
ASPA BUZZ

A Publication of the American Society for Public Administration, Utah Chapter

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ASPA Career Fair

Friday, March 24, 2006

2:00 – 4:00 p.m.

Division for Services for the Blind and Visually Impaired (DSBVI)
250 North 1950 West, Room 227, Salt Lake City

Are you a Master's level student looking for a career or internship in government or nonprofit organizations in Utah?

Are you an employer trying to recruit and retain top rate employees?

Then this FREE event is for you!

To meet these interrelated challenges, the Utah Chapter of the American Society for Public Administration (ASPA) will host its second annual Career Fair. Focused on employment opportunities for master's level students interested in careers in governments and nonprofits, the event will be held on March 24, 2006 from 2:00 to 4:00 pm in the Auditorium of the Division of Services for the Blind and Visually Impaired (DSBVI) located at 250 North 1950 West, Room 227, in Salt Lake City.

To register email jrandall@coppa.utah.edu or call 801-581-6493.

**NOTE: In lieu of our usual March luncheon,
we encourage you to attend the ASPA Career Fair.**

FEBRUARY LUNCHEON

By Arlene Zortman

Assisting People Who Are Homeless: Emerging Strategies for Addressing Needs

NOTE: A few paragraphs in the BUZZ can never capture all of the knowledge and wisdom that is dispensed by our luncheon speakers. Members and colleagues are encouraged to attend these activities to receive the full benefit available to participants.

At the ASPA luncheon held Friday, February 10, 2006, a panel of four local care providers and planners led a discussion on how the State of Utah is dealing with the homeless population. The panel was comprised of: **Lloyd Pendleton**, Director, Homeless Task Force, State of Utah; **Kerry Steadman**, Homeless Services Coordinator, Salt Lake County; **Rosemary Kappes**, Executive Director, Salt Lake City Housing Authority; and **Kathy Bray**, Vice President of Programs, Volunteers of America, Utah.

Lloyd Pendleton began the presentation by listing several areas that affect people and can cause them to become homeless. These include: the economy, losing a job, or divorce/death of a parent/spouse. He also noted that some people choose to become and remain homeless due to circumstances in their lives. The Homeless Coordinating Committee is a state-wide organization started by then Governor Walker and is currently chaired by Lt. Governor Gary Herbert. It consists of public, nonprofit, and private agency representatives. The vision of the committee is: “Everyone has access to safe, decent, affordable housing with the needed resources and support for self-sufficiency and well being”.

The purposes of the Homeless Coordinating Committee are to: 1) coordinate all homeless planning and policy development; 2) coordinate the State’s ten-year plan to end chronic homelessness with other agencies; 3) recommend policy, regulatory and resource changes needed to accomplish the objectives; 4) ensure a research driven, results oriented strategy with statewide guidelines; 5) allocate funds and coordinate priority of funds to assist the homeless; and 6) to report to the Governor and Legislators on their progress. There are several areas that the committee is looking at, including: 1) discharge planning (mental health, hospitals, prison, substance abuse, etc); 2) affordable housing; 3) supportive services (case management, training, etc.); 4) information systems (outcome measures); and 5) local homeless coordinating committees. Local homeless coordinating committees around the state each have a representative on the statewide committee.

One study in the San Diego, California area followed 15 homeless “frequent flyers” for a year. It was found that they each cost San Diego County \$100,000 per year for medical, housing, food, etc. while living on the streets. Local officials considered how best to recapture this money while providing better service to the homeless population. The decision was to house the “frequent flyers!” Utah would have a similar cost for the homeless that live on the streets. At this time in Utah it costs approximately \$5,000-\$6,000 a year to house a homeless person in a housing unit as compared to the much higher cost of treating chronic homeless people who live on the street.

Kerry Steadman provided a chart that showed the night usage at The Road Home's Salt Lake City homeless shelter over a five-year period. There were a total of 12,311 clients served during this time period. About 12% of this population consumed about half of the resources; this is fairly equal to the national percentage. At The Road Home, 65% of the clients are from Utah with the remainder being from out of the state. Single men comprised 40% of this population with the rest being in family units.

Statewide, in 2005, there were 13,690 people who were homeless at any one time in the State of Utah. About 1% of Salt Lake County's population is homeless compared to the state average of .05%. There are approximately 1700 homeless in Salt Lake County. The County is taking a look at how to seriously reduce this population over the next 10 years. The number one priority is to have decent, affordable housing available for all in need. Salt Lake County's ten year plan to eliminate chronic homelessness is located on the website at www.crd.slco.org. The plan has been adopted by the Salt Lake County Council of Governments representing county government and the sixteen municipalities.

Rosemary Kappes has been involved with housing for people who are homeless for 18 years. The Salt Lake City Housing Authority's main focus is on transitional housing. Many in the homeless population have mental health, substance abuse and other health issues, along with economic issues. The Salt Lake City Housing Authority is currently working with veterans who have many issues. Several representatives from Utah recently visited Seattle, Washington, and toured homeless housing projects. The delegation was greatly impressed and came away with many ideas that could work in Salt Lake City. The two main concerns facing providers of housing for persons who are homeless are: 1) having sufficient funding to pay for buildings up front; and 2) having case managers on-site with 24 hour security available.

Over the past two years, the Salt Lake City Housing Authority has purchased land and raised \$9.7 million to build a 100 unit housing project for people who are homeless called Sunrise Metro. This project will include 20 units for veterans who are homeless. They will have one bedroom and studio apartments and will offer case management, AA classes, 4th Street Clinic services and many other options or services for clients. Construction will begin in March or April of this year. Salt Lake City, Salt Lake County and the State of Utah are all partners in this project. It is the first project of this size in the state and will be located at 542 West 600 South. The Housing Authority hopes to have the project open within 12 months. This project will house adults only and seniors are welcome.

Valor House, in existence since 2002, is transitional housing for about 62 veterans. It is located at the VA Medical Center. Many of these veterans are getting on the waiting list for Sunrise Metro and will have the support mechanisms needed at that facility to keep them off the streets. The Salt Lake City Housing Authority has budgeted \$150,000 on a continuous basis towards case management for Sunrise Metro.

Kathy Bray began working in the homeless outreach program years ago and is currently looking at better ways of helping people who are living on the streets. VOA has operated a homeless youth program since 1994, a detox program for men and women at residential centers, and day treatment programs. The Pathways Pilot Project is new. Public, private and nonprofit agencies are all working together to serve the homeless population in Salt Lake County. Currently there are 17 chronically homeless people in the program who have been placed in apartments throughout the Salt Lake Valley with help from the housing authorities. These seventeen

individuals are case managed. Involved staff meets once a week to discuss their cases and how they can best be helped.

People living on the streets have what they are wearing on their backs and what they can carry with them at all times. The longer they are homeless, the harder it is to get out of the “on the streets” lifestyle. They all have daily routines that they adhere to; probably very different from what we are used to in our daily lives. The University of Utah is doing a cost analysis study on the costs for services for people who are homeless in Utah.

Ms. Bray shared a story about “Joe,” who has been part of the VOA’s detox and homeless outreach programs for about three years. VOA has continued to monitor him over the years and has offered him options to living on the streets. “Joe” has several health concerns. When he got into the treatment program, VOA was able to move him into the Pathways Pilot Project. He began to re-connect with his family and was able to enjoy the Christmas holidays with them last year. After the holiday season, he went into a relapse. He got back into detox and was then able to go back to his apartment. In the past, he would have been out on the streets. The Pathways Pilot Project is working to get chronically homeless people off the streets, even if it is just one at a time.

The members of the panel were thanked for providing a very informative discussion and giving insights into what is being done for the homeless population in the State of Utah.

COUNCIL CORNER

Ed Blaney
Salt Lake County Council of Governments

What do you do when the public funds that are needed to pay for the absolutely needed program or project that you are responsible for may not be provided?

At this time of year, the managers of many public program processes and projects that are dependent on local, state or federal government funds are typically in a state of high anxiety. State budgets are being cobbled together by the Legislature, Congressional committees are reacting to presidential proposals and local governments are either reviewing budgets or preparing the next budget. Directors or managers have to answer hard questions and defend programs before people who may not fully understand what you are trying to accomplish, or have their own priorities for the use of “your” money. How do you react to a circumstance where your program is “weighed in the balance and found wanting?”

The first thing to do is to take a step back and review the numbers. The short list of numbers should include the following: 2, 4, 6, 8, 3 out of 4, 30 (years), 90%, 10%, and 1%, 15% and 3 (generations). Two, four and six refer to the number of years congressman, senators, council members, legislatures, mayors, and county commissioners serve in our election cycle. Eight (**8**) is about the average length of time a governor or an average elected local official plans to serve in office. (There is no discernable pattern for members of legislative and congressional bodies!) There are elections **3** out of **4** years. **Thirty years** is the length of time a public employee in Utah (in a non-public safety position) must put in to collect (at any age) from the State Retirement System. About **90%** of the population has limited involvement in the political process and doesn’t worry much about what is going on (unless something nasty happens to them!) About

10% of the population is involved in the process to a greater degree, and of that group, about 10%, or 1% of the overall population, are very involved. About 15% of the public listens to “talk radio” and many of these listeners can be motivated about an issue or problem. I will address the 3 generations number later.

How do the numbers affect appropriations? At the end of the day all appointed and hired public employees rely on elected public officials to provide funds for their operations or the facilities that need to be constructed. Elected officials have to agree to provide operating funds, construction funds, or to take on bonded indebtedness (or incur deficits) if that is called for to pay now for facilities with long term usefulness. They have to agree, as a group, to the spending priorities established in a budget. And they are subject to the election cycle every two, four or six years with an election three out of four years as indicators of public opinion. The learning curve for elected officials is steep and the attrition rate can be high. Few decisions are cut and dried and constituents on the losing side have long memories. Elected officials seeking reelection must worry about the short term impact of their decisions and they may not wish to make the investments that appointed officials deem as necessities if it means raising taxes or incurring indebtedness. The minority of the public engaged in the political process (presumably, the group officials care about) must understand the advantages of decisions about spending priorities if their active support is to be retained. An appointed official nearing the thirty year retirement mark is not likely to push hard for funding of programs and projects that are unpopular. (On the other hand, an appointed official with over 30 years in the retirement system who is looking for an excuse to retire may go all out!)

A factor that has emerged over the past two decades is the phenomena of “talk radio.” In our relatively small media market there are a variety of interactive talk shows. These shows can help or hurt. Talk radio is, at best, a “two-edged sword” and should be dealt with very carefully, if at all.

The best way for me to address the question posed in the title of this essay is to review how proponents of transportation improvements in Utah have operated with some success in the past two legislative sessions and with the federal government. The Utah Department of Transportation, the Wasatch Front Regional Council, the Mountainlands Association of Governments, the Utah Transit Authority, chambers of commerce and other business interests, certain legislators, and members of the congressional delegation held a series of planning meetings and, using long range transportation plans as their basic texts, ramped up efforts to increase state and federal funding for the transportation system. The partners in the process knew the levels of funding necessary to accomplish what they felt were minimum requirements. They prioritized projects into two phases, attended a series of legislative interim committee meetings, went on talk radio, hired effective lobbyists, enlisted local elected officials to make the case for improvements, obtained favorable recommendations and increased funding levels for transportation improvements in the 2005 General Session. They were also able to obtain more federal funds for public transit and highway projects within the state. The same coalition may also do relatively well in the 2006 General Session. The process is working. Legislators and the general public now know that something over \$16 billion is needed over the next few decades for transportation. In addition, legislators are talking about alternatives such as toll roads and bonding for specific projects. The combination of education, coalition building, gaining the support of informed legislators, and being willing to maintain the effort over multiple sessions seems to be resulting in success.

From time to time, Utah has been blessed with elected officials who consider how the decisions they make today will affect the **next three generations**. The results of these past decisions are most easily seen in the buildings, reservoirs, and highways that serve the people of Utah. It's more difficult to see the result of investments in people – but they can be made evident as well. Elected officials who are willing to take the long view and to act accordingly should be cherished and supported in every way possible.

So, what to do when your programs do not receive the financial support they require? I would say hang on, organize your supporters, educate decision-makers and stay in for the long haul! Best Wishes.

WELCOME TO NEW ASPA MEMBERS!

Richard Charles, Ph.D.
Lee Andrew Hill

Cdr. Clark Ruttinger, MPA
Douglas G. Willmore

The following article by David Patton, Director of the Center for Public Policy & Administration at the University of Utah and the Secretary/Treasurer of our ASPA Chapter, was printed in the Deseret Morning News on Friday, February 10th. Due to the nature of the content, we thought you might find it interesting.

The Legislature's Impetuous Vortex

By W. David Patton

The Legislature has introduced several bills in the current session that seek to expand the power of the legislature in relation to the executive and judicial branches of state government. The sponsors of these bills would probably be surprised to hear that this kind of legislative intrusion into the other branches of government was expected and feared by the Founding Fathers. The Founders designed the separation of powers as a protection against too much power in any one branch of government. Executive power was strictly limited and the courts were only given the power to review. The branch they feared most was the legislature. James Madison observed, "The legislative department is everywhere extending the sphere of its activity and drawing all power into its impetuous vortex." Madison then warns, "it is against the enterprising ambition of this department that the people ought to indulge all their jealousy and exhaust all their precautions." The legislature has direct access to the pockets of the people and can reward or punish those in the executive or judicial branches through their distribution of tax dollars. Madison also wisely observes that the legislature tends to "feel all the passions which actuate a multitude," a trait we see displayed in the so-called message bills or legislation that reflects the special interests of a relatively few. (see Federalist #48)

The Governor has called out one bill accurately calling it a "power grab" by the Legislature. The legislation allows for the state budget to carry over from the past year to the new year if the Governor vetoes all or part of the budget or if the Legislature fails to pass a new budget. The sponsor feigns surprise that the Governor would consider the bill a "power grab" even though it was thought necessary to persuade 50 legislators to sign on as co-sponsors of this legislation

(typically this is done when the sponsor anticipates a veto by the Governor). What is the harm? The legislation essentially removes the power of veto from the governor regarding Utah's budget and shifts that power to the Legislature. The Legislature would hold the power to pass a budget or threaten to enact the previous budget if no agreement were reached making the governor's veto irrelevant.

There are several other bills that seek to diminish the power of the governor and the courts while enhancing the power of the legislature.

- One of these allows the Legislature to override the Governor's approval (or disapproval) of a radioactive waste license. This legislation raises the question of public safety. Today two branches of government must decide on the sensitive issue of nuclear waste but this bill would allow the Legislature to have the only say in granting a license – the branch most susceptible to influence by those seeking a license.
- Another bill requires all state agencies who conduct any activities in a geographical area to inform the representative in the legislature who represents that district of that activity. Will my state representative need to be notified when I update my driver's license? This bill not only reduces the power of executive agencies to implement policy it is also impractical.
- Other legislation attempts to reduce the power of the courts by stipulating that the courts do not have power to require that the State or local governments in the state expend funds as a result of court decisions. This bill is also impractical since the righting of wrongs does cost money at times. If this law had been in effect nationwide there would have been no integration of schools or facilities for the disabled to access public buildings.

Probably the most egregious usurpation of power would take the power directly from the citizens of Utah in order to give power to the Legislature. This bill would reverse the 17th Amendment to the U.S. Constitution that allows the public to elect U.S. Senators and would replace that with election from the Legislature. In addition, all of Utah's representatives in the Congress would be required to report to the Legislature and would be instructed how to vote on national issues. It probably is not unusual to see the legislature introduce measures that encroach on the executive and judicial branches of government; there is a constant struggle for power as was anticipated when our government was first designed. What is unusual is the blatant way this struggle is being conducted this year as the Legislature continues "drawing all power into its impetuous vortex"

ANNOUNCING THE ASPA ANNUAL SERVICE AWARDS

ASPA SERVICE AWARD NOMINATION FORM

I would like to nominate the following individual, board or commission for an ASPA service award:

Name: _____ Title: _____

Organization: _____

Address: _____
City State Zip Code

Name of Nominator: _____ Phone Number: _____

The award I think the individual, board or commission would be eligible for is the:

- Senator Arthur V. Watkins Distinguished Service Award for an Elected Official, which honors elected officials who, through exceptional commitment, skill and integrity, served the public with special distinction.
- Dr. G. Homer Durham Distinguished Service Award for an Appointed Official, which honors appointed officials who have served the public with honor and integrity.
- Dr. F. Ted Hebert Distinguished Service Award for Outstanding Contributions to Public Administration, which honors individuals that have made significant contributions to public administration through academia or as a public citizen.
- Boards and Commissions Award of Excellence, for a board or commission whose members have exhibited community service, work to support the common good, are proactive in decision-making, and facilitate public participation in governmental processes.

Reason for nominating this person or organization:

The deadline for receiving nominations is April 1, 2006. Nominations should be sent to:

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University of Utah
260 S Central Campus Dr Rm 214
Salt Lake City, UT 84112-9154

Fax: 801-585-5489