

# SECoPA

SOUTHEASTERN CONFERENCE FOR PUBLIC ADMINISTRATION



*Defending Public Service in a Time of Uncertainty*



**OCTOBER 4 – 7, 2017**

**Crowne Plaza Hollywood Beach Resort, Hollywood, Florida**

Hosted by the South Florida Chapter of the American Society for Public Administration

#aspasofla

#secopa2017





American Society for Public Administration,  
South Florida Chapter



# WELCOMES YOU TO SOUTH FLORIDA!

We are proud to host the 2017 Southeastern Conference for  
Public Administration at the Crown Plaza Hollywood Beach!

Thank you to all of our wonderful sponsors, volunteers,  
presenters, and participants! We appreciate you!

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# SECoPA

SOUTHEASTERN CONFERENCE FOR PUBLIC ADMINISTRATION

Dear SECoPA 2017 Attendees:

On behalf of the SECoPA Board, I welcome you to sunny Hollywood Beach, Florida and the 2017 SECoPA Conference. Conference chair, Glenn Joseph, Program Co-Chairs Agatha Caraballo and Roslyn Alic-Batson, and the South Florida ASPA Chapter have worked tirelessly to plan a fantastic conference. I would like to thank these individuals as well as the chairs and members of the various SECoPA Committees who worked throughout the year. This conference represents the culmination of work of many people and it promises to be a memorable one.

SECoPA conferences provide a welcoming environment supportive of academic, practitioner, and student interaction; professional development; and networking. SECoPA members are proud that our conference has a reputation for being one of the strongest and most beneficial regional conferences for public administration. SECoPA offers many opportunities to renew friendships, make new acquaintances, and learn from both academics and practitioners.

This year's conference theme "Defending Public Service in a Time of Uncertainty" is an appropriate and fitting theme given the tumultuous presidential election and current climate of divisive politics. Public administrators must work and serve the public in this contentious, uncertain environment. Many of the panels speak to the challenges faced by public administrators today.

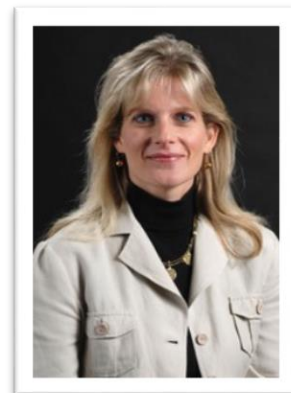
Thank you for your support of SECoPA and for your conference participation. Please take advantage of the social events and networking opportunities planned by our hosts. SECoPA is a wonderful organization and it takes many dedicated individuals to plan and manage our annual conferences. Please do not hesitate to visit with me or any of our Board members to learn about opportunities to become involved in SECoPA.

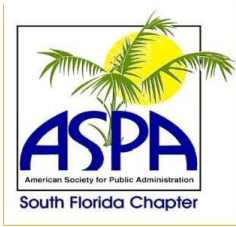
Sincerely,

*Kim Hoffman*

Kim Hoffman

SECoPA President, 2016-2017





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### **WEBSITE:**

[aspasouthfla.org](http://aspasouthfla.org)

### **E-mail:**

[info@aspasouthfla.org](mailto:info@aspasouthfla.org)

Welcome,

On the occasion of the 37<sup>th</sup> Southeastern Conference for Public Administration, we have the distinct pleasure, honor and privilege of presenting this annual exercise of academic and intellectual pursuit.

The theme for this year's conference is "Defending Public Administration in a Time of Uncertainty", and, all of the present events, occurrences and activities underscore the accuracy, appropriateness, and relevance of this thematic choice. The South Florida Chapter and its board is pleased to be in a position to host this regional conference and on behalf of the officers and members of the Chapter, we would like to extend a very warm South Florida welcome to conference participants.

The Conference program offers a very diverse choice of panels and presentations that will showcase almost every area of Public Administration from Policy and Ethics to Transportation, Emergency Management and Public Safety. These panels, we predict, will address in detail the consequences our field faces because of the dysfunction and lack of constructive leadership at the Federal and State levels and the stresses placed on Public Administrators who face a myriad number of challenges as a consequence.

The local Chairman of this year's Conference is Mr. Glenn Joseph and the Program Co-Chairs are our current President, Roslyn Alic-Batson and our Immediate Past President Dr. Agatha Caraballo, who have worked tirelessly to produce an amazing program. As the host committee of the South Florida Chapter, it is an honor to lead the chapter into this amazing conference with the quality and competence of the presenters that we have selected to present to you, our attendees. This will be a very interactive and vibrant conference with an appropriate mix of serious content and relaxing events that will showcase the warmth, graciousness and entertainment capacity of South Florida. Enjoy the conference!

Yours in service,

Glenn Joseph, MBA, MPA,  
Roslyn Alic-Batson, MSM, CPPB  
Agatha Caraballo, PhD  
*ASPA South Florida Chapter*







**RICK SCOTT**  
GOVERNOR

October 4, 2017

Dear Friends:

As Governor, it is my pleasure to welcome the American Society for Public Administration to Florida for your Southeastern Conference.

The people of Florida are proud to be your host, and we look forward to showcasing the hospitality that makes the Sunshine State the world's top travel destination. Florida has experienced record numbers of visitors during each of the past six years, which is great news for Florida families.

As you enjoy Florida's friendly businesses, numerous attractions, and scenic beauty, I invite you to learn more about what we are doing to make Florida first for business and job creation. To help ensure businesses in our state succeed, we are focused on cutting taxes and diversifying our economy, and Florida's hardworking businesses have created more than 1.42 million jobs since December 2010.

You have my best wishes for a memorable and enjoyable conference, and I hope each of you will visit Florida often.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Scott".

Rick Scott  
Governor





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**Josh Levy**  
Mayor

Dear Friends:

## WELCOME TO HOLLYWOOD, FLORIDA!

As Mayor of the City of Hollywood, I am pleased to extend a sincere welcome to each of you attending the 2017 Southeastern Conference for Public Administration taking place in our beautiful city from Wednesday, October 4 – Saturday, October 7, 2017. The City Commissioners and I are delighted you selected the City of Hollywood to host this year's conference.

We hope you will spend some time exploring our historic Downtown; a destination spot for the arts and entertainment. We encourage you to visit our galleries, shops, restaurants and night clubs, as well as our ArtsPark in the heart of downtown Hollywood. In addition, our award-winning beaches offer enjoyable seaside cafes and amenities with captivating ocean views as you stroll along our renowned Broadwalk.

We truly hope your conference will be productive and that you will have an enjoyable time in our community. Best wishes for a successful conference and thank you for choosing Hollywood.

Sincerely,

Josh Levy  
Mayor



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# About SECoPA

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Since 1969, the Southeastern Conference for Public Administration (SECoPA) has been the gathering place of ideas for public service practitioners, researchers, and students in our ten-state region. The conference offers attendees the opportunity to engage in scholarly discourse, discover the latest innovations in the field, and network with other public service administrators.

## Conference Tracks:

- Local Government
- State Government and Federalism
- Nonprofit Leadership and Management
- Disasters/Hazards/Emergency Management
- Environmental Policy and Management
- Finance and Budgeting
- Health Policy and Management
- Human Resource Management
- International and Comparative Administration
- Performance Management and Innovation
- Policy, Planning, and Program Evaluation
- Organizational Theory and Behavior
- Social Welfare Policy
- Criminal Justice Administration
- Ethics



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2016 -2017

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2016 -2017

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Sandy Ribando (GA)

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Kathy Hensley (SC)

## SITE SELECTION

**Chair:** Suzanne Leland (NC)

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Jerrell Coggburn (NC)

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### ELECTIONS

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Claire Knox (FL)

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## Coffee Break Sponsors

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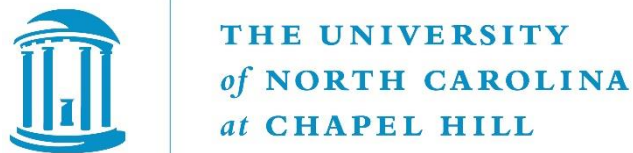
University of Central Florida,  
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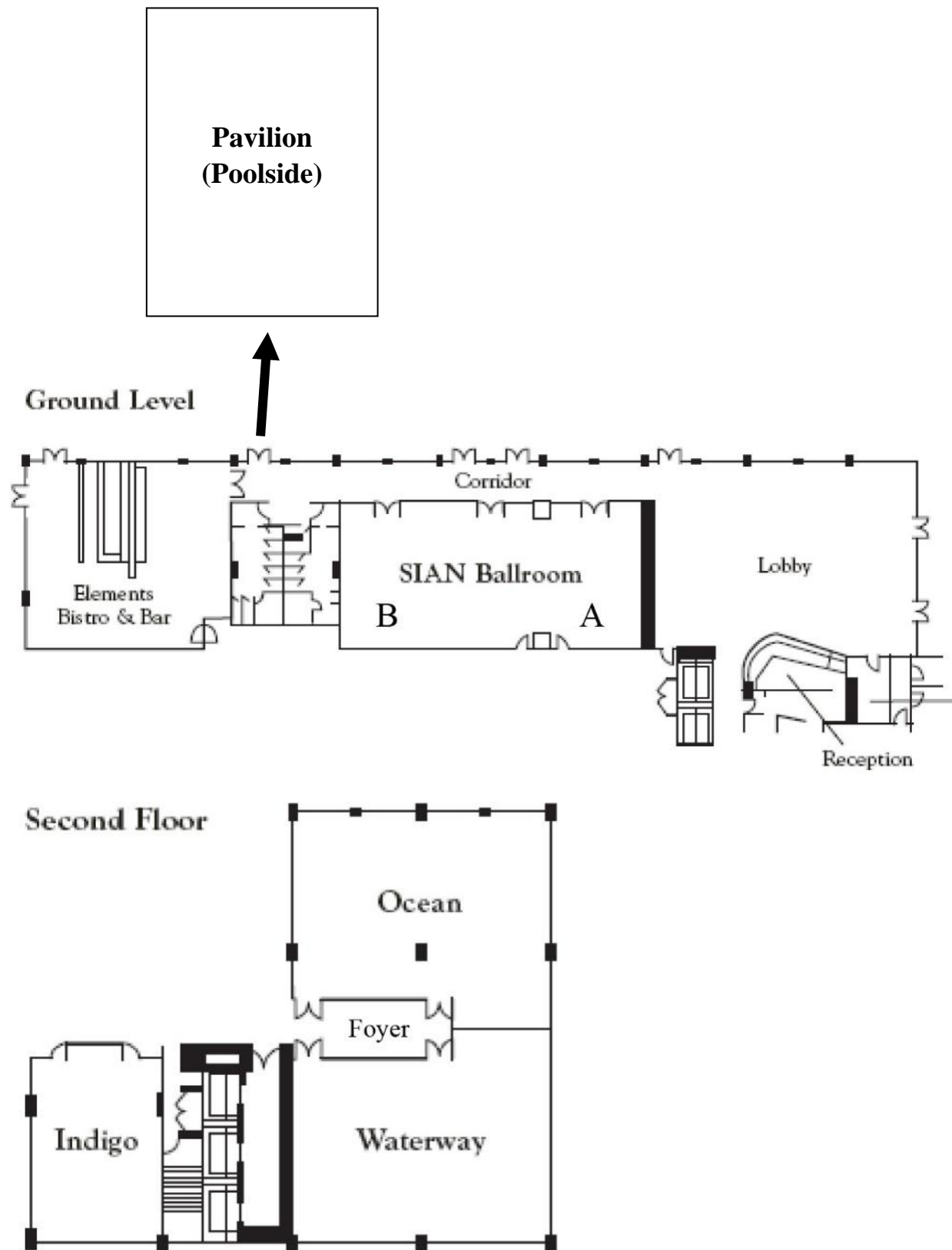


Greater Fort Lauderdale  
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# Hotel Floor Plan



# Conference Schedule at a Glance

## Wednesday, October 4<sup>th</sup>

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8:00 am – 5:00 pm	Registration
3:00 pm – 5:00 pm	SECoPA Board Meeting ( <i>Indigo</i> )

## Thursday, October 5<sup>th</sup>

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7:00 am – 5:00 pm	Registration
8:15 am – 9:45 am	Breakout Sessions I
9:45 am – 10:00 am	Coffee Break ( <i>2<sup>nd</sup> Floor Foyer</i> )
10:00 am – 11:30 am	Breakout Sessions II
11:30 am – 1:15 pm	Awards Lunch ( <i>Pavilion</i> )
1:30 pm – 3:00 pm	Breakout Sessions III
3:00 pm – 3:15 pm	Coffee Break ( <i>2<sup>nd</sup> Floor Foyer</i> )
3:15 pm – 4:45 pm	Breakout Sessions IV
6:00 pm – 8:00 pm	Opening Reception ( <i>Pavilion</i> )

## Friday, October 6<sup>th</sup>

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7:00 am – 5:00 pm	Registration
8:15 am – 9:45 am	Breakout Sessions V
9:45 am – 10:00 am	Coffee Break ( <i>2<sup>nd</sup> Floor Foyer</i> )
10:00 am – 11:30 am	Breakout Sessions VI
11:30 am – 1:15 pm	Luncheon & Keynote ( <i>Pavilion</i> )
1:30 pm – 3:00 pm	Breakout Sessions VII
3:00 pm – 3:15 pm	Coffee Break ( <i>2<sup>nd</sup> Floor Foyer</i> )
3:15 pm – 4:45 pm	Breakout Sessions VIII
5:00 pm – 6:00 pm	SECoPA Board Meeting ( <i>Indigo</i> )
6:00 pm – 8:00 pm	Closing Reception ( <i>Pavilion</i> )

## Saturday, October 7<sup>th</sup>

---

8:00 am – 12:00 pm	Registration
8:15 am – 9:45 am	Breakout Sessions IX
10:00 am – 11:30 am	Breakout Sessions X
11:45 am – 1:15 pm	Breakout Sessions XI
1:30 pm – 3:00 pm	SECoPA Board Meeting ( <i>Indigo</i> )

Wednesday, October 4th

*Welcome*

8:00 am – 5:00 pm

Registration

LOBBY

---

3:00 pm – 5:00 pm

SECoPA Board Meeting

INDIGO

---

# Thursday, October 5<sup>th</sup>

8:15 am – 9:45 am

Breakout Sessions I

---

## NON-PROFIT ORGANIZATIONS: PAST & ENDURING ISSUES

SIAN A

Public and Nonprofit Work Motivation:

Exploring Intrinsic-Extrinsic Dichotomy

ASYA COOLEY, Oklahoma State University (*Moderator*)

Charter School Closures in Florida, 2006-2016:

A Population Ecology Perspective

JORENE JAMESON, PHD, Florida Atlantic University

Who is Worthy? A Study of Discretion and Deserving and Its

Impact on Client Access to Economic Independence Programs

TRACY NICHOLSON, University of Texas at Dallas

Nonprofit Collaboration, What Works and What Doesn't:

An Analysis from a Practitioner and Consultant Perspective

JESSICA WHITMILL, Lincoln Memorial University

## LOCAL GOVERNMENT: POLICY TOOLS FOR INNOVATION

SIAN B

Mapping the Administrative State: Using Geographic Information Systems

(GIS) to Understand the Role of Governance in Florida

ESTEBAN LEONARDO SANTIS, University of Central Florida

Local Government Innovation Mechanisms and the Moderating Role of Discretion:

The Case of Sustainability Policy Innovation

JIASHENG ZHANG, Florida State University

Mass Entrepreneurship & Innovation in China:

An Analysis of Breadth and Depth of High-Tech Subject Matter Experts (SMEs)

DR. SHAOMING CHENG, Florida International University and

MIN XIONG, Florida International University

They Have Voter Confidence Outside Atlanta:

A Descriptive Study of Voter Experience in a Small MSA

DR. WILLIE GREEN III, Floyd County Board of Elections and Registration (*Moderator*)

# Thursday, October 5<sup>th</sup>

8:15 am – 9:45 am

Breakout Sessions I

---

## CRIMINAL JUSTICE: CONTEMPORARY REFORMS

OCEAN

A Required Response: Police Reform Measures in the 21<sup>st</sup> Century

JORDAN O'NEAL RUBIN SR. and CORNELIUS T. HALL, Louisiana State University

Organizational Behavior Inside Police Departments: What Matters?

ANDREA HEADLEY, Florida International University (*Moderator*)

The Policy of Force

DR. RICHARD HOUGH, Public Administration Program Coordinator,  
University of West Florida

Police Community Leadership

DR. MICHAEL W. POPEJOY, PhD, MPH, MHSA, MBA, Nova Science Publishers

## HUMAN RESOURCES: MOTIVATION, INNOVATION, TRANSFORMATION

WATERWAY

The Role of Interpersonal Relations and Job Engagement on Extrinsic and Intrinsic  
Motivation: The Influence of Federal Employee Perceptions on Motivation

DR. DENNIS M. DALEY, Professor of Public Administration at NC State University  
(*Moderator*)

Competing Job Demands, Leadership Development Resources,  
and Individual Assets: Developing a Model of Managerial Resilience

PROF. MYUNG JIN, Associate Professor at Virginia Commonwealth University,  
WONHYUK CHO, EVAN BERMAN, and GEOFF PLIMMER

Making the Best Employee with a Temporary Worker in Times of Uncertainty

MRS. CATRINA W. COOK, Assistant Director of the City of Auburn, Alabama; and  
MS. OLIVIA J. COOK, Doctoral Student at Auburn University



# Thursday, October 5<sup>th</sup>

8:15 am – 9:45 am

Breakout Sessions I

---

## FINANCE: REVENUE RAISING AND SPENDING PATTERNS

INDIGO

Louisiana Budget Deficit and the Impact on the Public Education System and Government Healthcare Programs

BIRUK ALEMAYEHU, Southern University at New Orleans

Doing More with Less: A Panel Stochastic Frontier Analysis of Technical Efficiency in State Road Maintenance Expenditures

DR. CAN CHEN, Florida International University (*Moderator*)

LOSTs in Translation: Yardstick Competition among Florida Counties

DR. SARAH E. LARSON, Assistant Professor at University of Central Florida, and

DR. BRUCE D. McDONALD, III, Associate Professor at NC State University

9:45 am – 10:00 am

Coffee Break

2ND FLOOR FOYER

---

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# Thursday, October 5<sup>th</sup>

10:00 am – 11:30 am Breakout Sessions II

---

## GOVERNANCE CHALLENGES IN THE INTERNATIONAL CONTEXT

SIAN A

### Financial Bureaucracies in Europe

JAMES W. DOUGLAS, University of North Carolina at Charlotte, and  
RINGA RAUDLA, Tallinn University of Technology

### Role of Internal Communication on SHRM-Organization Service Relationship: Comparison of Public, Nonprofit, and For-profit Sector

JIWON SUH, and R. PAUL BATTAGLIO, JR., University of Texas at Dallas

### National and Regional Environmental Governance: The Philippines Experience with the Association of Southeast Asian Nations (ASEAN)

DR. CHRISTOPHER L. ATKINSON, Contributing Faculty, Walden University

### Ethical Obligations and Immigration Policy

PAMELA A. GIBSON, PhD, Associate Professor, Troy University (*Moderator*)

## DEMOGRAPHIC DIVERSITY AND ITS IMPACT

SIAN B

### The Roles of Teacher Diversity and School Principal's Race on Engagement of Diverse Parents in US Public Schools

NEENA BANERJEE, Assistant Professor at Valdosta State University

### Are Federal Work-Life Balance Programs Good Enough to Retain Employees? A Critical Examination from a Gendered Perspective

RASHMI CHORDIYA, Doctoral Candidate and Graduate Teaching Assistant at the  
University of Texas at Dallas

### Women in STEM: Federal Government

ALINA PARBTANI, Doctoral Student at Florida International University (*Moderator*)

### Access to Municipal Water Service: Do Community Demographics Matter?

CATHERINE N. CARTER, Senior Consultant, Raftelis Financial Consultants,  
MPA Candidate at the University of North Carolina at Charlotte

## CUBAN DEVELOPMENT POLICY IN A COMPARATIVE CONTEXT

OCEAN

Panel Chair/ Moderator: SHARON L. WROBEL, University of Memphis

ELIZABETH FUDGE, University of Memphis

CHANDLER SCHNEIDER, University of Memphis

EMMA ELLIOTT, Georgetown University

RUTH HOUSTON LOCKERT, University of Memphis

# Thursday, October 5<sup>th</sup>

10:00 am – 11:30 am      Breakout Sessions II

---

## HEALTH POLITICS AND POLICY

## WATERWAY

Examining Health Disparities through Politics and Policy: Political Culture Revisited

DR. JOSEPH "DALLAS" BREEN, Executive Director and Assistant Research Professor at Mississippi State University, and Dr. WESLEY JAMES, University of Memphis

The 2016 Presidential Campaign and Public Health: The Language Used


DR. WILLIAM HATCHER, Augusta University, and ALLISON VICK, MPA, at University of Georgia

Understanding the Implementation of Telemental Health in Rural Mississippi:  
An Exploratory Study of Using Technology to Improve Health Outcomes  
in Impoverished Communities

DR. JOSEPH HOLLAND, University of Mississippi; and DR. WILLIAM HATCHER, Augusta University; and DR. WESLEY L. MEARES, Augusta University

Symbolism Over Self-Interest: The Role of Moral Views, Group Identity, and Emotion in  
Opinions of the Affordable Care Act (ACA)

PETER R. LICARI, Doctoral Student at University of Florida, and TRACY L. JOHNS, PHD, JON D. MORRIS, PHD, Professor at University of Florida, and ROBYN GOODMAN, PHD; MICHAEL J. SCICCHITANO, PHD



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# Thursday, October 5<sup>th</sup>

10:00 am – 11:30 am      Breakout Sessions II

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## EDUCATION, HEALTH, AND SOCIAL WELFARE POLICY

INDIGO

Change and Continuity: American Manufacturing, Education,  
and the Vanishing Middle Class

NICHOLAS J. BOLDEN, Columbus State University

Foundations of Community Health: Planning Access to Public Facilities

BETH ANN FIEDLER PHD, Independent Research Analyst, and

KIRSTEN B. COOK, City Planner in Atlanta, Georgia

Tobacco Threats: Revisiting Matters of Ethics in Tobacco Intervention

DR. PATRICIA MOSS WIGFALL, Professor of Public Administration & Public Policy  
at North Carolina Central University and HEATHER MCGOWAN, MPA Student at  
North Carolina Central University

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Maureen M. Berner	C. Tyler Mulligan
Leisha DeHart-Davis	Kimberly L. Nelson
Margaret F. Henderson	William C. Rivenbark
Michele M. Hoyman	Dale J. Roenigk
Jeffrey A. Hughes	Carl W. Stenberg III
Willow S. Jacobson	John B. Stephens
Kara A. Millonzi	Charles A. Szypszak
Jonathan Q. Morgan	Shannon H. Tufts

# Thursday, October 5<sup>th</sup>

11:30 am – 1:15 pm

Luncheon

PAVILION

## KEYNOTE SPEAKER

Barbara Sharief

Mayor and Commissioner, Broward County



Broward County Commissioner Barbara Sharief was born in South Florida, raised in Broward County and is a long time resident of District 8. In her personal life, Barbara is a mother of five children and an active volunteer in Broward's schools.

Commissioner Sharief comes from a family of 10 with seven siblings. Her father was a self-employed clothes salesman and her mother assisted her father in the financial workings of his clothing company. Both parents have given her strong values, morals and ethical beliefs.

Professionally, Barbara is an accomplished self-made business woman. Her career began after she graduated from North Miami Senior High School and immediately enrolled at Miami Dade Community College. She later graduated from Jackson Memorial Hospital School of Nursing and obtained an Associate of Science Degree in Nursing from Miami Dade Community College. She continued her educational pursuit and obtained a Bachelor of Science in Nursing, Masters of Science in Nursing and an Advanced Registered Nurse Practitioner Degree from Florida International University. Commissioner Sharief is one of the youngest people to have passed the RN board exam in the State of Florida.

She has more than 22 years of experience in the specialized field of issues pertaining to medically complex children. Through this invaluable experience, Barbara was successful at creating and managing a variety of companies and has a strong success record for making non-profitable businesses profitable. In 2001, she visualized and created what is now known as South Florida Pediatric Homecare, Inc. "SFPH". Barbara has a passion to enhance the quality of care for the elderly and children of Broward County.

Recently elected to serve her second term in office, Barbara remains committed to improve the quality of life for residents. She continues to advocate for reduction of the homeless population, help people facing foreclosure, and assist entrepreneurs.



# Thursday, October 5<sup>th</sup>

11:30 am – 1:15 pm

Luncheon

PAVILION

## KEYNOTE SPEAKER

Gregory A. Haile Esq.

General Counsel and VP for Public Policy  
and Governmental Affairs



Gregory A. Haile, Esq., is the General Counsel and Vice President for Public Policy and Government Affairs for Broward College. Mr. Haile was educated at the Columbia University School of Law, where he was a *Harlan Fiske Stone Scholar* and served as the Editor-in-Chief of the National Black Law Journal and as an Editor of the Journal on Gender and Law. He received his bachelor's degree from Arizona State University, where he graduated *magna cum laude* and was selected from among more than 13,000 students as the most outstanding undergraduate in his college. Mr. Haile joined Broward College after starting his legal career as a corporate litigator. Further, Mr. Haile teaches a 4 credit course in Higher Education Law and Policy at Harvard University (Summer School). He previously served as an adjunct professor with Broward College teaching Business Law and Ethics and Miami Dade College teaching Business Law. He is also a fellow of the Vanderbilt University Higher Education Management Institute.

In 2011, Mr. Haile became the first in-house chief legal counsel for Broward College, which has approximately 4,000 employees and approximately 63,000 students. He oversees broad-ranging legal issues relating to tax, immigration, employment, labor, copyright, real estate, construction, tenure, FERPA, and numerous other areas. He has also developed and oversees Broward College's centralized compliance committee serving in partnership with more than a dozen divisions throughout Broward College. Further, he oversees all local, statewide, and federal government affairs for Broward College, including advocating before local political leaders, state legislators, and members of the U.S. House of Representatives and the U.S. Senate to enhance their understanding of higher education issues, the impact of potential or pending legislation on institutions of higher education, and the impact of Broward College on the community at-large. Mr. Haile also spends significant time serving the community-at-large. He currently serves as the Chair of the Board for Free the Slaves (a Washington DC based NGO established to eradicate slavery throughout the world), serves on the Board of Leadership Florida, serves as the chief liaison between the Chancellor for the Florida College System and the graduates of the Chancellor's Leadership Seminar, and he co-chairs and co-founded the Arizona State University Alumni Group of Florida. He has also chaired and served on numerous other boards.

# Thursday, October 5<sup>th</sup>

11:30 am – 1:15 pm

Luncheon

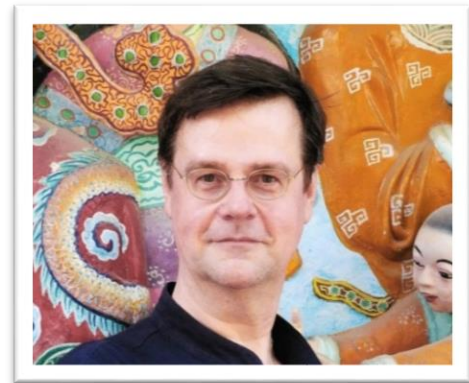
PAVILION

## SENATOR PETER B. BOORSMA AWARD

The Senator Peter B. Boorsma Award honors public administration practitioners and academics for significantly contributing to the international exchange of knowledge and administrative practices that foster better performance in the public sector. The award symbolizes SECoPA's recognition of the implications of the global village on management and performance in the public sector as well as its commitment to the study and exchange of administrative practices between the USA and other countries

### 2017 BOORSMA AWARD WINNER

Dr. Wolfgang Drechsler



#### BOORSMA PAST WINNERS:

2001 – Yunwon (Larry) Hwang  
2002 – Marc Holzer  
2003 – Panagiotis Karkatsoulis  
2004 – Arie Halachmi  
2005 – Pan Suk Kim  
2006 – Ian MacDonald  
2007 – Thomas Lynch  
2008 – Tom Liou

2009 – Jae Moon  
2010 – Allan Rosenbaum  
2011 – Ludmila Gajdosova  
2012 – Howard Balanoff  
2013 – M. Peter van der Hoek  
2014 – No Award Presented  
2015 – Rex Facer  
2016 – James Douglas

# Thursday, October 5<sup>th</sup>

11:30 am – 1:15 pm

Luncheon

PAVILION

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**WOLFGANG DRECHSLER** is Professor of Governance at the Ragnar Nurkse Department of Innovation and Governance at Tallinn University of Technology, Estonia. Currently, he is Visiting Scholar at Harvard University's Davis Center as well. BA Bridgewater College, MA University of Virginia, PhD University of Marburg, Graduate German University of Public Administration Speyer, Habilitation University of Tartu, SocScD (honorary doctorate) Corvinus University of Budapest. He previously taught at the Universities of Marburg, Gießen, Frankfurt/Main, and Tartu (Chair of Public Administration); as André Molitor Chair (professeur invité) at the Université catholique de Louvain; as Visiting Professor at the Universities of Lund and of Erfurt, at the Central University of Finance and Economics Beijing, at the University of Malaya, at Zhejiang and at Gadjah Mada Universities, at the National Institute for Development Administration (NIDA) Bangkok, at the Lee Kuan Yew School of Public Policy, National University of Singapore; and as Erasmus faculty at the Universities of Salzburg (twice), again of Erfurt, and of Leiden (The Hague). He is co-director of the Nurkse Department's graduate Technology Governance program and, between 2010 and 2016, he was also Vice Dean of International Relations of the Faculty of Social Sciences at TUT. In 2012, he declined to become founding Dean of the Graduate School of Public Policy at Nazarbayev University.

In civil service, Wolfgang Drechsler has been Advisor to the President of Estonia, Executive Secretary with the German Wissenschaftsrat during German Reunification, and, as an APSA Congressional Fellow, Senior Legislative Analyst in the United States Congress. He was vice chair of the executive board of PRAXIS, Estonia's pre-eminent public policy think-tank; member of the Innovation Policy Council of the Estonian Ministry of Economics; member of the Lisbon Agenda Group for public management; and founding co-chair of the EGPA Permanent Study Group XV on 'Public Administration, Technology, and Innovation'. He currently directs the RND' large-scale institutional grant (IUT) on 'Challenges to State Modernization in 21st Century Europe', 2014-19, and is on the boards of IASIA, IPPA, and the EMPA consortium.

Wolfgang Drechsler has been a consultant to international institutions such as the OECD, the Council of Europe, SIGMA, the World Bank, the European Union (especially Commission and Parliament), the Inter-American Development Bank, and the UNDP, to national governments, and in the private sector. He has received the Estonian National Science Award; the Alena Brunovská Award for Teaching Excellence; the Outstanding Alumnus Award from Bridgewater College, delivering also the annual W. Harold Row Endowed Lecture; the Maarjamaa Rist, Estonia's Order of Merit; the German Federal Merit Cross; TUT's Top Scientist award as best PhD advisor for three years in a row, 2011-13; and the 2017 Senator Boorsma Award from SECoPA. He is the author or editor of more than 20 books and journal issues and well over 100 scholarly articles.

Wolfgang Drechsler's areas of interest include PA, Technology, and Innovation; Non-Western PA, especially Confucian and Buddhist; and Public Management Reform generally; as well as e-Governance, Municipal Autonomy, and Academic Administration. He also has an active interest in Political Philosophy and Economic Theory. His regional foci are Southeast and East Asia and Central and Eastern Europe. His book on Innovation Bureaucracy (with Rainer Kattel and Erkki Karo) will be published by Yale University Press in early 2018.

## KLINE MASTERS STUDENT PAPER AWARD

Each year at the annual conference, SECoPA recognizes the most outstanding paper written by a master's student in the region.

### 2017 KLINE AWARD WINNER - CATHERINE CARTER

*"Access to Municipal Water Service: Do Community Demographics Matter?"*



CATHERINE CARTER is a Senior Management Consultant at Raftelis Financial Consultants, Inc. She works exclusively with municipal organizations, and her areas of expertise include strategic planning, organizational assessments, performance improvement, and facilitation. Ms. Carter is a contributing author for the Fourth Edition of the industry guidebook, *Water and Wastewater Finance and Pricing: The Changing Landscape*, and holds a Master's of Environmental Management from Duke University (2011) and a Master's of Public Administration from the University of North Carolina at Charlotte (2017).

#### KLINE AWARD PAST WINNERS:

1992 – Steve Jenks and Cathy Reese  
1993 – Kenneth R. Miller  
1994 – Wes Clark  
1995 – Jo Ann Ewalt  
1996 – Russ Williams  
1997 – Matthew Bouck  
1998 – Mark Colburn  
1999 – Not Awarded  
2000 – Terry Pearl  
2001 – Not Awarded  
2002 – David Duttlinger  
2003 – Not Awarded  
2004 – Thiane D. Carter

2005 – Erin Diener, Jenny Payne,  
and Jeffrey Rose  
2006 – Lydia Marsh  
2007 – Not Awarded  
2008 – Billie Hardin  
2009 – Jennifer White  
2010 – Meredith Howes  
2011 – Chuck Truesdale  
2012 – Ju-Ying Yang  
2013 – Kristen Young  
2014 – James C. Thomson  
2015 – Mason Hess  
2016 – Sabrina Willard

# Thursday, October 5<sup>th</sup>

11:30 am – 1:15 pm

Luncheon

PAVILION

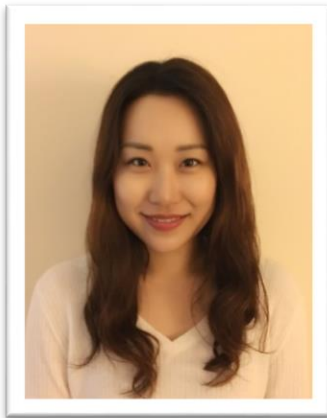
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## MORRIS W. H. COLLINS STUDENT PAPER AWARD

Each year at the annual conference, SECoPA recognizes the most outstanding paper written by a doctoral student in the region.

### 2017 COLLINS AWARD WINNER - EUNJIN HWANG

*“The Role of Proximity in Performance Measurement”*



EUNJIN HWANG is currently a Ph.D. candidate and teaching assistant in the department of public administration and public policy at the University of Georgia. Her research interests include public organization theory and performance management. Especially, her research focuses on how employees' performance is affected by individual characteristics, such as manager's proximity to the performance measurement system and managerial leadership, and their organizational environments in public sector.

#### COLLINS AWARD PAST WINNERS:

1998 – Jill Strube  
1999 – P. Edward French  
& Rodney E. Stanley  
2000 – Brent Garrett  
2001 – Moon GiJeong  
2002 – Daehwan Kim  
2003 – Jeremy L. Hall  
2004 – Zhirong Zhao  
2005 – Gregory K. Plagens  
2006 – Sung Min Park

2007 – Jungin Kim  
2008 – Claire Connolly Knox  
2009 – Jasmine McGinnis  
2010 – Gina Scutelnicu  
2011 – Stacey Mann  
2012 – Zhiwei Zhang & Longjin Chin  
2013 – Youngmin Oh & Seunghoo Lim  
2014 – Nurgul R. Aitalieva  
2015 – Michelle Tantardini  
2016 – Minsun Song



# Thursday, October 5<sup>th</sup>

1:30 pm – 3:00 pm

## Breakout Sessions III

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### INFRASTRUCTURE: FRAMEWORKS, MODELS, AND PARTNERSHIPS

SIAN A

Using Amazon Mechanical Turk Survey to Analyze Perverse Uses of Performance Information: A Randomized Experimental Approach

SHAWN LORENZO BENAINE, Doctoral Student at Florida International University (*Moderator*)

Different Business Models for Solar Panel Projects in US Airports:

A Transaction Costs and Property Rights Explanation

SEO YOUNG KIM, Florida State University

Public-Private Partnerships (P3s) for Facilities & Infrastructure:

What are State & Local Governments Doing?

DR. LAWRENCE L. MARTIN, University of Central Florida

An Evaluation of LFUCG Economic Development:

Making Strides Towards Strategic, Performance-Driven Partnerships

SARAH AUSMUS SMITH, MPA, University of Kentucky

### ETHICS AND HR: KEY CONCERNS AND CONTEMPORARY ISSUES

SIAN B

Panel Chair/ Moderator: DR. JONATHAN WEST, Professor, Chair of Political Science, and Director of the MPA Program at the University of Miami;

Discussant: WILLIAM E. SOLOMON, J.D., Retired Chief of Contract Management and Procurement Division, Miami-Dade Parks, Recreation, and Open Spaces

Ethics as a Program of Study Requirement in Public Administration Graduate Programs

CHARLES SCURR, Doctoral Candidate at Barry University

Workplace Automation: Potential Impacts on the Public Sector

DR. HEATHER GETHA-TAYLOR, University of Kansas, and

DR. ERIN BORRY, University of Alabama-Birmingham

Public Administration Ethics Education: What Exactly Are We Teaching?

DR. MICHELLE EVANS, University of Tennessee at Chattanooga

Whistleblowing Policies in the U.S. States

DR. JAMES BOWMAN, Florida State University, and DR. JONATHAN WEST, University of Miami

# Thursday, October 5<sup>th</sup>

1:30 pm – 3:00 pm

## Breakout Sessions III

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### EMERGENCY MANAGEMENT: PREPARING, RESPONDING, ASSESSING

OCEAN

Planning for Disaster Recovery - How Public Administrators Can  
Prepare For Successful Recovery

ALESSANDRA JEROLLEMAN, PHD, MPA, CFM, University of New Orleans

Hazard Mapping in the Community: Geohazard Assessment in a  
Municipality in Central Philippines

ANATOLY KARPOV PAJUNAR BUSS, Midwestern Career College, Chicago, IL (*Moderator*)

The Role of Public Administration in IDP Women's Participation during the  
Long-Term Recovery Phase in Haiti after the 2010 Earthquake

NICKI FRASER, MPA, Florida International University

### ENVIRONMENTAL POLICIES AND PRACTICES

WATERWAY

Steps to Achieving Multi-Scale Climate Mitigation and Adaptation in the Built Environment

CHRISTOPHER GALIK, Associate Professor, North Carolina State University; and  
YUHAO BA, North Carolina State University

A Systematic Review of Drivers of Green Public Procurement Practices

MS. ANA MARIA DIMAND, Doctoral Student at Florida International University (*Moderator*)

Bringing Human Security Strategy Framework into Inclusive Sustainable Development:  
Constructing an Integrated Scheme for Sustainability

PROF. JENN-JAW SOONG, National Cheng Kung University, Taiwan

# Thursday, October 5<sup>th</sup>

1:30 pm – 3:00 pm

Breakout Sessions III

## ORGANIZATION THEORY AND BEHAVIOR

INDIGO

Can Culture Create a Climate of Success?

DR. SUSANNAH BRUNS ALI, Assistant Professor at Florida International University  
(Moderator)

What Factors Affect Eligibility or Participation of Telework In U.S. Federal Agencies:  
The Role of Female Supervisor, Supportive Leadership, and Diversity Management

DR. KWANG BIN BAE, Assistant Professor at North Carolina Central University

Don't Cross the Streams (Yet): Prospective Testing of Streams Theory, Incrementalism,  
and Punctuated Equilibrium in Kentucky Tax Reform Policy

DR. MATTHEW L. HOWELL, Assistant Professor at Eastern Kentucky University, and  
DR. DARRIN WILSON, Assistant Professor at Eastern Kentucky University

3:00 pm – 3:15 pm

Coffee Break

2ND FLOOR FOYER

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David Berlan	Earle Klay
Frances Berry	Keon Lee
James Bowman	Sue Reid
Ralph Brower	Tian Tang
Daniel Fay	Gary VanLandingham
Richard Feiock	Kaifeng Yang

# Thursday, October 5<sup>th</sup>

3:15 pm – 4:45 pm

Breakout Sessions IV

## ORGANIZATIONS AND COMMUNITY ENGAGEMENT STUDIES

SIAN A

The Development of Community Engagement Scholarship:

A Bibliographic Analysis of the Literature

MR. JOSE LUIS IRIZARRY, Doctoral Student at Florida Atlantic University (*Moderator*); and

MS. ALOHA BALZA, Graduate Assistant at Florida Atlantic University

Coupling Community Engagement & Organization Studies

MS. ALOHA BALZA, Graduate Assistant at Florida Atlantic University, and

MR. JOSE LUIS IRIZARRY, Doctoral Student at Florida Atlantic University

Learning-Disabled Organizations

KAREN SWEETING, Florida Atlantic University

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# Thursday, October 5<sup>th</sup>

3:15 pm – 4:45 pm

## Breakout Sessions IV

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### CITY MANAGEMENT: COLLABORATION, CLIMATE CHANGE, AND ECONOMIC DEVELOPMENT

SIÂN B

Keeping Cities Afloat: Collaborative Governance and Climate Change  
Adaptation Outcomes at the Local Level

MS. VAIVA KALESNIKAITE, Doctoral Candidate at Florida International University  
(Moderator)

Structural Inequality in Baltimore City: Archival Research on the Walter Sondheim Jr. Papers  
and How Inner Harbor Re-Development Agreements Contributed to the Problem

LYNDSAY BATES, Doctoral Student at the University of Baltimore

Ethical Leadership: Bridging the Collaboration Gap

OLIVIA J. COOK, Doctoral Student, Department of Political Science at Auburn University  
and COURTNEY N. HAUN, PhD Student at Auburn University

### SOCIAL WELFARE POLICY AND IMPLEMENTATION

OCEAN

How Socioeconomic Opportunity Structure in School Districts  
Affects Student Achievement

NANDAN KUMAR JHA, PhD, Assistant Professor,  
Department of Political Science at Valdosta State University

Trust and the Welfare State: An Analysis of Social Welfare Policy Support

DR. ANDREW L. MORELOCK, Assistant Professor at Murray State University

The Folly of the American Social Welfare Policy

DR. SUNDAY I. ODEZAH, International Management Consultant (Moderator)

Narrative Policy Framework: Discovering the Policy Makers'

Narratives behind the Refugee Act of 1980

ARJOLA BALILAJ, Florida Atlantic University



# Thursday, October 5<sup>th</sup>

3:15 pm – 4:45 pm

Breakout Sessions IV

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## FINANCE: MANAGING PUBLIC DEBT AND SPENDING

WATERWAY

Effects of Fiscal Transparency on Public Debt:

A Cross-Country Panel Data Analysis

DR. CAN CHEN, Assistant Professor Florida International University,  
ZIHE GUO, PH.D., Postdoctoral Scholar at Renmin University of China,  
and, QIUSHI WANG, PH.D., Associate Professor at Sun Yat-Sen University

Government Spending in Caribbean Economies and Its Impact  
on Growth and Development

DR. SANDRA M. SCHROUDER, Associate Professor at Barry University (*Moderator*)

Puerto Rico's Debt Moratorium Policy: Applying the Ethics Triad with  
Behavioral Ethics Insights

OLIVIER PERRINJAQUET, Florida State University

## INFLUENCE OF CRIME ON HOUSING, ENTREPRENEURSHIP, AND SCHOOL QUALITY IN THE CITY OF MIAMI

INDIGO

Panel Chair/ Moderator: DR. SUKUMAR GANAPATI, Florida International University

Entrepreneurship as a Crime Prevention Policy? A Dynamic Panel Analysis

DR. SUKUMAR GANAPATI, and DR. SHAOMING CHENG, Associate Professor, Public  
Administration, Florida International University

Impact of Crime on Housing Price: A Longitudinal Analysis of the City of Miami

DR. SHAOMING CHENG, Associate Professor, Public Administration,  
Florida International University, and DR. SUKUMAR GANAPATI

Public Housing and Crime: A Longitudinal Analysis of the City of Miami

DR. DONNA COMRIE, Post Doctoral Researcher at Florida International University,  
DR. SHAOMING CHENG, and DR. SUKUMAR GANAPATI

Thursday, October 5<sup>th</sup>

6:00 pm – 8:00 pm

Opening Reception

PAVILION

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From sawgrass to seagrass, Broward County is home to 1.9 million residents and a popular destination for visitors worldwide. Our vibrant and diverse economic engines encourage innovation and community collaboration. Our 50+ County agencies are governed in an open and ethical manner, to create and maintain sustainable, world-class transportation and infrastructure, quality human services, public safety, accessible housing, recreation, art and culture that complements our abundant natural resources.

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# Friday, October 6<sup>th</sup>

7:00 am – 5:00 pm

Registration

LOBBY

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8:15 am – 9:45 am

Breakout Sessions V

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## PUBLISHING IN PA: A CONVERSATION WITH JOURNAL EDITORS

SIAN A

Panel Chair/ Moderator: DR. JEREMY L. HALL, Public Administration Review

DR. JEREMY L. HALL & PAUL BATTAGLIO, Co-Editors-in-Chief, Public Administration Review

DR. AARON WACHHAUS, Editor, Public Administration Quarterly

ALI FARAZMAND, Editor, International Journal of Public Administration

KAIFENG YANG, Editor, Public Performance & Management Review

## LOCAL GOVERNMENT: RESPONDING TO AIRBNB AND STRATEGIES FOR AFFORDABLE HOUSING

SIAN B

Airbnb & Local Governments:

How the Residential Sharing Economy is Disrupting Home Rule

ANTHONY CAMPBELL, Assistant Professor at Tennessee State University (*Moderator*)

Prefab Micro-Units as a Strategy for Affordable Housing

DR. WESLEY L. MEARES, Assistant Professor at Augusta University,

DR. WILLIAM RIGGS, Assistant Professor at Cal Poly San Luis Obispo, and MENKA SETHI

Working with Local Government to Get a Handle on Vacation Rentals

KENDRA B. STEWART, Professor at College of Charleston and BRUMBY MCLEOD,  
Associate Professor at the College of Charleston

Friday, October 6<sup>th</sup>

8:15 am – 9:45 am

Breakout Sessions V

WHISTLEBLOWER PROTECTION,  
TRUST IN GOVERNMENT AND ECONOMIC GROWTH

OCEAN

Protecting Whistleblowers as an Anti-Corruption Strategy:

A Multi-Dimensional Approach

DR. NURGUL AITALIEVA, Assistant Professor at Indiana University - Purdue University Fort Wayne, RASHMI CHORDIYA, Doctoral Candidate and Graduate Teaching Assistant at University of Texas at Dallas (*Moderator*), DR. MEGHNA SABHARWAL; DR. JEANNINE E. REILLY; Associate Professor at The University of Arizona, and DR. EVAN M. BERMAN, Professor of at Victoria University of Wellington

Citizen Participation and Trust in the Local Government:

An Empirical Study of Air Pollution Governance in China

MS. SUYANG YU, Doctoral Student at University of Nebraska at Omaha

Ph.D. in Public Policy



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# Friday, October 6<sup>th</sup>

8:15 am – 9:45 am

Breakout Sessions V

## EQUALITY & INCLUSION:

WATERWAY

### INSIGHTS FROM MILITARY AND FEDERAL SERVICE

#### LGBTQ and the Military: The First 258 Days

DR. THOMAS P. DUNN, Associate Professor at Troy University,  
and DR. MANFRED F. MEINE, Professor at Troy University

#### The Uncertain Status of Women in the United States Military: A Potential Advocacy Focus for SECoPA?

DR. THOMAS P. DUNN, Associate Professor at Troy University,  
and DR. MANFRED F. MEINE, Professor at Troy University

## PUBLIC SECTOR POLICY PERFORMANCE

INDIGO

#### Smart & Resilient Policy Performance Post Irma & Beyond: How Do We Build More Resilient and Equitable?

DAVID CAPELLI, Founder/CEO of Tech Miami Inc.

#### Dead on Arrival? Analyzing the Environmental Toll on Policy Performance: A Case Study

MELISSA GOMEZ HERNANDEZ, Doctoral Student at Florida International University

#### The Role of Proximity in Performance Measurement

EUNJIN HWANG, Doctoral Student at University of Georgia (*Moderator*)

9:45 am – 10:00 am

Coffee Break

2ND FLOOR FOYER

*Sponsored By:*

ASPA SECTION ON HISTORICAL,

ARTISTIC & REFLECTIVE EXPRESSION



# Friday, October 6<sup>th</sup>

10:00 am – 11:30 am      Breakout Sessions VI

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## DIFFUSION OF POLICIES ACROSS STATE AND LOCAL LINES

SIAN B

Panel Chair/ Moderator: [RAJADE M. BERRY-JAMES](#),  
Associate Professor at North Carolina State University

[RAJADE M. BERRY-JAMES](#), Associate Professor at North Carolina State University

[J.W. DECKER](#), PhD Student at North Carolina State University

[CAROLINE STOVER](#), Farm to Early Care and Education Project Manager

[KRYSTAL CHOJNACKI](#), Program Operation Coordinator and PhD Candidate  
at North Carolina State University

## PUBLIC FINANCE: TAXES, DEBT AND PERFORMANCE

OCEAN

The Impact of Under-reliance on Property Taxes in Georgia Municipalities:  
Lessons Learned from the Great Recession

[DR. CARY CHRISTIAN](#), Assistant Professor at Georgia Southern University

How High Is the Mountain of Debt? Tall Tales from Five Urban Areas

[DR. JOHN TOPINKA](#), Assistant Professor at University of Memphis (*Moderator*)

Increased Performance in Human Resource Management: Utilizing Inexpensive  
Motivational Methods and Strategies during Eras of Constricted Budgets

[DR. WILLIAM C. CAMPBELL](#), Faculty at Kaplan University

## PUBLIC SECTOR LEADERSHIP: STYLE, VISION AND CONTROVERSY

WATERWAY

Leadership Style during Crises in the Public Sector

[CARLOS MANZANO](#), Doctoral Student at Florida Atlantic University

Leader's Vision and Implementation - An Agenda for Non-Profit Sustainability  
and Inner City Development

[PALLAVI AWASTHI](#), Doctoral Student at Florida International University

Bridge Builders in Public Service: What the World Needs Now

[TOM BARTH](#), MPA Director at the University of North Carolina (*Moderator*)

# Friday, October 6<sup>th</sup>

10:00 am – 11:30 am      Breakout Sessions VI

---

## STATE AND FEDERAL COLLABORATION: TACKLING HEALTH, SCIENCE, AND CORRECTIONS

INDIGO

Transformation at NASA's Kennedy Space Center:  
State and Federal Government Collaboration

GREGG A BUCKINGHAM, EDD, Lecturer at University of Central Florida

Facing the Blank Canvas: Towards the Ideal and Pragmatic Models of State  
MRS. ASYA COOLEY, Lecturer at Oklahoma State University (*Moderator*)

Policy Responses to the Ebola Health Crisis: A Case Study in Administrative Federalism

DR. JERRY HERBEL, MPA Program Director and Associate Professor at Kennesaw State University, MELANIE SCHULTZ, MPA Student at Kennesaw State University



## THE FUTURE OF PUBLIC SERVICE

The UCF School of Public Administration is dedicated to preparing future public service professionals in public administration, public policy and nonprofit management.

The school is also now affiliated with *Public Administration Review* through its new co-editor-in-chief and our MPA director, Jeremy L. Hall.

**Learn more:** [cohpa.ucf.edu/publicadmin](http://cohpa.ucf.edu/publicadmin).



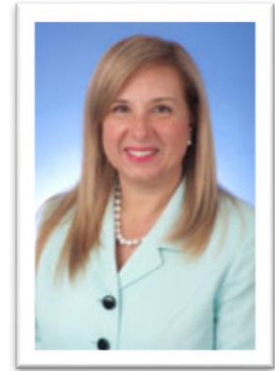
UNIVERSITY OF CENTRAL FLORIDA



## KEYNOTE SPEAKER

Alina T. Hudak

Deputy Mayor, Miami-Dade County



Alina T. Hudak has served Miami-Dade for the past 32 years, making a stronger government for a better community, and has brought professional administration to the County's leadership team. She has won accolades and respect from national and local community organizations.

Mrs. Hudak has been a trailblazer as the first woman to run a major operational department, the first Hispanic woman appointed Assistant County Manager, and the first woman to serve as County Manager overseeing a government at that time of more than 27,000 employees in over 50 departments. The incredible diversity of Miami-Dade's government encompasses not just traditional municipal services such as police, fire, public works, libraries and parks, but also major regional facilities such as public housing, airports, the seaport, jails, water and sewer, and bus and rail service. The County is also an extensive direct provider and grant funder for cultural organizations, community groups, social services, homeless assistance and child care.

In her present role as Deputy Mayor, Mrs. Hudak oversees the administration and operations of multiple County operational departments. She concurrently serves as Director of the Solid Waste Management Department providing leadership to a department of close to 1,000 employees, half a billion dollar budget, and providing service to 350,000 households twice a week. She is responsible for the effective management of a collection and disposal system that includes multiple landfills, transfer stations, 13 trash and recycling centers and the largest public waste to energy plant in the country.

Over the years, she has been actively involved in a variety of community organizations, having served as President of the local chapter of the American Society for Public Administration (ASPA) and being elected to its National Council. She has also served on the Board of Directors of the United Way and is a past member of the Junior League of Miami's Community Council. She is a loyal and dedicated alumna of the University of Miami and served for many years on the Board of Directors of the University of Miami Alumni Association.

She has been honored numerous times and most recently received the prestigious National Public Service Award from the American Society of Public Administration for outstanding public service. The Greater Miami Chamber of Commerce selected her as the 2012 Outstanding Government Leader and Miami Today featured her as one 2012 "Newsmakers" in their Book of Leaders. Also in 2012, the Education Fund honored her with their Public School Alumni Achievement Award which recognizes community leaders who graduated from Miami-Dade County public schools. She was most recently inducted into the International Women's Forum.

As part of her role in the County's leadership team, Mrs. Hudak has forged extensive and important partnerships between the government, private businesses and non-profit community organizations.

Mrs. Hudak holds a Bachelor's Degree in Finance and Political Science, and a Master's Degree in Public Administration, both from the University of Miami. She and her husband are the proud parents of two daughters.

Friday, October 6<sup>th</sup>

11:30 am – 1:15 pm

Luncheon

PAVILION

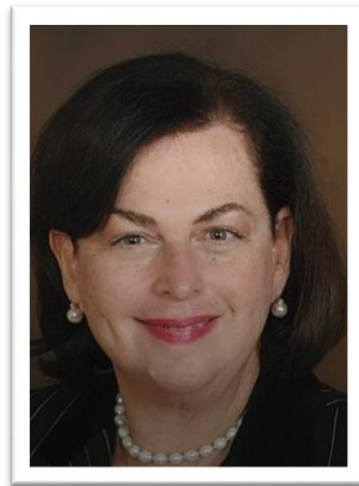
## KATHRYN E. HENSLEY DISTINGUISHED PUBLIC SERVICE PRACTITIONER AWARD

This award recognizes sustained, outstanding achievement in, and contributions to, public administration and public service through applied practice in the field.

2017 HENSLEY

AWARD WINNER

Miriam Singer



### HENSLEY PAST WINNERS

2004 – Douglas Owen Bean  
2005 – John G. Stewart  
2006 – Arthur F. Beeler  
2007 – George M. Burgess  
2008 – No Award Presented  
2009 – No Award Presented  
2010 – William E. Solomon, JD  
2011 – Frank Fusco  
2012 – D. Michele Tolbert  
2013 – No Award Presented  
2014 – Sterling Cheatham  
2015 – Clementa Pinckney,  
Cynthia Hurd, Depayne  
Middleton-Doctor  
2016 – Kathryn E. Hensley



# Friday, October 6<sup>th</sup>

11:30 am – 1:15 pm

Luncheon

PAVILION

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**MIRIAM SINGER** has worked for the public service for over 34 years of distinguished service to the Miami-Dade County community as a public administration practitioner. She is Miami Dade County's Chief Procurement Officer and also serves as the Senior Assistant Director of the County's Internal Services Department. Her public service career with the County includes social services delivery, front line and senior management operations, complex contract negotiations, budget management and leadership roles in a variety of departments. Ms. Singer holds a Masters of Public Administration and a Bachelor of Arts degree from the University of Miami. She is a Certified Public Purchasing Officer, Florida Certified Contract Negotiator and holds a Lean Six Sigma Green Belt. Ms. Singer oversees the centralized county procurement operation for goods, services, and design, and is the lead county official responsible for the procurement function and policy development for an agency serving 26,000 employees, 25 departments, in a community of over 2.5 million residents and millions of visitors each year. In addition, She is responsible for countywide risk management, fleet management, insurance fund management and parking operations functions, as well as the Internal Services Department's human resources function (920 employees served), and the Budget and Finance Division with an annual operating budget of \$300 million and multiyear capital budget of \$297 million.

Ms. Singer is recognized in the South Florida Community and around the country as a key leader and innovator in the public sector. She served as the Founding Chair of the Florida Supreme Court Commission on Fairness, a public member of the Judicial Management Council, member of the South Florida Water Management District Governing Board, the United Way Campaign Cabinet, and President of the Coalition of Hispanic American Women among dozens of public interest non-profit organization boards. Currently, she serves on the Governing Board of NIGP- the Institute for Public Procurement, the United States Communities Advisory Board and the Florida International University-MPA Program Advisory Board. She is a recognized leader and trainer who has led a variety of professional training initiatives for public administration practitioners in Miami Dade County, the State of Florida and at national conferences in the areas of procurement, leadership, management and organizational excellence. She is a role model and mentor to many procurement professionals. Ms. Singer takes a special interest in developing opportunities for growth and mentorship for professionals. She is committed to elevating the importance of the practice of public administration in the eyes of community stakeholders we serve. Her commitment to the promotion of ethical standards in governance and stewardship is credited with the implementation of countywide ethics training professional development workshops and policy with the Commission on Ethics that requires all county staff involved in procurement processes to participate and learn. She is also credited with developing the interagency agreement and curriculum, with the Human Resources Department, which forms the basis for the fair employment training modules required for all county employees.

Operational excellence is a cornerstone of Ms. Singer's career and contributions to public service. She is a dedicated public servant who consistently develops and implements opportunities for growth, learning and development for her team and customers. Her stewardship of county agencies and programs has resulted in recognition by taxpayers, internal and external clients as well as local, state and national organizations



## DONATO J. PUGLIESE AWARD

The Donato J. Pugliese Award is given in honor of its namesake, the “Godfather” of SECoPA. Mr. Pugliese gave his time generously to ASPA and SECoPA throughout his lifetime. After his passing in 1985 at the age of 55, this award was created to honor his memory and service, and to honor the SECoPA member that best reflects Mr. Pugliese’s level of commitment to service and encouragement of their colleagues.

### PUGLIESE PAST WINNERS:

1985 –Walter Lambert (Tennessee)  
1986 –Jeff Duffey (Florida)  
1987 –Fred Carter (South Carolina)  
1988 –Tom Vocino (Alabama)  
1989 –Don Whitman  
1990 –Wynn Teasley (Florida)  
1991 –Gus Turnbull (Florida)  
1992 –Bill Collins (Mississippi)  
1993 –Anne Kilpatrick (South Carolina)  
1994 –Bob Whelan (Louisiana)  
1995 –Bart Hildreth (Georgia)  
1996 –Earle Klay (Florida)  
1997 –Janet Patton (Kentucky)  
1998 –Tom Lauth (Georgia)  
1999 –Bob Cunningham (Tennessee)  
    & Bill Solomon (Florida)  
2000 –Arie Halachmi (Tennessee)

2001 –Tom Lynch (Louisiana)  
2002 –Mary Taylor (Tennessee)  
2003 –Mary Ellen Guy (Florida)  
2004 –Glenn Rainey (Kentucky)  
2005 –Kathy Hensley (South Carolina)  
2006 –Gary Rassel (North Carolina)  
2007 –Howard Frank (Florida)  
2008 –Claire Mostel (Florida)  
2009 –Steven Condrey (Georgia)  
2010 –Edward Jennings (Kentucky)  
2011 –Steven Bobes (Florida)  
2012 –Kendra Stewart (South Carolina)  
2013 –Kim Hoffman (Arkansas)  
2014 –Dorothy Norris-Tirrell (Florida)  
2015 –Phin Xaypangna (North Carolina)  
2016 –Jo Ann Ewalt (South Carolina)

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## AWARDS



2017 ASPA Public Organization of the Year

### Completion of the Police Headquarters

Gold LEED Certification/Nominated for LEED Project of the Year/Public New Construction - GALA Verde Award

### Florida League of Cities 2016 City Spirit Award

- Winner for Disco Soup Event at the Miramar Community Garden

### State of Florida - Fire Marshal of the Year

**Fire Public Information Officer** - Selected as Broward County PIO of the Year

Received U.S. Department commendation for achieving a score of 100% in the operation of the Passport Application Acceptance Program

**2017 Granicus Digital Strategy Awards** - Granicus Communicator of the Year Award, City Manager, Kathleen Woods-Richardson



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Wayne M. Messam



Vice-Mayor  
Winston F. Barnes



Commissioner  
Maxwell B. Chambers



Commissioner  
Yvette Colbourne



Commissioner  
Darline B. Riegs

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# Friday, October 6<sup>th</sup>

1:30 pm – 3:00 pm

## Breakout Sessions VII

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### POLICY DILEMMAS: POWER AND INFLUENCE

SIAN A

The Impact of Public Opinion and the National Rifle Association on the Strictness of Gun Law

JIEBING WEN, Doctoral Student at University of Kentucky

Policy Adoption and Networked Governance:

How Power Arrangements Explain Local Approaches to HIV Testing in County Jails

AVERY LIVINGSTON, Doctoral Candidate at Auburn University

### HUMAN RESOURCES: MOTIVATION, ORGANIZATIONAL JUSTICE AND CULTURAL COMPETENCY

SIAN B

Public Service Motivation, Job Satisfaction and Performance:

Testing Previous Findings on a Large-Scale Dataset

DR. PALINA PRYSMAKOVA, Assistant Professor at Florida Atlantic University (*Moderator*)

Managing Human Resources: Developing a Typology for Cultural Competency

DR. JONATHAN M FISK, Auburn University, COURTNEY N. HAUN, PhD Student at Auburn University, and GEOFFREY SILVERA, Auburn University

Assessing the Six-Factor Model of Organizational Justice in the Context of Workplace Mediation

DR. JERRELL D. COGGBURN, Professor and Chair of Public Administration at North Carolina State University

Comparing Apples to Apples: Empirical Analyses of Public Service Motivation in the Public Safety Sector

DR. JOSEPH "DALLAS" BREEN, Executive Director and Assistant Research Professor at Mississippi State University, DR. P. EDWARD FRENCH, Professor & Department Head Political Science and Public Administration

Are the Best and Brightest Joining the Public Service?

DR. LUKE FOWLER, Boise State University

# Friday, October 6<sup>th</sup>

1:30 pm – 3:00 pm

Breakout Sessions VII

---

## LOCAL GOVERNMENT:

WATERWAY

### FRAGMENTATION, COLLABORATION, AND INNOVATION

Squeezing the Metro: The Effect of Central City Size on  
Metropolitan Fragmentation and Public Economy

DR. MATTHEW L HOWELL, Professor at Eastern Kentucky University (*Moderator*)

The Importance of Sub-National Governments: Reorganization of Roles and Responsibilities

BRITTANY HAUPT, Graduate Research Associate at University of Central Florida, and

DR. TAMARA DIMITRIJEVSKA-MARKOSKI, Mississippi State University

Economic Diversity and Fiscal Health of County Governments

DR. DARRIN WILSON, Assistant Professor at Eastern Kentucky University, and

DR. DEREK SLAGLE, and KAISEE RIDDELL, Undergraduate Student, Eastern Kentucky University

Determinants of Public Service Delivery Choices in Local Government:

Empirical Evidence from Municipal Governments in Georgia

EUNJIN HWANG, Doctoral student at University of Georgia and TAESIK YUN

## EDUCATION: EXPLAINING OUTCOME DIFFERENCES

INDIGO

Distinguishing Between Graduate and Undergraduate Public Administration Programs

D. RYAN. MILLER, Assistant Professor at Nova Southeastern University (*Moderator*)

Explaining State Differences in Outcomes of Education Policies Aimed at Reducing the  
Achievement Gap: The role of Political Culture in Reducing Inequity

DR. ISLA SCHUCHS CARR, Visiting Assistant Professor at the University of Central Arkansas

Assessing the Impact of the Trump Phenomenon on MPA Programs:

A Survey and Observations

ROBERT W. SMITH, PH.D., Dean, College of Public Affairs and Administration  
at the University of Illinois Springfield

Representative Bureaucracy: What Makes ESL Supervisors in Local School Systems More  
Likely to Advocate on Behalf of English Language Learners and Parents?

GRANT E. RISSLER, PHD, Assistant Director for Programs, Commonwealth Educational  
Policy Institute at Virginia Commonwealth University

Friday, October 6<sup>th</sup>

3:00 pm – 3:15 pm

Coffee Break

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# Friday, October 6<sup>th</sup>

3:15 pm – 4:45 pm

## Breakout Sessions VIII

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### THE NON-PROFIT SECTOR: CHARACTERISTICS AND IMPACTS

SIAN A

The Truth about Honesty in the Nonprofit Sector

DR. BRUCE D. McDONALD III, Associate Professor at NC State University (*Moderator*)

Effects of Military, Public and Private Sector Socialization on Veteran Volunteering

YUSUF BAKTIR, PhD Candidate, University of North Texas

AMINA SILLAH KEBBEH, PhD, Towson University

### HOW TO IMPROVE PERFORMANCE AND GOVERNANCE?

SIAN B

Practical Prescriptions for Governing Fragmented Governments

DR. WILLIAM L. SWANN, Assistant Professor at University of Colorado Denver,  
and SEO YOUNG KIM, PhD Candidate at Florida State University

Municipal Structures and Government Fiscal Performance:

A Perspective of the Bond Ratings

WENCHI WEI, Doctoral Candidate at University of Kentucky

Use of Information Technology in Reducing Administrative Burden:

The Untapped

DR. NIDHI VIJ MALI, Assistant Professor at University of Mississippi (*Moderator*)

## HOW LOCAL ACTION AND REGIONAL COLLABORATION ARE BUILDING RESILIENCE IN SOUTHEAST FLORIDA

OCEAN

Panel Chair/ Moderator: [NICHOLE L. HEFTY, CSM](#), Miami-Dade County

[DR. JENNIFER JURADO](#), Director & Chief Resilience Officer, Broward County  
Environmental Protection and Growth Management Department, Environmental  
Planning and Community Resilience Division

[MR. JAMES F. MURLEY](#), Chief Resilience Officer, Office of Resilience,  
Miami-Dade Department of Regulatory and Economic Resources

[MR. GARETT A. ROWE](#), Chief, Metropolitan Planning Division,  
Miami-Dade Department of Regulatory and Economic Resources

## HOW EFFECTIVE ARE NON-PROFIT ORGANIZATIONS?

WATERWAY

### Nonprofit Governance as Succession Planning

[DR. JAMES K. AGBODZAKY](#), Associate Professor at Nova Southeastern University  
(*Moderator*), Public Administration Program, and [FELIX KUMAH-ABIWU](#), Kent State  
University, [JENNIFER O'FLANNERY ANDERSON](#), Nova Southeastern University

### Civil Society Organizations and Government Institutions in the Civil Rights Act: The Best Defense is a Good Offense to Design and Implement Public Policy

[DR. DAVID A. BELL](#), Assistant Professor of Public Administration at  
Savannah State University

### The Conundrum of Knowing - Measuring Organizational Effectiveness in Nonprofit Capacity Building Programs

[DR. LEIGH BRAGG](#), Assistant Professor, Public Administration Barry University

# Friday, October 6<sup>th</sup>

3:15 pm – 4:45 pm

Breakout Sessions VIII

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## COMMUNITY ACTIVISM AND TRANSPORTATION

INDIGO

Session Moderator: [MELISSA DYNAN](#), Principal, Dynan Consulting

*Session Sponsored by the Citizens' Independent Transportation Trust,  
Miami-Dade County*



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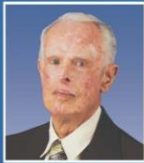
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Friday, October 6<sup>th</sup>

5:00 pm – 6:00 pm

SECoPA Board Meeting

INDIGO

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6:00 pm – 8:00 pm

SECoPA 2018 Reception

PAVILION

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# Saturday, October 7<sup>th</sup>

8:00 am – 12:00 pm

Registration

LOBBY

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8:15 am – 9:45 am

Breakout Sessions IX

---

## PROTECTING GOVERNMENT FROM ITSELF: DESIGNING AND IMPLEMENTING EFFECTIVE ETHICS PROGRAMS IN STATE AND LOCAL GOVERNMENT

SIAN A

Panel Chair/ Moderator: [JOE CENTORINO](#), Executive Director/ General Counsel,  
Miami-Dade County Commission on Ethics and Public Trust

### The Effectiveness of State Ethics Commission: The Role of Political Culture

[DR. JONATHAN RAUH](#), Director of Evaluation and Public Policy, Trident United Way;  
Adjunct Professor at College of Charleston

### Rumblings to Reality: One City's Story of Ethics Reform

[JULIE MEADOWS-KEEFE, JD, CHPC](#), Independent Ethics Officer, City of Tallahassee, Florida;

### A Short History of Public Service Ethics in Broward County and Municipal Governments

[CAROL "JODIE" BREECE, ESQ.](#), General Counsel and Former Ethics Counsel, Broward Office of  
the Inspector General; Adjunct Professor, Ethics and Professionalism, MPA Program at  
Florida International University

### Multi-Jurisdictional Ethical Standards: A Survivor's Guide

[NORM OSTRU, ESQ.](#), Director, Public Ethics Academy, Florida Atlantic University; Ethics Officer,  
City of West Palm Beach, Florida; Former Commissioner, State of Florida Ethics Commission;  
Former Member, Florida House of Representatives

Saturday, October 7<sup>th</sup>

8:15 am – 9:45 am

Breakout Sessions IX

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SOCIAL CAPITAL AND COLLABORATIVE GOVERNANCE

SIÂN B

Panel Chair/ Moderator: SHANNON K. VAUGHAN,

Associate Professor at Western Kentucky University

JULIE ROBERTS, Doctoral student, Tennessee State University

MEG STREAMS, Associate Professor, Tennessee State University

SHANNON K. VAUGHAN, Associate Professor at Western Kentucky University

HANNAH BENWARD, MPA student at Western Kentucky University

FINANCIAL MANAGEMENT:

OCEAN

COMPETENCY, CERTIFICATION, AND PARTNERSHIPS

Why Do Governments Contract With Other Governments?:

A Look at Public-Public Partnerships in Florida

JUN KI LEE, Doctoral Student at Florida State University

The Value Added by Professional Certification of Municipal Finance Officers

CHRISTOPHER A. SHULTS, Grants and Training Specialist at University of Tennessee;

DR. DAVID H. FOLZ, Professor and MPPA Director at the University of Tennessee; and

MS. GENOA WOLFORD-BOWLING, Public Health Analyst at Appalachia High Intensity Drug Trafficking Areas

Developing Financial Training for State Government Employees

MR. DAVID LEE LAKLY, Public Service Assistant at Carl Vinson Institute of Government  
(Moderator)





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Saturday, October 7<sup>th</sup>

8:15 am – 9:45 am

Breakout Sessions IX

ORGANIZATIONAL THEORY AND BEHAVIOR:  
SEARCH FOR THE BEST ADMINISTRATIVE STRUCTURE

WATERWAY

The Role of Regional Universities in Fostering Innovation and Regional Development:  
Evidence from National Universities in Korea

DR. SOYOUNG KIM, Associate Professor, Seoul National University of Science and  
Technology / Florida State University

A Study of the Roles Between Chief Information Officers Working In Traditional Public  
Sector And Traditional Private Sector Organizations

MR. MICHAEL E. PIPPIN, University of Nebraska Omaha

PA - the key to complex real-world problems by building transdisciplinary teams

AAKRITI PYAKUREL, Texas Tech University, LISA GITTNER, PHD; HAFIZ KHAN, PHD;

SUSAN MENGEL, PHD; UKAMAKA ENWEREM; MARIO PITAULA; AKALANKA MAILEWA DISSANAYAKA

STATE GOVERNMENT: VOTER SUPPRESSION,  
BUDGET CHALLENGES, AND ORGANIZATIONAL JUSTICE

INDIGO

Challenges and Benefits to Public Administration in the Utilization of State  
Revolving Fund Loan Programs

NANCY ELEANOR BIESINGER, MBA, Contract Compliance Administrator, City of Largo, Florida

Solving Economic, Workforce, and State Budget Challenges

QUINTIN D. TAYLOR, Executive Director of Communications and Outreach  
at Louisiana Community and Technical College System

9:45 am – 10:00 am

Coffee Break

2<sup>ND</sup> FLOOR FOYER

Sponsored By:





# Saturday, October 7<sup>th</sup>

10:00 am – 11:30 am      Breakout Sessions X

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## SOCIAL MEDIA, ETHICS, AND CITIZEN VOICE

SIAN A

The Progression Toward E-Governance Initiatives in Regards to Social Media and the Resulting Local Governmental Impacts

SARAH STOECKEL, Doctoral Candidate at University of Central Florida (*Moderator*)

Perception of Voice and Impacts on Collaborative Efforts in Local Government

DR. ADAM M. WILLIAMS, Assistant Professor of Public Administration at the University of Illinois Springfield, and DR. J. TRAVIS BLAND, University of Illinois Springfield

Ethics and the Media Jungle

DR. CAROLINE SHAFFER WESTERHOF, Adjunct Online Professor

## HUMAN RESOURCES:

SIAN B

### TEMPS AND TRADEOFFS IN A CHANGING WORKPLACE

Social Media and Public Employees: Tradeoffs between Civil Liberties, Agency Mission, and Public Trust

PAUL FOOTE, Assistant Professor of Political Science at Murray State University (*Moderator*), and JOHN McCASKILL, JAMES HARRINGTON, Assistant Professor at the University of Texas at Dallas

Leading a Multigenerational Workforce in the Public Sector

CYNTHIA ANN THOMPSON, Doctoral Candidate at Walden University

Hurts So Good: Vulnerable Narcissists in Public Sector Organizations

ANNE K. FENNIMORE, Doctoral Candidate at Florida Atlantic University

## ASPA SPECIAL SESSION

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Making ASPA Membership Work for You

WILLIAM SHIELDS, Executive Director of the American Society for Public Administration  
PHILLIP CARLISLE, ASPA Membership Coordinator

Saturday, October 7<sup>th</sup>

10:00 am – 11:30 am Breakout Sessions X

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PUBLIC SECTOR PERFORMANCE MANAGEMENT

WATERWAY

Devolved Decision Authority as a Misunderstood Principle of Performance Management:  
Examining the Perceptions of Public Managers in Local Government

DAVID N. AMMONS, Professor, University of North Carolina at Chapel Hill (*Moderator*), and  
DALE J. ROENIGK, University of North Carolina at Chapel Hill

The Performance Management Shuffle: A Longitudinal View of Performance Reporting  
in the District of Columbia

JASON JUFFRAS, Director of Program Evaluation, Office of the District of Columbia Auditor

Performance Appraisal: Public Sector Employees Describe Ritual Functions

DAVID SWANSON, Doctoral Candidate at Florida Atlantic University

On the Inadequacy of Government

DR. AARON WACHHAUS, Assistant Professor at the University of Baltimore

Making Sense of Governmental Agility

SOFIA C. TRELLES, PhD Student at Florida International University



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## EMERGENCY MANAGEMENT: DISASTER RELIEF AMIDST UNCERTAINTY

SIAN A

### Preparing Today for an Uncertain Future

[SALVATORE A. D'ANGELO III, PH.D.](#), Executive Director,  
North Collier Fire Control and Rescue District

### How Information Seeking Impacts Collective Resistance Intention?

Evidence from Disaster-Induced Migrants of Shaanxi, China

[MRS. YINGYING LIU](#), Doctoral at Candidate Xi'an Jiaotong University,  
University of Central Florida

### Pressure Points: The Intersection of Technical, Political and Social Systems in New Orleans

[DR. JOHN J. KIEFER](#), Professor at University of New Orleans (*Moderator*)

## POLICY, EDUCATION, HEALTH AND LAW: ADVOCATING, MAKING, AND ADJUDICATING POLICY

SIAN B

### Pollinator Politics and Policy Making: The Evolution of an Advocacy Coalition Framework of Representation within a Sustainable Food Policy

[DR. STEPHEN W. NORTHAM](#), Lecturer at University of North Georgia, and  
[DR. BETH M. RAUHAUS](#), Assistant Professor at Texas A&M Corpus Christi

### Challenges for Public Policy: Identifying and Deterring Income Inequality of Women

[DR. SHARON MCINTYRE](#), McIntyre Mediation (*Moderator*)

### The Politics of Administrative Law Judge Decision Making at the Department of Labor

[DR. COLE D. TARATOOT](#), Assistant Professor at the University of Miami, and [SANAT DESHPANDE](#)

### Heroin Addiction: The Battle for the Soul of America

[MR. PARKER A RIGGS](#), MPA Student at Augusta University

### PA - the key to complex real-world problems by building transdisciplinary teams

[ANDREW P. BALLARD](#), Managing Director at National Center for Public Performance,  
Rutgers University

## SECoPA 2018 PLANNING MEETING

[ASPA ALABAMA CHAPTER](#)

OCEAN

Saturday, October 7<sup>th</sup>

1:30 pm – 3:00 pm

SECoPA Board Meeting

INDIGO

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Thank You

PROGRAM DESIGNED AND EDITED BY AGATHA CARABALLO, PHD





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## Notes

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