



deHaven-Smith & Associates, Inc.

3429 Welwyn Way
Tallahassee, FL 32308
Phone 850-668-2036
FAX 850-668-0160
E-mail westijods@aol.com.

November 10, 1998

Mr. Wayne Bowers
PO Box 490
Mail Station 7
Gainesville, FL 32602

Dear Mr. Bowers:

I spoke with Ms. Heidi Lannon earlier this week about your request to have Dr. Lance deHaven-Smith facilitate an executive-level Goals Workshop for the City of Gainesville on January 22, 1999. I handle all project management for deHaven-Smith & Associates, Inc. (EIN # 59-3491295) and will be assisting Lance with this project.

I will be working with Ms. Heidi Lannon to draft an agenda and prepare background materials relevant to the needs and concerns of Gainesville's public officials. Lance and I will spend two days on site. The first day (January 21, 1999) will be spent interviewing staff, reviewing background materials and finalizing a PowerPoint presentation. Lance will make to open the Goals Workshop. The second day (January 22) is the Goals Workshop, with our PowerPoint presentation and real-time projection of computer notes on a screen. We will follow-up the Goals Workshop with a report describing issues of concern and listing action items with due dates and staff assignments. Our fee for this project will be \$3,000.00 plus expense (motel and food for one night plus mileage to and from Gainesville.)

Lance has a vast amount of experience with local governments and is regarded as one of Florida's leading experts. Because of this expertise, he is one of the best when it comes to facilitating discussions with public officials in local government. Attached are our vitas and information describing some of deHaven-Smith & Associates, Inc., projects.

I hope the enclosed information speaks to any questions you might have about this project. If not, just give me a call and I'll be happy to send more information. I look forward to hearing from you soon.

Very truly yours,

Westi Jo deHaven-Smith, MPA
President
deHaven-Smith & Associates, Inc.





deHaven-Smith & Associates, Inc.

3429 Welwyn Way
Tallahassee, FL 32308
Phone 850-668-2036
FAX 850-668-0160
E-mail westijods@aol.com.

Capabilities

deHaven-Smith & Associates, Inc. is a public policy consulting firm with expertise in environmental policy. Our work with the Metropolitan Water Authority of Southern California (Woody Woodrask, MET's Executive Director, is an old friend) and the Tampa Water Resource Recovery Project (Florida's Department of Environmental Protection insisted that Lance serve as the facilitator here) may be of particular interest to you.

Westi Jo deHaven-Smith, the firm's President, learned her research skills at the prestigious Battelle Institute in Columbus, Ohio, was editor of *Environmental and Urban Issues* for seven years and spent five years in Florida Atlantic University's Department of University Relations managing the offices of media relations, publications, governmental relations and special events planning. Organizing many back-tie dinners, meetings with public officials and community leaders, ground breaking and building dedication ceremonies, awards banquets, guest lecturers, Board of Regents meetings, graduations and events showcasing the University's stars--students, faculty, programs, and research--she became proficient at the skills and tools of the public relations trade.

Dr. Lance deHaven-Smith, a Professor in the Askew School of Public Administration and Policy at Florida State University, collaborates with the firm on select projects as an expert on public opinion in environmental policy and local government operations. He is recognized for political insight and expertise.

In December 1996, when Senator Toni Jennings launched her successful leadership role as president of the Florida Senate, she called upon Dr. Lance

deHaven-Smith to facilitate a consensus-building retreat that brought Democrats and well as Republicans together to identify priority issues for Senate action in 1997. He was asked to facilitate again in '97 for the 1998 Senate.

The world's largest water district, the Metropolitan Water District of Southern California, has, during the past decade, and continues to call upon Lance to negotiate resolutions when they have intense conflict among their member agencies.

Using the American Assembly format, Lance deHaven-Smith has helped many communities agree upon a variety of covenants:

- In detailing Delray Beach's journey to becoming "The Best-Run Town in Florida," *Florida Trend* reported, "What held back the city from tackling these problems was its deep divisions. ...between a wealthy beach community, a downtown merchant class and a poor Black population that worked on nearby vegetable farms. In the 60's and 70's, the vegetable farms disappeared, and retirees from the North settled in the suburbs and condos west of I-95. By the early 1980s, the divisions had hardened to the point that almost no community issues could be settled rationally." With the help of Lance deHaven-Smith, community leaders organized a three-day retreat. "The visioning conference did more than produce good vibrations,"participants sponsored and passed a \$12.5 million bond referendum to improve drainage, fix roads, improve areas surrounding school and speed up the restoration of Old School Square."
- In the mid-80s, Lance worked with Palm Beach County to adopt a county charter, create a water resources advisory board (which led to a well-field protection ordinance), organize an infrastructure task force (resulting in adoption of a tax and impact fee package to finance road construction) and generate support for a \$317 million bond issue to finance construction of new schools.
- More recently, Lance helped Charlotte County to develop a citizens advisory committee for their comprehensive plan revisions that included developing distinctions between 'urban service area' and 'non-urban service area, mechanisms to deal with platted lots and measures to protect Charlotte Harbor. The Charlotte County Commission used consensus from a '96 American Assembly to develop: an analysis of 'true cost accounting' of governmental services, a differential impact fees for urban and non-urban areas, a septic system monitoring program, and streamlining their permitting process.

deHaven-Smith & Associates, Inc. offers a wide range of public policy consulting services, including:

- **Public Opinion Survey Research** -- Methodology that assumes the electorate is composed of many distinct opinion blocks. Each block has a position on only a few issues, with the issues varying from one opinion block to the next.
- **Issue Management** -- Methodology that identifies key opinion blocks and develops strategies for promoting action, or inaction, by key opinion blocks.
- **Community-Building** -- Political leadership that brings together the fragmented elements of a community to serve a common goal. Four different types of processes, each with its own strengths and weaknesses, can be used in community-building.

Leadership Workshop -- Information and training designed to strengthen political leadership.

Strategic Planning -- A multi-year planning process that includes performance-based program budgeting (a technique that identifies the critical factors or outcomes to measure program success, establish performance benchmarks, and determine long-term goals).

Citizen Assembly -- Process that evokes consensus building and articulates policy actions.

Visioning -- A long-term, grass roots method for building a consensus on the future.

deHaven-Smith & Associates, Inc. Clients:

Metropolitan Water District of Southern California

Working with the governing board and executive staff in strategic planning sessions and developing a framework for an integrated resources planning process.

Tampa Water Resource Recovery Project in Florida

(Sponsors include the City of Tampa, the U.S. Environmental Protection Agency, the Southwest Florida Water Management District, and the West Coast Regional Water Supply Authority) Facilitate meetings of a public advisory group evaluating the merits of a program to use purified water as a supplement to existing water sources.

Florida's Land & Water Interagency Collaboration

(Sponsors include the water management districts, Florida Department of Environmental Protection, Florida Department of Community Affairs, Florida League of Cities, Florida Association of Counties, and Florida Regional Councils' Association) conduct a statewide assembly on strengthening the links between land and water management.

Office of Planning & Budgeting, Florida's Executive Office of the Governor

Comparative analysis of key state's planning & budgeting documents. States selected are those leading the nation in performance-based budgeting.

Board of Regents for Florida State University System

Technical assistance and training on implementation of performance-based budgeting per the 1994 Government Performance and Accountability Act.

Florida Corrections Commission

Technical assistance and training on implementation of performance-based budgeting per the 1994 Government Performance and Accountability Act.

1000 Friends of Florida

Statewide survey & analysis on Florida's Voters' Attitudes toward the 1996 Property Rights Initiative.

Charlotte County, Florida

Manage visioning assemblies for Charlotte County. Facilitate meetings of two diverse steering committees that planned and organized Charlotte Assembly '96 and Charlotte Assembly '98.

St. Lucie County, Florida

Facilitate strategic planning sessions with the County Commissioners and key administrative staff for the County's *Investments for the Future* program. This program ties specific capital improvements to various taxes and fees.

Polk County, Florida

Conduct several leadership workshops for commissioners and key administrative staff on consensus-building techniques and goal setting. Survey of Polk County's registered voters about service performance and priorities. Survey of residents on preferences for the County's solid waste disposal and recycling programs.

City of Destin, Florida

Conduct an analysis on the feasibility of an impact fee ordinance in collaboration with Dr. James C. Nicholas, University of Florida.

Hillsborough Tomorrow, Inc., Florida

Conduct visioning assemblies for this grass roots, non-profit community group in Tampa, Florida. Bill McBride, managing partner of Holland & Knight, serves as chair for Hillsborough Tomorrow, Inc.

Lance deHaven-Smith, Ph.D.

Assemblies and Conferences Directed

1. Marion County '98: Meeting the Challenges of Hyper-Growth, September 17, 1998. A community forum hosted by the Central Florida Community College in Ocala.
2. Leadership Issues Workshops for the Broward County Sheriff's Office's executive team, summer of 1998.
3. An American Assembly for Charlotte County, FL, April 1998.
4. Public Working Committee, Tampa Water Resource Recovery Project, City of Tampa, 1997 – 1998. This is a public focus group commenting on a proposal for indirect potable water reuse.
5. Ecosystem Team Permitting, Tampa Water Resource Recovery Project. This is a group of state and local agencies reviewing the permit application for indirect potable reuse in Tampa, 1997-98.
6. Leadership Issues Conference for the Florida Senate, September 1997. A one-day retreat for the 40 members of the Florida Senate.
7. Board of Directors Workshop on Resource and Governance Issues, Metropolitan Water District of Southern California, September 1997.
8. Polk County Leaders Retreat on Goal Setting, Polk County Commission, FL, May 1997.
9. Polk County Leaders Retreat, Polk County Commission, FL, July 1997.
10. The State of Land and Water: An American Assembly Forging Stronger Linkages, sponsored by Florida's Water Management Districts, Florida's Department of Environmental Protection, Florida Department of Comm Affairs, Fla League of Cities, Fla Assoc of Counties, and Flr Regional Councils Associ, May 29-30, 1997.
11. Leadership Issues Conference for the Florida Senate, October 1996. A two-day retreat for the 40 members of the Florida Senate.
12. An American Assembly for Hillsborough Tomorrow, Hillsborough Tomorrow, Inc., Tampa, FL 1996.
13. An American Assembly on California Bay Delta Institutional Issues, for CALFED (a consortium of federal and state agencies working to solve California's water problems), Sacramento, CA, 1996.
14. An American Assembly for Charlotte County, FL, 1996.
15. Strategic Plan Assembly for the Metropolitan Water District of Southern California, 1994.
16. Strategic Plan Assembly for the Metropolitan Water District, 1993.
17. Florida Intergovernmental Challenges Summit, January 1995, Tallahassee, Florida. An assembly of cities, counties, special districts, state legislators, and state agencies.
18. Louisiana Summit on Adolescent Pregnancy Prevention, January 1993, Baton Rouge, Louisiana. An assembly of legislators, educators, teenagers, and activists.
19. Government Day, Youth Leadership Broward, October 1991. A workshop of Broward County's top students and student leaders.

20. Southern Legislators' Association, Assembly on Infant Mortality, October 1990. A three-day assembly of state legislators from twenty-one states.
21. Florida House of Representatives, Legislative Issues Conference, February 1990. A three-day assembly of all members of the Florida House of Representatives.
22. Jupiter Beach, Florida, October 5-7, 1989, (Our Children--Our Future American Assembly).
23. Palm Beach County, Florida, August 24, 1989, (workshop of all elected municipal and county officials in Palm Beach County).
24. Florida House of Representatives, Legislative Issues Conference, Broward County, Florida, December 1988. A three-day assembly of all members of the Florida House of Representatives.
25. Palm Beach County, Florida, August 29, 1989, (workshop of all elected municipal and county officials in Palm Beach County).
26. Florida House of Representatives, Legislative Issues Conference, Broward County, Florida, December 1988. A three-day assembly of all members of the Florida House of Representatives.
27. Town of Davie, Florida, June 10, 1989 (Open Space Symposium).
28. City of Hollywood, Florida, May 11-13, 1989, (Vision 2000 American Assembly).
29. Palm Beach County, Florida, June 30, 1988, (workshop of all elected municipal and county officials in Palm Beach County).
30. City of Delray Beach, Florida, May 1988, ("Greater Delray Beach: Vision 2000 Assembly").
31. Palm Beach County, Florida, May 1988, ("Directions '88: Charting the Course for Palm Beach County."
32. City of Pahokee, Florida, February 1988, ("Pahokee Potentials Assembly").
33. Town of Davie, Florida, December 1987, ("Visions 2000 Assembly").
34. Florida Department of Community Affairs, September 1987, ("Mapping and Monitoring Assembly").
35. Board of Commissioners of Palm Beach County, Florida, March 1987, ("The Palm Beach County Criminal Justice Assembly").
36. Board of Commissioners of Sarasota County, Florida, November 1986, ("Sarasota County Assembly for Wastewater Treatment").
37. City of West Palm Beach, Florida, November 1986, ("The West Palm Beach City-Wide Forum").
38. Palm Beach County Commission, Palm Beach County School Board, South Florida Water Management District, Economic Council of Palm Beaches, October 1985, (with James C. Nicholas) ("Directions '85: Charting the Course for Palm Beach County").
39. Florida Department of Transportation, June 1985, (conducted conference on the relationship between transportation systems and growth management).
40. Palm Beach County Board of Commissioners, October 1983, ("Directions '84: Charting the Course for Palm Beach County").

Lance deHaven-Smith, Ph.D.

Survey Research

1. The Economic Development Council of Broward County, Inc., September 1989, (survey of registered voters in Broward County toward a proposed one cent local option sales tax).
2. Citizens for Florida's Future, March 1989, (survey on public willingness to fund growth and services).
3. Southwest Florida Water Management District, March 1989, (SWIM Bill survey).
4. Chamber of Commerce of the Palm Beaches, February 1989, (downtown tram feasibility survey).
5. Fort Lauderdale Police Department, November-December 1988, (police service survey).
6. Department of State-Division of Elections, November-December 1988, (survey of registered voters on voting patterns).
7. Department of State-Division of Elections, October-November 1988, (survey of non-registered voters on registration patterns).
8. Broward County, Florida, March through August 1988, (education and training needs assessment).
9. Florida State Legislature through Florida Department of Community Affairs, January/February 1988, (Farm worker Housing Pocket of Poverty Bill).
10. Broward County, Florida, January 1988, (Broward County Charter).
11. Southwest Florida Water Management District, January 1988, (survey of recreational land uses).
12. Children's Services Council of Palm Beach County, October 1987, (telephone survey of parents).
13. Board of Commissioner of Palm Beach County, Florida, June 1987, (opinion survey on controversial land uses).
14. City of Boca Raton Community Redevelopment Agency, June 1987, (Boca Raton downtown redevelopment survey).
15. The Palm Beach Post, West Palm Beach, Florida, June 1987, (opinion survey on attitudes of Catholics).
16. Florida International University, October 1986, (survey of public attitudes toward prisons).
17. School Board of Palm Beach County, Florida, August 1986, (Palm Beach County demographic multiplier study).
18. City Council of Sunrise, Florida, July 1986, (public opinion in Sunrise, Florida).
19. Treasure Coast Regional Planning Council, February 1986, (the growth management attitudes of residents of the Treasure Coast Region).
20. Northeast Florida Regional Planning Council, January 1986, (the growth management attitudes of residents of Northeast Florida).
21. Citrus County, Florida, October 1985, (demographic multiplier, road travel and service preferences for Citrus County).
22. Osceola County School Board, Osceola County, Florida, August 1985, (Osceola County demographic multiplier study).

23. City of Delray Beach, Florida, July 1985, (the attitudes of Delray Beach residents on growth management issues).
 24. City of New Smyrna Beach, Florida, May 1985, (the attitudes of New Smyrna Beach residents on growth management issues).
 25. St. Lucie County, Fort Pierce, Florida, February 1985, (St. Lucie County demographic multiplier study).
 26. Palm Beach County Board of Commissioners, West Palm Beach, Florida, April 1984, (the attitudes of Palm Beach County residents on Florida's taxes and services).
-

CURRICULUM VITA

Westi Jo deHaven-Smith, MPA

EDUCATION

B.A., Kent State University
M.P.A., Florida Atlantic University

AWARDS

Miklos Award for Academic Excellence, given to the top student in FAU's
School of Public Administration
Phi Kappa Phi, Social Science Honorary
Pi Alpha Alpha, Public Administration Honorary
Outstanding Women in America
Who's Who in the South and Southwest

PROFESSIONAL

**1995- Public Policy Consulting
deHaven-Smith & Associates, Inc.
3429 Welwyn Way
Tallahassee, Florida 32308
phone (904) 668-2036 fax (904) 668-0160
E-mail Westijods@aol.com.**

Clients: Metropolitan Water District of Southern California
Working with the governing board and executive staff in strategic planning sessions and developing a framework for an integrated resources planning process.

Tampa Water Resource Recovery Project in Florida
(Sponsors include the City of Tampa, the U.S. Environmental Protection Agency, the Southwest Florida Water Management District, and the West Coast Regional Water Supply Authority) Facilitate meetings of a public advisory group evaluating the merits of a program to use purified water as a supplement to existing water sources.

Florida's Land & Water Interagency Collaboration
(Sponsors include the water management districts, Florida Department of Environmental Protection, Florida Department of Community Affairs, Florida League of Cities, Florida Association of Counties, and Florida

Regional Councils' Association) conduct a statewide assembly on strengthening the links between land and water management.

Office of Planning & Budgeting, Florida's Executive Office of the Governor

Comparative analysis of key state's planning & budgeting documents. States selected are those leading the nation in performance-based budgeting.

Board of Regents for Florida State University System

Technical assistance and training on implementation of performance-based budgeting per the 1994 Government Performance and Accountability Act.

Florida Corrections Commission

Technical assistance and training on implementation of performance-based budgeting per the 1994 Government Performance and Accountability Act.

1000 Friends of Florida

Statewide survey & analysis on Florida's Voters' Attitudes toward the 1996 Property Rights Initiative.

Charlotte County, Florida

Manage visioning assemblies for Charlotte County. Facilitate meetings of two diverse steering committees that planned and organized Charlotte Assembly '96 and Charlotte Assembly '98.

St. Lucie County, Florida

Facilitate strategic planning sessions with the County Commissioners and key administrative staff for the County's *Investments for the Future* program. This program ties specific capital improvements to various taxes and fees.

Polk County, Florida

Conduct several leadership workshops for commissioners and key administrative staff on consensus-building techniques and goal setting. Survey of Polk County's registered voters about service performance and priorities. Survey of residents on preferences for the County's solid waste disposal and recycling programs.

City of Destin, Florida

Conduct an analysis on the feasibility of an impact fee ordinance in collaboration with Dr. James C. Nicholas, University of Florida.

Hillsborough Tomorrow, Inc., Florida

Conduct visioning assemblies for this grass roots, non-profit community group in Tampa, Florida. Bill McBride, managing partner of Holland & Knight, serves as chair for Hillsborough Tomorrow, Inc.

1982-95 Florida Atlantic University Special Assistant to the Vice President, University Relations

Chief of staff for the Division of University Relations with legislative relations, community relations, media relations, and publications departments. Because the Vice President is the university's lobbyist and travels extensively, I managed the office in Boca Raton, attending cabinet meetings for the Vice President and conferring with her about policy/management decisions and legislative initiatives. I was responsible for interpreting the State University System's and the University's policies in personnel and financial management and developing and implementing the Division's policies in those areas.

I organized a myriad of meetings for FAU to showcase its unique institutional strengths, to promote its legislative agenda, or to solicit legislative support for research funding. Frequently I represented the University and presented its interests and concerns at public hearings and community meetings.

Because the Division was new, created shortly before I joined the team in 1990, we established a series of training activities to promote computer literacy and bring the publications department into complete use of desktop publishing. I initiated staff development activities in high-performance team building to improve communication and cooperation between the four departments. As manager of the Division's budget, I served on the University's budget committee. I established fiscal and information management systems, managed all personnel actions, and worked with colleges, departments, and research centers and their constituents to plan, advertise, and promote the University's research initiatives and special events.

I organized Vision 2002, a two-year community visioning process for greater Boca Raton. Working directly with FAU's President Tony Catanese, we cemented a bond with the local Chamber, key business leaders, and elected officials to end years of political fighting and litigation over a downtown redevelopment project called Mizner Park. We brought city, county, and school board elected officials together with over 900 local residents to discuss the region's problems and forge a consensus on solutions. Then we began a lobbying initiative that included a series of meetings with elected officials (city, county, school board, and members of the Palm Beach County Legislative Delegation) to promote recommendations outlined in Vision 2002: the Final Report. Vision 2002 produced an enormous amount of good press for the University because it was perceived as a neutral facilitator, able to end years of litigation over Mizner Park and to focus the community on a shared vision for the beginning of a new millennium.

I planned the Education-Business Forum, a series of meetings between Florida Atlantic University and South Florida's business leaders to solidify support for FAU's mission as a regional institution and to develop strategies for improving community relations and enhancing legislative support. The Forum series began just in time to shore-up political support for the University to fend off two counter proposals: 1. to merge Florida Atlantic University with Florida International University; and 2. to create a separate university/college in Ft. Lauderdale/Davie to serve the residents of Broward County. Conceived as an elitist graduate institution situated in Boca Raton, Florida Atlantic University entered the 90s with a very different vision: becoming a regional university with a diversified set of programs that support the social, arts, recreational, and economic growth of each campus community.

Director of Publications; Florida Atlantic University-Florida International University Joint Center for Environmental and Urban Problems

As editor and publisher of the Joint Center's quarterly, *Florida Environmental and Urban Issues*, and its annual reports, I developed desktop publishing capabilities and began a monograph series. Participated in numerous consensus-building policy conferences, using the American Assembly model as developed by Columbia University. For the most part, these policy conferences were for local and regional governments; but we also conducted the 1989-1990 Legislative Issues Conference for the Florida House of Representatives.

**1979-82 Battelle, Columbus Laboratories
Researcher; Economics, Planning and Policy Analysis Department**

Conducted public policy and economic analysis research in the Economics Division of Battelle. Project responsibilities included writing proposals and developing research design, data collection, writing final reports, and presenting findings to project sponsors. Major assignments include five large projects totaling \$680,000 in sponsored research on such diverse topics as: causes of the 1979 gasoline shortage and policy options for the US Department of Energy; boom-town phenomenon associated with nuclear energy plant siting and development; environmental impact assessments; regional economic development strategies; and measuring the success of cooperatives as a strategy in low-income housing for the US Department of Housing and Urban Development.

1975-79 Public Policy Consulting

Provided technical assistance to Ohio's social services agencies engaged in social services contracts under Title XX of the Social Security Act, conducting numerous Title XX training workshops. Also, I offered assistance in program development and grant requests and procured over \$30,000 in grant awards.

Directed a review of Ohio's Workers' Compensation program for the Ohio House of Representatives pursuant to major reform legislation, Senate Bill 545, which created

two state agencies: the Ohio Bureau of Workers' Compensation and the Ohio Industrial Commission. As project manager, I developed the work plan, hired the staff, organized the project team, drafted reports, and reported recommendations and findings at five extensive Committee hearings. The analysis addressed the administrative, investment, accounting, and adjudication practices of the Bureau and the Commission. The research team reported to the House Commerce and Labor Committees under a \$80,000 research contract with the Ohio House of Representatives.

Conducted a market analysis and wrote an organizational plan and grant application for Columbus Colony, a model community for the deaf, blind-deaf, and deaf-multiple handicapped people. Columbus Colony is a project sponsored by the Ohio Association for the Deaf. The US Department of Health, Education and Welfare, Office of Aging, awarded the project a \$750,000 model grant, and the US Department of Housing and Urban Development contributed \$10 million in construction loans.

Developed a social services program for the Stark Metropolitan Housing Authority that included a medical clinic, nutrition program for the elderly, adult education classes, residential beautification, public safety, and family life education for youth. Obtained an \$800,000 facility modernization grant from the US Department of Housing and Urban Development and secured over \$200,000 in a variety of social services grants from state and federal agencies.

PUBLICATIONS

Quarterly

deHaven-Smith, Westi Jo, publisher and editor of *Environmental and Urban Issues*, 1982-89.

Monographs

deHaven-Smith, Westi Jo, editor, *Growth Management Innovations in Florida*, Florida Atlantic University-Florida International University Joint Center for Environmental and Urban Problems, 1988.

DeGrove, John M., and deHaven-Smith, Westi Jo, "Resource Planning and Management Committees: Implementing Florida's Critical Area Program," *Growth Management Innovations in Florida*, Florida Atlantic University-Florida International University Joint Center for Environmental and Urban Problems, 1988.

deHaven-Smith, Westi Jo, editor and publisher, *The Oasis Technique*, Florida Atlantic University-Florida International University Joint Center for Environmental and Urban Problems, 1986.

deHaven-Smith, Westi Jo, publisher, *Issues and Options in Health Care Delivery: The Florida Experience*, Florida Atlantic University-Florida International University Joint Center for Environmental and Urban Problems, 1986.

Articles

deHaven-Smith, Westi Jo, and deHaven-Smith, Lance, "Understanding the Vote on the sugar," *Florida Voter: A Bi-Monthly Poll of Political Opinions*, January 1997.

deHaven-Smith, Westi Jo, "1989-1990 Legislative Issues Conference: A Blueprint for Florida's House of Representatives' Legislative Agenda," *Environmental and Urban Issues*, Winter 1989.

deHaven-Smith, Westi Jo, and Patterson, Robert, "The 1986 Glitch Bill--Missing Links in Growth Management," *Environmental and Urban Issues*, October 1986.

deHaven-Smith, Westi Jo, "Child Development Programs in Ohio," *Ohio's Health*, January 1975.

deHaven-Smith, Westi Jo, "Children and Families to Benefit From Appalachian Program," *Interaction Magazine*, December 1975.

deHaven-Smith, Westi Jo, "Child Development in Appalachia Ohio," *Ohio Pediatrics*, Fall 1975.

Conference Papers

Coleman, Carla and deHaven-Smith, Westi Jo, "Port Everglades--An Urban Port Challenging the Need for Intergovernmental Coordination," *Coastal Zone '89: The Sixth Symposium on Coastal and Ocean Management*, March 1989.

DeGrove, John M. and deHaven-Smith, Westi Jo, "Resource Planning and Management Committees: A Tool for Intergovernmental Coordination and Conflict Resolution," *Coastal Zone '87: The Fifth Symposium on Coastal and Ocean Management*, March 1987.

Reports

deHaven-Smith, Lance and Westi Jo, authors, *Policy Statement for Charlotte Assembly '98*, Charlotte County, FL, April 1998.

deHaven-Smith, Lance and Westi Jo, authors, *Polk County' Residents' Attitudes Toward the Solid Waste and Recycling Programs*, Polk County, FL, March 1998.

deHaven-Smith, Lance and Westi Jo, authors, *Voters' Attitudes Toward Taxes and Services in Polk County*, Polk County Commission, FL, February 1998.

deHaven-Smith, Lance and Westi Jo, authors, *Polk County Leaders Retreat on Goal Setting*, Polk County Commission, FL, May 1997.

deHaven-Smith, Lance and Westi Jo, authors, *Polk County Leaders Retreat*, Polk County Commission, FL, July 1997.

deHaven-Smith, Westi Jo, author, *Development of an Impact Fee Ordinance*, for the City of Destin, FL, 1997.

deHaven-Smith, Lance and Westi Jo, authors, *Policy Statement for Hillsborough Tomorrow*, Hillsborough Tomorrow, Inc., FL 1996.

deHaven-Smith, Lance and Westi Jo, authors, *Floridians' Attitudes Toward the Property Rights Initiative*, for 1000 Friends of Florida, 1996.

deHaven-Smith, Lance and Westi Jo, authors, *Assembly Statement: California Bay Delta Institutional Issues*, for CALFED, CA, 1996.

deHaven-Smith, Lance and Westi Jo, authors, *Policy Statement for Charlotte County Assembly 1996*, Charlotte County, FL, 1996.

deHaven-Smith, Westi Jo, author, *A Focus Group Report on Chapter 4: the Legislative Budget Request, Planning and Budgeting Instructions*, for the Office of Planning and Budgeting, Florida's Executive Office of the Governor, 1996.

deHaven-Smith, Westi Jo, author, *A Multi-State Review: Planning and Budgeting*, for the Office of Planning and Budgeting, Florida's Executive Office of the Governor, 1996.

deHaven-Smith, Westi Jo, author, *Planning and Budgeting for Performance and Accountability: A Literature Review*, for the Office of Planning and Budgeting, Florida's Executive Office of the Governor, 1995.

deHaven-Smith, Westi Jo, author, *SUS Contributing Factors and Outcome Measures*, for the Florida Board of Regents, 1995.

deHaven-Smith, Westi Jo, author, *Florida Department of Corrections' Performance Indicators*, Florida Corrections Commission, 1995.

deHaven-Smith, Westi Jo, publisher, editor and co-author, *The Sky's The Limit: Vision 2002, The Final Report*, Third Report of the Greater Boca Raton Vision 2002 Steering Committee, March 1994.

deHaven-Smith, Westi Jo, publisher, editor and co-author, *To Secede or To Succeed?* Second Report of the Greater Boca Raton Vision 2002 Steering Committee, September 1993.

deHaven-Smith, Westi Jo, publisher, editor and co-author, *Telling Boca Where to Go*, First Report of the Greater Boca Raton Vision 2002 Steering Committee, April 1993.

deHaven-Smith, Westi Jo, editor and co-author, *Florida Atlantic University's Education-Business Forum: Final Report*, June 1989.

deHaven-Smith, Westi Jo, editor and co-author, *Florida Atlantic University's Education-Business Forum*, March 1989.

deHaven-Smith, Westi Jo, co-author, *Sarasota County Assembly for Wastewater Management*, Florida Atlantic University-Florida International University Joint Center for Environmental and Urban Problems, 1986.

deHaven-Smith, Westi Jo, editor, *The Saddlebrook Papers: A Reader on Growth Management*, Florida House of Representatives Select Committee on Growth Management and the Florida Atlantic University-Florida International University Joint Center for Environmental and Urban Problems, 1985.

deHaven-Smith, Westi Jo, co-author, *Directions '85: Charting the Course for Palm Beach County*, Florida Atlantic University-Florida International University Joint Center for Environmental and Urban Problems, 1985.

deHaven-Smith, Westi Jo, co-author, *The West Palm Beach Citywide Forum*, Florida Atlantic University-Florida International University Joint Center for Environmental and Urban Problems, 1985.

deHaven-Smith, Westi Jo, co-author, *Federal Assistance and Programs in the Development of Housing Cooperatives*, for the U.S. Department of Housing and Urban Development by Battelle, Columbus Laboratories, 1981.

deHaven-Smith, Westi Jo, co-author, *Cooperative Housing--Past Practices in the Development of Cooperative Housing in the United States and an Analysis of Their Implications for Rural Areas*, for the U.S. Department of Housing and Urban Development by Battelle, Columbus Laboratories, 1981.

deHaven-Smith, Westi Jo, co-author, *A Resource Analysis for Economic Development*, for the City of Elkhart, Indiana, by Battelle, Columbus Laboratories, 1981.

deHaven-Smith, Westi Jo, co-author, *Socioeconomic and Land Use Impacts of I-670 and Connector*, for E. S. Preston and Associates, Inc., by Battelle, Columbus Laboratories, 1980.

deHaven-Smith, Westi Jo, co-author, *Ohio Workers' Compensation Program Evaluation*, for the Ohio House of Representatives by Urbanistics, Inc., 1979.

SERVICE

University Service

Member, Florida Atlantic University's Planning Committee for Luxembourg's Prime Minister Jacques Santer visit to FAU, 1994.

Member, Florida Atlantic University's Budget Planning Committee, 1994.

Member, Steering Committee for the 25th Anniversary of Florida Atlantic University's Public Administration Program, 1993.

Member, Florida Atlantic University's Budget Planning Committee, 1992.

Member, Florida Atlantic University's Site Visit Planning Committee (for Site Visit for Accreditation by the Southern Association of Colleges and Schools), 1992.

Member, Florida Atlantic University's Title IX Task Force, 1992.

Member, Steering Committee for Greater Boca Raton Vision 2002; and Chair, Program Design and Research Subcommittee, 1992-94.

Member, Florida Atlantic University's Budget Planning Committee, 1991.

Member, Student Services Committee, Florida Atlantic University's Institutional Self-study for Accreditation by the Southern Association of Colleges and Schools, 1991.

Member, Editorial Committee, Florida Atlantic University's Institutional Self-study for Accreditation by the Southern Association of Colleges and Schools, 1991.

Member, Florida Atlantic University's Planning Committee for Luxembourg Prime Minister Jacques Santer's Visit, 1991.

Member, Planning Committee, Florida Atlantic University's Environmental Conference, 1991.

Member, Strategy 2000: Florida Atlantic University's Strategic Planning Committee, 1990-91.

Member, Florida Atlantic University's Master Plan Committee, 1990.

Member, Florida Atlantic University's Administrative Space Committee, 1990.

Member, Florida Atlantic University's Administrative & Support Services Budget Planning Committee, 1990.

Chair, Florida Atlantic University's Search Committee for Publications Director, 1990.

Community Service

Strategic Planning Focus Groups, Killearn United Methodist Church, 1997.

Steering Committee, Greater Boca Raton Vision 2002, a Community Visioning Project, 1992-94.

Chair, Volunteer Committee for 'Meet Me Downtown,' Boca Raton's Annual Spring Festival, 1993.

Member, School Improvement Team for Country Hills Elementary School in Broward County, 1992-93.

Chair, Volunteer Committee for 'Meet Me Downtown,' Boca Raton's Annual Spring Festival, 1992.

President, Children's Learning Center of Boca Raton, Inc., a Non-profit, Pre-school and Day Care Center, 1990-92.

Board, Unitarian Universalist Fellowship of Boca Raton, 1989-91.

Board, Columbus Day Care Cooperative, a Non-profit, Pre-school and Day Care Center, 1978-80.

Board, Ohio Citizen's Council for Health and Welfare, a Non-profit Advocacy Group, 1976- 78.

Board, Stark County Preschool and Day Care Center, a Non-profit Day Care Center, 1975.

Board, Stark County Fair Housing Coalition, a Non-profit Equal Housing Opportunity Advocacy Group, 1975.

Board, Canton Retired Senior Volunteer Program, 1975-76.

CURRICULUM VITA

NAME:

Lance deHaven-Smith

MILITARY:

Infantry Rifleman, U.S. Army, 1971-72, honorably discharged

EDUCATION:

B.A., University of Georgia, 1975, Summa Cum Laude. M.A., Ohio State University, 1978.
Ph.D., Ohio State University, 1980.

PROFESSIONAL AWARDS:

Outstanding Teacher of the Year, College of Urban and Public Affairs, Florida Atlantic University, 1992-93. Awarded by the students of the College.

The Manning J. Dauer Prize, awarded by the Political Science Department at the University of Florida for the best work in public affairs submitted to the University of Florida Press, 1988.

The Chastain Award, given by the Southern Political Science Association for the best paper presented at its Annual Convention, 1978.

University Fellow, Ohio State University, 1975-1979.

First Place for Undergraduate Category, Frank Meyer Essay Contest, Young Americas' Foundation, 1975.

ADMINISTRATIVE POSITIONS:

Director, Reubin Askew School of Public Administration and Policy, Florida State University, 1995-1998.

Executive Director, Local Government Commission II, 1996 – December 1997. This commission was appointed by the Governor, the President of the Florida Senate, and the Speaker

of the Florida House to evaluate the powers, service delivery capacity, responsibilities, financing, and other constitutional and statutory aspects of Florida's cities, counties, and special districts.

Staff Director, Citizens Commission on Cabinet Reform, 1995 - 1996. This commission was appointed by the Governor, each member of the Florida Cabinet, the President of the Florida Senate, and the Speaker of the Florida House, to evaluate the statutory responsibilities of the Governor and Cabinet under Florida's cabinet system of executive governance.

Associate Director, Florida Institute of Government, State University System of Florida, 1993-present. Responsible for working with all of Florida's state universities to bring university research to bear on issues of state and local government.

Director, Social Science Research Laboratory, Florida Atlantic University, 1983-1994

Director, Institute of Government, Florida Atlantic University, 1983-1990.

Provost of Florida Atlantic University's Broward County Campuses, 1990-1992. Acting Broward Provost, 1988-1990.

Associate Director, Florida Atlantic University/Florida International University Joint Center for Environmental and Urban Problems, 1983-1990.

TEACHING AND RESEARCH:

Professor, Askew School of Public Administration and Policy, Florida State University, 1994-present.

Professor, School of Public Administration, Florida Atlantic University, 1991-1994.

Professor, with a joint appointment to the Department of Political Science and the School of Public Administration, Florida Atlantic University, 1989-1991. Associate Professor, 1985-1989. Assistant Professor, 1981-1985.

Research Associate, The Mershon Center, Ohio State University, 1978-1981.

PUBLICATIONS:

Books and Monographs

Lance deHaven-Smith, Foundations of Representative Democracy (Collins Center for Public Policy: Tallahassee, Florida, 1996).

Lance deHaven-Smith, The Florida Voter (Florida Institute of Government: Tallahassee, Florida, 1995).

Lance deHaven-Smith, The Hidden Teachings of Jesus: The Political Meaning of the Kingdom of God (Grand Rapids, Michigan: Phanes Press, 1994).

Lance deHaven-Smith, Environmental Concern in Florida and the Nation (Gainesville: University of Florida Press, 1991).

Lance deHaven-Smith, Controlling Florida's Development (Wakefield, New Hampshire: Hollowbrook Publishing, 1991).

Lance deHaven-Smith, Philosophical Critiques of Policy Analysis: Lindblom, Habermas, and The Great Society (Gainesville: University Presses of Florida, 1988). Winner of the Manning J. Dauer Prize.

Lance deHaven-Smith, Environmental Publics: Public Opinion on Environmental Protection and Growth Management, (Boston: Lincoln Institute of Land Policy, 1987), Monograph #87-2.

Lance deHaven-Smith and Kenneth M. Michels, eds., Issues and Options in Health Care Delivery: The Florida Perspective, (Boca Raton, FL: FAU Institute of Government, 1986), Monograph #86-1. Includes Lance deHaven-Smith and Barbara C. Brumback, "The Politics of Health Care Delivery: Changes in Florida's Medicaid Program," pp. 32-49.

Chapters in Books

Lance deHaven-Smith, "Florida's Unfinished Agenda in Growth Management and Environmental Protection," in Robert J. Huckshorn, ed., Florida Politics and Government, (Gainesville, FL: University of Florida Press, 1991). Second Edition (revised) is forthcoming.

Lance deHaven-Smith, James C. Nicholas, and Teresa Herrero, "Farmland Protection: Issues and Techniques," in Hal Hiemstra and Nancy Bushwick, eds., Plowing the Urban Fringe: Alternative Approaches to Farmland Preservation (Fort Lauderdale: FAU/FIU Joint Center for Environmental and Urban Problems, 1989), Monograph #88-2.

Lance deHaven-Smith and Randall B. Ripley, "The Political-Theoretical Foundations of Public Policy," in Edward B. Portis and Michael B. Levy, eds., Handbook of Political Theory and Policy Science (Westport, CN: Greenwood Press, 1988).

Lance deHaven-Smith and Allen Imershein, "Florida," in Richard C. Nathan, Fred Doolittle, and Associates, eds., Reagan and the States: Federalism Under Stress. (Princeton: Princeton University Press, 1987).

Lance deHaven-Smith, "Survey Research for Comprehensive Planning," in John M. DeGrove and Julian Conrad Juergensmeyer, eds., Perspectives on Florida's Growth Management Act of 1985. (Boston: Lincoln Institute of Land Policy, 1986). Monograph #86-5.

Lance deHaven-Smith, "Special Districts: A Structural Approach to Infrastructure Finance and Management," in James C. Nicholas, ed., The Changing Structure of Infrastructure Finance. (Boston: Lincoln Institute of Land Policy, 1985). Monograph #85-5.

Articles in Nationally Refereed Journals

Lance deHaven-Smith, "How Jesus Planned To Overthrow the Roman Empire," Journal of Theology and Religious Studies, July 1997.

Lance deHaven-Smith and John Wodraska, "Consensus-Building in Integrated Resources Planning," Public Administration Review, Summer 1996.

Lance deHaven-Smith, "Toward a Communicative Theory of Environmental Opinion: A Rejoinder to Audirac and Shoemyen," Environment and Behavior, 21 (September) 1989, pp. 630-635.

Lance deHaven-Smith, "Environmental Belief Systems: Public Opinion Toward Land Use Regulation in Florida," Environment and Behavior, March 1988.

Lance deHaven-Smith, "Ideology and the Tax Revolt: Florida's Amendment 1," The Public Opinion Quarterly, Vol. 49, Fall 1985, pp. 300-309.

Lance deHaven-Smith, "Regulatory Theory and State Land-Use Regulation: Implications from Florida's Experience with Growth Management," Public Administration Review, Vol. 44 (No. 5), September/October 1984, pp. 413-420.

Lance deHaven-Smith and Carl E. Van Horn, "Subgovernment Conflict in Public Policy," Policy Studies Journal, Vol. 12 (No. 4), June 1984, pp. 627-642.

Lance deHaven-Smith, "Evidence on the Minimal Management Principle of Program Design: Implementation of the Targeted Jobs Tax Credit," The Journal of Politics, Vol. 45 (No. 3), August 1983, pp. 711-730.

Aage R. Clausen, Soren Holmberg and Lance deHaven-Smith, "Contextual Factors in the Accuracy of Leader Perceptions of Constituents' Views," The Journal of Politics, Vol. 45 (No. 2), May 1983, pp. 450-472.

Other Articles

Lance deHaven-Smith, "Profiles in Cowardice," Florida Trend, August 1995.

Lance deHaven-Smith, "The Use and Abuse of Survey Research" A Review of The Captive Public, Florida Environmental and Urban Issues, Vol. XV (No. 1), October 1987.

Lance deHaven-Smith, "The Public's Attitudes on Growth Management Issues in the Treasure Coast Region," Florida Environmental and Urban Issues, Vol. XIV (No. 2), January, 1987.

Lance deHaven-Smith, "Growth Management Issues in the Northeast Region of Florida," Florida Environmental and Urban Issues, Vol. XIV (No. 1), October 1986.

Lance deHaven-Smith, "Florida's Changing Values: Environmentalism and the Tax Revolt," Florida Environmental and Urban Issues. Vol. XIII (No. 3), April 1986.

Lance deHaven-Smith, "The Attitudes of Delray Beach Residents on Growth Management Issues," Florida Environmental and Urban Issues, Vol. XIII (No. 1), October 1985.

Lance deHaven-Smith and Douglas Gatlin, "The Florida Voter," Florida Environmental and Urban Issues, Vol. XIII (No. 3), April 1985. Reprinted in The Florida Geographer, "The Florida Voter: A Regional Analysis," Vol. 19 (No. 1), September 1985.

Lance deHaven-Smith, "The Attitudes of New Smyrna Beach Residents on Growth Management Issues," Florida Environmental and Urban Issues, Vol. XII (No. 4), July 1985.

Lance deHaven-Smith, "The Attitudes of Lee County Voters on Growth Management Issues," Florida Environmental and Urban Issues. Vol. XII (No. 2), January 1985.

Lance deHaven-Smith, "Overwhelming Support for Land-Use Controls: The Attitudes of Monroe County Residents on Growth Management Issues," Florida Environmental and Urban Issues, Vol. XII (No. 1), October 1984, pp. 4-11.

Lance deHaven-Smith, "Concern Over Waste in Government: The Attitudes of Palm Beach County Residents on Florida's Taxes and Services," Florida Environmental and Urban Issues, Vol. XI (No. 3), April 1984, pp. 6-13.

Lance deHaven-Smith, "How to Calculate the Revenue Limit from Proposition 1," Florida Environmental and Urban Issues, Vol. XI (No. 2), January 1984, pp. 26-30.

Lance deHaven-Smith, "Forging University-Government Partnerships: FAU's Institute of Government Program," Florida Environmental and Urban Issues, Vol. XI (No. 17). October 1983, pp. 12-13.

Lance deHaven-Smith, "Emergent Issues in Growth Management: Proceedings of a Policy Conference," Florida Environmental and Urban Issues, Vol. X (No. 3), April 1983, pp. 1-3, 21-22.

Books Reviewed

Lance deHaven-Smith, Review of Evidence, Argument, and Persuasion in the Policy Process, by Giandomenico Majone, Journal of Politics (August, 1990).

PAPERS:

Lance deHaven-Smith, "The Impacts of Growth on Florida Politics," paper presented at the Florida Political Science Association Meeting, Fort Lauderdale, Florida, April 1988.

Lance deHaven-Smith, "The Cognitive Foundations of Issue Publics: Environmental Issues in the Florida Keys," Florida Political Science Association Meeting, Winter Park, Florida, April 1987.

Lance deHaven-Smith and Allen Imershein, "Florida," presented at a conference on the effects of the Reagan domestic program, Princeton University, June 1984. Published as "The New Federalism in Florida," by the Policy Sciences Program, Florida State University, 1985.

Lance deHaven-Smith and Randall B. Ripley, "The Political-Theoretic Foundations of Public Policy," presented at the annual meeting of the Southwest Political Science Association, Fort Worth, Texas, March 1984.

Lance deHaven-Smith, Aage R. Clausen, and Soren Holmberg, "Perceptual Accuracy as a Function of Legislative Attitudes and the Distribution of Constituency Views," presented at the Annual Meeting of the American Political Science Association, New York, New York, September 1981.

Lance deHaven-Smith and Carl Van Horn, "The Role of Interest Groups and Subgovernments in Policy Formulation and Implementation," presented at the Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 1980.

Aage R. Clausen, Soren Holmberg and Lance Smith, "Contextual Factors in the Accuracy of Leader Perceptions of Constituents' Views," presented at the Annual Meeting of the Southern Political Science Association, Atlanta, Georgia, November 1978.

GRANTS, CONTRACTS AND REPORTS:

Projects of National Scope

Princeton University, September 1983. (Part of a nationwide project which tracked the effects of the Reagan budget cuts on state and local governments. This grant was to direct the team in Florida.)

"A Case Study of the Targeted Jobs Demonstration Program in Metcalfe, Mississippi," prepared for the TJDP Interagency Monitoring Board (U.S. Department of Housing and Urban Development, Chair), August 1982. Part of a 14 site, nationwide study.

"The Implementation of the Targeted Job Tax Credit," four reports prepared for the Office of program Evaluation, Employment and Training Administration, U.S. Department of Labor, July 1980; January 1981; May 1981; November 1981 (with Randall B. Ripley).

"The Implementation of HIRE II," two reports prepared for the office of Program Evaluation, Employment and Training Administration, U.S. Department of Labor, 1979 (with Randall B. Ripley). Final report published in Hearing of Veterans' Employment Programs and Policies, 96th Congress, 1st Session, May 23, pp. 720-797.

Survey Research

The Economic Development Council of Broward County, Inc., September 1989, (survey of registered voters in Broward County toward a proposed one cent local option sales tax).

Citizens for Florida's Future, March 1989, (survey on public willingness to fund growth and services).

Southwest Florida Water Management District, March 1989, (SWIM Bill survey).

Chamber of Commerce of the Palm Beaches, February 1989, (downtown tram feasibility survey).

Fort Lauderdale Police Department, November-December 1988, (police service survey).

Department of State-Division of Elections, November-December 1988, (survey of registered voters on voting patterns).

Department of State-Division of Elections, October-November 1988, (survey of non-registered voters on registration patterns).

Broward County, Florida, March through August 1988, (education and training needs assessment).

Florida State Legislature through Florida Department of Community Affairs, January/February 1988, (Farm worker Housing Pocket of Poverty Bill).

Broward County, Florida, January 1988, (Broward County Charter).

Southwest Florida Water Management District, January 1988, (survey of recreational land uses).

Children's Services Council of Palm Beach County, October 1987, (telephone survey of parents).

Board of Commissioner of Palm Beach County, Florida, June 1987, (opinion survey on controversial land uses).

City of Boca Raton Community Redevelopment Agency, June 1987, (Boca Raton downtown redevelopment survey).

The Palm Beach Post, West Palm Beach, Florida, June 1987, (opinion survey on attitudes of Catholics).

Florida International University, October 1986, (survey of public attitudes toward prisons).

School Board of Palm Beach County, Florida, August 1986, (Palm Beach County demographic multiplier study).

City Council of Sunrise, Florida, July 1986, (public opinion in Sunrise, Florida).

Treasure Coast Regional Planning Council, February 1986, (the growth management attitudes of residents of the Treasure Coast Region).

Northeast Florida Regional Planning Council, January 1986, (the growth management attitudes of residents of Northeast Florida).

Citrus County, Florida, October 1985, (demographic multiplier, road travel and service preferences for Citrus County).

Osceola County School Board, Osceola County, Florida, August 1985, (Osceola County demographic multiplier study).

City of Delray Beach, Florida, July 1985, (the attitudes of Delray Beach residents on growth management issues).

City of New Smyrna Beach, Florida, May 1985, (the attitudes of New Smyrna Beach residents on growth management issues).

St. Lucie County, Fort Pierce, Florida. February 1985, (St. Lucie County demographic multiplier study).

Palm Beach County Board of Commissioners, West Palm Beach, Florida, April 1984, (the attitudes of Palm Beach County residents on Florida's taxes and services).

Assemblies and Conferences Directed

Public Working Committee, Tampa Water Resource Recovery Project, City of Tampa, 1997 – present. This is a public focus group commenting on a proposal for indirect potable water reuse.

Ecosystem Team Permitting, Tampa Water Resource Recovery Project, City of Tampa, 1997-present. This is a group of state and local agencies reviewing the permit application for indirect potable reuse in Tampa.

Leadership Issues Conference for the Florida Senate, September 1997. A one-day retreat for the 40 members of the Florida Senate.

Board of Directors Workshop on Resource and Governance Issues, Metropolitan Water District of Southern California, September 1997.

The State of Land and Water: An American Assembly Forging Stronger Linkages, sponsored by Florida's Water Management Districts, Florida's Department of Environmental Protection, Florida Department of Comm Affairs, Florida League of Cities, Florida Association of Counties, and Florida Regional Councils Association, May 29-30, 1997.

Leadership Issues Conference for the Florida Senate, October 1996. A two-day retreat for the 40 members of the Florida Senate.

Strategic Plan Assembly for the Metropolitan Water District of Southern California, 1994.

Strategic Plan Assembly for the Metropolitan Water District, 1993.

Florida Intergovernmental Challenges Summit, January 1995, Tallahassee, Florida. An assembly of cities, counties, special districts, state legislators, and state agencies.

Louisiana Summit on Adolescent Pregnancy Prevention, January 1993, Baton Rouge, Louisiana. An assembly of legislators, educators, teenagers, and activists.

Government Day, Youth Leadership Broward, October 1991. A workshop of Broward County's top students and student leaders.

Southern Legislators' Association, Assembly on Infant Mortality, October 1990. A three-day assembly of state legislators from twenty-one states.

Florida House of Representatives, Legislative Issues Conference, February 1990. A three-day assembly of all members of the Florida House of Representatives.

Jupiter Beach, Florida, October 5-7, 1989, Our Children-Our Future American Assembly.

Palm Beach County, Florida, August 24, 1989, (workshop of all elected municipal and county officials in Palm Beach County).

Florida House of Representatives, Legislative Issues Conference, Broward County, Florida, December 1988. A three-day assembly of all members of the Florida House of Representatives.

Jupiter Beach, Florida, October 5-7, 1989, (Our Children--Our Future American Assembly).

Palm Beach County, Florida, August 29, 1989, (workshop of all elected municipal and county officials in Palm Beach County).

Florida House of Representatives, Legislative Issues Conference, Broward County, Florida, December 1988. A three-day assembly of all members of the Florida House of Representatives.

Town of Davie, Florida, June 10, 1989 (Open Space Symposium).

City of Hollywood, Florida, May 11-13, 1989, (Vision 2000 American Assembly).

Palm Beach County, Florida, June 30, 1988, (workshop of all elected municipal and county officials in Palm Beach County).

City of Delray Beach, Florida, May 1988, ("Greater Delray Beach: Vision 2000 Assembly").

Palm Beach County, Florida, May 1988, ("Directions 88: Charting the Course for Palm Beach County").

City of Pahokee, Florida, February 1988, ("Pahokee Potentials Assembly").

Town of Davie, Florida, December 1987, ("Visions 2000 Assembly").

Florida Department of Community Affairs, September 1987, ("Mapping and Monitoring Assembly").

Board of Commissioners of Palm Beach County, Florida, March 1987, ("The Palm Beach County Criminal Justice Assembly").

Board of Commissioners of Sarasota County, Florida, November 1986, ("Sarasota County Assembly for Wastewater Treatment").

City of West Palm Beach, Florida, November 1986, ("The West Palm Beach City-Wide Forum").

Palm Beach County Commission, Palm Beach County School Board, South Florida Water Management District, Economic Council of Palm Beaches, October 1985, (with James C. Nicholas) ("Directions '85: Charting the Course for Palm Beach County").

Florida Department of Transportation, June 1985, (conducted conference on the relationship between transportation systems and growth management).

Palm Beach County Board of Commissioners, October 1983, ("Directions '84: Charting the Course for Palm Beach County").

State/Local Research

Florida Institute of Government, February 1993, to conduct statewide surveys and identify the "opinion sectors" in Florida.

City of Oakland Park, Florida, December 1987, ("Study for an Interim Services Fee").

South Florida Water Management District, May 1987 ("Study of Aquatic Weed Control").

Florida Department of Community Affairs, August 1986, ("A Coastal Barriers Resource Manual: Federal and State Program Highlights").

Florida Institute of Government, July 1986, ("Study of Additional Mechanisms for Meeting Florida's Transportation Needs and Associated Growth Management Goals").

"Platted Lands in the Florida Keys," prepared for the Florida Department of Community Affairs, January 1986.

Florida Institute of Government, July 1985, ("State Transportation Modal Alternatives for Growth Management").

Joint Center for Political Studies (Washington D.C.), May 1984. (Part of a nationwide study on the effects of privatizing public services, this project focused on the experience of Fort Lauderdale, Florida, in its privatization efforts.)

City of Miramar, Florida, March 1984, ("Recreation and Leisure: Inventory and Analysis for Improving the Quality of Life in the City of Miramar").

South Florida Water Management District, March 1984, ("South Florida's Wastewater Reuse Systems").

SERVICE:

University Service

Policy Committee, Askew School, 1994. Ph.D. Committee, Askew School, 1994. Member, Dean's Search Committee, College of Urban and Public Affairs, FAU, 1992-93. Chair, FAU Presidential Search Advisory Committee, 1989. Chair, Search Committee for Director of FAU's Masters Program in Urban and Regional Planning, 1989. Member, Policy Council, Florida Institute of Government, representing Florida Atlantic University, 1985-1986. Member, Board of Directors, Florida Training Institute, representing Florida Atlantic University, 1982-1983. Member, Curriculum Committee, FAU Master's of Public Administration. Member, Steering Committee for FAU/FIU Ph.D. in Public Administration. Member, Bachelor's of Public Affairs and Master's Public Administration Recruitment Committee, 1984-1985. Faculty Advisor, FAU Chapter of Pi Sigma Alpha, 1984-1989. Director of FAU's 1983 Special Summer Program for Black Graduate and Professional Students. Member, College of Social Science Building Committee, 1986. Member, ad hoc committee on the Southeast Florida Plan for a Comprehensive University Presence. Member, Recruitment and Screening Committee for Associate Vice President of Academic Affairs, 1987. Member, Master's of Urban and Regional Planning Advisory Committee, 1987.

Service to the Profession

Member, Executive Committee, Askew Institute, University of Florida, 1994 – present. Member, Faculty Senate, Florida State University, 1997-present. President, Florida Political Science Association, 1990-1991. First Vice President, Florida Political Science Association, 1989-90. Second Vice President, Florida Political Science Association, 1988-89. Member, Executive Committee, Florida Political Science Association, 1981-1987.

Community Service

Senior Fellow, Florida TaxWatch, 1996 - present. HRS Secretary appointee, HRS Reorganization Work Group, 1992-1993. Member, Board of Trustees, Greater Fort Lauderdale Chamber of Commerce, 1992-93. Co-Chair, Education Division, United Way of Broward County, 1991-1992. County Commission Appointee, County-wide Planning Council of Palm

Beach County, 1987-1990. Gubernatorial Appointee, Treasure Coast Regional Planning Council, 1986-1987.

Legislative Testimony

Testimony before the U.S. Senate Veterans' Affairs Committee; the Florida House Committee on Agriculture; the Florida House Committee on Higher Education; the Advisory Committee on the Future for the Speaker of the Florida House; the Florida House Committee on Transportation; the Florida House Committee on Community Affairs; the Florida House and Senate Hearing on the Sales Tax on Services.

Public Speaking

Speakers at meetings sponsored the U.S. Department of Labor, National Association of Counties, National Alliance of Business, South Florida Water Management District, Florida Endowment for the Humanities, Florida Department of Health and Rehabilitative Services, Florida Planning and Zoning Association, the Florida Institute of Municipal Clerks and Finance Officers, International Association of Shopping Center Developers, and many others.

MASS MEDIA:

Television Appearances

Political Commentator during six hours of live, election-night coverage by Selkirk Communications, November 4, 1986. Interviewed on "Good Morning America," November 10, 1987. Periodic live interviews for Channel 12, WPEC in West Palm Beach, during the 1988 election year. Periodic editorial commentaries for Channel 12, WPEC, during 1989. Commentary, "Riding the Rails," Florida Public Television, October 21, 1989. Interviewed live on "Good Morning America," February 1990. Guest Commentator, Florida Sunshine Network, Election Night Coverage, 1990. Guest Commentator, Florida Sunshine Network, Election Night Coverage, 1994. Interviewed on NBC Nightly News with Tom Brokaw, July 1997.

Newspaper Articles

Lance deHaven-Smith, "Broward's Shifting Population Poses Challenge," Miami Herald (Broward Edition), March 7, 1993.

Lance deHaven-Smith, "FAU Can Bring Region Wealth," Boca Raton News, September 24, 1989.

Lance deHaven-Smith, "Rapid Growth, Low Taxes: You Can't Have Both," The Palm Beach Post, September 24, 1989.

Lance deHaven-Smith, "Planning Council Mired in Never-Ending Debate," The Palm Beach Post, June 15, 1989.

Lance deHaven-Smith, "Let Developers Pay for Preservation," Boca Raton News, May 21, 1989.

Lance deHaven-Smith, "Rail Won't Pay For Itself, But Don't Pitch It Out," Palm Beach Post, January 9, 1989.

Lance deHaven-Smith, "Courts Can Integrate Schools; Politicians Can't," Palm Beach Post, August 1, 1988.

Lance deHaven-Smith, "Social Issues End Road-Planning Rut," Palm Beach Post, July 28, 1988.

Lance deHaven-Smith, "Shake Up Deficient Tax System," Palm Beach Post, July 28, 1988.

Lance deHaven-Smith, "Political Middle Path Doesn't Satisfy Anyone," Palm Beach Post, July 12, 1988.

Lance deHaven-Smith, "Palm Beach Can Learn From Broward Sprawl," Palm Beach Post, June 14, 1988.

Lance deHaven-Smith, "Raise Property Tax to Maintain Quality of Life," Palm Beach Post, June 7, 1988.

Lance deHaven-Smith, "Boundary for Growth Best Plan," Palm Beach Post, May 18, 1988.

Lance deHaven-Smith, "County Must Address Quality-of-Life Deficit," Palm Beach Post, May 7, 1988.

Lance deHaven-Smith, "Florida Needs, and Will Get, an Income Tax," Palm Beach Post, February 7, 1988.

Lance deHaven-Smith, "West Palm Beach: Where Do We Go From Here," Palm Beach Post, January 1, 1987.

Lance deHaven-Smith and Douglas Gatlin, "FAU Researchers Discover a Homogeneous Florida," Fort Lauderdale News/Sun-Sentinel, January 20, 1985, pp. 1F, 3F.

To: Heidi Lannon
City of Gainesville. FL

From: Ruth Ann Bramson, President
Local Strategies, Inc.

Re: Design and Facilitation of City Council Goal Setting Session

Date: November 13, 1998

It was good to talk with you last week. I have always enjoyed my work in Gainesville. I am pleased that my name came up when people began talking about planning another goal setting session.

As I understand it, this project involves the following work on the part of the consultant:

- Interview key staff and City Council members regarding the desired outcomes from goal setting session
- Design goal setting session to achieve desired outcomes
- Meet with staff members and designated City council members to review meeting design
- Facilitate one-day goal setting session on January 22, 1999
- Prepare report that documents the goal setting process and outcomes.

III. Proposed Budget

Planning and Preparation @ \$75.00/hour	15 hours----to----- 20 hours \$1125.00----to-----\$1500.00
Meeting Facilitation @ \$150.00/hour	8 hours-----to-----10 hours \$1200.00----to-----\$1500.00
Report Preparation @ \$75.00/hour	8 hours-----to-----16 hours \$600.00-----to-----\$1200.00
ESTIMATED TOTAL Plus reimbursement of expenses.	\$2925.00----to-----\$4200.00

I look forward to discussing this further.

WHAT WE OFFER

Overview of Services

Facilitation

We provide expert facilitation for organizations and whole communities that come together to seek common ground, look to their desired futures, and create agendas for action.

Workshops and Seminars

We provide workshops and seminars for public sector, non-profit, and community leaders who want to mobilize community and organizational change.

Surveys and Assessments

Using survey instruments and interviews, we help organizations and communities to assess their leadership potential and team performance, and to define vision and to prioritize actions. Scaled Comparison instruments are available through Beacon Strategic Research, Inc.

Presentations

Local Strategies, Inc., provides motivating presentations that serve as catalysts for engaging public and non-profit managers in developing their leadership potential, implementing a vision, mobilizing community action, and effecting system-wide change.

Local Strategies, Inc., helps organizations and communities in two ways:

- To increase the leadership capacity in public and non-profit organizations.
- To mobilize broad-based participation.

We base our approach to mobilizing communities on the following assumptions:

1. Involving the "whole system" enables everybody in the organization or community to take more responsibility for themselves and for the whole;
2. Successful strategies come from envisioning preferred futures. Problem solving old dilemmas doesn't work. Each narrow solution begets new problems;
3. Broad-based participation is essential. People will commit to plans they helped to develop;
4. Action requires people who understand and believe in their shared goals, and trust each other enough to join in new steps. It also requires committing resources of time, energy, and money.

Guiding Principles of Local Strategies, Inc.

- We only work in the areas where we believe our services are second-to-none.
- We stand for complete client satisfaction.
- We pledge additional work at no charge, or project fees will be returned if you are not completely satisfied.



Local Strategies, Inc.
54 Cedar Lane Way
Boston, MA 02108
617/523-5229 • Fax: 617/720/4733

WORKSHOPS AND SEMINARS

Building Capacity

Local Strategies, Inc., offers the following workshops and seminars to help build leadership capacity in organizations and communities.

Restructuring Public Organizations for the 1990s.

This two-day seminar provides alternative approaches to restructuring public organizations and builds an awareness of the right ways to cut costs without compromising quality of service to citizens. Topics covered include: change management, organizational assessment, basic principles of organization design, analyzing core and support processes, individual and group needs in an organization in transition, introducing cultural changes through programmed implementation.

Tools and Techniques for Making Tough Decisions.

This one-day workshop shows local government leaders how to make tough decisions in ways that inspire confidence and trust on the part of citizens and help the elected body become a more effective team. Topics covered include: ten barriers to effective decision making and how to overcome them, understanding decision making as a social process, communicating about public decisions.

Community-Based Problem Solving.

This one-day workshop provides guidance and methods for local leaders on how to avoid time-consuming, costly and unproductive disputes over planning, development and other community issues by effectively working through conflicts. The workshop features straightforward guidance, case studies, sample materials and a clear framework to help your community come together to find answers to difficult public problems. Topics covered include: when, how, how often, and to what extent to involve the community in public issues, developing a game plan, getting all parties to participate, building consensus, and improving public meetings.

Leadership for Community Empowerment.

In this two-day workshop, participants gain experience in designing and planning community empowerment strategies. Topics covered include: exploring why vision and goals are essential to community empowerment, managing public participation, energizing the community, creating benchmarks for progress, and gaining commitment for implementation.

Large Group Methods to Facilitate Change.

This two-day workshop presents the major large group methodologies currently being used in the field of Organizational Development to facilitate and expedite change, and suggests ways they may be applied to community building. These include: Future Search, Interactive Strategic Planning, Participative Work Design, Simu-Real, Open Space Technology, and the Institute for Cultural Affairs Model.

A Force for Change: Leadership Skills for Managers.

In this two-day workshop participants learn what leadership is, precisely why it is different from management, and why both good leadership and management are essential for success in complex organizations operating in changing environments. Topics covered include: the consequences of strong management and weak leadership, participant assessment of balance between management and leadership in their organizations, the functions of leadership and management in creating an agenda, developing a human network for achieving the agenda, execution, and outcomes.

Leadership Workshop for Elected Officials.

In this workshop, elected officials develop ground-rules for working together, design strategies and gameplans, and build a policy agenda with annual goals and a work program.

Strategic Planning: Setting Direction and Aligning the team for Organizational Change.

This unique planning approach involves an organization, community, or neighborhood in creating a vision for its future and developing necessary processes to achieve that vision. Analyzing and using existing and anticipated constraints is the focus for building innovative strategies for the organization. Decision support software, involving a laptop computer, projector, screen, and keypads for each participant is optional.



Local Strategies, Inc.
54 Cedar Lane Way
Boston, MA 02108
617/523-5229 - Fax: 617/720/4733

WHO WE ARE

Consultants

Ruth Ann Bramson

Ruth Ann Bramson is the president of Local Strategies, a firm which helps organizations and communities to better understand and respond to the challenges and opportunities for today's turbulent environment. Her work focuses on mobilizing communities for local action. Since 1989, Bramson has consulted with cities and counties which are effecting community and organizational change in 18 states. She has published numerous articles on the subject of change in communities and has served as a staff writer and contributing editor for *Governing* magazine.

Previously, Ruth Ann Bramson was the assistant county administrator of Hillsborough County, Florida. Programs which she developed and implemented to improve productivity and service delivery in Hillsborough County government were recognized for excellence by the National Center for Public Productivity, and American Society for Training and Development, the National Civic League and the National Association of Counties. Ruth Ann Bramson has also worked as a political consultant to WFLA-TV, the NBC affiliate in Tampa, and as a teacher in the United States and Japan. In 1984, she was the state campaign director for a major presidential candidate.

Ruth Ann's community involvement has been extensive. She was president of the League of Women Voters of Florida, and has served on numerous statewide advisory boards and commissions through appointments of three Florida governors and the Florida Board of Regents. In 1987, she was appointed by the Florida Supreme Court as one of the first two non-lawyers to serve on the Board of Governors of the Florida Bar.

Bramson's educational background includes a master's degree in public administration from the Kennedy School of Government at Harvard University, and a bachelor's degree from Grinnell College, Grinnell, Iowa. She has served as chairman of the Institute of Government at the University of South Florida and as an adjunct professor of public administration at Florida State University, the University of South Florida and Suffolk University in Boston. Bramson is an evaluator for the Ford Foundation Innovations in Government Awards.



Local Strategies, Inc.
54 Cedar Lane Way
Boston, MA 02108
617/523-5229 • Fax: 617/726/4733

ORGANIZATIONS WE WORK WITH

Local Strategies' Clients

Richmond, Virginia
Northfield, Minnesota
Somerville YMCA, Somerville, MA
Prince William County, Virginia
Chesapeake, Virginia
Charlotte, North Carolina
Wilmington, North Carolina
Columbia, South Carolina
Lubbock, Texas
Denton, Texas
Eules, Texas
Sarasota, Florida
Sarasota County, Florida
Gainesville, Florida
Seminole County, Florida
Clearwater, Florida
Martin County, Florida
Orange County, Florida
Orlando, Florida
Tampa, Florida
Fort Lauderdale, Florida
Cook County, Illinois
Wichita, Kansas
Miami Valley, Ohio
Chicago, Illinois
Altamonte Springs, Florida
Stuart, Florida
Portsmouth, Virginia
Charlottesville, Virginia
St. Petersburg, Florida
Pensacola, Florida
Virginia Beach, Virginia
Upper Arlington, Ohio
Manhattan Beach, California
Gwinnett County, Georgia
Spokane Citizens League, Spokane, WA
Scottsdale, Arizona
Hurst, Texas

Fairbanks, Alaska
Tamarac, Florida
Kissimmee, Florida
Norfolk, Virginia
Long Beach, California
Amherst, Massachusetts
James City Council, Virginia
Florida Humanities Council
Massachusetts Department of Revenue
Mass. Alliance of Portuguese Speakers
Florida Humanities Council
Post, Buckley, Schuh, and Jernigan
Consulting Engineers
Glickstein, Laval, Carris P.A.
Massachusetts Fire Academy
Latinos United for Prevention
National League of Cities
International City County Management
Association
Government Finance Officers
Association
Texas Municipal League
North Carolina Municipal League
North Carolina Association of County
Commissioners
Florida Institute of Certified Public
Accountants
The Innovation Groups
Florida Association of Counties
Florida Government Finance Officers
Association
International Association of Industrial
Engineers
U. of Illinois Institute of Government
Florida Women's Alliance
The Boston Foundation
Sociedad Latino
University of Massachusetts



Local Strategies, Inc.
54 Cedar Lane Way
Boston, MA 02108
617/523-5229 • Fax: 617/720/4733

November 16, 1998

Mr. Wayne F. Bowers
City Manager
City of Gainesville, FL
FAX 352/334-3119



LETTER AGREEMENT

Sylvester Murray, President, Joshua Kim, Inc., is pleased to present this proposal to conduct a goal setting session with the City Commission and Executive Staff of the City of Gainesville, Fl.

SCOPE OF WORK

Murray will facilitate a day long discussion of the City Commission and Executive Staff in the development of a common vision on services priorities for the City. Murray will lead the group into identifying general goals (end results) and objectives (measurable targets along the way) toward which policy and administrative efforts will be directed over a definite period of time. Additionally, Murray will spend one half day preparing for the facilitation and one half day reporting on the results.

The City will provide tools (meeting place, flip charts, data about City operations, etc) needed to facilitate the day long discussion.

SCHEDULING AND FEES

Murray is available to conduct this work at a time convenient to the City Commission in January, 1999. Murray's professional fee will be \$1200 (16 hours @ 75). Additionally, The City will pay tourist airfare, lodging and food expenses for the trip from Cleveland, Ohio.

I am pleased to submit this proposal and look forward to working with the City of Gainesville. If the contents of this agreement is satisfactory, please sign below and return a copy. Thank you.

Sincerely,

Sylvester Murray
Sylvester Murray

ACCEPTED FOR THE CITY OF GAINESVILLE:

Signature

Date

SYLVESTER MURRAY

**Associate Professor and Director of Public Management Program
Cleveland State University**

Murray has more than twenty years experience in governmental administration and private sector consulting. His experience includes employment as the city manager of San Diego, CA, Cincinnati, OH, and Ann Arbor, MI; and three years in the private sector as a senior management consultant with Coopers & Lybrand. Murray currently directs the Public Management Program which provides training, leadership development and technical assistance services to governments and non-profits organizations.

- o Facilitated a "getting to know you" session between the City of Brunswick City Council and the City School Board.
- o Facilitated a session of the Ohio City Management Association to review its strategic planning goals.
- o Facilitated, with Dr. William Deighan of John Carroll University, a strategic planning process for Oberlin Public Schools.
- o Facilitated a community forum on Oberlin's City government sponsored by the Citizens Forum.
- o Facilitated a citizens group organized to create a human relations commission, and a citizens commission organized to reduce police-community tensions for the City of Columbus.
- o Facilitated a Board of Director's program review for the Lorain County Chamber of Commerce.
- o Facilitated a senior management strategic planning retreat for the Greater Cleveland Regional Transit Authority.
- o Helped to organize and direct regional cooperation forum convened by the Cleveland City Council and a regional competitiveness seminar convened by St. Senator Grace Drake and St. Representative Patrick Sweeney.
- o Facilitated symposium sessions for the Labor-Management Committee of the State of Ohio and AFSCME Union.
- o Organized an "Issues in Human Resources" forum for heads of the Cuyahoga County Board of Commissioners.
- o Facilitated a membership issue meeting of the Cleveland Area Board of Realtors.

Murray has an M.A. in Governmental Administration from the Wharton School, University of Pennsylvania and an M.A. in Economics from Eastern Michigan University.

11/94

Sylvester Murray
Cleveland State University
The Urban Center
Cleveland, Ohio 44115
(216) 687-2134

Professional Experience

- 1990 - Present Director of Public Management Program,
Cleveland State University.
Responsible for providing consulting,
technical assistance, and management
development training to government units and
non-profit organizations.
- 1987 - 1990 Manager of Government Consulting, Coopers &
Lybrand, C.P.A.
Responsible for seeking consultant
opportunities, writing proposals, managing
and performing consultant engagements.
Consulting specialties are financial
analysis, productivity diagnostics, strategic
planning, and management audits.
- 1985 - 1987 City Manager of San Diego, California.
Responsible for planning and supervision of
municipal workforce of 7,000 employees and
budget of \$700 million.
- 1979 - 1985 City Manager of Cincinnati, Ohio.
Responsible for planning and supervision of
municipal workforce of 5,000 employees and
budget of \$300 million.
- 1973 - 1979 City Administrator of Ann Arbor, Michigan.
Responsible for planning and supervision of
municipal workforce of 1,200 employees and
budget of \$50 million.
- 1970 - 1973 City Manager of Inkster, Michigan.
Responsible for planning and supervision of
municipal workforce of 400 employees and
budget of \$15 million.
- 1964 - 1970 Assistant City Manager, City of Richland,
Washington.

Building and Planning Director, City of
Daytona Beach, Florida.

U.S. Army, Rank E-5, Administrative
Specialist.

Formal Education

1963 B.A., History, Lincoln University, Pennsylvania
1967 M.G.A., Governmental Administration
 Wharton, University of Pennsylvania.
1976 M.A., Economics
 Eastern Michigan University

Training and Development

Graduate, Federal Executive Institute, Virginia, 1978
Professional Writing Skills Course, Coopers & Lybrand, 1988
Real Estate Practice and Theory, Capital University, 1988
Introduction of Personal Computers, Franklin University, 1987

Professional Activities

National Academy of Public Administration:

Trustee Nominating Committee, 1989
Public Service Award Committee, 1989
Ad-Hoc Panel on Ethics in the Public Service, 1988

American Society for Public Administration:

Executive Director Search Committee, 1986
PAR Editor-in-Chief Search Committee, 1989
Insurance Committee, 1989

Conference of Minority Public Administrators:

19th Annual Symposium General Conference Chair, 1990

National Municipal League:

All American City Awards Committee, 1988

Coopers & Lybrand, CPA:

Coordinator, Public Entrepreneurship Seminar, 1989
Director, Program in Public Productivity & Privatization,
1989

Testimony on Privatization for State Agencies, Ohio Joint House/Senate Competition Study Committee. 1989

Panel Chair. "Entrepreneur Management", ASPA Annual Conference, April 1989.

Panel Chair, "Experience in Contracting Out," 18th COMPA Symposium, February, 1989.

Panel Member, "Public/Private Partnerships in Economic Development," ICMA Annual Conference, October, 1988.

Panel Member, Children Services Levy Proposal Review, Franklin County Board of County Commissioners, October, 1989.

Member, President Carter's Committee on Balanced National Growth, 1977

Member, Urban Policy Committee, National Research Council, 1988

Speeches and Published Articles

"Financing Municipal Government in Michigan," Municipal League Journal, 1978

"Privatization: Myth and Potential," Urban Resources Journal, 1986

"Ensuring Implementation of Recommendation," Proceedings of Conference on Loaned Executives, Wright State University, 1987

"National Policy and City Reality," Annuals, AAPSS #494, 1987

"Partnerships in Local Governance," I.C.M.A. Special Journal, 1989

"Managing in a Conservative Environment," Urban Minority Administrators, 1988

"Running Government Efficiently," University of Cincinnati Seminar, February, 1988

"Public-Private Partnerships for Economic Development," University of Vermont, March 1988

"Building Constituencies for Privatization,"

Privatization Council, Washington, D.C., September, 1987

Privatization Council, Los Angeles, CA., November, 1987

Coopers & Lybrand Seminar, Austin, Texas, May, 1988

Michigan State Chamber of Commerce, September, 1989

"Privatization: Promise and Pitfalls," Wayne State University Seminar, March, 1989

"Ethics in Government," Cincinnati Chapter of A.S.P.A., May 1989

"Leadership and Values," Cleveland State University, Ohio Executive Institute, June 1989.

"Leadership Change," Florida International University Seminar, November, 1989

Awards and Affiliations

National Public Service Award Winner, 1985

C.O.M.P.A. Public Service Award, 1989

Member, General Council, American Management Associations, 1983

Member, Board of Trustees, Public Technology, Inc., 1985

Member, National Academy of Public Administration

Member, Board of Directors, Northeast Midwest Institute

Past President, International City Management Association, 1983

Past President, American Society for Public Administration, 1986