
ASPA BUZZ

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

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ASPA Chapter Council
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MARCH LUNCHEON

Thursday, March 5, 2009

12:00 noon

Auditorium of the State Office Building

Working 4 Utah – Is it Working?

Invited speakers include:

LORI WADSWORTH, Ph.D., Assistant Professor, Brigham Young University

JAMIE NAGLE, Workforce Engagement Specialist, Department of Human
Resource Management

JOHN HARRINGTON, State Energy Manager, Department of Administrative
Services

MIKE HANSEN, Management Director, Governor's Office of Planning and
Budget

In August 2008, Governor Huntsman launched "Working 4 Utah" – an initiative to establish a four-day work week. The initiative was designed to be monitored over a one-year trial period. An initiative of this scale is the first of its kind. Consequently, it has drawn a great deal of attention from media, other states, and even the federal government. All of this attention is based on one simple question: is it working?

ASPA will host a panel of those who are monitoring the data. They will attempt to answer this question as well as many others. What are employees saying about the change? How is productivity impacted? What is the public's opinion? Does it make an impact on the environment? How can you monitor change in energy consumption? Are there any unintended consequences? What are the lessons learned for those interested in establishing a similar program?

Please make your reservations early. The luncheon will be catered. Reservations or cancellations must be received no later than **Monday, March 2nd**. No shows will be billed. **Limited parking is available—please carpool or ride public transportation where possible.**

The cost of the luncheon is \$13.00 for ASPA members, \$15.00 for nonmembers, and \$8.00 for students. Cash or checks are accepted.

Please call the Center for Public Policy & Administration, University of Utah, at 581-6493 or e-mail jrandall@coppa.utah.edu for reservations.

www.coppa.utah.edu/aspa

ASPA FEBRUARY LUNCH

Utah's Short and Mid-term Economic Development Outlook

by Tricia Jack

This month we saw a distinguished panel of experts on the topic of economic development.

Jason Perry, Executive Director, Governor's Office of Economic Development
Jeff Edwards, President, Economic Development Corporation of Utah
Lane Beattie, President and CEO of Salt Lake Chamber
Don Whyte, President of Kennecott Lands (Daybreak developer)

Each of the panelists took some time to talk about their perception of the economic outlook for Utah. All were positive and optimistic about Utah's future, despite the difficult economic times.

Jason Perry began by sharing Governor Huntsman's statement: "If Utah were a stock, people should be buying." He told the group that a lot of companies in the U.S. and the world are noticing Utah's status; it is a hot place to be. There are several reasons for this:

- Last year, Utah was the #1 state for inventor patent applications in the U.S; this proves we have great entrepreneurship.
- The University of Utah is second only to MIT for the number of businesses coming out of technologies created by the University.
- There are a number of great companies growing inside the state.
- Utah has been listed as the most dynamic economy in the U.S.
- We are global – exports increased last year by 38% and high tech industries increased by 127%.
- We have a great workforce and we tie knowledge, innovation and technology together.



L-R Don Whyte, Jeff Edwards, Lane Beattie and Jason Perry

The Governor's Office of Economic Development (GOED) has a strategy to take advantage of these ideal conditions. The state is very proactive in this area and is working hard to recruit new businesses to Utah. Mr. Perry informed the group that there are two big incentives for new businesses: the State Industrial Assistance Fund and the Economic Development Tax Increment Fund, both of which are tools used to attract businesses to Utah.

The three areas where Utah is likely to grow are life sciences, especially personalized medicine; renewable energy; and the aerospace industry.

Jeff Edwards also painted a healthy picture in Utah, despite the difficult economic conditions. The Economic Development Corporation of Utah (EDCU) works in conjunction with GOED. EDCU is a narrow part of the Governor's office, with the goal of recruiting new businesses and retaining current businesses in the State of Utah.

Mr. Edwards explained that there is a very competitive environment among the states for business location. However, in the last 3 years, the joint efforts of GOED and EDCU have brought more than 15,000 new jobs to Utah; these are jobs that likely would not have come to the state without this effort. The jobs equate to approximately \$6 billion of capital investment and 16-18 new headquarters operations.



Jeff Edwards, Economic Development Corporation of Utah

Businesses are still looking to locate in Utah and this is evident by the number of site visits from businesses. Last year there were 120 site visits compared to only 12 in 2001. A similar pattern can be seen in the projects EDCU is working on: currently there are 250 but in 2001 there were only 35. There are great things continuing to happen and Utah has a diverse list of companies locating here.

Lane Beattie started by pointing out that Utah is an incredible state and this is partly because we are aggressive about economic development. He gave some evidence of this: USTAR has

been successful but still needs to be fed; we are experiencing more unemployment in this economy, but we are still doing much better than any other state in the U.S.; the ski season is holding its own; and there is more going on in downtown Salt Lake City than any other city in America! Four years ago the Chamber had 4 projects in hand downtown, but today we have 54 plus what the Church of Jesus Christ of Latter-day Saints is doing in City Creek.

Mr. Beattie explained that in most recessions three quarters of the reason is financially driven, and one quarter is driven by emotion and consumer confidence. Today, it is the opposite. There are some positive trends and he believes that by the third quarter things will turn around. Mr. Beattie expressed his frustration with the legislature and explained that if they are not very careful in their financial decisions, they could totally destroy any kind of recovery. He stated that because of the cuts already made, we lost 4500 jobs in Utah within 2 weeks, and he thanked Governor Huntsman for putting some of these projects back on the table. He stressed the need for stimulating the economy and explained that these measures must be timely, targeted and the right size.

Don Whyte talked from the viewpoint of a developer. He explained that the Daybreak development suffered through a downturn as well as many other developments last year but still sold 351 homes. He talked about the great strides made there in public transportation and that Daybreak is the only community in the world that will have light rail transport within 3 years of groundbreaking. He sees that Daybreak is an opportunity to do something special and unique. He congratulated the Chamber for being so active in policy development.

Thank you to these very busy men for giving us their time to explain how Utah fares in terms of economic development in these difficult times. The discussion was very informative and optimistic!

Check out the new Utah Chapter website: www.cppa.utah.edu/aspa.
Bookmark this page so you can keep up-to-date on chapter activities!

COUNCIL CORNER

Tricia Jack
University of Utah
ASPA Council Secretary/Treasurer

E-government in Utah

Utah has always been at the forefront of technology in government, and the State continues to win awards for its use of e-government. In 2008, the Center for Digital Government (the national research and advisory institute on information technology policies and best practices in state and local government) awarded the State of Utah the position of #1 in the “Top Tech-Savvy States in Nation.”¹

There are several reasons that could explain why Utah is in this pole position: the University of Utah’s early involvement in the Internet in 1969; the establishment of Novell, a groundbreaking software and networking company based in Utah; the abundance of knowledge workers in the state; and the vision of Governor Michael Leavitt in 1998 which committed Utah to being at the forefront of technology in government.

Since the launch of eUtah.org in 1999 there have been many changes and new services offered. Now, as Utah.gov, our state’s website offers over 1150 government services. From job searches, to art grants, vehicle registration, butter maker license renewal, swimming pool cryptosporidium treatment calculator, and Supreme Court oral arguments live and on demand, the state of Utah’s website offers 24 hour service 7 days a week, from wherever you are. In January 2008, the number of unique visitors to Utah.gov exceeded one million for the first time.

¹ <http://www.centerdigitalgov.com/survey/61/2008>

E-government Maturity Models

While Utah's use of technology is at the forefront of the states, it is mainly in the area of services rather than consultation—so there is plenty of scope for development, and some evidence that this is happening. E-government maturity models describe the stages of development for e-government. Darrell West's four-stage model is summarized below²:

Billboard Stage: This stage uses static mechanisms which display information. It is regarded as an "online brochure." This allows no opportunity for interaction or two-way communication between citizens and government. They can access information and that's that.

Partial Service-delivery Stage: This stage allows citizens to access, sort and search information, but they cannot engage in two-way dialogue with government.

Portal Stage: This stage gives full integrated service delivery, effectively creating "one-stop shops" where the services are integrated. For example www.utah.gov has one place where citizens can access everything. These websites are more dynamic and allow citizens to engage in services. However, this stage is "characterized by a more service-delivery mentality than by a vision of transforming democracy."³ Even at this stage, it is effectively one-way as citizens don't get to participate in any kind of decision-making.

Interactive Democracy: This stage embraces public outreach and accountability measures. This might include citizens proposing policy options, but final decisions are still made by government.

While many government entities in Utah are progressing well at the portal stage, there is work to do to if those entities wish to develop full interactive democracy.

Concerns of Policymakers

While full interactive democracy may seem like a good idea, policymakers have many concerns. These range from fears of increasing expectations that cannot be met to an imbalance in representation because of the digital divide.⁴

Managing Expectations

When people are asked for their opinion, there is a general expectation that this will be listened to. Many policymakers fear that if they consult, the public may then expect too much. Unmet expectations can lead to frustration; something that most policymakers want to avoid.

Selection and Representation

Most people who engage in online participation are self-selected. They are those who are generally well-informed, well-educated and engaged already. This may not be representative of the population at large. There are also concerns over how the selections are made and whether they might just represent the interests of the selectors.

² West, Darrell. 2005. *Digital Government*. New Jersey: Princeton University Press. Chapter 1.

³ Ibid, p.10.

⁴ Ibid.

Apathy

When voting turnout is so low, policymakers have a hard time believing that the public is interested in becoming involved in policy deliberation. According to Darrell West, most people are not interested in most policy issues, but some are interested in some – and “the object of deliberative exercises is to generate civic discussion around those issues where citizens do have real concerns, knowledge and relevant life experiences.”

Lack of public information

Research shows that most members of the public are not informed about aspects of civic and political knowledge, yet the public is often willing to comment on things it knows nothing about. However, if there is interest, things can be learned.

Digital exclusion

For those who cannot access the internet, this may disconnect them even further, but there is a lot of evidence to suggest that the internet simply creates new opportunities to connect citizens.

What are you doing?

As a public administrator, it may be worth considering the ways that you and your department use technology in your work. There are many ways of doing this, and in Utah there is a lot happening for you to “model” it on.

SPOTLIGHT – NEW COUNCIL SECRETARY/TREASURER

Tricia Jack is the Program Manager for Education and Training at the Center for Public Policy and Administration at the University of Utah. She is originally from Scotland (“the most beautiful small country in the world!”) and has lived in Utah since 2005. She received her M.A. in History and Sociology from the University of Edinburgh, Scotland, and her MPA from the University of Utah. Before moving to Utah, she worked as a civil servant with the Scottish Court Service in Edinburgh, Scotland as a Corporate Training and Development Manager. Her current work includes facilitation and program evaluation, needs analysis, curriculum development, and training delivery.

In her spare time, Tricia likes to be busy. She sings with *Citrine*, a Celtic-influenced female vocal group based in Salt Lake City. She also loves all kinds of arts and culture as well as exploring the natural beauty of Utah. In the summer her favorite thing to do is to attend outdoor concerts. She loves to learn and one day she hopes to complete a Ph.D.

Tricia loves living in Utah and very much enjoys her job, especially when she gets to meet and interact with people. She is very much looking forward to supporting the ASPA Council as the Secretary/Treasurer.

PUBLIC SERVICE RECOGNITION WEEK, MAY 4-10, 2009

Public Service Recognition Week is a time set aside to better inform Americans about the broad variety of services provided by government. The week is also an opportunity to show appreciation to public employees at the federal, state, county, and local levels who ensure that our government is the best in the world.

Each year the Utah chapter of ASPA requests nominations for several service awards. These awards will be presented at the luncheon on May 7th. The ASPA Council would appreciate your taking a few moments and considering whom you might nominate. Please go to www.cppa.utah.edu/aspa and click on AWARDS for a nomination form.

- 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.

Nominations should be sent to:

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

Fax: 801-585-5489

E-mail: jrandall@cppa.utah.edu

