



NEWSLETTER

Section on Intergovernmental Administration and Management

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From the Chair...



A few weeks ago I attended the International City/County Management Association's annual conference. ICMA's annual conferences always offer an interesting mix of workshops, panels, and lectures. I found two sessions particularly worthy of comment for SIAM members.

I attended a panel discussing public school location decisions. Panelists from federal, state, and local governments addressed the kind of questions SIAM members know to be central to governance in our "networked" world. At the risk of over-simplification, I think the primary question driving the discussion was, "Should elected school board members, superintendents and other school professionals consider location criteria narrowed to the education field or should they open up to a wide range of environmental and community based criteria?" All the panelists argued that school location decisions need to be based on broad criteria in order to make those choices fit into the community's comprehensive and strategic plans. To do otherwise, we were told, is to undermine neighborhoods, create sprawl, and

increase the cost of a variety of public services.

I also attended a panel on the contributions public libraries make to their communities. A representative of the Bill and Melinda Gates Foundation and several city managers were the featured panelists. All panelists spoke in favor of investing in public libraries and treating the public library as an essential service insulated from budget cuts in the years when financial resources are tight. We were told public libraries are places for celebrating community, preserving local history, enabling economic development, nurturing literacy, and providing access to digital information, among many other benefits. As with the discussion about locating or closing public schools, this group of panelists wanted us to embrace the idea that we should use broad criteria when making decisions about libraries, especially decisions about the location of libraries and funding. In short, library directors and their boards, as well as city/county managers and their elected governing bodies, should see the interconnectedness of their institutions.

In a *Public Administration Review* article comparing federalism, intergovernmental relations and intergovernmental management, Deil Wright (March/April 1990: 173) suggested that generalist administrators play a leading role in working out the "politics of implementation, the politics of coordination, and the politics of central and peripheral participation" in our intergovernmental system. City/County managers are one type of "generalist administrator" Wright had in mind. Because their portfolio of responsibilities overlaps with the specialized responsibilities of school and library professional administrators, city/county managers are positioned to be the catalysts to invite school and library professionals to the conversation the panelists encourage.

The nature of the conversation will vary. In some communities, bringing along their boards to adopt a network perspective will be part of the challenge professionals' face. In other communities, one or more of the professionals may be the proponents of organizational autonomy and a specialized focus rather than board members. And there are other patterns the conversation may take. In all communities, it is clear that library directors, school superintendents, and city/county managers help negotiate the complexities of the intergovernmental and intersectoral networks their respective organizations inhabit.

Craig Wheeland



Forms Tribal Relations Working Group

By Luke Jones

To help direct research and prepare practitioners to address intergovernmental relations involving American Indian tribal governments, SIAM's Executive Committee unanimously endorsed the establishment of a Tribal Relations Working Group at their meeting held in Washington, D.C., (March 26, 2007). The group's charter was adopted at SIAM's general membership meeting the following day.

The Tribal Relations Working Group seeks to "support research, education, and training to improve relations between tribal and non-tribal governments and the institutions that support them." SIAM hopes this initiative will increase the effectiveness of intergovernmental administration and management involving American Indian tribal governments and help to implement innovative government-to-government programs with tribes.

To accomplish this ambitious initiative, the working group is organizing around the following major program areas:

Program Area 1: Improve intergovernmental administration and management involving American Tribal governments.

Program Area 2: Improve the capacity of local, state, federal, and tribal governments for successful intergovernmental collaboration.



Program Area 3: Support and recognize educators and practitioners who improve intergovernmental relations involving tribes.

Program Area 4: Create opportunities for information and resource exchange among

educators, researchers, and practitioners to improve intergovernmental relations involving tribes.

SIAM views this work as an important part of our overall mission. The Tribal Relations Working Group should be of interest to scholars and practitioners as tribes continue to develop their governmental institutions, and intergovernmental interaction between tribal and non-tribal government expands.

Why Highlight Intergovernmental Collaboration with Tribes?

American Federalism <i>Marble Cake or Layer Cake?</i>	
	
Marble Cake Federalism is based on a mixing of authority and programs among the national, state, and local governments.	Layer Cake Federalism is based on a clear delineation of authority and programs among the national, state, and local governments.

Source: University of Texas at Austin, Liberal Arts Instructional Technology Services
<<http://www.laits.utexas.edu/gov310/CF/amfed/>>

One reason to highlight intergovernmental collaboration with tribes is that traditional models of American Federalism, like the ones presented above, ignore tribal governments. The field of Public Administration must train practitioners and help direct scholarship to a greater awareness of tribal governments, their role in the American political system, and the extent of their jurisdictional authorities.

If you are interested in participating in any of the above Program Areas, please contact Luke Jones (jones.luke@epa.gov or phone 312.353.2087) or Kurt Thurmaier (kthur@niu.edu or phone 815.753.0311).



Board members present by telephone:
Craig Wheeland, Richard Feiock, Jack Meek, John Kamensky, Michael J. Scicchitano, David Hamilton, Barbara Blumer, and Christopher Stream

Item 1: ASPA 2008 National Conference Report from David Hamilton:

- David is on the endorsement committee... But not part of any IGR tracks for some un known reason. David was, however, placed on the Environmental and Natural Resources Track. This situation is best described as "bizarre." We haven't heard if the program has been set. But, we should soon.
- January or February, Craig will notify members of panel endorsements. ASPA has no systematic way to choose panels and endorse them. This is a problem.

Item 2: Stone Awards for Practitioner and Academic:

- Craig will chair the committee that will select nominees and the membership will vote.
- E-mail Craig if you want to serve on the Stone Award Committee.
- Craig will send out a call for nominations.
- Any SIAM member can nominate academics or practitioners.
- Three nominees will be chosen for each award.

Item 3: Junior Stone Award/Founder's Award:

- Christopher Stream chaired this committee.
- There was only one paper nominated.
- The award will be given at the SIAM meeting in March 2008.

Item 4: SIAM Executive Committee Elections:

- The membership will be asked for nominations. Please contact Jack Meek, who will send out an e-mail regarding these nominees.
- John Kamensky and Mary Jane Kuffner Hirt will stand again?
- Mike Pagano will not stand again.
- Volunteers are needed on the committee (2 or 3 people would be helpful). David Hamilton and Chris Stream are possible volunteers.

- Someone is needed to take over the web page.

Item 5: Newsletter Report (by Barbara Blumer, Newsletter Editor)

- Barbara is SIAM's new, newsletter editor.
- We now have three newsletters.
- After conference newsletter.
- Subject/Topic Newsletter.
- Pre-conference newsletter.
- It sounds like Barbara needs some help for ideas for proposed articles. So, please contact her with any and all ideas.
- We also thought about including a paragraph regarding the Jr. Stone Award.

Item 6: Membership report (by Ed Benton, Chair; report made after conference call by e-mail):

- Our membership held steady over the last year. In fact, we have a few more members than we had last year this time. The numbers for other sections, as well as for membership in ASPA continue to decline. So I guess we are still doing OK, but should remain vigilant about recruiting new members. About two months ago, Pat Yearwood in membership services at ASPA sent Ed a list of SIAM members who had not renewed their affiliation. Ed took it upon himself to send each a letter letting them know (in case they had forgotten) that their membership had expired and urged them to renew.
- Ed hopes that everyone received the flyer that Kendra sent out about the conference on "The Status of Inter-Governmental Relations and Multi-Level Governance in Europe and the U.S." that SIAM is co-sponsoring. Jack Meek and Ed are serving as liaisons from SIAM and assisting Marc Holzer in plans for the conference.
- Ed will have the announcement sent to members of the Federalism/Intergovernmental Relations section of the American Political Science Association. Are there any other associations, groups, list serves that the announcement should be sent to?

Continued on next page

Continued from pg 3

- Also, please submit a proposal or volunteer to serve as a discussant.

Item 7: Treasurer's Report (James Ward, Treasurer. Report made after conference call by e-mail)

- James was not able to make the conference call.
- Craig will ask for a report from James to include. (Craig circulated the report via e-mail after the conference call.)
- ASPA tried to charge SIAM \$1400. This issue has hopefully been resolved.
- The SIAM balance is fine.

Item 8: SLGR Report (Michael J. Scicchitano)

- SLGR wants to raise the fees by \$7 so that the SIAM section would cost \$29.
- The board discussed how to respond to this request. Several proposals were discussed:
 - ◇ Not increasing the fee by \$7 as SLGR requested; increase it by \$3. The member fees would be \$25.
 - ◇ Could the savings from the newsletter offset the SLGR cost issue?
 - ◇ Completely dropping the journal and move totally to the web and offering a web SIAM site.

The board discussed a January time frame for the decision or it may be discussed at the Dallas meeting.

Item 10. Old Business

- None

Item 11: New Business

- None

BEA Releases Gross Metropolitan Product Statistic

By Pat Atkins

Metropolitan areas in the United States drive our national economy. Until very recently, a key measure of that strength, the gross metropolitan product (GMP), was a proprietary item, produced by the U.S. Conference of Mayors and the National Association of Counties through the services of Standard and Poor/DRI, and, more recently, Global Insight.

With the recent release by the U.S. Bureau of Economic Analysis (BEA) on September 26, 2007, of its own prototype GMP, this landscape has changed. The national government now makes this statistic available to the general public. This prototype estimate was prepared by BEA in response to user requests over the years for more in-depth economic data about metropolitan areas. BEA refers to its GMP as Gross Domestic Product by Metropolitan Area.

The BEA data, like the private-sector data, illustrate the importance and the dominance of metropolitan area economies to the United States and to the world. The top ten metropolitan areas' combined GMP exceeds that of the bottom 37 states' gross state products. The New York City metropolitan area trails only California. The top 42 U.S. metropolitan area economies rank within the top 100 world economies. BEA, however, does caution users to be careful with cross-governmental comparisons because of different reference years for national and state estimates versus the GMP estimate.

BEA considers these data to be prototype statistics in that they are being released for evaluation and comment by data users, and BEA is engaging in outreach throughout 2008 at many conferences, including the Western and Southern Regional Science Association Conference.

Bea invites data users' evaluation and comments, for example, such as whether any of the estimates overstate or understate a local area economy given the user's personal knowledge of local economy, whether less detailed estimates by industry with fewer suppressions would be more valuable, or whether maps would be useful. Bea notes that it plans "to monitor revisions to these estimates, to review the methodology, and to look at methods for accelerating the release of these estimates." Continuing, they remark that, "Provided user evaluations are positive, our plan for the fall of 2008 is to release estimates for 2006 as well as to accelerate the release of estimates for 2007. We constantly seek to improve the timeliness of our estimates

Continued on next page

Continued from pg 4

as well as their accuracy, consistency, and relevance.” Comments or suggestions should be sent to GDPbyMetro@bea.gov.

The BEA news release webpage has general information and links to maps and other features. See https://bea.gov/newsreleases/regional/gdp_metro/gdp_metro_newsrelease.htm.

The November 2007 issue of *the Survey of Current Business*, BEA’s monthly journal, contains an extensive article discussing both the economic growth in metropolitan areas as revealed in the data and the methodology used to produce the prototype estimates. See for the issue: <http://www.bea.gov/scb/>
To reach the article directly, use http://www.bea.gov/scb/pdf/2007/11%20November/1107_gdpmetro.pdf

Recent Reports by the IBM Center for the Business of Government That Are of Interest to States and Localities, October 2007

By John Kamensky

The IBM Center for The Business of Government has released a number of new reports that highlight different aspects of state-local management innovations—from blogging to emergency management.

The Blogging Revolution: Government in the Age of Web 2.0, by David Wyld

In this report, Dr. Wyld examines the phenomenon of blogging in the context of the larger revolutionary forces at play in the development of the second-generation internet, where interactivity among users is key. This is also referred to as “Web 2.0.”

Wyld observes that blogging is growing as a tool for promoting not only on-line engagement of citizens and public servants, but also off-line engagement. He describes blogging activities by public leaders, with the pioneers being largely at the state and local levels—governors, city mayors, and police and fire departments—in which they engage directly with the public. He also describes how blogging is used within agencies to improve internal communications and speed the flow of information. Based on the experiences of the pioneers in this area (“blogoneers”), Wyld develops a set of lessons learned and a checklist of best practices for public managers interested in following in their footsteps.

Can Governments Create Universal Internet Access? The Philadelphia Municipal Wireless Network Story, by Rajiv Banker, Munir Mandviwalla, and Abhijit Jain

A confluence of factors has recently made municipal wireless networks (MWNs) an increasingly feasible and attractive option for municipal governments seeking to promote more equitable and universal access to the Internet within their communities. This report describes the drivers and inhibitors to MWNs. These insights are based on a case study of the development of the Philadelphia municipal wireless network, illustrating the practical application of the MWN concept and specific lessons learned from the Philadelphia experience.

The authors describe the project and provide a case study of how municipal government can be a catalyst for the adoption of technology, with the goal of promoting social and economic change as well. The Philadelphia story offers important lessons and insights for other municipalities and governments considering similar initiatives.

Bridging the Digital Divide for Hard-to-Reach Groups, by Heike Boeltzig and Doria Pilling

Drs. Boeltzig and Pilling identified specific groups of people who typically are not connected to the Internet and examined the circumstances of each — rural, poor, disabled, seniors, and ethnic minorities. They focused on how these groups of people, such as homebound individuals, could benefit most from using online state and local government services. They also identified technical as well as social barriers that limit access. Their recommendations are aimed at both increasing access for these targeted groups and increasing use by individuals in the targeted groups. They also provide valuable recommendations aimed at service or application providers who have a major role in increasing both access and accessibility.

A series of case studies of efforts to bridge these barriers at the local level in the U.S. and U.K. resulted in insights and lessons that are broadly applicable. Based on the case studies, the authors offer recommendations that are practical and serve as useful guides to practitioners and policy makers at all levels of government.

Continued on next page

Continued from pg 5

Delivery of Benefits in an Emergency: Lessons from Katrina, by Thomas H. Stanton

This report highlights the promising practices from benefit systems that performed well in Katrina, and how proven systems can be expanded and put in place today, with federal leadership. His report describes step-by-step what needs to be done.

Based on experiences of several states, such as Florida, and non-profits, such as the Electronic Benefits Transfer Council, Stanton recommends the formation of a new national council — composed of federal, state and local agencies, non-profits and private businesses — that would collaborate in creating a broad-based approach to emergency benefits delivery. This would include developing common protocols and procedures for joint intake of applicants for multiple types of benefit, enhancing interoperability among programs and across state lines, and the development of needed stand-by capacity. According to the author, there are tradeoffs between program integrity and the need to serve a surge of relief applicants; these tradeoffs are best considered in advance of a disaster.

What All Mayors Would Like to Know About Baltimore's CitiStat Performance Strategy, by Robert Behn

This report revisits the award-winning Citi-Stat program after seven years and is intended to serve as an "FAQ" guide for new mayors, now that Baltimore mayor Martin O'Malley has moved on to be Maryland's governor. Many mayors have understandably desired the results attributed to CitiStat in Baltimore, but haven't been sure how they might replicate the success. This report fully explains how CitiStat, when understood as a *leadership strategy* instead of a *system*, can be replicated and customized to each mayor's individual needs and priorities.

The key insight of the report is that there is no single, right answer to how to develop a successful man-

agement performance and accountability structure. Success depends heavily on committed leadership, relentless follow-up, and clear goals. As Professor Behn puts it, ". . . those who would design a CitiStat for (their) city need to start with their purpose."

This report offers a clear roadmap for other mayors who may be interested in pursuing the CitiStat model — and gives enough caveats about the level of needed commitment that a mayor can decide if it is a model that would work for him or her. Success depends heavily on clear goals, committed leadership, and persistent follow-up.

The Philadelphia SchoolStat Model, by Christopher Patusky, Leigh Botwinik, and Mary Shelley

Philadelphia's SchoolStat is a case study of the adaptation of a successful management model developed a decade ago by New York City's Police Department. The model has been adapted by various city agencies in New York; by cities, such as Baltimore's CitiStat; and by some state governments, such as Maryland's new StateStat. Philadelphia's School District is one of the most prominent, early efforts to adapt this model to improving the management of schools.

This report describes how the model was adapted for a school district, the improvements that occurred in the performance of the Philadelphia School District after it was implemented, and which features of the approach seemed to be the biggest contributors to improvement. The report offers lessons that other school districts should strongly consider, especially in their approach to defining which measures matter most. It also holds relevance for other government organizations — federal, state, and local — as well.

Improve Service Delivery in Government With Lean Six Sigma, by John Maleyeff

Lean Six Sigma provides a means to improve the delivery of services using a disciplined, project-based approach. It brings numerous advantages if implemented properly; but, it also risks being regarded as another management fad. In this re-

port, the author provides case examples of how cities are using Lean Six Sigma to improve operations, and offers guidelines for the application of Lean Six Sigma in governments interested in using it as a management approach for improving performance and lowering costs.

Engaging Citizens in Measuring and Reporting Community Conditions: A Manager's Guide, by Alfred Ho

Dr. Ho presents two case studies — one from Des Moines, Iowa; the other from Boston, Massachusetts — where government agencies and citizen groups reported their own or their government's performance, respectively. While each of these cases reflects different strategic approaches, they both attempt to bring together what government does and what citizens see as being important in their community. In his report, Dr. Ho examines "how government officials can engage the public more directly in performance measurement and reporting efforts and how they can communicate more effectively about the efforts and accomplishments of public policies and programs." The goal, he notes, is to "make performance measurement and reporting more relevant and meaningful to taxpayers."

About the IBM Center for the Business of Government

Through stipends for research by academics, the IBM Center for The Business of Government stimulates research and facilitates discussion on new approaches to improving the effectiveness of government at the federal, state, local, and international levels. Founded in 1998, The Center is one of the ways that IBM seeks to advance knowledge on how to improve public sector effectiveness. The IBM Center focuses on the future of the operation and management of the public sector. For additional information on the IBM Center, visit the Web site at: businessofgovernment.org. All IBM Center reports are free. They can be downloaded from the website or hard copies can be ordered by calling 202-515-4504.

BEREAVEMENTS

Keon Chi, Dedicated Colleague at CSG

by Karl Kurtz



Dr. Keon Chi, 71, a long-time staffer for the Council of State Governments and editor in chief of the *Book of the States*, died in a tragic automobile accident in front of CSG's headquarters building in Lexington, Kentucky, last week. Keon often collaborated with NCSL on various projects, including particularly the Joint Project on Term Limits, which our two organizations conducted with the State Legislative Leaders Foundation. He had many friends in state government around the country and in the American Political Science Association, and we will miss him.