

# LINE ITEM

The Newsletter of ASPA's Association for Budgeting & Financial Management

March 2008

## The Use of Performance Measures in States and Localities

*Report on ABFM 2007 Conference Session*

*By Bryan Sullivan, State of Delaware, Office of the Budget*

The presentation of performance measures has become an accepted practice among state governments, however, the results of using these performance measures is a somewhat mixed picture. Though better information for decision making is often provided to state decision makers, the political nature of the budget process can co-opt or blunt its impact. A more optimum role for performance measures may be seen in the management of budgets. These points were made at the session entitled "The Use of Performance Measures in States and Localities," moderated by Scott Pattison, Executive Director, National Association of State Budget Officers with discussants Kirk Jonas, University of Richmond and (formerly) the Joint Legislative Audit and Review Commission of the Virginia General Assembly; David Treasure, Maryland Budget and Management Director; and Erin Wuchte, Results Based Budgeting Coordinator, North Carolina Office of State Budget and Management.

Per Kirk Jonas, Virginia's recent governors have each played a role in advancing the use of performance measures within the commonwealth. Governor Wilder began by studying how 20 other states used performance measures. Governor Allen became the first governor to implement a performance measure program (began with five measures, three of which were outcome-based). Governor Warner implemented the Council on Virginia's Future that the current governor, Kane, has modified into Virginia Performs. Several national task forces have claimed that Virginia is the best managed state because of its attention to performance measures. On the positive side, the establishment of goals, objectives and performance measures can spur people to change their behavior to perform better. On the negative side, in government it is not possible to measure everything and the allocation of resources is a zero sum game, so if measures focus on service X, less time, effort and resources may be devoted to services Y, Z, A, B and C. Also, with changes in administrations and their alterations of the performance measure program can come the loss of the ability to track changes in performance (when measures are removed, redefined, or otherwise changed from prior years). According to Erin Wuchte, North Carolina is implementing, not for the first time, a "new" initiative called Results-Based Budgeting that is based on integrating strategic planning, performance information and budgeting. Based on lessons learned from prior efforts, this time the initiative will  
(See *Performance Measures*, page two)



Rebecca Hendricks takes over as Chair from Robert Eger at the ABFM Conference in October 2007.

## Chair's Message

**By Rebecca Hendrick, ABFM Chair**

As I peruse the list of past chairs on our website, I am truly humbled to take the role of ABFM chair for 2008. I am also energized by the idea of being able to make a contribution to an organization that is so valued by so many scholars and practitioners in the field. I think our annual conference is our strength, and I am excited to also be chair of the host committee for the 2008 conference in Chicago. Together with Katherine Willoughby, conference chair for 2008, we hope to have an excellent conference that offers opportunities and valuable insights for everyone, as well as some fun in a great city!

I've always felt that ABFM is strong also because of its network of members and officers that truly share ideas and learn from each other. Our conference is one place where this happens, but I also think our website can do more to facilitate that and be a resource for us. With support from Public Financial Publications, I am supervising a graduate student—Garrison Marr-- who will be collecting syllabi and other course material from instructors in the field, which will be placed on our website. Please answer Garrison's email if he contacts you for materials. He and I will also explore placing other types of material on the web, so please send me your suggestions for other types of materials you would like to see on our website.

I also think that the ABFM network can be enhanced by ties to similar organizations. We currently have a very strong working relationship with the American Association for Budget and Program Analysis (AABPA), who is our journal partner, but we could collaborate more productively with this organization and others with which we share similar scholarly and professional interests. Such interactions are likely to enhance opportunities for scholarship, research, teaching, policy making, and professional improvement. Based upon conversations  
(See *Chair's Message*, page two)

avoid being overly complicated, being too academic, being disconnected from the budget process and budgeting, lacking consistent expectations, trying to do too much at once and being very inflexible. This current endeavor is much simpler and more manageable. It seeks answers to four questions: 1) Where are we now? 2) Where do we want to be? 3) How do we get there (and how do we know it)? and 4) How do we measure our progress? Agencies are asked to set priorities, limit the numbers of measures (basically, have two to three high level indicators representing the top goals), and agency leadership is encouraged to see the value in the process and begin to integrate these measures in their management of the agency. With this renewed emphasis on accountability and its resulting focus on measurements North Carolina has also created a new audit division and there are sunset reviews of programs and funding is contingent on agency/program performance.

David Treasure noted that Maryland has been doing performance budgeting since the 1950's, more or less, using input and output measures. This came under some criticism in the 1990's because the argument was that what was needed was a focus on outcomes. With the development of an array of performance measure types, training and facilitation, agencies began, begrudgingly, to measure some outcomes (with millions of dollars spent on programs there is the expectation that some results will be seen—not everything is out of the agencies' control). With the commitment to use data in the budget process and seriously constrained resources has come the question can we cut programs? In truth, few programs are cut as the result of performance—agencies are smart enough to provide measures that help their causes. The current administration (Governor McNally) is committed to using performance measures (an expansion of their use in Baltimore—CITYSTAT). Statewide there are ten agencies working on this effort in which staff and managers review their performance data (using simple technology of PowerPoint, Excel and WORD) with an eye towards managing for results. The challenge facing state governments is that they are tasked to do a lot by the public and use what [limited] resources at hand. The measures are what agencies have to show the public, however, the money does not always follow the performance measure (some agencies will need more of it regardless of performance). In the ensuing discussion it was noted that performance data is not decisive in political decision making—it can be used to rationalize or justify just about anything—it cannot give exact answers. What it can do is help begin the debate about programs, their performance/results, and potential alternative approaches to achieve the same or better results. Within budget processes, decision making is always done under conditions of uncertainty; performance measure data does help to reduce the uncertainty, but does not eliminate it. Indeed, the biggest impacts of performance data use are not seen at the higher level budget decisions, but are at the lower level management of programs (budget management or execution) where the flexibility to allocate funds can be informed by data.

between AABPA and ABFM, one idea is to collaborate on a pre-conference session and reception the day before ABFM's annual conference in Washington, DC. I think this idea is worth pursuing for the 2009 conference when we come back to DC. Another idea is to establish reciprocal affiliation membership status with targeted organizations, which would allow members of both organizations to register for each others' conferences at their own member rates. I have appointed an ad-hoc committee for this year to examine collaborative opportunities and draft a document to establish these relationships.

Continuing with the initiative to expand ABFM's international agenda and network that was begun several years ago, ABFM is considering initiating a Jack Rabin Award for the best published article on international and comparative research in public budgeting and finance. The award was proposed by Executive Committee member Peter van der Hoek in memory Jack who passed in 2007. The award winner will receive a plaque and \$250 from the Southern Public Administration Education Foundation.

Another important matter to consider this year is ABFM membership trends. Although our fund balance is healthy and our journal—*Public Budgeting & Finance*-- is well respected, membership in our association is waning, which threatens our future viability. I think this issue must be addressed aggressively. Towards that end, I will rely on our diligent and tireless Membership Committee chaired by Charles Menifield to help implement changes indicated by the their past work on this matter.

Please contact me if you have any suggestions for ABFM or would like to help on any of the efforts I have mentioned here, or others that you think need to be addressed. I can be reached at [hendrick@uic.edu](mailto:hendrick@uic.edu), or 312.355.0305. Thanks! I look forward to this year as chair of ABFM.

## ABFM 2007 AWARDS



### **S. Kenneth Howard Award**

For lifetime achievements by a practitioner in the field of budgeting and financial management. Presented by Thomas Lauth:

Dr. Merl Hackbart, Professor of Finance and Public Administration, Martin School of Public Policy & Administration, University of Kentucky.



**Aaron Wildavsky Award**

For lifetime achievement in the field of public budgeting and financial management. Presented by Robert Eger:

**Dr. Lance LeLoup**, Associate Vice President, International Programs & Edward R. Meyer Distinguished Professor in the Department of Political Science, Washington State University.

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**Address to the ABFM Conference by Lance T. LeLoup on receiving the 2007 Aaron Wildavsky Lifetime Achievement Award in Public Budgeting on October 26, 2007**

I want to thank the Association for Budgeting and Financial Management, ASPA, Professor Eger and the selection committee for honoring my work with the Wildavsky Lifetime Achievement Award. I want to thank my colleagues Cornell Clayton, Tom Lauth, and Aman Khan for their support of my nomination for this award and to acknowledge and thank my daughter, Molly, for flying in today to share this wonderful moment with me. Aaron Wildavsky was a towering figure in political science and public administration who asked big questions, bringing to bear a sweeping intellect that was not limited by disciplinary boundaries. I am grateful to join the distinguished list of award winners that began with another giant in the field, Richard Fenno. Thank you all so much for associating my name with names like theirs.

I have done a lot of public speaking about politics and budgeting over the years, often in a less formal setting than this keynote address. Often before local civic groups, I would give informal budget updates and take questions. After one such meeting where I spoke off the cuff, a perky, elderly woman came up to say how much she enjoyed my remarks and that she wondered if they were going to be published. Somewhat flippantly I joked that perhaps they would be published posthumously. "That will be soon, I hope," she replied. So I won't speak off the cuff today.

A lifetime achievement award almost by definition forces one to go back and retrace the journey that led to this moment. It has been a journey of starts and stops, of insights and dead ends, a journey of passion and discovery. I know ABFM is home to many different people, academics, practitioners, agency officials, Hill staff, local government officials, and students of all different dimensions of budgeting. I respect all the diverse interests and perspectives represented in the room. All of us



**Michael Curro Student Paper Award**

For the best paper written in a class or under faculty supervision. Presented by Katherine Willoughby: **Robert Nye**, under supervision of Professor Justice Marlowe, University of Kansas, for "Non-Market Information, Market Efficiency, and Municipal Bond Pricing."



**PFJ Jesse Burkhead Award**

For the best paper published in *Public Budgeting & Finance* in 2006. Presented by John Mikesell: **Christine Martell and George Guess** for "Development and Local Government Debt Financing Markets: Application of a Market-Based Framework.."



A Presentation **In Memory of Richard Zody**, Professor Emeritus, Department of Urban Affairs and Planning, Virginia Polytechnic Institute and State University was made at the ABFM 2007 Conference by W. Bartley Hildreth.

**(Lance LeLoup Comments, continued from page 3)**

work around the broad topic of how governments raise and spend revenues to achieve public ends. My interest in budgeting over the years has tended towards questions relating to budgeting as a critical arena for politics and a regular element of policymaking that cuts across executives, legislative bodies, bureaucracies, and occasionally the courts. I have been particularly interested in what difference processes and institutions make in affecting outcomes.

In the 1960s as an undergraduate at Georgetown University, I enjoyed coming to Capitol Hill to watch congressional debates. In those days, we could drive up behind the Capitol, find a parking spot, and walk in the Senate side where a classmate operated an elevator, and grab a gallery pass. I particularly remember an attempt to cut funds to support the War in Vietnam. I also recall LBJ's problems with enacting a tax surcharge to fund the war, before he surprised the country by declining to run for reelection. Obviously, budgeting was something tied to the most important political questions of the day, including life and death questions.

I read Wildavsky's 1964 classic, *The Politics of the Budgetary Process*, in my first year of graduate school at Ohio State and was deeply impressed with the book, its insights, its readability, its portrayal of budgeting as the ultimate political process. But I was also troubled by aspects of it, the assumption that good public policy would always result from the negotiations of various interests, and that all budgeting could be reduced to small, marginal changes from year to year. Working with Professor Randall Ripley and others, I fashioned a research agenda that looked at alternate ways of examining budget change instead of correlating one year's appropriation with the previous year's. The result was a quantitative dissertation using an original data set that began to challenge some of the tenets of the theory of budgetary incrementalism.

As I was writing my dissertation, looking for some real world experience and a better income, I took a job as the legislative assistant to the minority leader of the Ohio Senate. Talk about "real world" - it was its own fantasy land. As I walked in the office every day, the Leader's longtime political aide, wearing the same brown suit, peppered with cigar ash, would look me up and down with disdain, and sneer, "morning, Mr. PhD." The minority leader, an Italian immigrant from Cleveland with a heavy accent and gravelly voice, called me DeLupa. I thought he was just kidding me until I found my phone number in his rolodex in the D's after DeLupa. In our caucus room you saw another kind of budgeting - back room deals, logrolling, budgets not approved just because the leader just wanted to stick it to the governor of his own party with whom he was feuding. And although the politicians dismissed academic theories of budgets and legislatures, each and every one of them had their own theories of how things work: power, rules, influence, party loyalty, constituent groups, they just were not explicit or tested. It was a colorful and memorable couple of years.

When I took my first academic position in St. Louis, my interest returned to the federal budget, but my real world experiences after graduate school left me wanting a closer and more intimate look at federal budgeting than the quantitative models had afforded me. So with some small grant support, I spent months interviewing budget officials in OMB and the agencies in DC. The result was my first book, *Budgetary Politics*, published in 1977, which would eventually have four editions. The next year, I published a series of articles about

conceptualizing budgeting, and budget theories. One of the most cited articles is entitled, "The Myth of Incrementalism."

It may seem ironic that the winner of this year's Wildavsky award began making his professional reputation debunking Wildavsky's most famous theory. But it was Wildavsky's sweeping take on things that inspired me to expand the analysis of budgeting from an annual, bottom-up approach to one that included multiyear, entitlement and revenue-driven, top-down dimensions of budgeting as well. When that was done, meaningful change was more apparent. My interest in macro-budgeting was affected by the rapidly changing times of the 1970s. The appropriations process in Congress had declined as a force for fiscal restraint. President Nixon challenged the capability and integrity of Congressional budgeting, and the result was the Budget and Impoundment Control Act of 1974. Congress not only limited the president's power to withhold funds but tried to increase its own capacity in the budget process. The Budget Act created a new world of budgeting in Washington on top of the old one - Budget committees, budget resolutions, reconciliation, and a Congressional Budget Office superimposed on top of the authorization-appropriations process.

I spent the late 1970s walking the halls of Capitol Hill, doing semi-structured interviews with what was eventually a large majority of members of the House and Senate Budget committees and their personal and committee staffs. I have great memories of those times, talking on the run with then-congressman Paul Simon, listening to Representative Barber Conable talk about his insights on tax policy, hearing Senator Henry Bellmon explain why the Senate budget process did not descend into partisanship like the house did. I was fortunate to have gotten that kind of access to members of Congress - it would be almost impossible today. The result was a book entitled, *The Fiscal Congress*, focusing on Congress's attempt to compete with the president in macrobudgeting.

Aaron Wildavsky and I met for the first time in 1980 at a national conference on the congressional budget process. I was 31, a new department chair, having written a couple of books, and a little full of myself. During his lunch keynote, Wildavsky gave an impassioned plea for a constitutional amendment to limit federal expenditures to 20 percent of GDP, a proposal that was floating around in those days along with the balanced budget amendment. In my remarks that followed, I took the opportunity to point to some of the obvious deficiencies of such a drastic constitutional solution to what was essentially a policy question. As we walked off the stage, he growled, "we didn't behave like that when I was starting out in the business." Before you try to take the award back, let me assure you that first encounter was the single exception to what was a very collegial relationship. Over the subsequent years, we participated on a number of budgeting panels together and spoke about our work on a number of occasions, up until his death. He was a strong personality, brilliant, sometimes abrasive, who took on topics ranging from ancient budgeting to implementation to culture to the history of religion. I did not always agree with him but I admired him.

In the early 1980s, macrobudgeting in the U.S. continued to be more prominent with Ronald Reagan and OMB Director David Stockman's top-down approach to budgeting, massive tax cuts, a defense buildup, and record deficits. In the U.K., Margaret Thatcher was also making abrupt changes in public policy. As a Research Fellow at the University of Exeter, I began my first research on comparative

(Lance LeLoup Comments, continued from page 4)

budgeting examining the British and American systems. Upon my return to the U.S., not knowing any better, I undertook writing an American government textbook by myself, one that would be distinguished by its emphasis on political economy and budgeting. The rapid emergence of the Gramm-Rudman-Hollings mandatory deficit reduction proposal in late 1985 revived my interests in congressional budgeting. Once again, I had the opportunity to observe Congress first-hand as it tried to restructure budget institutions to affect policy outcomes. I recall a fascinating interview with Dick Gephardt, then majority whip, about the critical meeting with Republican leaders when they agreed that if mandatory cuts were imposed, they would fall equally on domestic and defense spending. Democrats were delighted and could not believe Reagan would allow his sacred defense buildup to be threatened, thereby protecting their domestic priorities.

A turning point in my research career came soon after the fall of the Berlin Wall and the collapse of Communism in the Soviet Union and its Eastern-bloc allies. I first went to Poland in 1991 for civic, not research purposes, as part of a sister city committee delegation. But my interest soon turned to the extraordinary political and economic transformation that was taking place in Central and Eastern Europe. In Poland, having emerged victorious, Solidarity was fracturing into political parties, comparable to what happened in the United States in the 1790s. What an extraordinary time. Part of that transformation was the difficult task of developing an entirely new kind of national budget system that would fit with a market economy and democratic system. In 1995, I went to Budapest, Hungary for the year as a Fulbright Senior scholar at the Budapest University of Economic Sciences, the former Karl Marx University. Every day on the way to my office, I passed a giant brass statue of Karl, long hair and flowing beard, leaning back in a chair and wished him good morning. I taught both a course and a faculty seminar on public budgeting, and started a research project on budget transition in Hungary and her neighbors. That year was a life-changing experience and opened many doors to research, writing, curriculum development, and consulting throughout the region. A number of books resulted from these collaborations over the next decade. The experience also eventually led to my move from St. Louis to Washington State.

After a decade of focusing on budgeting in Central and Eastern Europe, I turned back to the congressional budget process once more and in 2005 published, *Parties, Rules, and the Evolution of Congressional Budgeting*, examining the role that the Budget act has played in strengthening the hand of party leaders and increasing partisanship in both House and Senate, also enhancing the effects of divided government on budgeting. I am currently working on a book on comparative budgeting with my colleague George Guess, and at the other extreme, write an annual paper on budgeting in the state of Washington for the WPSA.

During my career, I have been easily distracted, not only by new research areas but by leadership opportunities, taking a total of six administrative positions over the past 30 years, including my current post as Vice Provost. But I have always considered myself a scholar first, and I will return to that in several years. Despite the distractions, like a homing pigeon, something has always brought me back to the study of public budgeting. Taxing and spending are influenced by history, culture, politics, parties, elections, institutions, agencies, and individuals. Studying budgeting has been an immensely rewarding journey.

As I have spoken long enough, let me leave you with an experience that served as a warning about speakers who talk beyond their allotted time. At a conference many years ago, the panel was seated at a table with the chair in the middle of the group. The speaker to his immediate left had gone past the allotted time and the chair leaned over and tapped on his wrist watch. The speaker continued on a few more minutes until the chair slipped him a note saying time had expired. Oblivious to that, the chair starts tugging on the guy's shirt sleeve telling him he has to stop. Still he drones on. The chair is getting red in the face and begins banging his gavel on the table. He is still talking. The chair, now enraged, takes the gavel and swings it at the speaker. He ducks and the gavel hits the fellow next to him in the head, who tumbles to the floor, blood gushing out of his head. I rush up to him and bend down to him where I hear him whisper, "hit me again, I can still hear him."

Before someone swings a gavel at me, I will finish by thanking the association again for this great honor and wishing all of you as much satisfaction in your pursuits as I have had in mine.

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**Call for Nominations for  
Aaron Wildavsky Award  
Association for Budgeting and  
Financial Management  
of the  
American Society for Public Administration**

The Association for Budgeting and Financial Management (ABFM) is now accepting nominations for the Aaron Wildavsky award, which is presented to honor the lifetime scholarly accomplishments of Aaron Wildavsky. It is presented annually to a distinguished scholar in the field of public budgeting and financial management. This year it will be presented at the annual conference in Chicago, Illinois, October 23-25, 2008. The award recipient should be an outstanding scholar as judged by his or her record of publication and service to the field over a sustained period of time. Nominations should include a 1-2 page letter outlining the significant accomplishments of the nominee, the nominee's vitae, and no more than two additional letters. Nominations should be sent by **July 15, 2008** to: Rebecca Hendrick, Public Administration (M/C 278), 412 S. Peoria St., University of Illinois at Chicago, Chicago, IL 60607-7064.

Previous Award Winners

- 1993 Naomi Caiden
  - 1994 Allen Schick
  - 1995 Louis Fisher
  - 1996 Richard F. Fenno Jr.
  - 1998 Tom Lauth
  - 1999 Gloria Grizzle
  - 2000 Irene Rubin
  - 2001 William Niskanen
  - 2002 John Mikesell
  - 2003 Helen F. Ladd
  - 2004 Robert Lee
  - 2005 Larry Jones and Fred Thompson
  - 2006 Glenn Fisher
  - 2007 Lance LeLoup
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*Call for Papers, Presentations, and Panels*

# ABFM

Association for Budgeting and Financial Management

## 20th Annual Conference

**October 22-25, 2008**

**Chicago, Illinois**

The conference committee invites proposals for panels, papers, and presentations for the 2008 ABFM conference. *We especially encourage proposals from local, state and federal practitioners.* Potential topics include, but are not limited to:

- |   |                                       |
|---|---------------------------------------|
| *Budget innovation and reform               | *Financial and performance reporting  |
| *Budget process                             | *Funding healthcare                   |
| *Budget transparency                        | *Intergovernmental finance            |
| *Budget and financial management challenges | *Managing finance departments         |
| *Capital and debt management                | *Municipal securities                 |
| Pensions and OPEBs                          | *Performance budgeting applications   |
| *Capital and development financing          | and results                           |
| *Education finance                          | *Public accounting and accountability |
| *Financial information management           | *Public funds management              |
| and technology                              | *Social security finance              |
| *Financial markets                          | *Tax and revenue policy               |

For full consideration, please submit proposals by **May 2, 2008**. Proposals should describe the panel, paper, or presentation and be no more than 500 words. Proposals must include the name of participant(s) or author(s), position/job title, institutional affiliation, address (including email), and phone number. Students should provide their degree program, status (master's level, Ph.D., ABD), and institutional affiliation. Proposals may be submitted by mail, email, or fax.

Also visit our website for more information about the conference as it becomes available: <http://www.abfm.org>.

Please send all correspondence to:  
 Professor Katherine Willoughby  
 Department of Public Administration and Urban Studies  
 Georgia State University  
 P.O. Box 3992  
 Atlanta, Georgia 30302-3992  
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### ABFM News You Can Use, etc.:

The **National Tax Association's 38<sup>th</sup> Annual Spring Symposium and State-Local Tax Program**. "Now for Something Completely Different: Tax Policy at the Change in the Presidency.", **May 15-16, 2008, Holiday Inn Capitol, Washington, D.C.** For further information see [www.ntanet.org](http://www.ntanet.org).

**Mark Robbins**, Department of Public Policy, University of Connecticut, will be **servicing on the Governmental Accounting Standards Advisory Council**. His name was presented to the Financial Accounting Foundation Trustees at the end of 2007, and they approved his membership effective January 2008. He will be involved in communicating ongoing GASB-related issues to the ABFM constituents.

ABFM Officers newly elected in Fall 2007 include: Executive Committee members -- Ken Kriz, Deniz Leuenberger, Jun Peng; Vice-Chair -- Dwight Denison.

Thanks to **Marty Miller**, Systems Programmer, Walgreens Corporate IT: Integration Architecture Group, and Bon Vivant At-Large & Stunt Borg (whatever that means?) (and to Becca Hendricks for insisting that he take them) for the ABFM 2007 Conference photos included in this edition.

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## ABFM Officers

### Officers

- Chair 2008  
**Rebecca Hendrick**  
University of Illinois at Chicago  
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- Treasurer  
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Arizona State University  
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### Executive Committee

- **Patricia Byrnes** (2007-09)  
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- **Peter van der Hoek** (2007-09)  
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- **Deborah Carroll** (2006-08)  
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- **Deniz Zeynep Leuenberger** (2008-2010)  
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### Immediate Past Board Members

- **Jane Beckett-Camarata** (2005-07)  
Kent State University  
Email: [jbecket1@kent.edu](mailto:jbecket1@kent.edu)
- **Carol Ebdon** (2005-07)  
City of Omaha, Nebraska,  
Email: [cebdon@ci.omaha.ne.us](mailto:cebdon@ci.omaha.ne.us)

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### Past ABFM Chairs:

77-78 Thomas D. Lynch  
78-79 Donald Kull  
79-80 Emerson Markham  
80-81 George Schaefer  
81-82 Eli Silverman  
82-83 William E. Schuerch  
83-84 Andrew Fogarty  
84-85 Richard Hickman  
85-86 F. Daniel Ahern, Jr.  
86-87 James Alexander  
87-88 Thaddeus L. Juszczak, Jr.  
88-89 Richard Zody  
89-90 Jerry McCaffery  
90-91 Nancy Carroll  
91-92 William E. Landside  
92-93 John Mikesell  
93-94 L.R. Jones  
94-95 W. Bartley Hildreth  
95-96 Marilyn M. Rubin  
96-97 Robert D. Lee, Jr.  
97-98 Karen Stanford  
98-99 Fred Thompson  
99-00 Merl Hackbart  
00-01 Paul Posner  
01-02 John Forrester  
02-03 Beverly Bunch  
03-04 Jocelyn Johnston  
04-05 Wes Clarke  
05-06 Kurt Thurmaier  
06-07 John Bartle  
2007 Robert F. Eger III

## Request for Proposals: ABFM 2010 Annual Conference

ABFM requests that persons interested in forming a host committee for the 2010 Annual Conference submit proposals to the Conference Selection Committee. The 2010 conference will be located outside of Washington, DC. The host committee's duties for the proposal are as follows:

- Identify the host committee members and their affiliations.
- Select a city that is accessible by economical air transportation and offers sufficient amenities for the conference.
- Select a hotel for the conference that can accommodate the conference meeting and room requirements.
- Secure economical price quotations for the following items:
  - Guest Room Night Commitment: about 200 rooms distributed as below
    - Wednesday 35-40
    - Thursday 60-65
    - Friday 60-65
    - Saturday 35-40
  - Plenary session rooms (one session Thursday and one Friday for 150 people)
  - Meeting rooms (4 breakout rooms in continuous use from Thursday morning through Saturday afternoon)
  - Continental breakfast (Thursday, Friday and Saturday) and break food service (3 each on Thursday and Friday for 75 to 100 persons, and one on Saturday for 75 persons) if necessary.
  - Friday luncheon (120 persons)
  - Two receptions (hors d'oeuvres for 120 persons and cash bar service). If the local hosts are able to sponsor one or more of these receptions, this is a favorable consideration.
  - Costs of overhead and LCD projectors. Overhead projectors are the minimum, but members desire LCD projectors for use with computer-based (Microsoft) PowerPoint® presentations. LCD equipment is can sometimes be contracted or brought in from outside the hotel, while other hotels require in-house equipment.
- Provide information, including cost, on transportation options from the closest airport to the conference hotel. Be sure to state whether the hotel has shuttle service.
- Prepare a total estimated hotel cost to the association (do not include guest room nights) for the use of hotel facilities and food service.
- ABFM usually receives a number of free guest room nights depending on the number of paid guest nights booked. These are normally used for invited speakers, award winners, or other special guests. Provide information on this.
- Briefly describe a plan to market the conference to potential attendees in the area who are not members of ABFM, and identify potential local sponsors (including governments, associations, and other universities)
- Prepare a list of amenities that are available near the conference hotel: Restaurants; Attractions; Shopping

The Conference Selection Committee consists of Rebecca Hendrick (chair), Bryan Sullivan, and Dwight Denison. Please submit a document detailing this information by **July 15, 2008** to: Rebecca Hendrick, Public Administration (M/C 478), 412 S. Peoria St., University of Illinois at Chicago, Chicago, IL 60607 [hendrick@uic.edu](mailto:hendrick@uic.edu)

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