



REPORT TO 2009 Sacramento Charter Review Committee

915 I Street, Sacramento, CA 95814-2604
www.cityofSacramento.org

Staff Report
May 7, 2009

Honorable Chair and
Members of the Committee

Title: Charter Review Committee Draft Work Plan

Contact: Mark Prestwich, Special Projects Manager, (916) 808-5380

Summary of Issue: At the request of the Committee, this report includes a comprehensive draft work plan for Charter Review Committee review, discussion and possible adoption.

Respectfully Submitted by: _____

M. Prestwich
Mark Prestwich, Special Projects Manager

Attachments

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Background

At the April 20, 2009 Charter Review Committee Meeting, Committee members discussed work plan strategies related to receiving information, conducting appropriate community outreach, and ensuring timely completion of their charge. Included in this discussion was Committee interest in: 1) Grouping various topics identified in the Committee's governing Resolution 2009-095, 2) Receiving testimony from local government focused practitioners, academics and organization representatives; and 3) Receiving a refined work plan from Staff at the May 7, 2009 Committee meeting.

Potential Committee Work Plan

The following Work Plan has been prepared for Committee review, discussion and possible adoption. The Work Plan is comprehensive in nature and includes the following structure to facilitate the Committee's efforts to develop recommendations within the City Council's prescribed timetable.

- A calendar of meeting dates, focused topic areas and potential speakers
- Strategies for receiving information
- Decision making process
- Outreach plan

Meeting Calendar/Topics/Speakers. A potential meeting calendar is included as Attachment 2. The calendar incorporates the Committee's interest in receiving testimony from local government focused practitioners, academics and organization representatives. Accordingly, meetings are organized by topic and include a summary of resources and prompting "Discussion/Decision Points" to facilitate Committee discussion. The calendaring of topics will improve the ability of interested community members to participate in the Charter Review process.

Committee members have expressed interest in receiving testimony from local government focused practitioners, academics and organization representatives. Based on Committee suggestions and direction, Staff has prepared a pool of potential speakers organized by subject matter (see Attachment 3). Committee adoption of the pool of speakers will facilitate Staff's efforts to recruit a balanced set of speakers for future meetings. The pool of speakers may be updated regularly during course of the Committee's work.

Process to Receive Information. Five strategies have been identified to assist the Committee receiving information.

1. Benchmark Cities. Selecting benchmark cities to study and contrast will provide Committee members with an opportunity to learn more about how other local governments are structured and deal with specific issues. A copy of a list of potential benchmark cities is included as Attachment 4 for Committee review, discussion and possible adoption.

2. Matrix Reference Document. Staff intends to provide Committee members with a “Matrix Reference Document” with information about the benchmark cities the Committee selects. A sample matrix reference document is attached to this report as Attachment 5. Once benchmark cities are selected, staff will populate the matrix with current information related to each city’s structure and approach to issues the Committee is studying.
3. Testimony. Based on Committee direction, Staff will coordinate speakers to provide testimony to the Committee on a variety of topics.
4. Outreach Plan. A proposed Outreach Plan includes four Saturday community forums in different city locations. The forums will provide residents an opportunity to provide public comment to Committee members on Charter Review issues, in addition to the public comment periods available at each Charter Review Committee meeting.
5. Website. Committee members will also receive information via the City's website. The Charter Review Committee website (www.cityofsacramento.org/charter) includes a “Contact Us” link where comments may be sent to Committee members. All comments received will be included in future agenda materials for Committee information.

Decision Making Process. To facilitate the Committee’s decision making process, Staff suggests the Committee consider dedicating time for discussion and consensus building at the conclusion of each topical area (e.g. governance, election process, etc.) by structuring the agenda accordingly. This approach will foster dialogue among Committee members and facilitate an incremental and efficient process of consensus building. The “Matrix Reference Document” may also be a valuable tool to assist the Committee in reaching preliminary conclusions on various issues.

Outreach Plan. Staff has prepared a proposed Outreach Plan (see Attachment 6) to inform and engage the community in the Charter Review process within available resources. The Outreach Plan is intended to create awareness and opportunity for residents to be involved in the Charter Review process through a variety of outreach strategies.

**Sacramento Charter Review Committee
DRAFT Work Plan**

Attachment 2

Meeting	Day	Topics	Resources	Discussion Points/Focus
05/07/09	Thursday	Committee Workplan - Establish Criteria for Benchmark Cities - Establish Benchmark Cities - Establish Outreach Plan - Discuss Potential Speakers	"Are Elected Executives Needed to Achieve Accountability to Citizens?" by James H. Savra, Ph.D., Arizona State University Public comments received	N/A
05/18/09	Monday	Governance (Academicians Focus) - Council-Manager/Strong Mayor - Delegation/Reservation of Powers - Appt./Removal of Officers/Employees - Budget Process	Speaker testimony Benchmark cities matrix Public comments received	Pros/cons of unified vs. separated gov't structure. Why did various cities convert to/from strong-mayor and council/manager form of government? What were their impressions after the change? Pros/cons of Mayor vs. City Manager proposed budget? Appointment powers of Mayor vs. City Manager.
06/04/09	Thursday	Governance (Practitioner Focus) - Council-Manager/Strong Mayor - Delegation/Reservation of Powers - Appt./Removal of Officers/Employees - Budget Process	Speaker testimony/panel discussion Benchmark cities matrix Public comments received	Pros/cons of unified vs. separated gov't structure. Why did various cities convert to/from strong-mayor and council/manager form of government? What were their impressions after the change? Pros/cons of Mayor vs. City Manager proposed budget? Appointment powers of Mayor vs. City Manager.
06/15/09	Monday	Governance (Organizations Focus) - Council-Manager/Strong Mayor - Delegation/Reservation of Powers - Appt./Removal of Officers/Employees - Budget Process	Speaker testimony/panel discussion Benchmark cities matrix Public comments received	Pros/cons of unified vs. separated gov't structure. Why did various cities convert to/from strong-mayor and council/manager form of government? What were their impressions after the change? Pros/cons of Mayor vs. City Manager proposed budget? Appointment powers of Mayor vs. City Manager.
06/23/09	Tuesday	Status Report to Council		
07/02/09	Thursday	Governance (Budget Practitioners/Organizations) Tentative Decision Making - Governance Issues	Speaker testimony Public comments received	Pros/cons of Mayor vs. City Manager proposed budget
07/20/09	Monday	Elections Process (Practitioners/Organizations) - Term Limits - Run-off Elections	Speaker testimony Public comments received	Pros/cons of term limits Discussion of alternative run-off procedures
07/25/09	Saturday	Public Outreach Meeting		
08/01/09	Saturday	Public Outreach Meeting		

Sacramento Charter Review Committee
DRAFT Work Plan

Meeting	Day	Topics
08/03/09	Monday	Public Outreach Meeting Follow-up Elections Process (Academics) - Term Limits - Run-off Elections Tentative Decision Making - Elections Issues
08/17/09	Monday	Full-Time Status for Council Members (P/O)
08/25/09	Tuesday	Status Report to Council
09/03/09	Thursday	Full-Time Status for Council Members (Academics) Tentative Decision Making - Full-Time Status Issue
09/21/09	Monday	Ethics Commission (Academics)
10/01/09	Thursday	Ethics Commission (Practitioners/Organizations) Tentative Decision Making - Ethics Commission
10/19/09	Monday	Green Waste
10/27/09	Tuesday	Status Report to Council
11/05/09	Thursday	Reserved for Revisiting Topics/Testimony - Opportunity to revisit testimony/topics - Opportunity to discuss other topics
11/07/09	Saturday	Public Outreach Meeting
11/14/09	Saturday	Public Outreach Meeting
11/16/09	Monday	Public Outreach Meeting Follow-up Discussion of Recommendations - Opportunity to discuss other topics - Opportunity to revisit testimony/topics - Discuss/Reach consensus on recommendations
12/03/09	Thursday	Discussion of Recommendations - Opportunity to discuss other topics - Opportunity to revisit testimony/topics - Discuss Reach consensus on recommendations
12/15/09	Tuesday	Present Preliminary Report to Council
01/07/10	Thursday	Refinement of Report
01/11/10	Monday	Refinement of Report
01/19/10	Tuesday	Present Final Report to Council

**Sacramento Charter Committee
Pool of Potential Speakers**

Attachment 3

Topic	Academics	Practitioners	Organizations
Governance/Budget	Bruce Cain, Ph.D., UC Berkeley	Dave Mora, Western Regional Director, ICMA; Former City Manager	International City/County Management Association (ICMA)
	John Nalbandian, Ph.D., University of Kansas, Fmr. Mayor of Lawrence, Kansas	Jerry Newfarmer, CEO, Management Partners, Inc.; Former City Manager of Fresno, San Jose & Cincinnati	League of California Cities
	Raphael Sonenshein, Ph.D., CSU Fullerton	Daniel K. Whitehurst, Former Mayor, Fresno during transition to Strong Mayor Government	National League of Cities
	Robert Waste, Ph.D., CSU Sacramento	Bill Stewart, Chair, Fresno Charter Review Committee	U.S. Conference of Mayors
	James Svava, Ph.D., Arizona State University	John Davies, Chair, San Diego Charter Review Committee	National Civic League
		Chris McKenzie, Executive Director, League of California Cities	Institute for Local Government
		Mary Bradley, Finance Director, Sunnyvale; Past President, California Society of Municipal Finance Officers; League of California Cities Fiscal Officers Department	
		Mary Lewis, Chief Financial Officer, San Diego	
		Renena Smith, Budget Director, Fresno	
	TBD		
Election Process		Robert Stern, President, Center for Governmental Studies	League of Women Voters
		Derek Cressman, Regional Director of State Operations for Western States, Common Cause	Common Cause
		Blair Bobler, Deputy Director, New America Foundation	
	TBD		TBD
Full-Time Status - Council Members			
Ethics Commission	Jessica Levinson, Political Reform Director, Center for Governmental Studies; Adjunct Professor, Loyola Law School	John St. Croix, Executive Director, San Francisco Ethics Commission	Common Cause
		Daniel K. Purnell, Executive Director, Oakland Public Ethics Commission	Institute for Local Government
	TBD		TBD
Green Waste			

Sacramento Charter Review Committee
Proposed Benchmark Cities

Attachment 4

City	Population	Current Governmental Structure
1 Los Angeles	4,065,585	Mayor-Council-Commission
2 Phoenix*	1,552,259	Council-Manager
3 San Diego	1,353,993	Mayor-Council
4 San Jose	1,006,892	Council-Manager
5 San Francisco	845,559	Combined City/County
6 Austin*	743,074	Council-Manager
7 El Paso	606,913	Council-Manager
8 Seattle	594,210	Mayor-Council
9 Denver*	588,349	Combined City/County
10 Fresno	495,913	Mayor-Council
11 Long Beach	492,682	Council-Manager
12 Oakland	425,068	Mayor-Council
13 Cincinnati	364,040	Council-Manager

Sacramento*	481,097	Council-Manager
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* *State Capitols*

Sacramento Charter Review Committee
Benchmark Cities Matrix

	Sacramento
General Information	
Population	475,000
No. of Voting Council/Board Members	9
Unified/Separate Government	Unified
Form of Government	Council/Manager
Who Proposes Budget?	City Manager
If Mayor Proposes Budget:	N/A
Effective if no Council approval/override?	N/A
Appointment Power	
Who Appoints/Removes City Manager?	Council
Who Appoints/Removes City Treasurer?	Council
Who Appoints/Removes City Clerk?	Council
Who Appoints/Removes City Attorney?	Council
Who Appoints/Removes Department Directors?	City Manager
Who Appoints/Removes Subordinate Staff?	Department Directors
Mayor's Appointees Automatically Confirmed if No Council Action?	N/A
City Manager's Authority	
	Appoints/removes department directors; responsible for administration of city; prepares annual budget
Mayor's Authority	
	Appoints/removes members of boards, commissions and advisory agencies
Other	
Does Mayor Vote?	Yes
Does Mayor Have Veto?	No
Mayoral Term Limits?	No
Council Term Limits?	No
Does the Charter Provide for a Council President?	No
Who retains all residual powers?	City Council

Sacramento Charter Review Committee Proposed Outreach Plan

Goal

Inform and engage community in the Charter Review process within available resources

Objective

Create awareness and opportunity for residents to be involved in the Charter Review process through outreach strategies

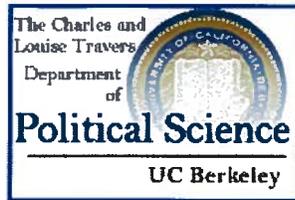
Current Strategies

- Establish set meeting schedule/location
- Assure Americans with Disabilities Act (ADA) accessibility of all meeting venues
- Live video streaming and archiving of all Committee meetings
- Develop a detailed work plan with topic schedule
- Meeting agendas and materials posted on City's website
- Develop a one-stop webpage for Charter Review Committee activities
- Send out e-mail notifications to subscribers of Charter Committee information
- Create e-mail address for public comments to Committee and include comments received in agenda materials
- Post Frequently Asked Questions (FAQs) on website
- Updated information to 3-1-1 operators for 24/7 response to questions
- Coordinate information dissemination to individuals, neighborhoods and community groups via Neighborhood Services Department

Additional Strategies for Consideration

- Four community forums in different locations scheduled based on Committee's work plan
- Marketing and noticing of community forums coordinated through Neighborhood Services Department
- Hard-copy FAQ flyer/brochure for distribution by Neighborhood Services at community meetings
- Engage the media (press releases, posting of meeting and work plan schedule, Op-Ed article, etc.)

Academic Biographies



- [Home](#)
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[UC Berkeley](#) > [Political Science Home](#) > [Faculty](#) > [Bruce Cain](#)

Bruce E. Cain

Heller Professor of Political Science and

Director of the UC Washington Center, Washington, DC

Email: bruce@cain.berkeley.edu

Phone: (202) 974-6202

Office Location:

UC Washington Center, 1608 Rhode Island Ave. N.W., Washington, DC 20036

Office Hours: 08-09 UCDC

Spring 2009 Course: Not teaching in Political Science this term



Bruce E. Cain, Heller Professor of Political Science and Director of the UC, Washington Center, came to UC Berkeley in 1989 from the California Institute of Technology, where he taught from 1976 to 1989. A *summa cum laude* graduate of Bowdoin College (1970), he studied as a Rhodes Scholar (1970-1972) at Trinity College, Oxford. In 1976 he received his Ph.D. in political science from Harvard University. His writings include *The Reapportionment Puzzle* (1984), *The Personal Vote* (1987), written with John Forejohn and Morris Fiorina, and *Congressional Redistricting* (1991), with David Butler. He has also co-edited numerous books, including *Developments in American Politics*, Volume I - IV, with Gillian Peele, *Constitutional Reform in California*, with Roger Noll, *Racial and Ethnic Politics in California*, Vol. II,

with Michael Preston and Sandra Bass, and *Voting at the Political Fault Line: California's Experiment with the Blanket Primary* with Elisabeth R. Gerber (2002). Professor Cain has served as a polling consultant for state and senate races to Fairbank, Canapary and Maulin (1985-86); redistricting consultant to (among others) the Justice Department, 1989; Los Angeles County, 1991; San Diego Citizens Commission on Redistricting, 2001; City and County of San Francisco, 2002; Special Master for a three judge panel, Arizona State Legislative Redistricting, 2002; consultant to the *Los Angeles Times* (1986-89) and political commentator for numerous radio and television stations in Los Angeles and the Bay Area. He received the Zale Award for Outstanding Achievement in Policy Research and Public Service in March, 2000, and was elected to the American Academy of Arts and Sciences in April, 2000.

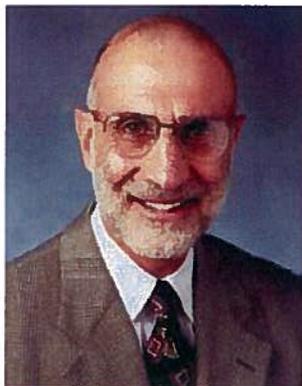
- [List of Faculty Members](#)
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John Nalbandian



- **Employment**
- **Teaching experience**
- **Honors**
- **Education**
- **Editorial boards**
- **Research**
- **Associations**
- **Training, consulting, and presentations**
 - DVD Council-Staff Relations (.wmv or .mov)
- **Grants, conference papers, reports**
- **Service**

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EMPLOYMENT:

University of Kansas

1991-Present
 Professor, Department of Public Administration, University of Kansas

2000-2007
 Chair, Department of Public Administration, University of Kansas

1981-1991
 Associate Professor, Department of Public Administration, University of Kansas;
 1984-1988, Chairman, Department of Public Administration; 1983-1984, Director,
 Edwin O. Stene Graduate Program in Public Administration, Department of Political
 Science; 1981-1983 Associate Chair, Department of Political Science

1976-1981
 Assistant Professor, Department of Political Science, University of Kansas; 1976-
 1980, Coordinator, MPA Health Management Concentration. Major
 Responsibilities: Program development, internship development and supervision,
 advisement, alumni relations

University of Southern California

September 1975-July 1976
 Instructor, School of Public Administration, University of Southern California

March 1975-September 1975

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[International City/County Management Association](#)

[National Academy of Public Administration](#)

[National Association of Schools of Public Affairs and Administration](#)

[National Forum for Black Public Administrators](#)

[Public Management Center](#)

[Public Management Research Association](#)

[Journal of Public Administration Research and Theory](#)

[KU updates campus community with swine flu alerts](#)

Assistant Dean, School of Public Administration, University of Southern California;
Assistant To Associate Dean, October 1974-February 1975

Major Responsibilities: Program development for Intergovernmental Masters Degree and Urban DPA; Resource Coordinator, School of Public Administration, Management and Training Services

Other

1970-1971 Intelligence Analyst, Central Intelligence Agency, Washington, D.C.
1967-1970 Lieutenant, Infantry, U.S. Army

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Tools

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EDUCATION

- Ph.D. University of Southern California, 1977 Major: Public Administration
- M.A. University of Southern California, 1967 Major: International Relations
- B.A. University of Southern California, 1965 Major: International Relations Minor: Economics
- Cambridge University, Summer 1964, Certificate of Attendance

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TEACHING EXPERIENCE

Courses Taught:

- **Introductory Graduate and Undergraduate Courses in Public Administration**
- **Organization Theory and Behavior**
- **Human Resources Management**
- **Infra-structure Management**
- Trends and Problems in Public Administration
- MPA Professional Development Seminars
- Communication Skills in Supervision
- Democracy and Professionalism in Local Government
- Public Organizations and the Rights and Obligations of Citizens
- Collaborative Leadership and Citizen Engagement

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HONORS

- Kemper Teaching Award, University of Kansas, 2008
- Buford Watson, Jr. Public Service Award, Lawrence Chamber of Commerce, 2008 with Carol Nalbandian
- Lifetime Member of Chancellors Club, 2008
- Public Administrator of the Year, presented by the Kansas Chapter of the American Society for Public Administration, 2007
- Co-Educator of the Year" with Carol Nalbandian presented by the National Forum for Black Public Administrators, 2007
- Invited Lecturer, Northern Illinois University Public Administration, April 2007
- Greg and Emma Melikian Visiting Scholar of Urban Affairs, Arizona State University, 2007-present
- Book of the year in Public Human Resources Management awarded by American Society for Public Administration, Section on Personnel Administration and Labor Relations for 5th edition of Public Personnel Management: Contexts and Strategies, Donald E. Klingner and John Nalbandian, 2002.
- Fellow, National Academy of Public Administration, Inducted in 1997
- Excellence in Teaching Award, National Association of Schools of Public Affairs and Administration, 1997
- Distinguished Elected Official, Kansas Recreation and Parks Association, 1995
- Board Member, National Urban Fellows Foundation, New York, 1995-1999
- Honorary Member, International City and County Management Association, 1994
- Honorary Member, Golden Key National Honor Society, 1994
- Honorary Member, Kansas University Public Administration Alumni Association, 1991
- American Review of Public Administration, Article of the Year, Volume 19, 1989, "The Contemporary Role of City Managers"
- Academic Public Administrator of the Year. Awarded by Greater Kansas City Chapter of the American Society for Public Administration, Spring, 1989
- Stephen B. Sweeney Award for Excellence in Local Government Education, International City Management Association, Spring, 1988
- Teaching Excellence Award, School of Public Administration, University of Southern California, 1975-1976
- Phi Beta Kappa

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ASSOCIATIONS

- American Society for Public Administration: Section on Personnel Administration and Labor Relations
- International Personnel Management Association - Human Resources
- International City/County Management Association

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EDITORIAL BOARDS

- [Administration and Society](#), 1983-Present
- [Public Administration Review](#), 1985-1988
- [Public Productivity Review](#), 1987-present
- [Review of Public Personnel Administration](#), 1982-1985; 1986-1989; 1992-1995
- [American Review of Public Administration](#), 1988-1990; 1992-present
- [State and Local Government Review](#), 1993-1995; 2005-present
- [Journal of Public Administration Education](#), 1995-1997
- [Public Integrity](#), 1997-2000

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RESEARCH

Local Government	Human Resources Management	General
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[Nalbandian Home Page](#)

Local Government

"Predicting the Future—Why Citizen Engagement is No Longer Optional." *Public Management*. December 2008. This article makes the case that citizen engagement is an essential tool of contemporary governance and that legitimacy for local government professionals will in part depend upon them mastering the skills of engagement.

"Defining Facilitative Leadership: A View from Inside the Mayor's Office in Lawrence, KS," with Sarah Negrón in James S. Svava, *Facilitative Leadership*. 2nd Edition, 2008. Based on my own experiences as mayor, this chapter provides an introspective yet analytical look at political leadership in council-manager local government.

"Leading Local Governments in the 21st Century." *Arizona City and Town* (Arizona League of Municipalities). Summer, 2008, pg 10-13.

"How Professionals Can Add Value to Their Communities and Organizations." *Public Management*. March 2007 with James Keene, Robert O'Neill, Jr., and Shannon Portillo. This article presents the results of a two year ICMA sponsored project designed to identify the practices that distinguish professional local government managers from others.

"Council-Manager Relations. The Best in Public Management". *Public Management*. June 2006 with Shannon Portillo. This issue of PM consists of a series of selected articles from PM dating back to its earliest issues. Each article

includes a short commentary on its significance.

"Politics and Administration in Local Government" International Journal of Public Administration. (Vol. 29, 2006), pp. 1049-1063. Invited article. This article provides a nice summary of my work to 2006. It provides the intellectual base for a workshop I do on council-staff partnership.

"Knowledge Work and Local Government Management: Insights from and Expert: Interview with Bob Kipp" State and Local Government Review (Vol. 37, No. 3, 2005), pp. 250-255. with Justin Marlowe.

"Pioneering the Future—A New Generation of Local Government Professionals" Public Management. May, 2005. Invited article. This article was prepared to accompany the launching of the Local Government Management Fellowship Program at ICMA.

"Contemporary Professionals and the Conflicting Forces of Administrative Modernization and Civic Engagement" American Review of Public Administration (December 2005). Lead article. For me, this was an important article setting out contemporary themes. The content provides the intellectual base for the workshop I do on contemporary trends.

- Hambleton R. and Gross J. S. (eds) (2007) Governing Cities in a Global Era. Urban Innovation, Competition and Democratic Reform. New York, USA : Palgrave Macmillan.

"Politics and Administration in Council-Manager Government: Differences between Newly Elected and Senior Council Members" Public Administration Review (May/June 2004). In this article I surveyed and then interviewed council members in the Kansas City area to see how their attitudes towards governing changed over time.

"Meeting Today's Challenges: Competencies for the Contemporary Local Government Professional," Public Management (May 2003), with Carol Nalbandian.

The Future of Local Government Administration: The Hansell Symposium. Washington, DC: International City/County Management Association 2002, edited with H. George Frederickson.

"Contemporary Challenges in Local Government," Public Management (December 2002), with Carol Nalbandian. Lead article.

- Reprinted in National Civic Review, Spring 2003.

"The Future of City Management Education," The Future of Local Government Administration: The Hansell Symposium. Washington, DC: International City/County Management Association 2002,

"Babcock Place," a case study published by the **Electronic Hallway Network**, University of Washington, October 2000.

"The City Manager as Political Leader," Public Management, (March 2000). Lead article. This article provides a case study of a city manager involved in a major development project and the issues he confronted that challenged his sense of professionalism.

- Reprinted in the National Civic Review. Spring 2001.

" **The Council-Staff Partnership: A Team in Service to the Community** ," Western City, (September 1999). Lead article. The basic concepts of my workshop on council-staff relationships appear here in very readable form

"Facilitating Community, Enabling Democracy: New Roles for Local Government Managers," Public Administration Review, vol. 59 (May/June 1999). Lead article.

- Reprinted in Howard R. Balanoff, ed. Public Administration: Annual Editions 01/02. Guilford, CT: McGraw Hill, 2001, pp. 45-54.

"City and County Management as Community Building," Public Management (May 1999), pp. 20-22, with James Oliver.

"Reflections of a 'Pracademic' on the Logic of Politics and Administration," Public Administration Review, vol. 54 (November/December 1994).

- Reprinted as "Politics, Administration and the City Manager," in Second Edition of Frederickson's Ideal and Practice in Council-Manager Government, Washington, DC: International City Management Association, 1995, pp. 84-96.

- Excerpted and reprinted in Virginia Town and City, published by the Virginia Municipal League, Vol 29, No. 7 (July 1994).

"Enhancing the Political Health of Our Communities," Kansas Government Journal, published by the Kansas League of Municipalities, December 1993, p. 599.

"The Future of Professional Management," invited essay in Selected Solely Upon the Basis of Administrative Ability. ed. Edward Flentje. Wichita State University, 1993, pp. 131-139.

"How to be an Effective Council Member," Kansas Government Journal, published by the Kansas Municipal League, July 1992, pp. 208-209.

"A New Professionalism in City Management." In Robert B. Denhardt and William H. Stewart (eds.). Executive Leadership in the Public Service. Tuscaloosa, AL: University of Alabama Press, 1992, pp. 137-152.

Professionalism in Local Government: Transformations in Roles, Responsibilities and Values. San Francisco, Jossey Bass, 1991.

"Tenets of Contemporary Professionalism in Local Government," Public Administration Review, vol. 50 (November/December 1990), 654-663.

- Reprinted in Second Edition of Frederickson's Ideal and Practice in Council-Manager Government, Washington, DC: International City Management Association, 1995, pp. 157-174.

"The Contemporary Role of City Managers." American Review of Public Administration, vol. 19 (December, 1989), pp. 261-278. Selected as ARPA best article in volume 19.

"Professionalism in City Management: A New Beginning," in H. George Frederickson (ed.). Ideal and Practice in Council-Manager Government. Washington, DC: International City Management Association, 1989.

"Local Government Professionals Under Stress: In Pursuit of Economic Development, Efficiency, and Equity," an invited book review essay in Public Administration Review, Vol. 48 (January/February, 1988), pp. 588-591.

Reflections of Local Government Professionals. Department of Public Administration, University of Kansas, 1987. Edited with Raymond G. Davis with assistance of Sandra Lizarraaga.

"The Evolution of Local Governance: A New Democracy," an invited article in Public Management, Vol. 69 (June, 1987), pp. 2-5.

"The Professional Public Administrator: Politician or Not?" The Bureaucrat, Vol. 9 (October, 1980), pp. 38-41.

Human Resources Management

David Whyte, "Crossing the Unknown Sea: Work as a Pilgrimage of Identity," a book review, Review of Public Personnel Administration Vol 24, No. 1 (2004), pp. 79-82.

Public Personnel Management: Contexts and Strategies, New York: Prentice Hall, 5ed. 2003. Co-author with Donald Klingner. Prentice Hall. 6 th edition, forthcoming.

- Reprinted into Spanish as La Administracion del Personal Publico: Contextos y Estrategias. Mexico City: McGraw Hill Interamericana/UNAM/IAPEM/INAP/JAEMEX (2001).

- Reprinted in Chinese (2001)

- Selected as Public Human Resources Management book of the year by the Section on Personnel Administration and Labor Relations, American Society for Public Administration, 2002.

"The Supreme Court's 'Consensus' on Affirmative Action," Public Administration Review, vol. 49 (January/February, 1989), pp. 38-45.

- Reprinted in Banaloff (ed.). Annual Editions: Public Administration 1990-1991. Guilford, CT: Dushkin Publishing Company.

- Reprinted in Denhardt and Barry (eds.). Public Administration in Action. Brooks/Cole, 1991.

"Risk Taking by Public Managers." A monograph of proceedings of the National Academy of Public Administration meeting in Kansas City, Spring, 1988 with Steven Maynard-Moody. Published in Fall, 1989.

"Values and Conflict in Public Personnel Administration," Public Administration Quarterly, Vol. 11 (Spring, 1987), pp. 17-33 with Donald E. Klingner.

"Michael Cohen and Robert Golembiewski (eds.): 'Public Personnel Update.' A book review essay in Administrative Science Quarterly, Vol. 31 (March, 1986), pp. 138-140 with Steven Maynard-Moody.

"Human Relations and Organizational Change: Responding to Loss," Review of Public Personnel Administration, Vol 6 (Fall, 1985), pp. 29-43.

"Human Resource Administration and Cutback Management A Symposium Introduction," Review of Public Personnel Administration, Vol. 4 (Fall, 1983), pp. 114-127, with Donald E. Klingner.

"From Compliance to Consultation: The Changing Role of the Public Personnel Administrator," Review of Public Personnel Administration, Vol. 1 (Spring, 1981),

pp. 37-51.

"The Politics of Public Personnel Administration: Towards A Theoretical Understanding," Public Administration Review, Vol. 41 (Sept/Oct, 1981), pp. 541-549, with Donald E. Klingner.

"Performance Appraisal: If Only People Were Not Involved," Public Administration Review, Vol. 41 (May/June, 1981), pp. 392-396.

- Reprinted in Frank Thompson (ed.), Classics in Public Personnel Policy. Oak Park, IL: Moore Publishing Company, 1990

"Integrating Context and Decision Strategy in Public Personnel Administration: A Contingency Theory Approach," Administration and Society, Vol. 12 (August, 1980), pp. 178-202, with Donald Klingner.

"Personnel Management by Whose Objectives," Public Administration Review, Vol. 38 (July/August, 1978) pp. 366-372, with Donald Klingner.

- Reprinted as theoretical chapter in Klingner's Public Personnel Management: Contexts and Strategies. Prentice Hall, 1980.

- Reprinted in Klingner (ed.), Public Personnel Management: Readings in Contexts and Strategies. Mayfield, 1981.

"Organizations and Individuals in Crisis: Coping with Change," Praxis, (Spring, 1977), published by the Graduate Program in Public Administration, Kansas University.

General

Robert Agranoff and Michael McGuire. **Collaborative Public Management: New Strategies for Local Government**, a book review, Journal of Politics, Vol 67, No. 1 (February 2005), p. 283-5.

Jim Collins. "**Good to Great**," a book review, Review of Public Personnel Administration, Vol. 23, No. 4 (December 2003), pp. 346-349.

"**Politics, Administration, and Markets**," Lead article in American Review of Public Administration, Vol. 32 (June, 2002), pp. 117-144, with Donald E. Klingner and Barbara S. Romzek.

- Also appears in Reforma y Democracia

"A Framework for Change." Book Review Essay of Montgomery Van Wart's Changing Public Sector Values, in Vol. 8, No. 4 Journal of Public Administration Research and Theory, (October 1998), pp. 617-623.

"The Professional Values of Public Administrators: A Comparison with Lawyers, Social Workers, and Business Administrators," Review of Public Personnel Administration, Vol. 4 (Fall, 1983), pp. 1-11, with J. Terry Edwards.

"Teaching Public Administration as a Vocation: A Calling for Theorists," Southern Review of Public Administration, Vol. 6 (Summer, 1982) pp. 151-162, with Robert B. Denhardt.

"Individual Values and Professional Education: Implications for Practice and Education," Administration and Society, Vol. 13 (August, 1981), pp. 123-143, with

J. Terry Edwards and Kenneth Wedel.

"Teaching Graduate Students in Public Administration: Confronting Student and Instructor Self-Doubts," Teaching Political Science, Vol. 7 (January, 1980), pp. 231-240.

"The Impact of Competence and Power on Educational Program Design," in Eugene Byrne and Douglas Wolfe (Eds.). Experiential Learning in Professional Education: A New Direction for Experiential Learning. Jossey Bass, 1980, pp. 57-65.

"The Hopes, Values, and Fears of Public Administration Students," an invited article in Public Management, Vol. 70 (March, 1980), pp. 21-22.

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SERVICE

Department:

Chair, Public Administration Department, 2000-2007, 1984-1988; Director Edwin O. Stene Graduate Program in Public Administration, 1983-84; Associate Chair, Department of Political Science, 1981-1983; Coordinator, MPA Health Concentration, 1976-1980; convener KU City Management Conference, 1983-1988 and 2000-present; convener Executive Leadership Institute, National Forum for Black Public Administrators, 2006-present (Lawrence).

University:

Member, Baumgartel Peace and Justice Award Committee, 2004-present; Member, committee to design survey for review of deans, Fall 2004; Chair, College of Liberal Arts and Sciences Committee to Review Strategic Planning Process, Spring 2004; Chair, Investigative committee on Scholarly/Scientific Misconduct, Summer 2002; Member, Provost Search Committee, 1996; Convener, Kansas University Annual Conference for City Managers, 1987, 1988, 1998, 1999, 2000-present; Affirmative Action Counselor, 1977-1978; Member, Faculty Senate Committee on Collective Bargaining, Fall, 1986; Member, University Task Force on AIDS, Fall, 1987; Member, Subcommittee on Community Planning, University Task Force on Economic Development, Fall, 1986

City:

Library board President; 2006-2008; Library Board Member, 2000-2008; Library Board Foundation member, 2003-2008; Elected City Council Member, 1991-1995; re-elected, 1995-1999; Mayor, 1993-1994; 1996-1997. Elected to governing board, League of Kansas Municipalities, 1991-1994

National Association of Schools of Public Affairs and Administration:

Chair, Local Government Management Fellowship Advisory Committee (sponsored jointly by ICMA-NASPAA-NFBPA-International Hispanic Network, 2003-2006; Chair, Committee on Urban Management Education, 2000-2002; Executive Council, 1984-1987; National Conference Program Committee, 1986; Committee on MPA standards; Chair, Committee on internships; Chair, Committee on Curriculum Innovation

International City/County Management Association

Convenor of project determining added value of professional management, 2004-2006 with Shannon Portillo; member ICMA strategic planning committee 2006-2008

Mid-America Schools of Public Affairs and Administration:

Co-founder and initial conference convener, Kansas City, 1984; Conference convener, February, 1987, Lawrence, Kansas

American Society for Public Administration:

PAR Dwight Waldo Award Committee, 1986; PAR LaVerne Burchfield Award Committee, Chair, 1987; PAR Frederick Mosher Award Committee, 1988; Member Professional Standards and Ethics Committee, 1978/1979/1981; Program Chairman, 1979 Region VII Conference; Vice President, Kansas Chapter, 1980-1981; President, Kansas Chapter, August 1981; Board member Section on Personnel Administration and Labor Relations 1980-1981, 1983-1986; National Conference Program Committee--Public Administration Education Track Coordinator, 1983; Executive Board, Section on Public Administration Education, 1982-1985

Other

Member, Public Service Awards Committee, National Academy of Public Administration, 2006, 2007

Convenor, "Competency Summit," 2005, University of Kansas, four state region MPA directors convene to discuss "Outcomes-based MPA Education."

Co-Chair, Electronic Hallway Advisory Committee, University of Washington, 2004-present

National Civic League, Member Model Cities Charter Committee, 2001-2003

Curriculum Director, Leadership Academy for Local Government Executives, co-sponsored by Mid America Regional Council and the University of Kansas, 2001-present.

Faculty Policy Board, 1980-1982; Conference Convener, "Public Policy and the Regulation of Human Resource Management," 1981

Resource Leader, Heart of America Cluster, Presidential Management Intern Program, 1980-1981

Member, International City Management Association Task Force on the Future of Council-Manager Government, 1993-1994; member, Task Force on Recognition, 2000.

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TRAINING, CONSULTING, AND PRESENTATIONS (2000-present)

Local Government Workshops	Local Government Presentations	Strength Deployment Inventory Workshops	Local Government Team Building
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Team Building and Strategic Planning Consultant

- Wilsonville , OR , City Council, Spring 2009 scheduled with Carol Nalbandian
- Casper , WY , City Council, Spring 2009 scheduled with Carol Nalbandian
- Mesa, AZ, City Council, Summer 2008 with Carol Nalbandian
- Dayton, OH, city council, Fall 2007 with Beth Melberth
- San Antonio, TX, city council, Summer 2007 with Carol Nalbandian
- Austin, TX, city council, Fall 2006 with Carol Nalbandian
- Chandler, AZ, Senior Staff, Spring 2006 with Carol Nalbandian
- Northglenn, CO, Governing Body, Spring 2006 with Carol Nalbandian
- Shorewood, IL, Governing Body and Staff, Spring 2006 with Carol Nalbandian
- Tamarac, FL, Governing Body and Staff, Spring 2006 with Carol Nalbandian
- Peculiar, MO, Governing Body and Staff, 2004 to present
- Chanute, KS, Governing Body and Staff, Summer and Fall 2005 with Carol Nalbandian
- Fort Scott, KS, Governing Body and Staff, Fall 2005, Spring 2006 with Carol Nalbandian
- Liberty, MO, Governing Body, Summer 2005 with Carol Nalbandian
- Sedona, AZ, Governing body and staff, Summer 2005 with Carol Nalbandian
- Blue Springs, MO, Governing Body and Staff, 2005-present with Carol Nalbandian
- Fremont, CA, Governing Body, Winter 2005 with Carol Nalbandian
- Martin County, Florida, Winter 2005 with Tyler St. Clair
- University Park, Texas, Fall 2004 with Carol Nalbandian
- Unified Government of Kansas City, Kansas, and Wyandotte County, Spring 2004 with Carol Nalbandian
- North Kansas City, MO, Governing body and staff, Spring 2004 with Carol Nalbandian
- Davenport, IA, Governing Body, Winter 2004 with Carol Nalbandian
- Kansas City, Missouri, Governing Body, Fall 2003 with Carol Nalbandian
- City of Sedona, AZ, senior staff, Summer 2003 with Carol Nalbandian
- City of Thornton, CO, Governing Body and senior staff, Winter, 2003, Winter 2005 with Carol Nalbandian
- City of Roswell, GA, Governing Body on form of government, Winter 2003
- City of Troy, MI, Governing Body, Summer 2002
- City of Tucson, Council and senior staff, Spring 2002
- City of Olathe, KS (with Carol Nalbandian), Governing Body and Senior Staff, Summer 2001-present.
- San Luis Obispo, CA, council and staff, Fall 2001-present
- Merriam, KS, Governing Body, Spring 2001
- City of Sunnyvale, California, Governing Body, Winter 2000; senior staff, Fall 2001
- City of Rockville, Maryland, Governing Body (goals setting), Fall 1999; January 2001 SDI

Other Consultations

- Florida City/County Management Association, Consultant on creation of Center for Excellent, Summer 2006
- Mid-America Regional Council, Curriculum Development for MARC-KU Leadership Academy, Spring 2001

Workshops

"Governing Body/Staff Relations", "High Performing Governing Body," or "Contemporary Trends in Local Government"

- Public Executive Leadership Academy, Institute of Government , University

- of North Carolina , Spring 2005-present
- Advanced Public Executives Program, Arizona State University , Fall 2004-present
- Senior Executive Institute, University of Virginia , July 1995-present
- Rocky Mountain Public Service Program, University of Colorado-Denver, Winter 2004-Present
- Colorado Counties Association, Summer 2008
- Charlotte, NC, Spring 2008
- Virginia Local Government Management Association, Virginia Beach, Summer 2007
- Pleasanton, CA, Spring 2007
- Shawnee, KS, 2004-present
- Elgin, Batavia, and St. Charles, IL, Summer 2006
- Portsmouth, VA, Summer 2006
- Greensboro, NC, Summer 2006
- Colorado City/County Management Association, Glenwood Springs, CO, Spring 2006
- Flagstaff, AZ, Staff, Summer 2006; 2008
- Colorado City Management Association, Winter 2006
- Society for Local Government Management, Alberta, Canada, Summer, 2005 (also included with Carol Nalbandian a workshop on strategic planning methodology)
- San Luis Obispo, Summer, 2005
- Minnesota Association of Counties, Summer 2004
- National League of Cities, Spring 2004
- Minnesota League of Municipalities, Spring 2004
- Georgia League of Municipalities, Spring 2004
- San Antonio, senior staff, Fall 2003
- Texas Municipal League, Fall 2003
- Fairfax County, Virginia, Fall 2003
- Scottsdale, AZ, senior staff, Fall 2003
- Southwest Leadership Academy, University of Arizona, Fall 2003, Fall 2004
- North Carolina League of Municipalities/National League of Cities Leadership Training Institute, elected officials, Fall 2003
- Davenport, IA, council and staff, Fall 2003
- International City/County Management Association, Fall 2003
- Highland Park, IL, Governing body and senior staff, Fall 2003
- Lake Forest, IL, Governing Body and senior staff, Fall 2003
- Hamilton County, Ohio, elected officials and senior staff, Summer 2003
- Texas Municipal League, Fall 2003 (Scheduled 2003)
- National League of Cities, Wichita, Summer 2003
- City of San Jose, Senior Staff, Spring 2003
- Northern California Assistants and Bay Area City Managers, Spring 2003
- Georgia City/County Management Association, Spring 2003
- Iowa City Management Association, Spring 2003
- Minnesota City Management Association, Spring 2003
- Ohio City Management Association, Summer 2002
- Arizona City Management Association, Summer 2002
- Texas Municipal League, Summer 2002
- San Luis Obispo, CA, management staff; advisory boards, Summer 2002
- Fremont, CA, Spring 2002
- Montgomery County, MD, Fall 2001
- International City Management Association, Fall 2001, Fall 2002
- National League of Cities, Fall 2001
- Santa Monica, CA, senior staff, Winter 2001, Spring 2001
- Battle Creek, MI, senior staff and governing body, Spring 2001
- Tallahassee, FL, senior staff and governing body;
- Hutchinson, KS, Fall 2000;
- Leesburg, Virginia, Summer 2000;
- Phoenix, Spring 2000;

FAX: (785) 864-5208

Others

- MARC-ASPA conference panelist on citizen engagement, Spring 2007
- MARC-ASPA conference panelist on workforce trends, Spring 2006
- MARC-ASPA Finance Conference panelist. Spring 2005
- "Contemporary Trends in Local Government," Northeast Kansas City Management Association, Fall, 2003
- "Comparing Attitudes of Newly Elected Local Government Officials and Incumbents," Northeast Kansas City Management Association, Summer, 2000

Presentations on Politics and Professionalism in Local Government and Related Topics*Presentations to Local Government Officials*

- National League of Cities annual meeting, Orlando, Fall 2008
- Municipal Association of Victoria, Australia, Fall 2008; 2006
- Arizona League of Municipalities, Closing Plenary, Summer 2008
- Virginia League of Social Service Executives, Spring 2008
- Oregon League of Municipalities, Keynote, Fall 2006
- SOLACE (Society of Local Authority Chief Executives and Senior Managers) annual conference, Edinburgh Fall 2005
- Missouri Municipal League, Keynote, Fall 2005
- Kansas Public Works Association, Fall 2004;
- California League of Cities, Fall 2002, Fall 2004;
- California Contract Cities Association, Spring 2001;
- Michigan Municipal League, Summer 2000
- Florida City and County Management Association, Spring 2000
- Federation of Canadian Municipalities, London, Ontario, Summer, 2000
- Improvement and Development Agency for Local Government, United Kingdom (Lewisham and Liverpool), Winter, 2000;
- Public Works Association of California League of Cities, Winter, 2000;
- National meeting of International City Management Association, 1999, 2000;

Supervisory Training and Other Presentations

- "Equity and Expectancy Theory and Employee Motivation," KC Regional SRS, Summer 2006

Numerous other presentations

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GRANTS, CONFERENCE PAPERS, REPORTS:Grants

- Small grant from Human Resources Program, University of Kansas, for research on "Organizational Change When Perceived as Loss," 1982.
- Small grant from Human Resources Program, University of Kansas, for research on "Motivational Differences in Public and Private Sector Employees," 1981
- Faculty Development Grant to attend weekend "Group Relations Conference" sponsored by A.K. Rice Institute, Houston, October, 1977
- Small grant from University of Kansas General Research Fund to complete survey research project on professional values, Fall, 1977, with J. Terry Edwards and Kenneth Wedel.

- Faculty Development Grant to attend weekend conference on "New Ways of Knowing," sponsored by Esalen Institute and Center for the Application of Behavioral Science at St. Louis University, St. Louis, October, 1976.

Conference Papers:

- **"How Local Government Professionals Add Value to Their Communities and Organizations.** Presented at ICMA national conference, San Antonio, September 2006 with James Keene, Robert O'Neill, Jr., Shannon Portillo, and James H. Svara.
- **"Developing Learning Outcomes for the University of Kansas MPA Program,"** Presented at NASPAA annual conference. Minneapolis, Fall 2006 with Jaime Gaggero, Megan Ingmire, Angela McHardie, Maggie Thompson and Marilu Goodyear.
- "Trends in Doctoral Education." Presented at NASPAA annual conference. Indianapolis, Fall 2004.
- "Contemporary Trends in Local Government" presented in Chicago at the City Futures Conference sponsored by the Center for Urban Planning and Public Administration at the University of Illinois-Chicago, July 8-11, 2004.
 - o Selected as one of 10 from 160 papers for inclusion in a report to the Department of Housing and Urban Development.
- "The Future of Professionalism in Local Government," presented for Albert A. Levin Lecture Series, Cleveland State University, Spring 1993
- "The Contemporary Role of the City Manager," a paper presented at the National Conference of the American Society for Public Administration, Miami, April, 1989
- "Professionalism in City Management: A New Beginning," prepared for a "Conference on the Study of City Management," University of Kansas, November, 1988.
- "Traditional Commitments and Renewed Directions in Public Administration Theory," a paper presented at the National Conference of the American Political Science Association, New Orleans, September, 1985.
- "Professional Values and City Management Education," a paper presented at the National Conference of the American Society for Public Administration, Indianapolis, March, 1985.
- "Public Personnel Management: A Values Perspective," a paper presented at the National Conference of the American Society for Public Administration, Denver, April, 1984 with Donald E. Klingner.
- "Experiential Learning in Public Administration Education," an invited chapter in a book sponsored by the National Association of Schools of Public Affairs and Administration with James Wolf and F. Gerald Brown.
- "Human Relations and Organizational Change: Responding to Loss," a paper presented at the National Conference of the American Society for Public Administration, New York, April, 1983.
- "The Punishing Process of Learning from Experience," a paper presented at the 6th Annual Teaching Public Administration Conference, Miami, March, 1983.
- "Experiential Learning in Public Administration Education," a paper presented at National Meeting of the American Society for public Administration, Honolulu, March, 1982.
- "Teaching Public Administration as a Vocation," with Robert B. Denhardt, a paper given at the National Meeting of the American Society for Public Administration, San Francisco, April, 1980. Also presented at Third National Meeting of Conference on Teaching Public Administration, Olympia, Washington, May, 1980. Published in Proceedings.
- "Teaching Pre-Service MPA Students: Student and Instructor Anxiety Meet," a paper given at Conference on Teaching of Public Administration, sponsored by School of Administration, University of Missouri-Kansas City and the University of Southern California, Washington Public Affairs Center, Kansas City, Missouri, April, 1978. Published in Proceedings.

- "Professional Values: A Comparison of Graduate Students in Four Professional Programs," a paper given at National Meeting of American Society for Public Administration, Atlanta, April, 1977 with R. Scott Brooks, J. Terry Edwards, and Kenneth Wedel. Revised version abstracted in Career Development Bulletin (Vol 1, No. 3, 1979), Center for Career Development, Graduate School of Business, Columbia University.
- "The Training Paradox: Those who Need It, Don't Want It," a paper presented at the Regional Meeting of the American Society for Public Administration, Wichita, October, 1981.
- "The Influence of Unconscious Psychological Factors on Organizational Structure," A paper given at the National Meeting of the American Society for Public Administration, Detroit, April, 1981
- "The Influence of Judicial Due Process on Bureaucratic Effectiveness," with Donald E. Klingner, a paper given at the National Meeting of the American Society for Public Administration, Detroit, April, 1981
- "From Compliance to Consultation: The Changing Role of the Public Personnel Administrator," A paper given at the National Meeting of the American Society for Public Administration, San Francisco, April, 1980.
- "Decision Strategies and Contexts in Personnel Administration," a paper given at Annual Meeting of American Society for Public Administration, Phoenix, April, 1978.
- Invited paper "Impact of Competence and Power on Educational Program Design," given at Conference on Programmatic Uses of Experiential Learning in Professional Education, sponsored by Southern Methodist University, School of Business, Dallas, May, 1978. Published in Proceedings.
- "Public Administration Values" a co-authored paper presented by J. Terry Edwards at National Meeting of the American Society for Public Administration, Baltimore, April 1979. Progress on this research also reported at Regional ASPA meeting, Des Moines, October, 1978 and at Kansas-Missouri meeting of Political Scientists in October, 1978, Kansas City
- "Personnel Administration by Whose Objectives," a paper given at National Meeting of American Society for Public Administration, Atlanta, April, 1977.

Reports:

- "Factors Influencing Productivity in the State of California Employment Development Department," a report prepared for EDD, Los Angeles and Southern Regions, July, 1976.
- "Analysis of a Disaster Recovery Program: A Systems View of Governmental Response to the San Fernando Earthquake," a report prepared for the City of San Fernando, California, September, 1975.
- "Impact of Employment on Families of California State Compensation Insurance Fund Employees," an action research project completed for the State Fund in December, 1973, with Cecilio Berendsen, Maurice Bisheff, and J. Bart Cunningham.

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Raphael J. Sonenshein

Raphael J. Sonenshein, professor of political science and public administration at California State University, Fullerton, received his B.A. in public policy from the Woodrow Wilson School of Public and International Affairs at Princeton University, and his M.A. and Ph.D. in political science from Yale University. He has written extensively on the relationships among racial and ethnic groups, and on the governance of American cities. His book Politics in Black and White: Race and Power in Los Angeles (Princeton University Press, 1993) received the 1994 Ralph J. Bunche Award from the American Political Science Association as the best political science book of the year on the subject of racial and ethnic pluralism.

Dr. Sonenshein served as Executive Director of the City of Los Angeles (Appointed) Charter Reform Commission between 1997 and 1999. As a result of the Charter reform process, a new Charter was placed on the June 1999 ballot, and received 60% of the vote, thereby completing the first successful comprehensive reform of the Los Angeles Charter in 75 years. Dr. Sonenshein's book, The City at Stake: Secession, Reform, and the Battle for Los Angeles, was published in 2004 by Princeton University Press and in paperback in 2006.

He has been selected as the fall 2008 Fulbright Tocqueville Distinguished Chair in American Studies, and will teach and join a research team on immigration politics in France and the USA at the University of Paris 8.

In 1999, he was selected as principal consultant to the City of Pasadena Charter Reform Task Force on School District Governance. In that capacity, he wrote a report calling for major changes in the school district, which was placed on the November 2000 ballot, and received 75% of the vote. He has since served as principal consultant to successful charter reforms in Glendale and Culver City, assisted the City of Riverside Task Force on Neighborhood Governance, and is currently advising charter reform committees in Burbank, and in Portland, Oregon.

In 2006, Dr. Sonenshein was named Executive Director of the Los Angeles Neighborhood Council Review Commission to examine the system set up in the 1999 charter. The Commission will deliver its recommendations to the City Council in September 2007.

In 2001, Dr. Sonenshein was selected as the second Fellow of the John Randolph Haynes and Dora Haynes Foundation to serve an 18 month term beginning in July, 2001. As the Haynes Fellow, Dr. Sonenshein acted as a liaison between the Foundation and the academic community and helped develop the Foundation's initiative in the area of governance of the Los Angeles region. In September 2002, he organized a scholarly conference on the reform of Los Angeles government.

In 1997, 2001, and 2005, Dr. Sonenshein served as the political consultant to the election-day *Los Angeles Times* Poll. He is frequently quoted in local and national media,

including the *New York Times*, the *Los Angeles Times*, *USA Today*, CNN, the Associated Press, National Public Radio, and the *Washington Post*. His monthly column, "The Jewish Vote" in the Jewish Journal of Greater Los Angeles was nominated in 2005 for the best editorial by the Los Angeles Press Club. He has also written op-ed columns for the *Los Angeles Times* and *La Opinion*. He is a frequent speaker at academic, professional, and community events. He has often been invited to address conferences sponsored by national foundations.

Dr. Sonenshein has received numerous awards, including Best Educator from the CSUF Associated Students and Distinguished Faculty Member from the School of Humanities and Social Sciences. In 2005, Dr. Sonenshein was one of four statewide CSU faculty members to receive the \$20,000 Wang Family Excellence Award. In 2006, he was named the first winner of the campus wide Carol Barnes Award for Teaching Excellence.

He was recently named one of two co-winners (along with Dowell Myers of USC) of \$25,000 awards from the John Randolph Haynes and Dora Haynes Foundation of the first Haynes Research Impact Awards.

In October 2006, the League of Women Voters published his third book, *Los Angeles: Structure of a City Government* for distribution throughout the city government, neighborhood councils, the schools, and the public libraries. His recent books have led to his inclusion as a panelist/author in the 2007 *Los Angeles Times* Festival of Books.

His current research, with CSUF geographer Mark Drayse, and supported by a grant from the Russell Sage Foundation, explores the prospects for urban coalitions in an age of immigration. Together they are writing a book on the coalition patterns that emerged in the election of Antonio Villaraigosa as mayor of Los Angeles.

JAMES H. SVARA: BIOGRAPHY

Jim Svara is Professor in the School of Public Affairs at Arizona State University and Director of the Center for Urban Innovation.

In his research and teaching, he specializes in local government politics, management, and ethics, and has a special interest in the roles and responsibilities of elected and administrative leaders in local government. He is the author of numerous journal articles and book chapters that examine leadership by mayors, council members, and city managers. The books he has written include

- *Official Leadership in the City: Patterns of Conflict and Cooperation*
- *A Survey of America's City Councils: Two Decades of Continuity and Change*
- *Facilitative Leadership in Local Government: Lessons from Successful Mayors and Chairpersons* (editor and contributor)
- *Leadership at the Apex: Political-Administrative Relations in Western Local Government* (co-authored with Poul Erik Mouritzen from Denmark).
- *The Ethics Primer for Public Administrators in Government and Nonprofit Organizations*

He is a fellow of the National Academy of Public Administration and an honorary member of the International City/County Management Association. He has served as a member of the National Council of the American Society for Public Administration (ASPA) and chair of the Section on Intergovernmental Administration & Management of ASPA. He is currently on the board of the Alliance for Innovation and a member of the ICMA Strategic Planning Committee.

He has spoken at meetings of the International City/County Management Association, the National League of Cities, and the National Association of Counties, as well as to students and organizations of local government officials in twelve states and five foreign countries. He has served as a consultant to city governments on charter revision in several states and to the Forum for Executive Public Management in Denmark, and he contributed to the drafting of the 7th and 8th editions of the *Model City Charter* of the National Civic League.

He received the BA in History from the University of Kentucky and the Ph.D. in Political Science from Yale University. He has served on the faculty of the University of North Carolina at Greensboro where he directed the Public Administration Program and at North Carolina State University where he was director of the Public Administration Program from 1990-1998 and head of the department from 1998-2005. He has been a visiting scholar at the University of Southern Denmark in 1998 and 2006.

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Robert J. Waste

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and

Consultant, Robert Waste & Associates
1717 I Street – Sacramento, CA 95811 916/551-2539 (office) (916/444-0382 Fax)

CURRENT POSITION

Present FERP (Faculty Early Retirement Program) Professor and former Department Chair, Department of Public Policy and Administration, California State University, Sacramento.

PUBLIC SERVICE/PUBLIC AFFAIRS APPOINTMENTS

2000-2003 **Commissioner, Vice Chair, and Chair**, City of Sacramento Planning Commission.

2002-2003 **Member**, City of Sacramento Heritage Board.

1999-2000 **Chair**, City of Sacramento Campaign Reform Commission.

1998-2000 **Faculty Representative**, CSUS Alumni Association, Board of Directors

EDUCATION

1981-1982 Harvard University (Political Science), National Endowment for the Humanities (NEH) Teaching Fellow.

1980-1981 Yale University (Political Science), Pre-Doctoral Fellow.

1972-1981 University of California, Davis (Political Science), Ph.D., 1981.

1968, 1970 California State University, Sacramento (Government), BA, MA.

EDITORIAL BOARD/PROFESSIONAL ASSOCIATION APPOINTMENTS

2002-Present Member, Editorial Board, *California Policy and Politics* Journal.

1995-2001 Member, Editorial Board, *Journal of Urban Affairs*.

1993-1995 Member, Advisory Board, American Political Science Association Urban Politics Section.

1992-1993 President, Northern California Political Science Association.

1985-1989 Public Delegate, San Diego Local Agency Formation Commission (LAFCO).

HONORS AND AWARDS

- 2001 Distinguished Teaching Award, Alumni Association, California State University, Sacramento.
- 1994-1995 Albert A. Levin Chair of Urban Studies and Public Service, Maxine Goodman Levin College of Urban Affairs, Cleveland State University
- 1970 Earl Warren Prize, California State University, Sacramento. Government Department award for distinguished graduating senior.

PREVIOUS ACADEMIC APPOINTMENTS

- 1997-2009 Professor and former Department Chair, Department of Public Policy and Administration, California State University, Sacramento.
- 1989-1997 Professor, Department of Political Science, California State University, Chico.
- 1983-1989 Assistant, Associate and Full Professor, School of Public Administration and Urban Studies, San Diego State University.
- 1981-1983 Assistant Professor, Department of Political Science, Brown University.

SELECTED PROFESSIONAL CONSULTANCIES

State of California – CalPERS, the California Public Employees Retirement System – analysis of the economic impact of PERS retiree benefit payments (2007).

State of California – CalSTRS, the State Teachers' Retirement System – analysis of the economic impact of STRS retiree benefit payments (2007).

State and County Retirement System – SACRS - analysis of the economic impact of SACRS retiree benefit payments (2007).

The California Endowment – (TCE) – analysis of the policy options and possibility of health care reform in Sacramento County (2007-2009).

City of Elk Grove, California – Consultant on the proposed Sphere of Influence (SOI) city boundary modification proposed to the Local Agency Formation Commission (LAFCo). (2008-2009).

PUBLICATIONS: BOOKS

Waste, Robert J., *Independent Cities: Rethinking U.S. Urban Policy* (New York: Oxford University Press, 1998).

Waste, Robert J., *The Ecology of City Policymaking* (New York: Oxford University Press, 1989).

Waste, Robert J., *Power and Pluralism in American Cities: Researching the Urban Laboratory* (Westport, CT: Greenwood Press, 1987).

Waste, Robert J. (ed.), *Community Power: Directions for Future Research* (Newbury Park, CA.: Sage Publications, 1986).

Marshall, Dale Rogers and Robert J. Waste, *Large City Responses to the Community Development Act* (Davis, CA: Institute of Governmental Affairs, University of California, Davis – California Studies in Community Policy and Change Series, 1977).

ARTICLES

Waste, Robert J., and Gregory D. Russell, "The Limits of Reinventing Government," *American Review of Public Administration*, Vol. 28, No. 4 (December 1998): 325-346.

Waste, Robert J. "Wanted: Urban Theory – Dead or Alive," Book Review Essay, *Urban Affairs Review* (Vol. 31, July 1996).

Waste, Robert J., "Concentrated Poverty & the City as Reservation," *Journal of Urban Affairs* (Vol. 17, Winter 1995).

Waste, Robert J., "City Limits, Pluralism and Urban Political Economy," *Journal of Urban Affairs* (Vol. 15, Winter 1993).

Waste, Robert J., and Charles Price, "Reforming a Reform," *California Journal* (February 1991).

Waste, Robert J., "*Deja Vu* and Disaster: Federal-Urban Policy in the 1990's," *Urban Resources* (Spring 1989): 21-24, and p. 33.

Waste, Robert J., "Public Administration in China: Impressions of Some of the Changes Since the Cultural Revolution," *Administration and Society* (March 1986).

Waste, Robert J., and Glen W. Sparrow, "Democracy Through the Mail: A Call for Municipal Mail Ballots," *Social Policy* (Fall 1985): 58-59.

Waste, Robert J., "The Early Years in the Life Cycle of a City Council: A Downsian Analysis," *Urban Studies* (1983) 20: 73-81.

BOOK CHAPTERS

Waste, Robert, "Urban Policy Development," in James Midgely, Martin Tracy and Michelle Livermore (eds.), *The Handbook of Social Policy, 2nd Edition* (Newbury Park, CA: Sage Publications, forthcoming in 2008).

Waste, Robert J., , "Regional Governance in the Sacramento Valley: Challenges and Potential Solutions," in Robert Fountain (ed.), *Regional Futures Compendium* (Sacramento, CA: Capital Region Institute, 2001).

Waste, Robert J. "Urban Policy Development," in James Midgely, Martin Tracy and Michelle Livermore (eds.), *The Handbook of Social Policy* (Newbury Park, CA: Sage Publications, 2000).

Waste, Robert J., "Welfare Reform: The California Experience," in Don Norris and Lyke Thompson (eds.), *The Politics of Welfare Reform*, (Newbury Park, CA: Sage Publications, 1994).

Waste, Robert J., "Urban Policy," in Roger W. Caves (ed.), *Readings in the Urban Arena: An Introduction* (Newbury Park, CA.: Sage Publications, 1994).

Waste, Robert J., and Clive S. Thomas, "Understanding Intergovernmental Relations in the West," in Clive S. Thomas (ed.), *Politics and Public Policy in the Contemporary American West*, (Albuquerque, New Mexico: University of New Mexico Press, 1992).

Waste, Robert J., "The Politics of Local Planning," in Robert S. Ross (ed.), *Perspectives on Local Government in California* (Belmont, CA.: Star Publishing Co., 1987)

SELECTED NEWSPAPER ARTICLES AND OP-ED ARTICLES

Waste, Robert J., one article each month, May 2000-March 2002, one article every three months (December 2002 to 2004) on local governance and public policy issues, in the Sacramento community newspaper, *Inside the City*.

Waste, Robert J., "Public Funding for City Council Races," *Sacramento Bee* Op Ed article, (December 8, 2000).

Waste, Robert J., "How to Handle a Million More by 2020: Region, It's All About Housing, Tax Sharing and Open Space," *Sacramento Bee* Sunday Forum article, (October 13, 2002).

Waste, Robert J., "What Kind of Quality of Life Do We Want?" *Sacramento Bee* Sunday Forum article, (October 27, 2002).

SELECTED PROFESSIONAL CONFERENCE PAPERS

Waste, Robert J. "The *New New Regionalism*: 'Footprint,' 'Blueprint,' and the Case for 'Deliberative Polling' and 'Deliberative Assemblies.'" a paper delivered at the Annual Meeting of the Urban Affairs Association, Cleveland, Ohio, March 27-30, 2003.

Waste, Robert J., "Urban Poverty and Urban Policies: A Look at the Conventional and Unconventional Wisdom," a paper delivered at the Annual Meeting of the Urban Affairs Association, Indianapolis, April 21-24, 1993.

Waste, Robert J., "Urban Poverty: What Do We Know? What Can We Do?" a paper delivered at the Annual Meeting of the Urban Affairs Association, Cleveland, April 29-May 2, 1992.

Waste, Robert J., "The Political Economy of Urban Reservations: Race- Neutral Policies & the Urban Underclass," a paper delivered at the Annual Meeting of the Urban Affairs Association, Vancouver, British Columbia, April 17-20, 1991.

Waste, Robert J., "Of the Things that Policymaking Isn't, Which Is It Most Like? Agenda-Setting and the Baseball Analogy," a paper delivered at the Annual Meeting of the American Political Science Association, San Francisco, August 30-September 2, 1990.

Waste, Robert J., "The Politics of City Policymaking: A New Typology," a paper presented at the Annual Meeting of the Western Political Science Association, April 12-14, 1984, Sacramento, California.

Waste, Robert J., "The Life Cycle of City Policymaking: A New Typology," a paper presented at the Annual Meeting of the Urban Affairs Association, March 21-24, 1984, Portland, Oregon

SELECTED PROFESSIONAL TECHNICAL REPORTS

Fountain, Robert, and Waste, Robert J. "The Economic Impacts of CalPERS Investment on the California Economy." (Sacramento, CA: CSUS Applied Research Center). Report prepared for CalPERS (September 10, 2007).

Fountain, Robert, and Waste, Robert J. "The Economic Impacts on California and Counties of SACRS Member Benefit Payments," (Sacramento, CA: CSUS Applied Research Center, April, 2007). Report prepared for the California State Association of County Retirement Systems. (September 2007).

Fountain, Robert, and Waste, Robert J. "The Combined Economic Impacts in California CalPERS and CalSTRS Retirement Income Benefit Payments," (Sacramento, CA: The Benefits Research Group and the CSUS Applied Research Center, Report prepared for CalPERS and CalSTRS (April 2007).

Waste, Robert J. "Analysis of the Elk Grove CSD/Galt Fire Services Merger," prepared for the City of Elk Grove, California (July 9, 2006).

Waste, Robert J. "Child Safety and Family Violence Prevention Centers: Assessing 22 Months of Implementation, Drawing Lessons for Future CSFVP Centers." Report prepared for the Sacramento County Department of Human Assistance (April 2001).

Waste, Robert J., "Drawing Lessons from Regional Successes: 'New Regionalism,' and the Prospects for Regional Cooperation in California," report prepared for California State University Faculty Fellows Program and the Office of the California State Assembly Speaker (Sacramento, CA: January 2001).

Waste, Robert J. "The Sacramento County Child Safety and Family Violence Prevention Center: Assessment of Implementation After the First Year." Report prepared for the Sacramento County Department of Human Assistance (June 2000).

Waste, Robert J. "Report of the City of Sacramento Campaign Reform Commission," (Sacramento, CA: (November 1999).

Waste, Robert J., and Anne Cowden, *Guide to the California State Executive Branch* (Sacramento, CA: Center for California Studies and Governor's Office of Planning and Research, December 1998).

Waste, Robert J., and Anne Cowden. "Lessons in Gubernatorial Transition," report prepared for the Center for California Studies (December 1998).

Waste, Robert J. "Estimate of the Size and Service Needs of the Homeless Population: City of Cleveland, County of Cuyahoga," (Cleveland, OH: City/County Office of Homeless Services, 1995).

Waste, Robert J., and James Fletcher, "City of San Diego Citizen Satisfaction Survey," (Chico, CA: CSU, Chico Survey Research Center, June 23, 1995).

Waste, Robert J., "A Study of the Homeless Population of Butte County, California," (Chico, CA: Butte County Housing Authority, 1994).

Waste, Robert J. "A Statewide Survey of Citizen Attitudes on Issues of Taxation and Public Policy," (Sacramento, CA: California Senate Office of Research, March 1994).

Waste, Robert J. "A Statewide Survey of Citizen Attitudes on Issues of Legislative Concern in California," (Sacramento, CA: California Senate Office of Research, March 1990).

SELECTED PROFESSIONAL TESTIMONY

Waste, Robert J. "Evaluating AB680, the 'Smart Growth-Smart Energy' Proposal: Testimony Before the California Assembly," Sacramento, (May 9, 2001).

Waste, Robert J., "Evaluating the Success of the Sienna Vista Child Safety and Violence Prevention Center," presentation to the Sacramento County Board of Supervisors (April 17, 2001).

Waste, Robert J. "Alternative Regionalism Reform Proposals: Testimony Before the Speaker's Commission on Regionalism," San Francisco, (March 23, 2001).

Waste, Robert J. "Alternative Forms of Local Government Organization: Testimony Before the California Commission on Local Governance for the 21st Century," Sacramento, (October 27, 1999).

Waste, Robert J. "Testimony Before the California Citizens' Compensation Commission," Sacramento, (January 15, 1998).

SELECTED PROFESSIONAL PRESENTATIONS/CONFERENCE ACTIVITIES

Panel presentation, "Looking Ahead: Regional Land Use and Planning, and the Need for Affordable Housing," at the Annual Meeting of the Housing California Conference, Sacramento (May 22, 2001).

Panel presentation, "Learning from a Successful Child Safety Family Violence Prevention Center: Evaluation Lessons from the First Year," at the Annual Meeting of the County Welfare Directors Association Child Welfare Managers Leadership Conference, San Diego (April 12, 2001).

Panel presentation, "Two Cheers for Regionalism: Assessing Four Decades of California Experimentation with Metropolitan Regional Governance, 1960-2000," at the Annual Meeting of the Urban Affairs Association, Los Angeles (May 3-6, 2000).

Panel participant, panel on "California Urban Research Center Directors' Colloquy," at the Annual Meeting of the Urban Affairs Association, Los Angeles (May 3-6, 2000).

Speaker on "Potential Reforms for Maintaining a Constituent and Financial Base in the Special Interest Environment of Local Politics," for the annual California Elected Women's Association for Education and Research conference (October 10, 1999).

Panel participant, "Roundtable Discussion to Examine Redevelopment Options at the Union Pacific's Downtown Rail Yards," hosted by *Comstock's Business Magazines*, Sacramento Capitol Club (September 22, 1999).

Co-Chair, Panel on "Evaluation: How Do We Know What Works?" for the California Senate Office of Research (September 21, 1999).