



## President's Message

Dear Fellow Public Administrator:

Welcome to another edition of the *DAPA Public Service Reader*. I want to thank **Martha Narvaez** and **Mark Deshon** for their unwavering commitment to producing our award-winning newsletter. I also want to thank our dedicated Council and members who contribute to the success of DAPA by organizing events, contributing articles, maintaining databases, and updating our website. I know that every single member who contributes his/her time and talent to DAPA is already overcommitted personally and professionally. Still, you make the success of our organization a priority in your life.

Every May, ASPA celebrates Public Service Recognition Week. I imagine that most of you will be too busy helping, doing, and serving to take time to celebrate. As public servants, we are familiar with the pain of being pulled in too many directions and being "voluntold" to take on one more piece of work.

Public administration is a multidisciplinary field made up of like-minded individuals. We are steadfast in our beliefs, passionate about our goals, and courageous in our battles. We believe we can make a difference and motivate others to believe they can, too. We don't see problems; we see opportunities. We take on the most difficult issues and take care of our most vulnerable citizens. Public service is important to us, and we serve because we care.

I encourage you to take a moment and reflect on your work and the contribution you are making in your organization or community. Think about what attracted you to your field and what motivates you to stay. Please share with the DAPA community by liking DAPA on Facebook and posting your story.

On behalf of the DAPA Council, thank you for your service and your support of our chapter.

Respectfully yours,  
**Kathy Murphy**  
**President**



## Delaware Shines at ASPA 2014 Annual Conference

This year is the 75th Anniversary of the American Society of Public Administration (ASPA). The organization's Annual Conference was held this year in Washington, D.C., at the Mayflower Renaissance Hotel from March 14-18, 2014. The conference theme this year was "Celebrating the Successes and Promoting the Future of Public Service." Delaware was very well represented among the attendees, presenters, and honorees.



*ASPA conference attendees from Delaware included DAPA members Kathy Murphy, Julia O'Hanlon, Kelly Sherretz, and Dr. Maria Aristigueta.*

Dr. **Maria Aristigueta**, ASPA President-Elect and Director of the University of Delaware's School of Public Policy & Administration (SPPA) made two presentations—"Civil Society and Communism: Lessons from Eastern Europe and Developments in Cuba" and "The Use of Performance Measures in Strategic Management."

Dr. **Jonathan Justice**, former DAPA President and SPPA faculty member, also made two presentations—"Local Government Responses to the 'Great Recession': Implications for the 'Equitable Distribution of the Costs and Benefits of Public Service'" and "Local Government Responses to Resource Scarcity: The Case of the 2008 Fiscal Crisis in the United States."

Dr. **John McNutt**, DAPA member and SPPA faculty member, made a presentation titled "We Built It and They Didn't Come: Assessing the

Microfoundations of E-Government." Amy Crabill, a University of Delaware Ph.D. candidate and Deputy Director of the Cecil County, Md., Department of Emergency Management Services made a presentation titled "Increasing Whole Community Accountability in Emergency Management by Communicating Governmental Limitations." Crabill also moderated a panel on Local and Regional Environmental Hazards and Disasters.

The conference boasted more than 400 presenters as well as ASPA section meetings and a new-member and first-time-attendee orientation.

Also attending were DAPA members Dr. **Jerome Lewis**, Dr. **Jim Flynn**, **Kathy Murphy**, **Julia O'Hanlon**, **Kelly Sherretz**, and **David Bird**.

—by Kathy Murphy and David Bird

photo courtesy of the University of Delaware

## Housing and Neighborhood Development in the Netherlands: Spring Break Study Abroad 2014

A group of 15 students from the University of Delaware's School of Public Policy and Administration (SPPA) and four professionals in the field of housing and development joined DAPA member Dr. **Steven Peuquet**, Associate Professor in SPPA and Director of the Center for Community Research and Service (CCRS), on a journey to the Netherlands. Four DAPA members—**Amanda Brown**, **Jessica Mitchell**, **David Karas**, and **Katrina Cowert**—participated in the program, part of the graduate-level course “Housing and Neighborhood Development in the Netherlands.” The trip took place over University of Delaware's spring break, March 29–April 6, 2014.



The group studied the Dutch approach to housing policy and community planning, preservation, and development and visited four cities to meet with professionals in various fields and organizations related to governance, planning, and housing.

The Netherlands takes a different approach to housing than does the United States, as social housing is widely available and accepted throughout the country. For the Dutch, social housing means that the government provides a subsidy based on a resident's income to help with rent. Renting rather than owning homes is common, especially in the cities. According to the *Netherlands' government website*, there are approximately three million rented homes in the country, and about 75 percent of those are owned by housing associations. Housing associations are private, nonprofit organizations that develop and rent out social housing throughout the country. They also serve neighborhoods by developing community centers for recreational activities and, in general, by updating and cleaning up a neighborhood.

The group had the privilege to visit the Amsterdam Federation of Housing Associations, which serves as an umbrella organization for eight housing associations in Amsterdam. Dr. Jeroen van der Veer, senior policy advisor (pictured on the following page), presented to the group about housing associations, the federation's role, and some history of social housing in the Netherlands. After the presentation, the group walked around the neighborhood to view social housing complexes, both modern student housing and housing that had been built in the 1960s. Although the housing was considered social housing, the quality of the housing and neighborhood

was exponentially better than many social housing developments in the United States, which was something many students pointed out.

The group learned that preservation and repurposing are core values for housing and development in the Netherlands, and they witnessed this in another briefing by Paul Morel, a senior project leader at *Stadsherstel*. This is a dual, public-private real estate–development company in Amsterdam. The company focuses on restoration and preservation of monuments and historical structures. They visited The Dove, a historic church building located in Old Amsterdam, where Mr. Morel presented to the group about *Stadsherstel*'s projects and values. *Stadsherstel* purchased The Dove, fixed damaged areas and updated some sections, and now the former church facility is used as a community center, where many local gatherings, presentations, and even concerts are held. The group was both shocked and amused when Mr. Morel informed them that famous English singer Joss Stone performed in this very building only a few years ago. Some religious services are still held here as well, to meet with its original purpose.



Students of public policy, public administration, historic preservation, and disaster science and management must be prepared to think objectively and offer a variety of perspectives on the issues they encounter. Housing, spatial planning, and community development are topics that are relevant to each of their fields of study, and this spring break study-abroad trip to the Netherlands contributed new perspectives that the group will surely be able to draw upon in their future classroom, research, and professional experiences.

—by Katrina Cowert

photos by Katrina Cowert

## Clean Water Delaware

With the Christina River serving as the backdrop, Governor Markell announced his “Clean Water for Delaware’s Future” initiative on March 4, 2014, at the DuPont Environmental Education Center (DEEC). This initiative generates a sustainable funding source to improve Delaware’s water quality and make significant improvements in our waterways for this and future generations. According to the Delaware Department of Natural Resources and Environmental Control (DNREC), this plan accelerates a wide range of clean-water projects that protect public health and safety, improve water quality, increase the resiliency of Delaware’s communities in storms and flooding, support our multi-billion-dollar tourism and agriculture industries, create jobs, and bolster the economic revitalization of our towns and cities.

A comprehensive plan for cleaning up the waterways is long overdue. As much as 94 percent of Delaware’s waterways are polluted and can’t support healthy fish and aquatic life, while 86 percent of the state’s rivers and 41 percent of its lakes and ponds are not safe for swimming. This initiative is a comprehensive plan for cleaning up Delaware’s bays, rivers, and streams so that they will meet water-quality standards for drinking, swimming, and supporting fish and other aquatic life.

As proposed, this initiative will impose a clean-water fee on residential, commercial, and industrial property owners. The fees will be assessed through the property-tax bills. The typical homeowner will pay approximately \$45-\$85, while commercial and industrial users will pay a maximum of \$25,000. The fee will supplement the State Revolving Fund and raise \$30 million annually while leveraging \$120 million in total financing annually for clean-water investments and supporting jobs. Funds raised through this initiative will be used for wastewater- and drinking water–system upgrades, industrial-plant upgrades, agricultural and conservation programs, stormwater management, toxic-waste removal, and stream restoration.

The existing Clean Water and Drinking Water State Revolving Fund loan programs currently have available about \$30 million annually to fund wastewater and drinking-water projects, which is not nearly enough to finance the millions of dollars in projects around the state. With this initiative, DNREC Secretary Collin O’Mara said that potentially \$500 million could be leveraged for wastewater and drinking-water upgrades, \$150 million for stormwater management, \$75 million for toxin removal, \$75 million for industrial upgrades, \$30 million for agriculture cost-sharing mechanisms, and \$30 million for conservation and restoration projects.

At the heart of this proposal is the fact that the state’s waters need to be cleaned up. Imposing a clean-water fee is an investment with significant payoff and will benefit this and future generations. Cleaning up the water will benefit both the state’s environment and economy. The logistics of how this may happen is in discussion and under significant scrutiny.

—by Martha Corrozi Narvaez

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photo courtesy of the University of Delaware

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## Save These Dates for Third Thursdays on the Wilmington Riverfront

Again DAPA will hold its popular happy-hour lecture series this summer, where members, prospective members, and guests can enjoy a brief lecture on a timely topic and mingle with other

DAPA members from various fields of public administration. Plan to join us from 5 to 7 p.m. at a location (TBD) on the Wilmington Riverfront on one or all of the following dates. Stay tuned for location designation and presentation topics.



June 19

July 17

August 21

—by David Bird

## DAPA Women Take Part in Statewide Higher-Education Summit



*DAPA member Julia O’Hanlon kicks off DAWN’s inaugural leadership summit at the Buena Vista Conference Center in New Castle, Del. Currently, she serves as President and State Coordinator of this local chapter of the national ACE Women’s Network’s Inclusive Excellence Group.*

It its inaugural year, a statewide leadership summit brought together approximately 60 women who represent most of the state’s higher education institutions. The event, sponsored by the Delaware ACE Women’s Network (DAWN), took place on March 25, 2014, at Buena Vista Conference Center in New Castle, Del.

Along with Audrey Parajon (Wilmington University), DAPA member and DAWN President **Julia O’Hanlon** opened the day’s activities with a brief welcome and introductions. Speaker discussions by practitioners as well as staff and faculty members from a number of academic institutions and private consulting firms ranged from “Life Coach Advice: Moving Goals Into Action,” “Lessons from the C-Suite,” and “Tips, Tricks, and Suggestions for Success with LinkedIn.” DAPA President **Kathy Murphy** led a morning workshop on “The Art of Assertive Speaking.” DAPA members **Lisa Moreland**, **Martha Narvaez**, and **Kelly Sherretz** also attended the daylong event.

Keynote speaker Deborah McCreery, Albright College’s Vice President for Institutional Advancement, spoke to the group about national trends in higher education and opportunities for professional advancement for women who aspire to become mid-senior-level leaders in the field.

The primary goal of hosting the event was to provide opportunities for professional networking, as well as intimate discussions about a variety of topics and issues related to women in higher education. As the premier resource for women in higher education in Delaware, DAWN aims to build a legacy by empowering women leaders to showcase their talents and achieve career success. The organization supports its vision by providing diverse opportunities for networking and mentorship, coordinating targeted professional-development programming, and creating opportunities for focused leadership training.



*DAPA Council members Kelly Sherretz and Martha Narvaez, both of the University of Delaware’s Institute for Public Administration, work together with DAWN Executive Committee member Genevieve Tighe (right), Assistant Vice President for Academic Affairs/Institutional Effectiveness at Delaware State University, during a breakout session on career success and personal satisfaction.*

—by Julia O’Hanlon

photos by James Jones, courtesy of the Delaware ACE Women’s Network



## Member Spotlight: Sarah Noonan Davis

**Sarah Noonan Davis**, Deputy Director of Westside Family Healthcare and 2006 MPA graduate of the University of Delaware, is this edition's featured DAPA member. Sarah exemplifies what great advocacy for patients and community health across Delaware can achieve.

Sarah's tenure at Westside, a Federally Qualified Health Center, has been marked by extraordinary growth in service and impact. She leads Westside's advocacy, fund-development, and community-outreach efforts, with the goal of expanding access to healthcare, regardless of one's ability to pay. As a member of the leadership team since 2006, Sarah has played an integral role in advocating for and securing government and private funds to meet the critical need for access to primary healthcare for Delaware's most vulnerable populations. These efforts have enabled Westside to grow from three health centers in 2008 to six plus a mobile health unit in 2014.

Sarah was recognized with the 2010 Betsey K. Cooke Advocacy MVP Award, given by the National Association of Community Health Centers (NACHC) for her work to advance the interests of Federally Qualified Health Centers and their patients during the negotiation of the nation's landmark health reform law, the Patient Protection and Affordable Care Act (ACA). Sarah is also an active member on the NACHC Health Policy Committee, which reviews and comments on regulatory and implementation policies related to healthcare delivery.

Sarah is a selfless and enthusiastic leader, lending her expertise to statewide and regional committees and boards focused on reducing health disparities and improving health equity for underserved communities. Sarah is an active member of the American Heart Association and American Stroke Association's Delaware Policy and Advocacy Committee, Delaware Aging Network, Delaware Alliance for Nonprofit Advancement, Healthy Delawareans Today and Tomorrow, Delaware Oral Health Coalition, a board member of the St. Francis LIFE Program, and a former Governor-appointed member of the Delaware Health Resources Board.

In her free time, Sarah enjoys running to stay healthy, spending time with her family at the beach, and being an advocate for rescue animals. Sarah and her husband, Brian Davis, live in Wilmington with their son, Beau, and their two dogs, MacGyver and Miles.

—by Jonathan Kirch and Maggie Norris

photo courtesy of NACHC



## Student Spotlight: Caitlin Del Collo



DAPA member **Caitlin Del Collo** is a second-year M.A. candidate in the University of Delaware's Urban Affairs and Public Policy program with a concentration in Social Policy. She completed a dual B.A. in Women's Studies and Psychology from the University of Delaware, having graduated *magna cum laude*. Caitlin has a passion for women's issues and policy, specifically domestic-violence policy. For her graduate work, she is writing an analytical paper detailing policy objectives and options for creating a domestic-violence court in New Castle County, Del.

In January of 2013, Caitlin participated in a study-abroad trip to Cluj-Napoca, Romania, through UD's School of Public Policy and Administration. While in Romania, she conducted semi-structured interviews with law-enforcement personnel, lawyers, and service providers to assess the services available for victims of domestic violence. Caitlin presented her findings during an information session at the 2013 Northeast Conference on Public Administration (NECoPA), which was hosted by the University of Delaware. During her undergraduate career, Caitlin interned at one of CHILD, Inc.'s emergency domestic-violence shelters, and after graduation, she worked as a residential counselor at the same shelter. These experiences inspired her to focus on domestic-violence policy for her analytical paper.

Currently, Caitlin is a Legislative Fellow to the Delaware General Assembly. In her placement with the Senate Majority Caucus, she has staffed various committees and task forces, including Health & Social Services, Natural Resources & Environmental Control, Administrative Services & Elections, Family Court Task Force, and the Undocumented Motorist Safety & Insurance Task Force. Her responsibilities include developing minutes from committee and task-force meetings as well as providing research and memos on policy issues for Senators.

Upon graduating with her master's degree, Caitlin aims to work for a research or advocacy organization in Washington, D.C. Specifically, she wants to work for an organization that advances women's opportunities through policy initiatives. Caitlin is passionate, intelligent, and dedicated to the work that she does, which makes her a strong candidate for any organization.

As a DAPA member for two years, Caitlin has assisted the organization with organizing events as well as providing meeting agendas and minutes. Her dedication to DAPA truly shows her initiative for public service.

—by Katrina Cowart

photo by Kathy Atkinson, courtesy of the University of Delaware