



*Section on Intergovernmental
Administration and Management*

NEWSLETTER

Chair: Pat Atkins

Email: patkins@gwu.edu

Chair Elect: Craig Wheeland

Email: craig.wheeland@villanova.edu

Volume 29

Fall 2005

Number 2

Notes from the Chair . . .



Many words have been written and read about Katrina. Some have been thoughtful. Others have been commendatory. Many have been angry. We still cannot overwrite on this worst of natural disasters in our nation's history. As members of SIAM, we are well aware of the benefits of cooperative arrangements among governments - be they local, state or federal - and of the means by which such transactions are fostered and created. We have a more informed awareness of what can be achieved with intergovernmental administration and management, of what could have been - and of what wasn't - during Hurricane Katrina than those who are outside the intergovernmental and disaster preparedness circles.

We should use this insider knowledge to give reasoned responses rather than reactionary ones when asked our views. My hope is that members of SIAM will hold carefully onto our professionalism and be the quiet, perceptive voices within the recovery community - both nationally and within local communities hit hardest by this tragedy. As the fault-finding and/or finger-pointing and partisanship, that are other fallouts of disaster, roil outward from New Orleans, my hope is that SIAM members will be the calm voices that steer the discussions back to the solid ground of facts. We will be the ones who lend an ear without judgment so that participants can share without concern the first-hand accounts so necessary to learn from catastrophe.

We need to be the voices in our communities that explain that building from the ground up applies to more than the repair of homes or levees, restaurants or bridges. Building cooperative networks of aid from city halls outward through neighborhoods, from city hall to city hall, and from city halls to state governments should be the work of all of us in all of our communities. Some of you, safely removed in distance from New Orleans, may take this paragraph in the context of New Orleans. That will be short-sighted.

Do you know the last time your community's Public Health Laws were amended? On what frequencies your area's emergency responders operate? Or the details of your community's evacuation plan? Or whether there are even details? Or a plan? Has there been open discussion in your community about such plans, if they exist?

(Continued on page 3)

Editor's Note: Hurricane Katrina reminds us that the positives created from the governance choices available to us in our federalist and intergovernmental system can become liabilities in times of catastrophe. Creating crisis mechanisms that set aside those liabilities is important work for the public administration community, and for SIAM members. We cannot have a short attention span on this tragedy. It touches all of us, as SIAM members explain throughout this newsletter.

A Personal Loss a Community Loss

By James Ward, SIAM Treasurer

I returned to New Orleans on October 20, 2005 after having left in the wake of Hurricane Katrina. Like most New Orleanians, I assumed I could be home in a couple of days, one week at most. However, that was not the case.

The worst case scenario happened. The waters of Lake Ponchartrain had enveloped the city. Six feet of salt water flooded my home for three weeks. All first floor contents were lost, including nine years of SIAM financial reports and other related materials. Fortunately, the most recent reports (post-2001) were with me at my new address. But, I will save that for later.

Like most Americans, I remained glued to television news coverage in the initial aftermath of the storm. I hoped my neighborhood of Lakeview-Gentilly had been spared. But, it was one of the most devastated. Holdouts were being forced to evacuate. I soon learned it would be months before I would be allowed to return. And then, I could only stay for a couple of days. The house was uninhabitable.

At first sight it seemed okay. At least the exterior did. A vivid rusty water mark encircled the white brick building and gave evidence of the water's height. Doors were swollen shut and key holes corroded from the harsh salt water. Entrance to the building was obtained by jarring loose the sliding glass patio door. Inside was two inches of slippery mud and the sight and smell of thick mold and mildew freely growing in upholstered sofas and collapsed wood furniture. Black and green mold totally infested previously white walls and ceilings. This ungodly sight was only superceded by its horrible stench.

The remnants of SIAM financial records (pre-2001) were in the closet adjacent to the study. Yet, they were hardly recognizable, having been overcome by layers of mold and mildew and thus molded together like a solid block of

(Continued on page 2)

Annual Meeting News

SIAM had its annual board and membership meetings at the ASPA conference this past April in Milwaukee, Wisconsin. At the conference, SIAM worked hard on recruiting new members. All registrants received a newsletter, SLGR journal, and SIAM flyer in their conference bags promoting the benefits of membership in our organization. SIAM lapel stickers were given to members (and even some potential members) to proudly display on their name badges (see sticker at right). Once again, SIAM sponsored a booth to distribute information on our section. Mike Scicchitano, the new editor for *State and Local Government Review*, distributed journal materials and staffed the booth along with other SIAM members. A special thanks to Pat Atkins, Ed Benton, Craig Wheeland, and Mike for all the time and sweat they contributed to promoting SIAM at this year's conference.

Other news from the conference:

A newsletter committee was formed at the meeting that includes Chris Stream, Mary Jane Kuttner Hirt, Kendra Stewart, and Pat Atkins. The purpose of this committee will be to generate stories and ideas for future SIAM newsletters. They have already been put to work on this edition!

Mike Scicchitano gave the Annual State and Local Government Review report. He has taken over for Tom Pavlak as the journal's editor. SLGR had a very good year, it is a demanding journal with a 17% acceptance rate. There is always the push to increase subscriptions and continued discussion on a special 4th issue. The Carl Vinson Institute remains strongly supportive, and this institutional commitment provides much appreciated financial stability. Please encourage your colleagues to submit manuscripts!

SIAM now has an ASPA-based website as well as a website maintained by Mike on the University of Illinois – Chicago web-site (<http://www.uic.edu/cuppa/pa/siam/Default.htm>). Special thanks to Mike for continuing to maintain and update the site.

Congratulations to the following Board members whose nominations were accepted unanimously:

New Members- Chris Stream and Mary Jane Kuttner Hirt

Returning member – John Kamensky

Membership Chair – Ed Benton

SIAM appreciates the willingness of these individuals to serve our organization.

There was also discussion on alternative times for future SIAM meetings at the ASPA conference. If you have any suggestions, please feel free to email Pat Atkins at patkins@gwu.edu. Thanks to all the members who were able to show up to this year's meeting – we look forward to seeing you next year in Denver!

To learn more about the annual member meeting, please see the minutes posted on the SIAM website referenced above.

.....

ASPA Has Moved!

Just in case you haven't heard – **ASPA has a new location!** The phone number remains the same, but the new address is:

1301 Pennsylvania Avenue, NW, Suite 840
Washington, D.C., 20004

SIAM Lapel Sticker

SIAM – Section on Intergovernmental Administration and Management Financial Report ASPA 2005 Midyear Leadership Meeting Friday, November 11, 2005, Washington, D.C.

For Period of April 30, 2005 through November 10, 2005

BEGINNING BALANCE.....\$11,315.47

REVENUES

Rebates.....\$1,962.00

Interest.....\$18.01

TOTAL REVENUES.....\$1,980.01

EXPENSES

Personnel*.....\$1,000.00

Newsletter

Services**.....\$1,158.04

Commercial Bank Service

Charges.....\$12.00

Section Meetings and National Conference.....\$1,171.07

State and Local Government Review (Journal).....\$1,551.68

TOTAL EXPENDITURES.....\$4,892.79

FUND BALANCE.....\$8,402.69

*Kendra Stewart, newsletter editor

**EKU, reimbursements

.....

James Ward

(Continued from page 1)

deteriorated substance. Also lost were bank statements and other correspondence from the pre-2001 period. Most of these items were forwarded to me by John Vocino in 2002 after he stepped down from the treasurer's position after having served for nine years.

This devastation will not affect the financial status of SIAM. Financial reports and bank statements post-2001 are safe and dry. However, it would be worthwhile to know if there exist duplicates of pre-2001 SIAM financial reports and other budget related materials. Please let the SIAM Board know if you have such materials, or know of their availability.

SIAM Member Reflections on Katrina

In September, SIAM Chair Pat Atkins placed a call to SIAM members requesting thoughts and reflections on the intergovernmental aspects surrounding Hurricane Katrina. Below are some of the thought provoking and insightful responses that were received.

Comments of Geoff Withers:

Since the intergovernmental management issues in any emergency/disaster are significant, a great deal of planning goes into the preparedness for such events. Emergency plans are developed and tabletop as well as real time exercises are carried out to be sure that roles and responsibilities are clear.

I believe every state has an office of emergency management, and every county, and municipality of any size, should have a Designated Emergency Response Authority. All of these folks should have been trained in the Incident Command System, and know what each their roles is and what resources are available to the effort.

FEMA spends an inordinate amount of time and money in these preparations. Since each of these people works within a complex organization, some of which are of considerable size, organizational development is a key aspect of the ability to respond in a timely and effective manner. Notably missing from the traditional intergovernmental network are tribes - they may be important in an incident.

Having spouted all these generalities, an observation: If SIAM wants to pursue this with practical results, someone from FEMA needs to be involved, as well as a representative of state emergency responders. How you get top management (i.e., elected officials and their appointees) of a large institution to give rein to those who really know what they're doing is beyond me.

Comments of John Kincaid, Meyner Center, Lafayette College, Easton, Pennsylvania:

The response to Hurricane Katrina has been the most monumental intergovernmental failure in U.S. history. Worse yet, this inept response is further incentive to terrorists to trigger a catastrophic event in a major U.S. city. Even so, there is no need to radically restructure intergovernmental relations or significantly increase the federal government's power. Enhanced federal power could produce an even worse response if a future president appoints incompetent people to lead FEMA and Homeland Security.

Enlightened statesmen will not, argued James Madison, always be at the helm; therefore, we would better rely on the double security of federalism by focusing on three of the key failures of the Katrina response: intergovernmental and interagency competence, coordination, and communication. There were three critical points of spectacular incompetence: the mayor of New Orleans, governor of Louisiana, and director of FEMA (plus, by extension, the secretary of homeland security and the president). This triple-whammy incompetence was unusual rather than typical of natural-disaster responses and, thus, should signal caution about rushing to wholesale reform.

The massive restructuring of the federal executive branch, as well as state and local reorganizations, that followed 9/11 obviously failed to resolve the key problems of competence, coordination, and communication. These, then, are very specific problems that need to be addressed if we are to improve intergovernmental responses to disasters.

Comments of Robert Wheelan, Freeport McMoran Professor of Urban and Public Affairs at the University of New Orleans, and Chair of the Planning and Zoning Commission in the city of Slidell, Louisiana:

At first glance, it would seem that the federal government must take a lead role in relation to a disaster of Katrina's magnitude. Only the federal government has the resources to deal with such a large-scale problem. Recent weeks bring the above into question. If FEMA, located within DHS, is the lead agency, does it have the capacity to deliver services? I live in Slidell, Louisiana, a city of 30,000, north of Lake Pontchartrain. Approximately, 10-15,000 people lost their normal homes. Three weeks after the storm, the first FEMA disaster relief team appeared in our city. Is this an acceptable response? Furthermore, does FEMA have the sensitivity necessary to deal with state, local, and non-profit officials in a high-stress situation? Too many FEMA decisions smack of bureaucracy, at its worst.

A recent column by Bob Herbert tells of a hospital company which sent needed emergency supplies to a New Orleans hospital. These supplies were confiscated and diverted by FEMA. This is only one example of many horror stories. Perhaps the best intergovernmental solution might be the creation of a regional body for hurricane planning, with NOAA's Gulf of Mexico program as a model. This program brought together all the US and Mexican states along the Gulf of Mexico. This may not be the ideal solution. What is clear is that the current system is badly broken.

Chair

(Continued from page 1)

As members of the intergovernmental profession, we are among those who should be asking these questions – not solely the media and not just about New Orleans. ASPA's President, Don Menzel, has created a special task force "to explore the conditions and circumstances that put so many citizens at risk." While we should be the voices of knowledge as commissions launch investigations into the circumstances that caused the New Orleans tragedy, we need also to be the voices of inquiry in our own communities, demanding for our own neighborhoods the same safety standards to mitigate future disasters that will be emerging for New Orleans.

The morning after I wrote these thoughts, my local paper included an article in which reporters had begun to ask these types of questions, only to receive very different responses from public officials in the city. Disjointed local leadership regarding emergency preparedness in times of normalcy bodes badly for unity during crisis. The questions, and the responses, became more unsettling as the article probed more deeply. Who's asking these questions in your community?

Pat Atkins

SIAM OFFICERS & BOARD MEMBERS

Section Chair (2004-2006)

Pat Atkins, George Washington Institute
of Public Policy
Email: patkins@gwu.edu

Chair Elect (2004-2006)

Craig Wheeland
Villanova University
Email: craig.wheeland@villanova.edu

Past Chair (2004-2006)

James H. Svara
North Carolina State University
Email: svara@social.chass.ncsu.edu

Secretary

Vacant

Treasurer

James Ward
Mississippi University for Women
Email: James_Ward80@hotmail.com

Newsletter Editor

Kendra Stewart
Eastern Kentucky University
Email: kendra.stewart@eku.edu

Membership Chair

J. Edwin Benton
University of South Florida
Email: jbenton@chuma.cas.usf.edu

Board Members (2003-2006)

Anita R. Favors
City of Tallahassee
Email: FavorsA@talgov.com

John Kamensky, IBM Business
Consulting Services
Email: jkamensky@comcast.net

John Vocino

U.S. General Accounting Office
Email: VocinoJ@gao.gov

William R. Dodge

Regional Excellence Consulting
Email: WilliamRDodge@aol.com

Cole Blease Graham

University of South Carolina
Email: CGraham@gwm.sc.edu

Michael A. Pagano

University of Illinois at Chicago
Email: MAPagano@UIC.edu

Board Members (2004-2007)

David K. Hamilton
Roosevelt University

Jocelyn Johnston, American University
Email: jocelyn@american.edu

Chris Hoene, National League of Cities
Email: Hoene@nlc.org

Board Members (2005-2008)

Mary Jane Kuffner Hirt
Indiana University of Pennsylvania
Email: mjkh26@comcast.net

John Kamensky

IBM Business Consulting Services
Email: jnkamensky@comcast.net

Christopher Stream

University of Nevada Las Vegas
Email: [Chris,Stream@unlv.edu](mailto:Chris.Stream@unlv.edu)

SIAM

Eastern Kentucky University
Department of Government
113 McCreary Hall
521 Lancaster Avenue
Richmond, KY 40475

We Need Your Help!

By Ed Benton

The membership picture for SIAM, while still good, could be better. SIAM continues to be the third largest organized section of ASPA. As of July 2005, 400 members of ASPA were also members of SIAM. Only the Budgeting & Financial Management and Public Performance Sections with 616 and 499 members, respectively, have more members. Yet, membership in SIAM, like every other organized section as well as ASPA itself, has experienced a decline in membership since December 2001. SIAM is down from 524 members from five years ago—a 24 percent decline. Overall, organized section membership is down 29 percent, while it has decreased by 14 percent for ASPA over this same period of time.

What can be done to reverse this problematic trend? The remedy is really quite simple. We all need to act on the exhortation of ASPA President Don Menzel who has asked every member to recruit one new member. At minimum, this would boost ASPA membership, but it could also provide the opportunity to increase SIAM membership. If the new member you recruit has an interest or expertise in intergovernmental administration and management intergovernmental, this would be the perfect opportunity to convince them to join SIAM. If your recruit is not a candidate for SIAM membership, then recruit someone to SIAM whose is already a member of ASPA. In fact, you will probably find a number of former members of SIAM members who are still members of ASPA, but for one reason or another have failed to renew their membership with us. I am sure that we all know an academic colleague, a MPA student, or a public or non-profit co-worker that could be recruited for ASPA and/or SIAM. Won't you please take the time to help us maintain and build the vitality and visibility of both ASPA and SIAM?

If you need to convince the person(s) you are recruiting as to the value of spending \$22 to join membership, urge them to consider the following perks. First, they get an automatic subscription to the *State and Local Government Review*. In fact, the \$22 membership fee is the same amount of money that a non-member of SIAM would pay for an annual subscription rate for the *Review*. At minimum, this makes membership in SIAM a break-even deal. But, SIAM members get even more for their money! They will receive this Newsletter (**mention how many times a year**) that includes valuable information and stories on a variety of topics and issues (e.g., **list a few of the features in this and past Newsletters**), as well as occasional SIAM updates via e-mail. Moreover, SIAM provides academic, career, and work-related networking and professional links and contacts for its 400 members. Finally, the SIAM section on the ASPA website affords members the opportunity for the following: free posting of their conference papers; access to ASPA conference papers on SIAM-sponsored panels and SIAM board and membership minutes; and a common calendar of events. **That's a lot for only \$22 or \$.42 a week!**

Donald Stone Award Winners

With the presentation of the Donald Stone awards at the 2005 ASPA Annual Meeting in Milwaukee, SIAM members once again this year had the opportunity to recognize individuals who have made significant contributions to the field of intergovernmental management as a whole over a long period of time. Recognizing our two recipients this year brought the added bonus of acknowledging two individuals who have long been active in ASPA as well. Winners Don Kettl and David Warm well represent the ideals and interests linked to past recipients.



Erik Bergrud accepting on behalf of David Warm

Don Kettl, professor of political science at the University of Pennsylvania in Philadelphia, was appointed director of the Fels Institute of Government at Penn just weeks after he accepted the award from SIAM. Before arriving at Penn in 2004, he had been at the University of Wisconsin as director of the Robert La Follette Institute of Public Affairs. With more than 15 years as executive director of the Mid-America Regional Council serving the greater Kansas City region, David Warm directs a regional coordination agency that runs programs in transportation, community development, senior services and environmental work, among others.



Pat Atkins presenting to Don Kettl

Call for Nominations for SIAM Positions

SIAM members are invited to email Craig Wheeland, Chair Elect of SIAM, their nominations for a SIAM Board position (craig.wheeland@villanova.edu). Members are invited to nominate themselves. Include in the email a brief bio, perhaps a paragraph, for each person nominated so we can inform the membership about the nominee's credentials. Current Board members whose terms are ending are invited to nominate themselves to continue to serve. The deadline for nominations is January 15, 2006.

There are five position open: Chair Elect and three Board members. The Chair Elect serves from 2006-2008. Primary duties include chairing the nomination committee each year, attending the Annual ASPA conference and participating in an occasional conference call to conduct the business of the section. The Chair Elect automatically becomes Chair of SIAM in 2008. The term of office for Board members is 2006-2009. Board members are expected to attend the Annual ASPA conference and are encouraged to help write articles for the newsletter. And to undertake additional responsibilities as needed.

Who Are These New Folks?

The following individuals joined the SIAM board this past year at the ASPA meeting. Please join us in welcoming them to the board!

Mary Jane Kuffner Hirt is a professor in the Department of Political Science at Indiana University of Pennsylvania (IUP). She received her MPA from the University of Pittsburgh in 1975 and her PhD in Public Administration from the University of Pittsburgh in 1986. Prior to becoming a faculty member, Mary Jane worked 18 years at the local government level in southwestern Pennsylvania. Her public service career always focused on intergovernmental relations. Mary Jane conducts research in the area of ethics and leadership as they relate to professional local government managers and on the use of TIFs to facilitate local economic development. Last year, the ICMA published her case study, "Renaissance and Reality: Redevelopment of the USX Homestead Works Site," in *Managing Local Economic Development: Cases in Decision Making* (James M. Banovetz, editor).

Christopher Stream is an assistant professor in the Department of Public Administration at the University of Nevada, Las Vegas (UNLV). He received his MS degree in Political Science in 1992 from Florida State University and received his PhD in Public Administration and Policy from Florida State in 1997. Chris conducts research on issues of intergovernmental relations and local public management. His substantive research focuses on state health care reform, local delivery of health care services, institutional capacity and city management. Chris' research has appeared in a variety of journals, including *Public Administration Review*, *Journal of Public Administration Research and Theory*, *Political Research Quarterly*, *International Journal of Economic Development and State and Local Government Review*. He is the author of the recent textbook, "State and Local Politics: Using Microcase ExplorIt" (Wadsworth 2005).

J. Edwin Benton is a professor of Political Science and Public Administration at the University of South Florida (USF). In addition to being a new SIAM board member, Ed is also the new Membership Chair. Look for his [membership article](#) in the current SIAM newsletter. Ed earned his PhD from Florida State University in 1978. At the

What's New

The Center for The Business of Government has recently sponsored a new report on grants reform that may be of interest to SIAM members doing research in this area:

Project Title: ["Grants Management in the 21st Century: Three Innovative Policy Responses"](#)

Description: This report describes how the federal grant system has come under increased stress in recent years. In an effort to modernize the grant system, the report analyzes three recent reform initiatives in the area of grant management: performance partnerships, Grants.gov., and extensive waiver authority. The report explores the potential of each to mitigate some of the challenges facing grants management and design. The report concludes with a series of recommendations to improve federal grants management. To download a copy of the report, go to: <http://www.businessofgovernment.org/pdfs/ConlanReport.pdf>

If you know of a recent publication that you think SIAM members should be aware of, please email Kendra Stewart at Kendra.stewart@eku.edu.

University of South Florida, Ed teaches graduate and undergraduate courses in state, local, and Florida government and politics, intergovernmental relations, and public policy. His research has been widely published in both political science and public administration journals (e.g., *Social Science Quarterly*, *Public Opinion Quarterly*, *Urban Affairs Quarterly*, *Journal of Urban Affairs*, *Publius*, *Policy Studies Journal*, *Policy Studies Review*, *State and Local Government Review*, *Public Administration Review*, *Journal of Public Administration Theory and Practice*, *Public Administration Quarterly*, and *American Review of Public Administration Review*). Ed has also contributed to several edited volumes devoted to intergovernmental relations, urban politics, and county government, and has written over 40 technical/grant-related reports. Moreover, he is the editor of *Government and Politics in Florida*, 3rd edition (2005, University of Florida Press) and at the 2007 American Political Science Association Meeting Ed will be co-program chair (with Judith Gerber) for the Urban Politics section.

2006 ASPA Conference

SIAM members are encouraged to plan now to attend the 67th ASPA National Conference from March 31 - April 4, 2006 in Denver, Colorado. *The Sky's the Limit: Idealism and Innovation in Public Service* will serve as the conference theme for sessions which will run from Friday - Tuesday. Sessions and workshops with an intergovernmental emphasis and sponsored by SIAM section will be detailed in the next SIAM newsletter. SIAM board members will gather for a continental breakfast on April 2 8:00 am-10:00 am and the section meeting that will be the same day 3:00-4:30. Locations will be announced in the Spring newsletter.

On-line conference registration and details regarding room reservations at the Denver Marriott Tech Center hotel are currently available at: http://www.aspanet.org/scriptcontent/index_aspaconference.cfm

We hope to see you at ASPA!