water Services
Mike Caston, SJWD Water District
David Swindell, University of North Carolina at Charlotte
Managing the Human Side of Information Technology: A Public-Private Comparison of CIO’s
Shannon Schelin, University of North Carolina at Chapel Hill
Monday, October 4th  10:45AM - 12:00PM

21 •Motivating and Leading the Contemporary Workforce
Room: University D
Panel Chair: Marl K. Renfro, Northern Kentucky University
A New Perspective of Incentive Study in the Public Sector
  Yahong Zhang, Florida State University
Employee Trust in Supervisor Management
  Sam Shelton, Troy University
Age and Work Preferences of Public Employees: Comparing the Effects of Cohort, Job Level, and Organizational Socialization Perspectives
  Leonard Bright, University of South Alabama
Emotional Intelligence and the Public Service
  Marl Renfro, Northern Kentucky University

22 •MPA Curricula: The Search for the Holy Grail of Relevance
Room: Fountainview
Panel Chair: Tom Barth, University of North Carolina at Wilmington
Discussants: Jan Winters, Gaston County Manager
  Mary Ann Hinshaw, Deputy City Manager, Wilmington, NC
Graduation Exit Requirements in American MPA Programs
  Dragen Stefanovia, Appalachian State University
  Shannon Vaughan, Appalachian State University
  Marvin Hoffman, Appalachian State University
Integrating Feedback from Alumni and the Community
  Lloyd Jones, University of North Carolina at Wilmington
Let's Forget about Max Weber
  Bob Cunningham, University of Tennessee

23 •Attitudes and Actions: Practice-Based Research
Room: Walden
Panel Chair: Kaifeng Yang, Florida State University
Discussant: David Coursey, Florida State University
Active Representation in Administrative Agencies: The Attitudes, Opinions, and Actions of Women Versus Men
  Christine Kelleher, University of Michigan-Dearborn
  Deil S. Wright, University of North Carolina at Chapel Hill
  Cynthia Bowling, Auburn University
Antecedents of Public Service Motivation: A Test of the Shortened Perry Scale
  David Coursey, Florida State University
An Assessment of Two Abstinence-Only Education Programs
  Michael Lovette, University of Akron

24 •Defining Goals and Motivating Staff
Room: Burnham
Panel Chair: Susan Manning, Mecklenburg County
Is Your Performance Pay Plan Killing Your Morale?
  Mike Branum, University of North Carolina at Chapel Hill
Fulfilling our Mission Statement - Mission Impossible or Full Speed Ahead?
  Claire Mostel, Team Metro
Generation Xers: Changing Preferences and Management Implication
  Mary E. Guy, Florida State University
  Seung-Bum Yang, Florida State University

MONDAY OCTOBER 4th
Awards Luncheon
12:00pm to 1:30pm
Location: University A&B
25 • Challenges to the HR Function  
**Room:** University E  
**Panel Chair:** Robert Lavigna, CPS Human Resources Services, President IPMA  
*Workforce Planning at the Grassroots: Are Local Governments Responding?*  
Philip A. Russo, Miami University of Ohio  
Enamul Choudhury, Miami University of Ohio  
*The Duality of African American Women in Public Administration*  
Pamela Lewis, Virginia Commonwealth University  
*Occupational Segregation by Gender and Race in State Bureaucracies: The Implications of Departmental Functions*  
Bethany Sneed, Eastern Michigan University  
*Employee Grievance Programs: Understanding the Nexus Between Workplace Justice, Organizational Legitimacy and Successful Organizations*  
William M. Haraway, University of West Florida  
*Outsourcing and the Transportation Security Administration*  
Robert Lavigna, CPS Human Resource Services

**Monday, October 4th  1:30PM - 3:00PM**

26 • The Decision Making Approach to Public Budgeting Roundtable  
**Room:** Walden  
**Panel Chair:** Jack Rabin, Penn State Harrisburg  
**Discussant:** Robert T. Golembiewski, University of Georgia  
Howard Frank, Florida International University  
Gedeon Mudacumura, Commonwealth of Pennsylvania Treasurer’s Office  
Earl Klay, Florida State University  
T. Aaron Wachhaus, Penn State Harrisburg  
Aziza Zemrani, Clark Atlanta University

27 • Recruitment and Training in Criminal Justice Agencies  
**Room:** Fountainview  
**Panel Chair:** James Clingermayer, Murray State University  
*Successful Recruitment of Women Police Officers: From the Individual Female and Organizational Perspective*  
Vivian B. Lord, University of North Carolina at Charlotte  
*Using Trained Inmate Observers for Suicide Watch in a Federal Correctional Setting: A Win-Win Solution*  
Gary Junker, Federal Medical Center  
Art Beeler, Federal Medical Center  
Jeffrey Bates, Federal Medical Center  
*Law Enforcement and CALEA: Impact of 9/11*  
Robert T. Aldinger, Valdosta State University  
*Implementation of the Americans with Disabilities Act in State Police/Highway Patrol Agencies*  
Doug Goodman, Mississippi State University  
Lisa Nored, University of Southern Mississippi  
*Changes in Law Enforcement: Public Policy and Injury Crashes*  
Robert J. Eger, III, Georgia State University
28 • When Worlds Collide: Value Conflicts in Public, Private and Nonprofit Sectors
Room: University D
Panel Chair: Sandra J. Reinke, Augusta State University
Discussant: Cheryl Brown, City of Charlotte
"Hit the Bricks Buddy" An Expose’ on How Reinventing Government Reintroduced the Spoils System
Randall Miller, Augusta State University
The Fight for Environmental Justice: The Case of Taliaferro County
Virginia Loveless, Augusta State University
April Zahner, Augusta State University
Charlotte Mecklenburg Police Test Saga: A Case Study
Dale Green, Charlotte-Mecklenburg Police Department
Ethical Dilemmas of Lotteries
W.C. Wilkinson, Jr., Georgia College & State University
William Hatcher, Georgia College & State University
When Worlds Collide: A Case Study of Ethics and Privatization
Saundra J. Reinke, Augusta State University

29 • Economic Development: Trends and Directions
Room: University E
Panel Chair: Eric Johnson, University of North Carolina at Greensboro
Discussant: Tom Flynn, City of Charlotte
The Relationship Between Industry Clusters and Metropolitan Economic Growth and Equality
Jonathan Morgan, University of North Carolina at Chapel Hill
Tax Credits Dilute the Empowerment Zones’ Power
Thiane Carter, University of North Carolina at Charlotte
A Social/Political Conceptual Framework for Cluster-based Economic Development
Chad Miller, Virginia Tech
Development Issues and Strategies: The Case of Memphis
Roslyn Chavda, University of Memphis

30 • Comparative Public Administration
Room: Burnham
Panel Chair: Cindy Combs, University of North Carolina at Charlotte
Comparative Analysis of Interregional Mobility in Russia, Canada and the USA
Olga Smirnova, University of North Carolina at Charlotte
Can American Public Administration Theory be Applied in Transforming Countries?
Aleya N. Bogaevskaya, Virginia Tech
Macedonian Public Sector Performance Measurement: Idea or Reality?
Ana Pavlovska-Daneva, Republic of Macedonia
Administration of Non-State Actors
Jennifer Willard-Dillard, Clemson University

Monday, October 4th  3:15 PM - 4:45 PM
31 • Government and Nonprofit Relationships: Collaborations and Mutual Learning
Room: Walden
Panel Chair: Ruth Hoogland DeHoog, University of North Carolina at Greensboro
Kelly M. LeRoux, Wayne State University
Public Administration & Nonprofit Management: Convergences, Divergences and Implications for Mutual Learning
Shamima Ahmed, Northern Kentucky University
Innovative Emergency and Crisis Management: Public-Nonprofit Partnerships
Naim Kapucu, University of Central Florida
32 • Issues in Local Government
Room: Fountainview
Panel Chair: Tim Mead, University of North Carolina at Charlotte
The Effects of Institutional Reform on Municipal Governments: Focusing on
Service Provisions
Jayce L. Farmer, Florida State University
How Public is Too Public? Property Records Availability on North Carolina
County Websites
Henrietta Presler, University of North Carolina at Chapel Hill
City Managers as Residual Claimants on Local Government Performance
James Clingermayer, Murray State University
Richard C. Felock, Florida State University
Melanie Hicks-Kopp, Florida State University
Wenjie Lu, Florida State University

33 • Political and Other Dimensions of Budgeting and Fiscal
Decision Making
Room: Burnham
Panel Chair: Kim Eagle, City of Charlotte
Discussant: Hyong Yi, Mecklenburg County
Interest Group's Ratings on Budgetary Roll Call Voting
Won-Hee Lee, Hankyong University (Korea)
Jongsoon Jin, American University
Budgeting as Sensemaking: Multiple Dimensions of Meaning of the Budgetary Process
John Talbott, Virginia Tech
Ryan Lanham, Virginia Tech
Soo-Young Park, Virginia Tech
Stephanie Newbold, Virginia Tech
Little Evidence of Fiscal Illusion in Wisconsin Towns
Terri Johnson, University of Wisconsin-Green Bay
Craig Maher, University of Wisconsin-Oshkosh

34 • Administering the Post 9/11 Environment
Room: University E
Panel Chair: Russell Williams,
Discussant: Samuel M. McCreary, Florida State University
The Effect of Social Capital on the Perception of Terrorism Threat and the
Acceptance of Anti-Terrorism Programs among South Floridians: A Pilot Study
Shawna Morgan, Florida International University
Iraq Relief and Reconstruction Compared to the Marshall Plan
Mary L. Beal, Georgia Southern University
Organizational Responses to Complex Tasks: The Case of the U.S. Coast
Guard and Maritime Domain Awareness
Dale Jones, Old Dominion University
Bill Leavitt, Old Dominion University
John Morris, Old Dominion University
Saving the Broth: Conflict Resolution for Sustainable Collaboration in
Public-Private Partnerships
Ami C. Carpenter, George Mason University
**35  • Administrative Structures and Performance in Local Government**  
**Room:** University D  
**Panel Chair:** David Ammons, University of North Carolina at Chapel Hill  
**Rating Fire Departments: A Better Way**  
Charles Coe, North Carolina State University  
**Reflections on the Roles of City Manager and City Administrator by Persons Who Have Served as Both**  
David N. Ammons, University of North Carolina at Chapel Hill  
**This is Our Town: Citizen Evaluation of City Government Performance**  
Jason C. Sides, Florida State University  
**Innovation and Diffusion: Local Government Adoption of Enterprise Zone Policy in Florida**  
Marcus D. Mauldin, Florida State University  
**Gender and Careers in City Management**  
Alexander Aguado, University of North Alabama  
H. George Fredrickson, University of Kansas  

**Tuesday, October 5th  9:00AM - 10:30AM**  

**36  • Higher Education and State Services: A Model for Collaborative Relationships Roundtable**  
**Room:** Keynes  
**Panel Chair:** John Talbott, Virginia Tech  
John Talbott, Virginia Tech  
Kevin Long, Virginia Tech  
Joe Rees, Virginia Tech  
Mohan Pothare, Virginia Tech  

**37  • Faith Based Organizations and Human Service Delivery in Arkansas**  
**Room:** Welwyn  
**Panel Chair:** Marsha Kidd Guffey, University of Arkansas  
**Discussant:** Beth Garison, Office of the Governor, Arkansas  
**Charitable Choice in Arkansas**  
Anya Makogonova, University of Arkansas at Little Rock  
**A Matter of Faith: Goal Congruence and the Faith-based Initiative in Arkansas**  
Jeremiah M. Dubbs, University of Arkansas  
**Implementation Issues of Charitable Choice and Faith-Based Initiatives: Needs Assessments of Arkansas Faith-Based Community Capacity to Provide Social Services**  
Marsha Kidd Guffey, University of Arkansas at Little Rock  

**38  • Management Innovation and Privatization**  
**Room:** Walden  
**Panel Chair:** Robert Eger III, Georgia State University  
**Case Study in Privatizing Public Services: Parking Enforcement in Wrightsville Beach, NC**  
Bradley D. Ashburn, University of North Carolina at Wilmington  
**Contract Management Capacity in Korean Local Governments**  
Jaehoon Kim, Seoul National University of Technology  
**An Extreme Case of Contracting**  
Mamie Brisker, Florida Atlantic University  

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24  **SECoPA 2004  Governance In a New Era of Cooperation**
Price Index Contracts: Reducing the Cost of State Infrastructure?
Robert J. Eger, III, Georgia State University
Mary E. Guy, Florida State University
Elizabeth Winslow, Florida State University
New Police Photo Speed Enforcement: A Case Study
David Haggist, Charlotte-Mecklenburg Police Department

39 • The Policy Environment
Room: Burnham
Panel Chair: Gary Rassell, University of North Carolina at Charlotte
Voluntary Public School Choice: An Analysis of Transportation Alternatives
Tracy Alston, Florida State University
Urban Homeless Policy in the 21st Century
Wayne Linscott, Eastern Kentucky University
Municipal Incorporation and Annexation: A Cross State Comparison
Gary Rassell, University of North Carolina at Charlotte
Huili Hao, University of North Carolina at Charlotte
Two Major Interest Groups and TANF Policy Choice Under State Retrenchment
Bok-Tae Kim, Florida State University
Selecting the Most Effective Community Indicators for Quality of Life
Studies: Some Guidelines for the Future
Tracy Alston, Florida State University
Nicholas Swartz, University of North Carolina at Wilmington

Tuesday, October 5th  10:45AM - 12:00PM

40 • City-County Manager Roundtable
Room: Walden
Panel Chair: Jerry Fox
David Cooke, Wake County, NC
Mike Shalati, Union County, NC
Thomas McSwain, Richmond County, SC
Anthony Roberts, Cornelius, NC
Harry, Jones, Sr., Mecklenburg County, NC
Julie, Burch, Charlotte, NC

41 • Health Disparities in African American Communities
Room: Fountainview
Panel Chair: Kwaku Danso, Clark Atlanta University
Health Disparities in Selected African Countries
Kwaku Danso, Clark Atlanta University
Health Disparities in African American Communities
Meigan Fields, Tuskegee University
Traditional Beliefs and Health Status in African American Communities
Albert Berkoh, Voorhees College
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Applied Skill-Based Electives (3 credit hours)
Concentration (9-13 credit hours)
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Conference Center Floor Plan
The Fountainview room is not shown here.
It is located on the lobby level.
SECoPA
Arkansas
2005

Transforming Public Service in the 21st Century

Mark your calendar for October 5th - 8th
The Arkansas Chapter of ASPA & Clinton School of Public Service
Little Rock - Arkansas

Conference attendees and local hosts will enjoy an exclusive reception at the William Jefferson Clinton Presidential Center & Park.

Watch for more details in the months to come!