



President's Message

Dear Fellow Public Administrator:

Welcome to the Delaware Association for Public Administration (DAPA), Delaware's professional association for those interested in, involved with, or committed to promoting public service!

With the new federal and state backdrop, there couldn't be a better time to reconnect with colleagues or build a new support network to exchange ideas on important issues facing our national, state, and local governments, nonprofits, and private entities. If you've recently joined DAPA, I look forward to working with you very soon and learning about your interests and ideas. If you've been a longstanding member, I appreciate your dedication to the organization and embrace your suggestions on ways to best carry out our mission.



Since its inception, DAPA has provided a strong organizational network for those concerned with public administration in Delaware. DAPA's resurgence has led to exciting new programs and ideas from a diverse group of our state's practitioners, academics, and students. Our most recent programs included an annual Dinner Meeting on October 7, 2008, which featured a debate between Delaware's candidates for lieutenant governor, and a winter networking event on February 26, 2009, with Dr. Paul Posner, the incoming president for the American Society for Public Administration (ASPA).

As we move ahead, the council and committee chairs will continue engaging its members through a variety of social activities, networking events, and educational presentations. Our goals for the upcoming months are to reach more students through planned mentoring and scholarship opportunities and develop an annual program schedule.

In closing, I thank all those who have been involved in reinstating DAPA, whether by serving on our advisory committee, attending and/or co-sponsoring events, or providing feedback on programs. We look forward to your continued participation and interest in promoting public service here in Delaware.

Julia O'Hanlon, MPA
President

National

Affiliate Nationally by Joining ASPA

This is the first of what will be a series of short columns in DAPA's newsletter featuring news and other items of interest from the American Society for Public Administration (ASPA). This time out, I'll just provide an overview, especially for those of you who are DAPA-only members, and a word about what's going on in ASPA at the moment, which I hope will interest ASPA members as well as DAPA-only members.



ASPA, founded in 1939, is the only U.S. professional association concerned with all sectors and subsectors of public-service organizations—all levels of government in our federal system, domestic nonprofit organizations, international NGOs, and international as well as intergovernmental and inter-sector linkages and comparisons—and all aspects of public policy and public service. It also stands out for its inclusion of academic and practitioner members on an equal footing, rather than treating one of those categories as full and the other as associate or affiliate members. This comprehensiveness is in concept a signal strength of the organization, particularly in an increasingly complex global social, economic, and institutional environment, but it is also a very significant marketing and membership challenge in the face of competition from more narrowly focused groups (such as APA, APPAM, ARVONA, GFOA, ICMA, and the like).

From a Delaware perspective, affiliation with the national organization is valuable, too, in part because it provides us a ready-made network to all of the people and ideas and experience that a longstanding national organization can offer. While my fellow DAPA officers do not all agree with me, this is one reason why I urge every DAPA member who takes the profession and her/his own professional development seriously to give equally serious consideration to joining ASPA if you are not already a member. The cost is greater than a DAPA-only membership, but it is still much less expensive than many narrower organizations such as those noted above. What's more, student and new-professional memberships are quite inexpensive (visit www.aspanet.org/scriptcontent/Membership.cfm for more information or to join). And even the least expensive category of membership brings access to networking and other professional-development resources, the monthly *PA Times* and bimonthly *Public Administration Review*, and communicates to others your seriousness of purpose.

Now comes the disclosure. I'm not solely urging this for your own good (although I am confident that self-interest alone should be reason enough for a serious professional to join), but for the good of the organization, too. For a number of reasons, ASPA's membership has declined over the past two decades from about 20,000 members to about 8,500 members today. If this trend is not reversed, we are at risk of losing ASPA's general- and special-interest publications; the national, regional, and local events and conferences it sponsors; and the organization itself—the only national organization that, by design, brings together all of the diverse people and organizations concerned with public service and governance in the U.S.

—by Jonathan Justice

ASPA President-Elect Paul Posner Visits Delaware, Discusses Challenges Facing ASPA

Paul Posner, professor and director of George Mason University's MPA program and ASPA president-elect, seeks to recapture our public administration field by making ASPA "more relevant" to leaders at all levels of government. On February 26, Posner came to the University of Delaware and addressed participants at DAPA's Winter 2009 Event about changes at ASPA.

Posner observed that analysis and information really does make a difference. Political leaders rely on experts when making decisions; they really want to get the information they need to make decisions. Lately, they have been relying on individuals who are not public administrators—MBAs, consultants, and others.

Currently, we are facing a number of challenges, among them resurrecting the economy and health care, and government is now seen as the solution. The only way we will be able to meet these challenges is by learning and working together. ASPA is unique in that it can bring practitioners, academics, and other players (e.g.,

persons/experts from nonprofit organizations and consulting firms), both generalists and specialists, together to address these challenges. Thus, persons from federal, state, and local governments, the nonprofit and private sectors, and the entire service-delivery system can work on solutions.

To make ASPA "more relevant," Posner will implement a number of initiatives, among them making the ASPA national conference more relevant to practitioners, involving more public administration students in ASPA, working with persons in nonprofits and consulting firms; bolstering local chapters by restarting regional conferences, and signing cooperative agreements with 19 international professional organizations.

Meeting today's challenges will require making tough decisions and hard choices; public administrators have much to contribute to this endeavor. Our time has come.

—Bryan Sullivan



International Experiences in Public Administration and Policy

In January 2009, a group of 12 students and two faculty members from the University of Delaware's School of Urban Affairs & Public Policy (SUAPP) traveled to Cape Town, South Africa for a two-week international study experience. The students on the trip represented diverse research interests, including public health, community development, nonprofit leadership, and environmental management. Through several meetings with prominent community leaders and research scholars, the students and faculty members were exposed to a global perspective on issues related to public administration and policy in a recently democratized nation.

Many of the scheduled meetings during the two weeks in Cape Town focused on the challenges facing communities in post-apartheid South Africa and initiatives to overcome these challenges. The SUAPP group had the opportunity to meet with Ashoka Fellow Lane Benjamin, who created a program called Community Action towards a Safer Environment (CASE) in the historically segregated township of Hanover Park, located on the outskirts of Cape Town. CASE works with adults and children of the township to try to break the cycle of violence that has plagued the community and also empowers youth through personal development initiatives. The SUAPP group met with another Ashoka Fellow, Thope Lekau, an entrepreneur who established the Kopanong Bed and Breakfast in Khayelitsha Township. Thope's alternative business model demonstrates that socially responsible entrepreneurial activities can be successful in alleviating poverty in the historically segregated communities in South Africa through involvement of the entire community.



In another meeting, the SUAPP group visited several professors at Stellenbosch University's School of Public Management and Planning. In describing their research projects, the professors provided the group with an international perspective on public administration. The SUAPP group also stayed at the Sustainability Institute, associated with Stellenbosch University, where they learned about research initiatives involving sustainable communities, agriculture, and the environment. Other experiences in South Africa included a tour of the Green Point Stadium, which will be used for the World Cup in 2010; a visit to the District Six Museum, which memorializes a once vibrant and racially mixed community that was destroyed during apartheid; a tour of Robben Island, the site of the former prison where Nelson Mandela and other political dissidents were imprisoned; and a visit with the Institute for Democracy in South Africa (Idasa), a group that strives to educate citizens and encourage active participation in democratic processes throughout South Africa.

The SUAPP group, of course, had plenty of opportunities for sightseeing and was able to make time to tour the beautiful surrounding landscape, where they visited several of the region's vineyards and the famous African Penguins at Boulder's Beach.

The SUAPP study trip to Cape Town proved to be a profound learning experience for students and faculty members alike. The trip provided the group with a greater awareness of community-development initiatives and public policy challenges within a recently democratized nation. Many of the experiences will undoubtedly

impact the future academic work of many members of the group and will likely result in future collaborations among the SUAPP community with several South African organizations and leaders.

—by Erika Farris

DAPA Winter 2009 Event: The Role of Transition Teams

When it comes to transition teams, it is better to get things right than to do things fast. At DAPA's Winter 2009 Event, University of Delaware faculty and DAPA member Ed Freeland moderated a discussion on the role of transition teams. The panel consisted of Paul Posner (professor and director of George Mason University's MPA program and ASPA president-elect), Tom McGonigle (Delaware Governor Jack Markell's Chief of Staff), and Jennifer Davis (University of Delaware Vice-President of Administration and former Director of the state's Office of Management and Budget).



According to Paul Posner, this is both “the best of times and the worst of times.” The federal government is facing problems that we have not seen before and cannot be fixed with the current knowledge we have—no one knows the solutions. These problems are accumulating. How do we get the banks to lend? How can we reduce the costs of health care? How can the government raise more revenue? Out of these problems comes a new role for government. Posner feels transition teams are critical, especially if the recently nominated/appointed cabinet secretaries have not taken over yet. At this time, the civil service steps in to lead. To accomplish tasks requires collaboration, so there is an increasing reliance on providers (e.g., state and local governments to carry out federal policies), contractors and networks. Making things worse at the federal level is the fact that the baby boomers are leaving the workforce (retiring), which increases workload demands for the remaining workforce. Unfortunately, the infrastructure of federal government—the hiring system—is broken. Posner believes a new human infrastructure is needed.

Jennifer Davis focused on the human side of transitions in a top-ten reflections on lessons learned.

1. Change is difficult.
2. Change creates new opportunities (new people and new perspectives).
3. You don't know what you don't know (especially if you are new to the organization).
4. History is important (it set the stage for the present).
5. You are only as good as every member of your team.
6. You can manage anything if you know about it (give me the bad news early).
7. Celebrate successes; reward the team.
8. You can have it all, but not at the same time (watch it lest you burn out).
9. Mistakes happen, and you need to learn from them.
10. Be accessible (leaders must take time to be with the team, to model behavior for them).

For Tom McGonigle, transition is what will define a successful administration. This is the period in which those elected go from campaign mode to the very different mode—governing. During the transition process, the

incoming administration seeks to capture the energy from the past campaign while looking forward to the policies it intends to implement and accomplishments for which it strives. To do this a solid team needs to be put in place: this team is what will make or break an administration. This requires balancing the campaign staff with new ideas and people who have governed before while ensuring diversity and party affiliation. Governing is difficult, as private-sector people soon discover. For the Markell Administration there are good policy ideas and a talented team in place; however, the team is still building relationships. Like any “all star” team, the players are great as individuals, but they have not worked together as a team. Teamwork comes with time.

McGonigle insists that over time, as it deals with the challenges facing it, the Markell team, too, will gel.

—by Bryan Sullivan

Preparing for Delaware's Emergency Management Needs

My first semester as a Research Assistant for the University of Delaware's Institute for Public Administration (IPA) involved working off-campus with the Delaware Division of Public Health's Disaster Preparedness Section. This gave me experience with projects on which I never imagined I would be working, including *Operation Hotwire*, a medical evacuation I helped facilitate as part of the Division's disaster-preparedness exercises. With others in my section, I worked with employees from two state long-term-care facilities, the Delaware City Fire Company, and the New Castle County Emergency Operations Center. This exercise was designed to test the availability of resources and the comprehensiveness of the facilities' disaster plans.

As a team, we role-played an evacuation of 84 volunteer "patients," who each represented an actual resident of the Governor Bacon Health Center. The patients wore tags advising team members of their physical conditions so that they could be taken into account in maintaining care and security during the evacuation. For instance, more than half of the facility's residents suffer from a dementia-causing illness, which presents a myriad of risks (e.g., wandering).

In an attempt to engage a vital audience, we recruited most of the volunteers from nursing education programs. In this way, they could have an inside look at what their roles would be during a disaster. We hope to continue this symbiotic partnership for future exercises. The staff nurses and fire company worked to carry all of the volunteers out of the building with special evacuation chairs and transported them via medically equipped vehicles to another long-term facility. The staff at the receiving facility role-played their response ability for a surge of patients. This exercise provided all agencies with a chance to identify strengths and areas to improve, as we continue to develop more sophisticated and comprehensive disaster response.

Based on observation, feedback, and analysis, I wrote an After Action Report in the format required by the Federal Emergency Management Agency (FEMA). I included an addendum explaining the best practice methods to identify and safeguard the special needs of the population afflicted by Alzheimer's Disease and other dementia-causing illnesses.

It was incredibly rewarding to draw on the practical knowledge and skills I've learned as an IPA Research Assistant and Master of Public Administration student to champion a cause that came to personally compel me through my prior AmeriCorps service with the Alzheimer's Association. My IPA Research Assistantship with the Division of Public Health's Disaster Preparedness Section has reinforced my desire to become a public servant, giving me a clear example of how hard work in public administration can make a real difference in community health and safety.

—by Danielle Reeves

Improving Leadership in Delaware's Public Schools

The Delaware Academy for School Leadership (DASL) provides professional development to Delaware's educational leaders. By preparing and developing effective leaders, DASL aims to positively impact student performance in Delaware. DASL is affiliated with the University of Delaware's College of Human Services, Education & Public Policy. Some recent DASL initiatives include the *McREL Balanced Leadership* program, *Vision 2015 Executive Leadership Academy*, and the *Distributed Leadership* project. For more information, visit DASL's website (www.udel.edu/dasl).

Balanced Leadership Professional Development Program

DASL's Balanced Leadership program seeks to increase student achievement by providing education leaders with the knowledge and tools necessary to develop and sustain change initiatives in their school. This training initiative is based upon 35 years of research about school leadership's impact on student achievement. Training topics include:

- Balanced Leadership: An Overview
- Developing Purposeful Community
- Managing Change
- Choosing the Right Focus

More than 60 leaders from districts, schools and charter schools have participated in the training, including superintendents, central-office staff in charge of instructional activities, principals, and assistant principals. Training sessions occur twice a month at multiple times and locations to meet the scheduling needs of education leaders. Reflection and application activities are critical components of the program and occur between sessions. Frequent, interactive meetings contribute to the development of a statewide professional learning community among education leaders.



Successful, retired district and school leaders have been recruited as trainers for this program. They work alongside DASL staff members to facilitate training sessions.

Statewide Vision 2015 Training Initiative

DASL was selected to provide the initial training for Executive Leadership Teams from 22 schools throughout the state of Delaware that were selected to participate in the Vision 2015 Network. These teams were also supported by retired administrators who served as thought partners and facilitators by moderating team

discussions during trainings and facilitating homework meetings. Each training session focused on one of four major components: the impact of instructional leadership on student achievement, the influence of time (both the way in which school leaders spend their time and the way in which time is organized at the school site), school culture, and big ideas and strategic planning.



The training activities were spread out over five months and provided opportunities for the school teams to learn about recent research related to school improvement. Team members participated in breakout sessions and homework activities that required them to develop ideas and action plans for implementing some of these research-based strategies in their own organizations.

The following school districts and charter schools were the initial participants in the statewide Vision 2015 Network: Appoquinimink School District, Capital School District, Indian

River School District, New Castle County Vocational School District, Kuumba Academy, MOT Charter School, the Christina School District, Lake Forest School District, Thomas Edison Charter School, and the Sussex Academy of Arts and Sciences.

Distributed Leadership Project

On February 18, 2009, more than 100 participants came together for a statewide Distributed Leadership Project meeting, demonstrating the success and scope of the project. Teams of teachers, administrators and coaches worked together on a range of issues including data analysis, communication practices, and DSTP preparation, and ideas were shared across schools in the large group. This is distributed leadership in action.

Now in its fifth year, this project has grown to include 14 schools from seven districts. The project's philosophy is that leadership is a *skill*, not a role, and that teachers and leaders must share responsibility for student achievement and school improvement. DASL supports schools as they design and implement plans to distribute responsibilities and build leadership capacity. This support includes in-school coaching, meetings to share ideas statewide, training on data analysis, and expert consultation from Joe Murphy, Jim Spillane, and others. The Distributed Leadership Project is part of the Delaware Cohesive Leadership System (DCLS) Initiative, funded by The Wallace Foundation and implemented in partnership with the Delaware Department of Education.

—by Audrey Bare Molnar

Yeah, But Did You Live During The Great Depression?

The recent passage of American Recovery and Reinvestment Act (ARRA) has sent governors and state legislators into a flurry of activity. Except for a few Republican governors who have voiced opposition to the plan, just about everyone is trying to find out how to access this new cash stream and how much they can get.

Delaware is expected to receive roughly \$1.57 billion from the plan. This includes an estimated \$965 million in direct spending and around \$621 million in tax relief for state residents. While not a “jobs program,” President Obama has made it clear that he intends for the plan to spark private-sector growth. Keynes tells us that if the private sector isn’t giving us demand, then the public sector must. That’s what President Obama is hoping to do with ARRA, not unlike what President Roosevelt did with his ambitious proposals in the early part of the 20th century.

The current national economic crisis has drawn incessant parallels to the Great Depression of the 1930s. While some of these comparisons are strained when considering the overwhelming depth of that crisis, there is little doubt that the current downturn is a once in a generation event. All of this considered, it might be useful to examine what a “stimulus plan” looked like for Delaware during the Great Depression. In some ways, we can see that the projects of the past are not unlike the projects we are seeing today.

In 1933, the Civilian Conservation Corps (CCC) was created. The CCC established conservation camps throughout the United States and employed unmarried men between the ages of 18 and 25. The projects undertaken by the CCC gave some real meaning to the term “shovel-ready projects.” In Delaware, “the CCC dug ditches in the many marshes to drain mosquito nests.”

The most well-known of the unemployment programs was the Works Project Administration (WPA), created in 1935. The WPA employed blue-collar workers to construct public works projects, but less commonly known are the white-collar jobs the program fostered. These jobs dealt with cultural projects like historical and government records’ surveys and oral histories. Many of Delaware’s WPA employees worked on these types of projects. One could view these types of projects as predecessors to the ARRA’s inclusion of funds to digitize medical records. They “surveyed historical records, transcribed church records, and listed tombstone inscriptions throughout the State.” Along with the Delaware Public Archives Commission, the Historical Records Survey managed the project, and the work “resulted in the publication of an invaluable archival research tool, the Inventory of the County Archives of Delaware; No. 1 New Castle County.” Surveys of Kent and Sussex Counties were begun but never completed, although all records contained in the work of the WPA can still be found in the State Archives.

While ARRA’s projects and funding mechanisms are a bit more sophisticated, nuanced, and (yes) complicated than those of Roosevelt’s day, we can see similarities. Let’s just be thankful that we are talking bridges and roadways and not mosquito-nest draining ditches...yet.

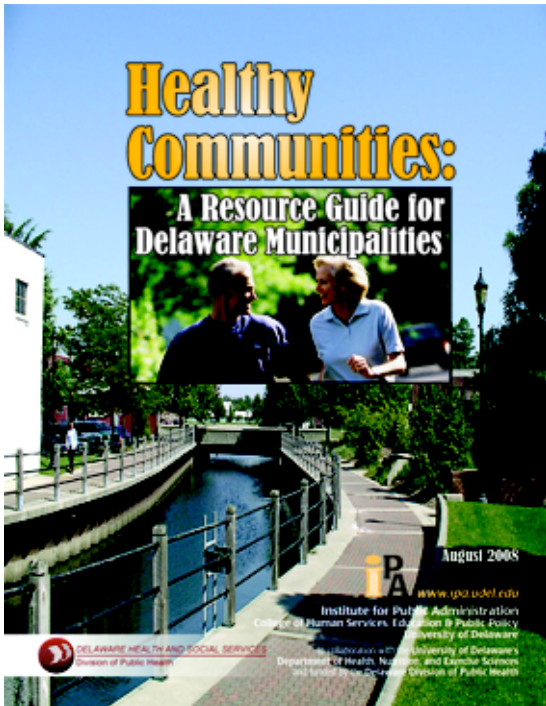
—by John Collins

Reference

Federal Unemployment Programs 1930-44, Delaware Public Archives, archives.delaware.gov/collections/aghist/0740.shtml

Online Healthy Communities Resource Guide

Promoting active living means more than just building sidewalks, trails, recreation facilities, and walkable infrastructure. Communities need to develop public policies and plans that encourage “smart growth,” build strategic partnerships to develop a community consensus, leverage grant funds, and develop recreation activities and events to promote use of parks facilities and walkable infrastructure.



Communities with mobility-friendly components don't just happen by accident. Policymakers, community leaders, and other stakeholders should develop a vision for the overall health of their community and act to create a healthy community legacy. Local governments need to make improvements to the built environment and implement public policies to support active-living initiatives and a pedestrian-friendly environment. If you build it, will they come? Not necessarily. Once built-environment improvements and public policies are in place, social marketing and recreation programming are needed to promote awareness and use of facilities.

The University of Delaware's Institute for Public Administration (IPA) recently developed *Healthy Communities: A Resource Guide for Delaware Municipalities* as an online resource to provide tips on fostering a culture of wellness in Delaware's communities. The *Resource Guide* was written to guide stakeholders through the process of planning a livable community and focuses on the need to involve the public throughout each phase of the process.

Municipal managers, parks and recreation administrators, local elected officials, planning commission and advisory board members, and citizens will find a wealth of useful topics within the *Resource Guide*. Such topics include the following:

- an overview of community assets of walkability
- national, state, and local policy initiatives for walkable communities
- identifying stakeholders and strategic partners to catalyze change
- planning a pedestrian-friendly community
- technical assistance and funding resources
- promoting physical activity through recreation programming
- case studies of successful livable initiatives by Delaware municipalities

To view or download *Healthy Communities: A Resource Guide for Delaware Municipalities*, visit IPA's health policy publications page (www.ipa.udel.edu/publications/healthpolicy.html).

—by Marcia Scott

Helping Nonprofits and State Agencies Work Better Together

Without Delaware's nonprofits, state government could not provide all the services it is committed to delivering to its residents. Without state government, nonprofits would be forced to shut down valuable programs they provide in the community, and some would be closing their doors. Today's reality is that state agencies and the state's nonprofit sector have become deeply interdependent. Contracting has become a major way states handle service delivery issues. That makes it critical for both sectors to work together more effectively and in partnership, especially in these stressful financial times.

Building a stronger, more effective state-nonprofit partnership is the idea behind the Forward Together Project, a human-service initiative of the Center for Community Research and Service at the University of Delaware. Founded in 2005 with a major grant from the Jessie Ball du Pont Fund, the project got its start out of recognition that there were tensions threatening the working relationship. "Each side was unhappy with the way the contracting relationship was working, and each blamed the other for problems in the relationship," says Dr. Deborah Auger, director of the Forward Together initiative. "They had basically stopped talking to one another, out of anger."

The project used solid on-the-ground research to identify key sources of tension in the working relationship and to clarify issues. Because lack of trust had become an obstacle to the search for solutions, it capitalized on university researchers ability to serve as a collective, neutral "honest broker" to bring both sides together. They facilitated focused exchange on issues, which led to better understanding of each sector's viewpoints and constraints.

"Perhaps the most useful thing we did was to begin work with cross-sector workgroups charged with identifying possible improvements—to help support them by providing information on new ideas and identifying contracting reforms being tested elsewhere. That's where the project staff's special expertise came in."

In a report issued last spring, Forward Together project described four priority areas that still need deeper attention and reform:

- need for greater administrative streamlining of contract application and reporting processes
- greater common understandings and capacities to carry out performance measurement in both sectors, and new mechanisms for securing nonprofit advice as state performance goals and processes are set for performance-based contracts
- joint search for creative ways to address serious resource limitations, identifying potential cost savings and more effectively pursuing grant opportunities now slipping through the cracks
- better joint planning for services and more effective, genuine partnership efforts

"Our challenge is now to build on some early small-scale successes in improving things, to advance deeper reforms over the next year or two," Auger said. This effort will be advanced by a Human Service Leadership Summit planned for fall 2009.

The Forward Together Project itself has been a partnership, involving not only the University of Delaware, but also the state Department of Health and Human Services, the Department of Services for Children, Youth, and Their Families, the Delaware Association of Nonprofit Agencies, and the United Way. Project staff has included Maria Aristigueta, director of the University of Delaware's School of Urban Affairs & Public Policy,

as well as University of Delaware faculty members Kathy Denhardt, John McNutt, and Don Unger. Copies of the Forward Together report are available free of charge by e-mailing auger@udel.edu.

—by Deborah Auger