

CURRICULUM VITAE

LAWRENCE L. MARTIN

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College of Health & Public Affairs
University of Central Florida
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3280 Progress Drive
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EDUCATION

<u>Years</u>	<u>School</u>	<u>Degree & Date</u>
1983-80	Arizona State University Tempe, Arizona Major Area: Public Policy Minor Area: American Government	PhD Political Science 1986
	Dissertation: Purchase of Service Contracting for Human Services: An Analysis of State Decision Making.	
1980-78	Arizona State University Tempe, Arizona Major Area: Planning and Administration	MSW Social Work 1980
1972-71	American Graduate School of International Management Glendale, Arizona Major Area: International Management	MBA International Management 1972
1971-68	Arizona State University Tempe, Arizona Major Areas : Public Policy & American Government	BS Political Science 1971

POSITIONS HELD

<u>Years</u>	<u>Organization</u>	<u>Position</u>
Present- 2003	Public Affairs Ph.D. Program College of Health & Public Affairs University of Central Florida Orlando, Florida	Professor

Faculty member in the inter-disciplinary Ph.D. program in public affairs. Also, hold joint appointments in the Department of Public Administration and the School of Social Work. Teaching Ph.D. courses in “Strategic Change & Management” and “Public Affairs in State & Local Government” and master’s level course in “Social Work Administration.” Director, Center for Community Partnerships 2003-2006.

2003-1994	School of Social Work Columbia University New York, New York	Associate Professor
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Taught master’s level courses in: social entrepreneurship, financial management and program evaluation. Also taught the doctoral seminar in Social Administration. Member of the Graduate College of Arts & Sciences. Directed the program in social work administration (1996-2003).

1994-91	School of Public Administration College of Urban & Public Affairs Florida Atlantic University Boca Raton, Florida	Associate Professor
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Taught master’s level courses in: public administration, public- private enterprise, state and local government and productivity improvement.

1991-88	School of Public Administration College of Business and Public Administration Florida Atlantic University Boca Raton, Florida	Assistant Professor
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Taught master’s level courses in: public administration, public- private enterprise, state and local government and productivity improvement. Also taught undergraduate course in: business and public policy. Directed the MPA program (1988-1990).

1988-84	Office of Management Analysis Maricopa County Government Phoenix, Arizona	Director
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Directed the activities of Maricopa County Government’s in-house consulting and productivity improvement office. Supervised the conduct of: management and organizational reviews, performance audits, program evaluations and productivity studies. Served as Acting County Manager on a rotational basis.

1983	Health Services Department Maricopa County Government Phoenix, Arizona	Special Assistant to the Director
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L. L. Martin (2008). *Enhancing Social Work Management* (commissioned book review). *Administration in Social Work* (forthcoming).

P. M. Kettner, R. M. Moroney & L. L. Martin (2008) (1999) (1990). *Designing & Managing Programs: An Effectiveness Based Approach* (Third Edition). Thousand Oaks: Sage Publications.

Translated/Reprinted:

Translated and reprinted in Korean by the House of Sharing Press South Korea (1999).

Translated and reprinted in Chinese by Yang-Chi Book Co., Taiwan (1999).

L. L. Martin (2007). "Performance-Based Contracting for Human Services: A Proposed Model." *Public Administration Quarterly* 31 (2): 130-158.

L. L. Martin (2007). "Approaches to Performance-Based Contracting (PBC) for Social Services." (Monograph). Quality Improvement Center on the Privatization of Child Welfare Services, University of Kentucky. www.uky.edu/SocialWork/qicpcw/assessment.htm

S. Myers, H. Smith & L. L. Martin (2006). "Conducting Best Practices Research in Public Affairs." *International Journal of Public Policy* 1(4):367-378.

L. L. Martin & J. R. Miller (2006). *Contracting for Public Sector Services*. Reston, VA: National Institute of Governmental Purchasing.

L. L. Martin (2006). "Privatization: Looking Backward, Looking Forward." *Annual Privatization Report 2006: Transforming Government Through Privatization*. Los Angeles: The Reason Foundation, pp. 42-44.

L. L. Martin (2006). "Improving Financial Management." *Nonprofit Management & Leadership*. 17 (1): 129-130. (commissioned book review)

L. L. Martin (2006). "Evaluating Community Collaborations." *Administration in Social Work* 30 (3): 109-111. (commissioned book review).

L. L. Martin & J. R. Miller (2005). *Alternative Dispute Resolution*. Herndon, VA: National Institute of Governmental Purchasing.

W. C. Lawther & L. L. Martin (2005). "Innovative Practices in Public Procurement Partnerships. *Journal of Purchasing & Supply Management* 11:212-220.

W. C. Lawther & L. L. Martin (2005). "Public-Private Partnerships: Innovation in Public Procurement." *International Government Contractor* 2 (March):7-13.

L. L. Martin (2005). "Performance-Based Contracting for Human Services: Does it Work?" *Administration in Social Work* 29:63-77.

L. L. Martin, H. Smith & W. Phillips (2005). "Bridging 'Town & Gown' Through Innovative University-Community Partnerships." *The Innovation Journal* 10 (2), Article 20.

L. L. Martin (2005). "Chapter 8: United States: Human Services." In G. Hodge & C. Greve (Eds.) *The Challenge of Public-Private Partnerships: Learning from International Experience*. Cheltenham, UK Edward Elgar, pp. 144-161.

- L. L. Martin (2005). "Changing Welfare Services: Case Studies in Local Welfare Reform Programs." *Social Work* 50 (4): 369 (commissioned book review).
- L. L. Martin (2004). "The Privatization of Human Services: Myths, Civil Society & Social Capital." *Journal of Health & Human Services Administration* 27 (2):175-193.
- L. L. Martin & K. Singh (2004). "Utilization des donnees de l'Etat sur la gestion du rendement pour identifier de nouvelles possibilites d'affaires: exemples tires de l'externalization des services publics aux Etats-Unis." *Revue Internationale des Sciences Administratives* 70 (1):69-81.
- L. L. Martin (2004). "Contract Service Delivery & Public Financial Management: Bridging the Gap." In A. Kahn & W. B. Hildreth (Eds.) *Financial Management Theory in the Public Sector*. New York: Greenwood Press, pp. 55-70.
- W. C. Lawther & L. L. Martin (2004). "Public Procurement Partnerships." In K. V. Thai et al. (Eds.) *Challenges in Public Procurement: An International Perspective*. Boca Raton: PrAcademic Press, pp. 151-177.
- L. L. Martin (2003). "The Privatization of Human Services in Mongolia: Strategic Change Opportunities for Professional Social Workers." *Mongolian Journal of Sociology & Social Work* 215:128-133.
- L. L. Martin (2003). "Jeremy Bentham: On Organizational Theory & Decision Making, Public Policy Analysis & Administrative Management." *International Journal of Organizational Theory & Behavior* 6 (1):144-160.
- Reprinted:
T. Lynch & P. Cruise (Eds.) *Handbook of Organizational Theory & Management: The Philosophical Approach* (Second Edition). New York: Taylor & Francis Publishers, pp 195-210.
- L. L. Martin (2003). *Performance-Based Contracting for Human Services: A Review of the Literature*. Orlando: Center for Community Partnerships, University of Central Florida.
- L. L. Martin. (2003). "Avoiding Ethical Problems in Public-Private Competitions." *Privatization Watch* No. 313 (January): 9 & 14.
- L. L. Martin (2003). "Performance-Based Contracting (PBC) for Human Services: A Review of the Literature." (Working Paper). Center for Community Partnerships, University of Central Florida.
- L. L. Martin (2002). *Making Performance-Based Contracting Perform: What the Federal Government Can Learn from State & Local Governments*. Washington, DC: IBM Center for the Business of Government.
- Reprinted
M. Abramson & R. Harris (Eds.). *The Procurement Revolution*. New York: Rowman & Littlefield (2003), pp. 87-125.
- L. L. Martin (2002). "Comparing the Performance of Multiple Human Service Providers Using Data Envelopment Analysis." *Administration in Social Work* 26 (3):45-60.
- L. L. Martin (2002). "Performance-Based Contracting for Human Services: Lessons for Public Procurement?" *Journal of Public Procurement* 2 (1):55-71.

L. L. Martin (2002). "Budgeting for Outcomes." In A. Kahn & W. B. Hildreth (Eds.) *Budget Theory in the Public Sector*. Westport: Quorum Books, pp. 246-260.

L. L. Martin (2002) "Achieving Excellence in the Management of Human Service Organizations & Social Administration." *Administration in Social Work* (26) (2): 82-83 (commissioned book reviews).

L. L. Martin (2002). "Ethical Issues in Conducting Public-Private Competitions." *PA Times*, 25 (4): 3.

L. L. Martin (2001). *Financial Management for Human Service Administrators*. Boston: Allyn & Bacon.

Translated/Reprinted:

Translated and reprinted in Korean by Yangseowon Publishers (2007).

L. L. Martin (2001). *Teaching Manual to Accompany Financial Management for Human Service Administrators*. Boston: Allyn & Bacon.

L. L. Martin & K. T. Aguirre (2001). "Social Administration." In R. Feldman & S. Kamerman (Eds.) *The Columbia University School of Social Work: A Centennial Celebration*. New York: Columbia University Press, pp. 169-184.

L. L. Martin (2000). "Les Personnes Handicapees aux Etats-Unis: Contexte, Models et Theories." *Les Cahiers de l'Actif* Vol. 294/295 (November-December): 51-58.

L. L. Martin (2000). "Performance Contracting in the Human Services: An Analysis of Selected State Practices." *Administration in Social Work* 24 (2):29-44.

L. L. Martin (2000). "Management Notes: Budgeting for Outcomes in State Human Service Agencies." *Administration in Social Work* 24 (3): 71-85.

L. L. Martin (2000). "Administration And Management of State Human Service Agencies." In J. Gargan (Ed.) *Handbook of State Government Administration*. New York: Marcel-Dekker, pp. 461-482.

L. L. Martin (2000). "The Environmental Context of Social Welfare Administration." In R. Patti (Ed.) *Handbook of Social Welfare Administration*. Newbury Park: Sage Publications, pp. 55-67.

L. L. Martin (2000). "Public, Private Sectors Compete on Uneven Field." *Federal Times* 36 (5): 15.

L. L. Martin (1999). *Developing a Level Playing Field for Public-Private Competition*. Arlington, VA: The PricewaterhouseCoopers Endowment for the Business of Government.

L. L. Martin (1999). *Contracting for Service Delivery: Local Government Choices*. Washington, D.C.: International City/County Management Association.

Translated

Translated into Korean by the Korean Culture & Tourism Policy Institute, 2003.

L. L. Martin (1999). "Public-Private Competition: A Public Employee Alternative to Privatization." *Review of Public Personnel Administration* 19 (1):59-70.

R. C. Nyhan & L. L. Martin (1999). "Comparative Performance Measurement: A Primer On Data Envelopment Analysis." *Public Productivity & Management Review* 22 (3):348-364.

Translated/Reprinted:

Translated and reprinted in Portuguese
Revista de Ciências da Administração Ano 2 No 2 (2002):58-75.

- R. C. Nyhan & L. L. Martin (1999). "Assessing the Performance of Municipal Police Services Using Data Envelopment Analysis: An Exploratory Study." *State & Local Government Review* 31 (1):18-30.
- L. L. Martin (1999). "Managing for Results in State Government." *SMSPA News* (Summer): 4 (book review).
- L. L. Martin (1998). "Circular A-76: Privatization or Public-Private Competition?" *The Public Manager* 27(3):51-53.
- L. L. Martin (1998). "The Rush To Measure Performance." *Journal of Sociology & Social Welfare* 25 (3): 65-76.
- P. M. Kettner & L. L. Martin (1998). "Accountability in Purchase of Service Contracting." In M. Gibelman & H. Demone (Eds.) *The Privatization of Human Services: Policy & Practice Issues*. New York: Springer Publishing Company, pp. 183-204.
- L. L. Martin (1998). "Jeremy Bentham, Utilitarianism, Public Policy & The Administrative State." In T. Lynch & T. Dicker (Eds.) *Handbook of Organizational Theory & Management*. New York: Marcel-Dekker, pp. 111-123. (Expanded version of article that appeared in the *Journal of Management History*).
- L. L. Martin (1997). "Public-Private Competition in the United Kingdom: Lessons for American Local Government?" *State & Local Government Review* 29(2): 81-89.
- L. L. Martin (1997). "Outcome Budgeting: A New Entrepreneurial Approach to Budgeting." *Journal of Public Budgeting, Accounting & Financial Management* 9(1):108-126.
- L. L. Martin & P. M. Kettner (1997). "Performance Measurement: The New Approach to Accountability." *Administration in Social Work* 21 (1):17-29.
- L. L. Martin (1997). "Jeremy Bentham: Utilitarianism, Public Policy & The Administrative State." *Journal of Management History* 3 (3):272-282.
- L. L. Martin (1997). "Performance Contracting: Extending Performance Measurement to Another Level." *PA Times* 22 (1):1 & 8.
- L. L. Martin & P. M. Kettner (1996). *Measuring The Performance of Human Service Programs*. Newbury Park, CA: Sage.

Translated/Reprinted:

Translated and reprinted in Korean by the House of Sharing Press, South Korea (2000).
Translated and reprinted in Chinese by Yang-Chi Book Co., Taiwan (1999).

- L. L. Martin (1996). *Selecting Services for Public-Private Competition*. (MIS Report) Washington, D. C.: International City/County Management Association.

Video Series:

Made into a two part video series by The Government Services Television Network, a joint venture of the International City/County Management Association (ICMA) and The National League of Cities.

P. M. Kettner & L. L. Martin (1996). "Purchase of Service Contracting Versus Government Service Delivery: The Views of State Human Service Administrators." *Journal of Sociology & Social Welfare* 23 (2):107-119.

L. L. Martin (1996). "A Call to Action: The Soft Technology Side of Performance Measurement." *TECH NEWS* 1(4): 1 & 8. (United Way of New York City Newsletter).

P. M. Kettner & L. L. Martin (1996). "The Impact of Declining Resources and Purchase of Service Contracting on Private, Nonprofit Agencies." *Administration in Social Work* 20 (3):21-38.

Reprinted:

S. Osborne (Ed.) *Public Management: Critical Perspectives*
London, Rutledge, 2002, pp. 433-447

P. M. Kettner & L. L. Martin (1995). "Performance Contracting In The Human Services: An Initial Assessment." *Administration in Social Work* 19 (2):47-61

L. L. Martin (1995). "Customer Satisfaction in The Social Services." In B. Gummer and P. McCallion (Eds.) *Total Quality Management in the Social Services: Theory & Practice*. Albany, NY: Nelson A. Rockefeller College of Public Affairs and Policy, State University of New York at Albany, pp. 165-181.

L. L. Martin (1995) "Beyond Bureaucracy and The Case for Bureaucracy." *Administration in Social Work* 19 (2): 110-111 (commissioned book review).

L. L. Martin & R. C. Nyhan (1994). "Determinants of County Charter Home Rule." *International Journal of Public Administration* 17(5): 955-971.

P. M. Kettner & L. L. Martin (1994). "Purchase of Service At 20: Are We Using It Well?" *Public Welfare* 52(3):14-20.

L. L. Martin (1994) . "Has The Time Come For Social Service Vouchers-Yes!" In H. Karger, (Ed.). *Controversial Issues in Social Policy*. Boston: Allyn & Bacon, pp. 120-122 and 127-129.

P. M. Kettner & L. L. Martin (1994). "Will Privatization Destroy the Traditional Non-profit Human Services Sector? No!" In M. J. Austin and J. I. Lowe (Eds.). *Controversial Issues in Communities and Organizations: Perspectives on Macro-Practice*. Allyn & Bacon, pp. 164, 166-171.

L. L. Martin (1994). "Occupational Subcultures in the Workplace." *Administration in Social Work* 18 (3): 144-145 (commissioned book review).

T. D. Lynch & L. L. Martin (Eds.) (1993). *Handbook of Comparative Public Budgeting & Financial Management*. New York: Marcel Dekker.

L. L. Martin (1993). *Total Quality Management in Human Service Organizations*. Newbury Park, CA: Sage.

Translated/Reprinted:

Translated and reprinted in Chinese by the YCRC Press, Taiwan (1997).

L. L. Martin (1993). *Bidding on Service Delivery: Public-Private Competition*. (MIS Report) Washington DC: International City/County Management Association.

Translated/Reprinted:

Translated and reprinted in Russian by the Open Society Institute, Moscow, Russia (1997).

- L. L. Martin (1993). *Evaluating Contracting Out*. Washington, D.C.: International City/County Management Association.
- T. J. Salant & L. L. Martin (1993). "County Constitutional Officers: A Preliminary Assessment." *State & Local Government Review* 25(3):164-172.
- L. L. Martin (1993). "Total Quality Management: The New Managerial Wave." *Administration in Social Work* 17(2): 1-16.
- P. M. Kettner & L. L. Martin (1993). "Purchase of Service Contracting in the 1990s: Have Expectations Been Met?" *Journal of Sociology & Social Welfare* 20 (2):89-103.
- P. M. Kettner & L. L. Martin (1993). "Performance, Accountability and Purchase of Service Contracting." *Administration In Social Work* 17(1):61-79.
- L. L. Martin (1993). "American County Government: An Historical Perspective." In D. R. Berman (Ed.), *County Government In An Era of Change*. New York Greenwood Press, pp. 1-13.
- L. L. Martin (1993). "A Comparative Analysis of Local Government Contracting Out." In T. Lynch and L. L. Martin (Eds.), *Handbook of Comparative Public Budgeting & Financial Management*. New York: Marcel Dekker, pp. 225-239.
- L. L. Martin (1993). *How To Compare Costs Between In-House And Contract Service Delivery*. Los Angeles: The Reason Foundation.
- Reprinted:
- Colorado Municipal League (1994). *Public-Private Cooperation*, pp. 24-37. Denver: Author.
- Mackinac Center for Public Policy (1994). *How To Compare Costs Between In-House And Contract Service Delivery*. Midland, Michigan: Author.
- National League of Cities (1993). "Privatization: Contracting Local Government." *Issues & Answers* Vol. 1, No. 8, pp. 2-12.
- D. R. Berman & L. L. Martin (1992). "A New Approach To Economic Development: An Analysis of Innovativeness in the States." *Policy Studies Journal* 20 (1):10-21.
- L. L. Martin (1992). "A Proposed Methodology for Comparing the Costs of Government Versus Contract Service Delivery." *The 1992 Municipal Year Book*. Washington, D. C.: The International City/County Management Association, pp.12-15.
- L. L. Martin (1991). "Privatization & Federal Budget Reform." In T. Lynch (Ed.). *Federal Budget & Financial Management Reform*. New York: Quorum Books, pp. 185-205.
- L. L. Martin (1991). "An Assessment of Actual Versus Potential County Discretionary Authority." *Southeastern Political Review* 19 (2):214-227.
- P. M. Kettner & L. L. Martin (1990). "Purchase of Service Contracting: Two Models." *Administration in Social Work* 14 (1):15-30.
- P. M. Kettner & L. L. Martin (1989). "Factors Affecting Competition in State Contracting For Human Services." *Journal of Sociology & Social Welfare* 16 (2):181-194.

- P. M. Kettner & L. L. Martin (1989). "Purchase of Service Contracting: Does Politics Matter?" *New England Journal of Human Services* 9 (1):15-20.
- D. R. Berman & L. L. Martin (1988). "State and Local Relations: An Examination of Local Discretion." *Public Administration Review* 48 (2):637-641.
- P. M. Kettner & L. L. Martin (1988). "Purchase of Service Contracting With For-Profit Organizations." *Administration In Social Work* 12 (4):47-60.
- P. M. Kettner & L. L. Martin (1988). "Purchase of Service Contracting and Private Practice." *Journal of Independent Social Work* 3 (2):77-91.
- L. L. Martin (1988). "County Government: New Career Opportunities For Professional Public Administrators." *Arizona State University - School of Public Affairs Newsletter*. 4, (2): 1-2.
- P. M. Kettner & L. L. Martin (1987). *Purchase of Service Contracting*. Newbury Park, CA: Sage.
- D. R. Berman & L. L. Martin (1987). "Valley Governance." In J. Hall (Ed.). *Valley Growth: United or Fragmented?* Phoenix, AZ: The Morrison Institute, School of Public Affairs, Arizona State University, pp. 41-52.
- P. M. Kettner & L. L. Martin (1986). "Making Decisions About Purchase of Service Contracting." *Public Welfare* 44 (4): 30-37.
- Reprinted:
- H. Demone and M. Gibelman (Eds.) *Services For Sale*. New Brunswick: Rutgers University Press, 1989, pp. 187-199.
- P. M. Kettner & L. L. Martin (1985). "Issues in the Development of Monitoring Systems for Purchase of Service Contracting." *Administration in Social Work* 9 (3): 69-82.
- P. M. Kettner & L. L. Martin (1985). "Generating Competition in the Human Services Through Purchase of Service Contracting." In D. Thompson (Ed.). *The Private Exercise of Public Functions*. Port Washington, NY: Associated Faculty Press, pp. 203-218.
- P. M. Kettner & L. L. Martin (1985). "Purchase of Service Contracting and the Declining Influence of Social Work." *Urban & Social Change Review* 18 (2): 8-11.
- D. R. Berman, L. L. Martin & L. J. Kajfez (1985). "County Home Rule: Does Where You Stand Depend On Where You Sit?" *State & Local Government Review* 17(2): 232-234.
- Reprinted:
- G. Mattson (Ed.) *Perspectives on Small City Planning & Policy Making*. Lexington, MA: Ginn Press, 1986, pp. 61-62.
- L. L. Martin (1985). "The Volunteer Driver in Special Needs Transportation - Recruiting A New Class of Volunteer." *Specialized Transportation Planning & Practice* 12 (2):109-122.
- D. Berman & L. L. Martin (1984). "Counties in Arizona: Development, Role, Problems." In J. Hall and A. Karnig (Eds.). *County Government in Arizona: Challenges of the 1980's*. Phoenix: The Arizona Town Hall, pp. 25-49.

L. L. Martin (1983) "The Use of Telephone Surveys in Human Services Needs Assessment - An Idea Whose Time Has Come?" *Journal of Sociology & Social Welfare* 10 (3): 451-461.

L. L. Martin (1983). "Coordinating Public, Private & Volunteer Resources for Special Needs Transportation." *Specialized Transportation Planning & Practice* 1 (3): 207-223.

D. R. Berman & L. L. Martin (1983). "The Dynamics of Federalism." *Policy Studies Journal* 11(4): 718-721 (commissioned book review).

EDITORIAL BOARD SERVICE

Present -01 *Journal of Public Procurement*
Present -01 *Administration in Social Work*
2002- 2004 *State & Local Government Review*
1995-92 *Public Administration Review*

EDITORIAL REVIEW SERVICE

Administration in Social Work
American Journal of Evaluation
Brooks/Cole Publishing Company
Columbia University Press
International Journal of Public Administration
International Review of Administrative Sciences
Journal of Public Administration Research & Theory
Journal of Policy Analysis & Management
Journal of Public Policy
Journal of Public Procurement
Marcel-Dekker Publishing Company

National Science Foundation
Policy Studies Review
Public Administration Review
Public Budgeting, Accounting & Financial Management
Public Productivity & Management Review
Social Science Quarterly
Southeastern Political Review
State & Local Government Review
Non-profit Management & Leadership
Evaluation & Program Planning
Sage Publications

GRANTS & CONTRACTS (Partial Listing)

2006-05 Orange County Health & Family Services Department (\$56,000) as Director of the Center for Community Partnerships (CCP)
2005 Orlando Area Trust for the Homeless (\$42,000) as CCP Director
2005 Quest, Inc. (\$30,000) as CCP Director.
2004 IBM Center for the Business of Government (\$15,000), with W. Lawther
2002 National Institute of Governmental Purchasing (\$12,000)
2002 PricewaterhouseCoopers Endowment for the Business of Government (\$15,000)
2001 Bertelsmann Foundation (Berlin, Germany) (\$5,000)
1999 International City/County Management Association (ICMA) (\$1,000)
1999 PricewaterhouseCoopers Endowment for the Business of Government (\$15,000)
1995 City of Portland, Oregon (\$3,500)
1993 Florida Department of Health & Rehabilitative Services (\$22,000), with R. Nyhan
1993 The Reason Public Policy Institute (\$1,000)
1990 Florida Department of Health & Rehabilitative Services (\$22,000), with P. Kettner
1989 Florida Department of Health & Rehabilitative Services (\$42,000), with P. Kettner

UNIVERSITY SERVICE (Partial Listing)

Present-

- 2002 Member, Committee on the Doctoral Program, College of Health & Public Affairs, University of Central Florida
- 2002-95 Director, Social Administration Specialization, School of Social Work, Columbia University
- 2002-96 Coordinator, Presidential Management Intern Program, School of Social Work, Columbia University.
- 2000-96 Member, Committee on the Doctoral Program, School of Social Work, Columbia University
- 1999-98 Member, Faculty Senate, Columbia University.
- 1994-91 Member, University Budget Committee, Florida Atlantic University.
- 1994-92 Member, University Curriculum Committee, Florida Atlantic University.
- 1990-89 Member, University Curriculum Committee, Florida Atlantic University.
- 1990-88 Director, MPA Program, School of Public Administration, Florida Atlantic University.
- 1990-88 Designated Representative, NASPAA, Florida Atlantic University.

CONSULTATION & TRAINING

International

- ACTIF (La Grande-Motte, France)
- Center for Social Development (Ulaanbaatar, Mongolia)
- Mongolian Ministry of Social Welfare & Labor (Ulaanbaatar, Mongolia)
- Save-the-Children: United Kingdom (Ulaanbaatar, Mongolia)
- The Canadian Institute (Ottawa, Ontario, Canada)
- The Bertelsmann Foundation (Berlin, Germany & Taby, Sweden)

Domestic (USA)

- American Red Cross, National Office (Washington, DC)
- American Red Cross, Central Arizona Chapter (Phoenix)
- American Society for Public Administration (Washington, DC)
- Arizona Association of Local Government Auditors (Phoenix)
- Arizona Department of Administration, State Purchasing Office (Phoenix)
- Arizona Governmental Training Service (Tempe)
- Arizona State University, School of Social Work (Tempe)
- Arizona Supreme Court (Phoenix)
- City of Deland, Florida (with H. Marlowe)
- City of Gainesville, Florida (with Institute of Government, University of Central Florida)
- City of Houston, Texas, Department of Finance & Administration
- City of Orlando, Florida (with Arrington & Marlowe LLC)
- City of Phoenix, Arizona, Youth Services Bureau
- City of Portland, Oregon, Internal Audit Department
- City of Portland, Oregon, Bureau of Water Works
- Council on Accreditation for Children & Family Services (New York City)
- Council on Nonprofit Innovation (Arlington, VA)
- County of Maricopa, Employment & Training Administration (Phoenix)
- County of Maricopa, Materials Management Department (Phoenix)
- City of Oviedo, Florida (with Institute of Government, University of Central Florida)

County of Palm Beach, Community Services Department (West Palm Beach)
Florida Atlantic University, Institute of Government (Boca Raton)
Florida Benchmarking Consortium (Orlando)
Florida Department of Children & Families (Tallahassee)
Florida Department of Health & Rehabilitative Services (Tallahassee)
Florida State University, Center on Gerontology (Tallahassee)
Greater Richmond United Way (Virginia)
Harold Russell Associates (Waltham, Mass)
Human Services Coalition of Palm Beach County (West Palm Beach)
Louisiana State University at Shreveport
Metropolitan Transit Authority (Kalamazoo, Michigan)
National Institute of Governmental Purchasing (Herndon, Virginia)
National Network for Social Work Managers (New York City)
New Jersey Department of Human Services (Trenton)
Orange County (Florida) Department of Health & Community Services
(with Center for Community Partnerships, University of Central Florida)
Orlando Area Trust for the Homeless (with Center for Community Partnerships,
University of Central Florida)
Performance Institute
Pew Charitable Trusts (Philadelphia)
Phoenix Transit Administration (Arizona)
State of Nebraska, Partnership for Health & Human Services (Lincoln)
South Florida Water Management District (West Palm Beach)

INVITED PRESENTATIONS (Partial Listing)

- 2007** **2007 National Conference on Contracts & Grants for Social Services (Washington, DC)**
Keynote address: “The Evolving State of Performance Accountability in Government Contracts & Grants.”
- 2007** ***Second Annual Best Practices in Building University/City Relations Conference (Gainesville, FL)***
Keynote address: “Using University/City Partnerships to Address Social Problems.”
- 2007** ***Seventh Annual City-County Performance Summit (Las Vegas, NV)***
“Coalitions & Communications: Local Government-University Partnerships.”
- 2007** ***Florida Association of Public Purchasing Officers (Ft. Lauderdale, FL)***
“Performance-Based Contracting: An Idea Whose Time Has Come.”
- 2007** ***National Network for Social Work Managers Annual Meeting (Chicago, IL)***
“The Changing Nature of Accountability in Social Work Management.”
- 2006** ***Florida Benchmarking Consortium (Orlando)***
Keynote Address: “Performance Measurement & Benchmarking: An Overview.”
- 2006** ***The Performance Institute (Washington, DC)***
“Performance-Based Contracting for Human Services.”
- 2006** ***City of Gainesville, Florida***
“Performance Measurement & Benchmarking.”

- 2005 *City & County Government Performance Based Contracting –Best Practices Forum* (Chicago, IL) “Keynote Address: Making Performance-Based Contracting Perform.”
- 2004 *New Jersey Department of Human Services* (Trenton)
“Performance-Based Contracting (PBC) for Human Services: An Overview.”
- 2003 *Institute for Defense & Government Advancement* (New York City)
“Making Performance-Based Contracting Perform.”
- 2003 *The Performance Institute* (Washington, DC)
“Performance-Based Contracting & Performance-Based Statements of Work.”
- 2003 *Service Net* (Philadelphia, Pennsylvania)
“The Promise & Pitfalls of Performance-Based Contracting for Human Services: A National Perspective.”
- 2002 *The Canadian Institute* (Ottawa, Ontario, Canada)
“Performance-Based Contracting in the United States: Breaking New Ground.”
- 2002 *National Contract Management Association* (Vienna, Virginia)
“Making Performance-Based Contracting Perform.” (Tysons Corner, Virginia).
- 2002 *National Institute of Governmental Purchasing* (Herndon, Virginia)
“Performance-Based Contracting (PBC): Approaches & Lessons from U.S. & Canadian Experiences,” to participants at the origination’s annual meeting (Portland Oregon).
- 2002 *Quality Leaders Network* (Philadelphia, Pennsylvania)
“A National Perspective on Performance-Based Contracting” to participants of the national training conference, Philadelphia, Pennsylvania.
- 2002 *Jewish Board of Family & Children’s Services* (New York City)
“Financial Management: Why it Makes a Difference,” to the organization’s senior staff.
- 2002 *The Performance Institute* (Arlington, Virginia)
“Successful Performance-Based Statements of Work,” to participants of the Third Annual National Summit on Performance-Based Partnerships, Contracts & Grants for Public Health (Atlanta, Georgia)
- 2001 *Bertelsmann Foundation* (Berlin, Germany)
“Alternative Service Delivery Strategies: An Overview,” to participants of the “Cities-of-Tomorrow” international conference on “Guarantor Government.” (Taby, Sweden).
- 2001 *ACTIF* (La Grande-Motte, France)
“Persons with Disabilities in the United States: Models & Theories,” to participants of the international conference, *Systems et Pratiques d’Integration des Personnel Handicapees et des Publics en Difficulte* (La Grande-Motte, France).
- 2001 *Texas Workforce Commission* (Austin, Texas)
“Workforce Partnerships: Critical Success Factors in Forging Non-Profit and Faith-Based Partnerships in Job Training and Workforce Development,” to participants of the Annual Texas Workforce Conference (Houston, Texas).

- 2001 *U. S. Governmental Accountability Office (GAO) (Washington, DC)*
“Level Playing Considerations in Public-Private Competition,” testimony presented to GAO’s Commercial Activities Panel (San Antonio, Texas).
- 2001 *Federation of Protestant Welfare Agencies (New York City)*
“Outcome Measures: the Good, the Bad & the Ugly,” to participants of the organization’s annual meeting (New York City).
- 2001 *Greater New York YMCA (New York City)*
“Performance-Based Management,” to organization’s Executive Leadership Council.
- 2001 *North Carolina Association of County Directors of Social Services (Greensboro, NC)*
“Performance-Based Contracting for Human Services,” to participants of the organization’s annual meeting Management & Technology Conference (Greensboro, NC).
- 2001 *Arizona State University, School of Social Work (Tempe, Arizona)*
“Keeping Up With Expectations in Measuring Performance,” a colloquium presented to faculty and field instructors.
- 2001 *The Performance Institute (Arlington, Virginia)*
“Critical Success Factors in Performance-Based Contracting,” to participants of the 2001 National Conference on Partnering & Contracting for Social Services” (San Diego, CA).

OTHER PROFESSIONAL & COMMUNITY ACTIVITIES (Partial Listing)

- Present- *Florida Benchmarking Consortium (Orlando, Florida)*
 2004 Member, Steering Committee
- Present- *Seminole County (Sanford, Florida) School Readiness Coalition*
 2003 Member, Board of Directors.
- Present- *National Network for Social Work Managers*
 2006 Member, Board of Directors
- 2002 *U. S. General Accounting Office (GAO) & Office of Management & Budget (OMB)*
 (Washington, DC). One of 50 academics nationwide invited by the Comptroller of the United States & the Director of the GAO and the Director of the federal OMB to a two day symposium on how to make better use of the tools of government (Washington, DC).
- 2002 *Office of Federal Procurement Policy (OFPP) (Washington, DC)*
 Briefed members of the “Federal Interagency Task Force on Performance-Based Service Contracting” on state and local government performance-based contracting initiatives.
- 2004-02 *American Society for Public Administration, Section on Public Performance & Management*
 (Washington, DC) Member, Executive Committee.
- 2000 *American Society for Public Administration (Washington, DC)*
 Panel Moderator, “Public-Private Competition” at the annual meeting of the American

- Society for Public Administration (San Diego, CA).**
- 1999** *Columbia University (New York City)*
Sponsor & Liaison for Dr. Irina Karpikova, visiting scholar from the Irkutsk State Academy of Economics, Irkutsk, Siberia, Russia.
- 1994-89** *County of Palm Beach Florida (West Palm Beach)*
Citizen Member, County's Privatization Task Force.
- 1994-93** *City of Boca Raton (Florida)*
Citizen Member, Mini-Grace Commission, Human Resources Task Force.
- 1991-89** *Area Agency on Aging of Palm Beach and the Treasure Coast (West Palm Beach, Florida)*
Volunteer Member of the Advisory Council, Chairman 1989.
- 1987-85** *National American Red Cross (Washington, DC)*
National Volunteer, Member of the Transportation Standards Committee.
- 1987-85** *Arizona State University, School of Public Affairs (Tempe, Arizona)*
Volunteer Member, Advisory Council.
- 1987-85** *Central Arizona Chapter (Phoenix), American Red Cross*
Volunteer Member, Board of Directors, Board Secretary 1987-86.
- 1986-85** *Arizona State University, School of Social Work*
Volunteer Member, Field Advisory Committee.
- 1986-85** *Arizona State University, School of Social Work (Tempe, Arizona)*
1982-80 **Field Education Instructor.**
- 1985-78** *Region I Area Agency on Aging (Phoenix, Arizona)*
Volunteer Member, Advisory Council, Chairman, 1979-78.
- 1984-82** *Advocates for the Disabled (Phoenix, Arizona).*
Volunteer Member, Board of Directors.
- 1984-81** *Arizona Community Action Association (Phoenix, Arizona)*
Volunteer Member, Board of Directors, Treasurer, 1983.
- 1976** *University of Southern California, Ethel Percy Andrus Gerontology Center (Los Angeles, CA)*
Volunteer Member, "National Evaluation of Area Agencies on Aging."
- 1976** *Arizona Governor's Advisory Council on Retirement and Aging (Phoenix, Arizona)*
Staff Director and Ad Hoc Member.

