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Meyner Center
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Lafayette College
Easton, Pennsylvania, 18042

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Meyner Matters

A Report from the Robert B. and Helen S. Meyner Center
for the Study of State and Local Government



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Contents

- 1 From the Director**
 - 1 With Gratitude to Richard and Priscilla Hunt
- 2 Meyner Center Staff**
- 3 Archival Resources**
- 3 Contact Us**
- 4 Major Events**
- 6 International Outreach**
 - 6 Iraq Center for Federal Studies
 - 7 Recent Publications by the Center Director
 - 7 The Federalist in Catalan
- 13 Global Dialogue on Federalism Book Series**
- 8 Community Renewal**
 - 9 Partnering with Easton
- 10 Serving our Region**
 - 11 Additional Regional Impact
- 12 Campus Service**
- 13 Student Honors Theses**

Mission of the Meyner Center



Helen S. Meyner and Robert B. Meyner

In 1991, the family of Robert B. and Helen S. Meyner endowed both the Robert B. and Helen S. Meyner Center for the Study of State and Local Government and the Robert B. and Helen S. Meyner Professorship of Government and Public Service. The Meyner Professor is a member of the College’s Department of Government and Law and teaches courses on American government, state and local government, and federalism.

The Center’s mission is to: Engage in local, regional, national, and international public service, training, and outreach to state and local governments and civic organizations

Provide education, internships, and public service opportunities for undergraduate students in state and local government at home and abroad

Promote scholarly and applied research and publication on state and local government, especially in the context of federal democracy and intergovernmental relations.

From the Director



The past year was another exciting one for the Meyner Center. The year was highlighted by a visit from Nobel Laureate Elinor Ostrom, a long-time friend; a keynote address by Philadelphia Mayor Michael Nutter at the Center’s Annual Forum on Local Government; sponsorship of an international conference on Federalism and the Global Financial Crisis; continuation of the Global Dialogue on Federalism; and assistance in creating the new Northampton County agency responsible for collecting earned income taxes for the county’s 38 municipalities and eight school districts.

The Meyner Center, opened in 1994, has a broad mandate spanning the Lafayette campus, the Lehigh Valley, the Pennsylvania-New Jersey-New York region, the nation, and the globe. From community-based learning for students to workshops for local officials, debates among state legislative candidates, state-specific studies, annual contributions to the Council of State Governments’ *Book of the States*, and collaboration in establishing an Iraq Center for Federal Studies, the Center engages vital issues.

The 50 states and 89,476 local governments that make up the United States provide nearly all the services and protections that affect our daily lives. The recession has put many of them in dire straits. State and local governments are deeply affected by what happens globally, nationally, and in Washington, D.C. The study of state and local government cannot be isolated from the interdependence of the global village. Worldwide, regional and local governments are vital vehicles for economic development, social well-being, and civic participation.

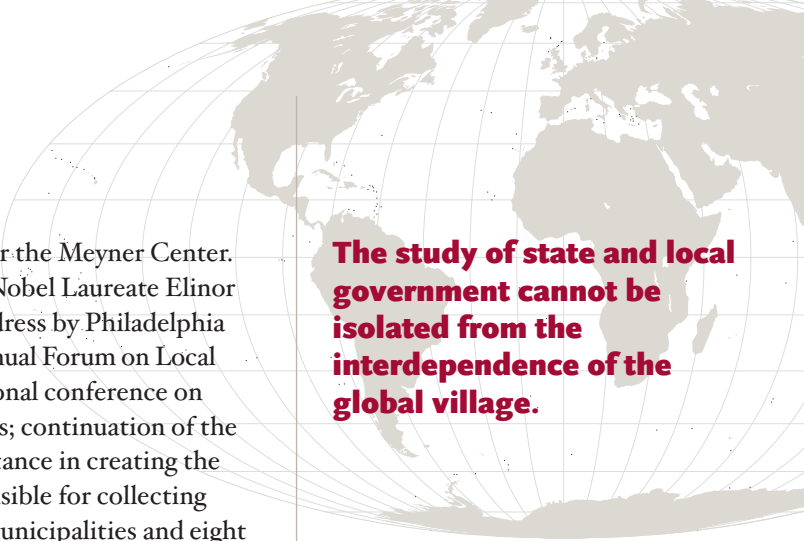
The Center also focuses on federalism and intergovernmental relations. These crucial constitutional, legal, institutional, and fiscal contexts shape the parameters of regional and local governance. One example is the Center’s participation in a study of the 5,168 mandates placed by the Commonwealth of Pennsylvania on its local governments.

The Center, therefore, educates students about the importance of state and local governments and encourages them to participate in state and local affairs and become future leaders. The Center also works with state and local officials and civic groups and provides such specific services as administrative and financial reviews, comparative salary studies, executive-search assistance, visioning exercises, and educational workshops and forums. The Center works, too, with national associations of state and local officials.

Internationally, the Center engages in education and training on regional and local governance, federalism and decentralization, and intergovernmental relations at the request of foreign governments and universities, U.S. agencies, and international institutions. In 2010, the Center’s outreach included activities in Canada, Ethiopia, Germany, Mexico, People’s Republic of China, and Spain.

The Center is supported by an endowment contributed by the estates of Robert B. and Helen S. Meyner, contributions from Richard and Priscilla Hunt of Cambridge, Mass., and other Meyner family and friends, and external awards and contracts for specific projects by private foundations, nonprofit entities, and government agencies.

John Kincaid
Robert B. and Helen S. Meyner Professor of Government and Public Service



The study of state and local government cannot be isolated from the interdependence of the global village.



With Gratitude to Richard and Priscilla Hunt

We gratefully acknowledge the steadfast friendship and generous financial support provided over the years by Richard and Priscilla Hunt of Cambridge, Mass. Professor Richard McMasters Hunt, now retired, taught history, including a core curriculum course on Weimar and Nazi Germany, for 42 years at Harvard University and served as University Marshal for 20 years. He is a former president of the American Council on Germany and served as a volunteer ambulance driver for the American Field Service in India and Burma during World War II. Priscilla Stevenson Hunt, sister of Helen Stevenson Meyner and cousin of Adlai Stevenson, has long been active in civic and cultural affairs and a loyal supporter of her alma mater, Oberlin College.

Meyner Center Staff

John Kincaid

John Kincaid is the Robert B. and Helen S. Meyner Professor of Government and Public Service and Director of the Meyner Center for the Study of State and Local



Government at Lafayette College. He also is Senior Editor of the *Global Dialogue on Federalism*, a joint project of the Forum of

Federations and International Association of Centers for Federal Studies, and an elected fellow of the National Academy of Public Administration. He is the recipient of the Distinguished Scholar Award from the Section on Federalism and Intergovernmental Relations of the American Political Science Association and of the Distinguished Scholar Award from the Section on Intergovernmental Administration and Management of the American Society of Public Administration. He has served as Editor of *Publius: The Journal of Federalism* (1981-2006); editor of a series of books on the Governments and Politics of the American States; and Executive Director of the U.S. Advisory Commission on Intergovernmental Relations, Washington, D.C. (1988-1994). He is the author of various works on federalism and intergovernmental relations.

David L. Woglom

David L. Woglom, Associate Director for Public Service, has been the Center's essential person for local government services since 2007. A 1978 graduate of Lafayette College, he has 27 years experience in municipal management, including 20 years as manager of the Borough of Quakertown, Bucks County, Pa.—a municipality that had seven department heads and more than 100 employees, and an annual budget exceeding \$20 million. He



has extensive experience in finance and budgeting, labor-contract negotiation, zoning and code enforcement, and police, public works,

storm-water, water, wastewater, and electricity management. He is a member of the Association for Pennsylvania Municipal Management and the International City/County Management Association, and holds a Master of Public Administration degree from Lehigh University.

He has assisted many local governments and associations, including Allentown, Easton, Emmaus, Forks, Hatfield, Hellertown, Kutztown, Lower Mt. Bethel, New Britain, Pen Argyl, Solebury, South Whitehall, Williams, Wilson, the Bucks County Consortium, Pennsylvania Municipal Electric Association, Northampton Tax Collection Committee, and Pennsylvania State Association of Boroughs. He has also provided training on public-sector management and leadership to municipal members of the New Jersey Statewide Insurance Fund.



Terry A. Cooper

Terry A. Cooper, administrative assistant since 2000, is the Meyner Center's friendly voice on the phone,

welcoming person in the office, and organizer of daily activities. She graduated with honors from Northampton Community College in 1996 with an A.A. in general studies. In 1999, she graduated from Lehigh University with a B.A. in history. She is a member of the Palmer Township Environmental Steering Committee, among other activities.

Charles F. Prutzman

Charles F. Prutzman, from Martins Creek, Pa., is the Center's student EXCEL Scholar. He is majoring in government and law and psychology



and will attend law school after graduating from Lafayette in May 2011. He has been serving as master architect of the Center's website, managing the

external reviews of chapters in current volumes of the *Global Dialogue on Federalism*, and conducting a content analysis of speeches and documents from the presidency of George W. Bush, which also involves compiling empirical data on the nature and frequency of Bush's references to federalism and state and local governments. He was inducted into Lafayette's Pi Sigma Alpha chapter in April 2010 and has been program director and president of WJRH, the campus radio station. Under his leadership, the broadcast studio was reconstructed and the station implemented more coherent scheduling and genre-specific computer programming. He also hosts a two-hour show and has reached out to the community and recruited education programs such as "Music Connections."

Archival Resources

Robert B. and Helen Stevenson Meyner Papers

Robert Baumle Meyner (1908-1990) was a state senator from Warren County, N.J., from 1948 to 1952 and governor of New Jersey from 1954 to 1962. His wife, Helen Stevenson Meyner (1929-1997), served with the American Red Cross (1950-52) in Japan and Korea during the Korean War, worked for Trans-World Airlines (1953-55) as a consumer advisor, and was a staff member on the 1956 presidential campaign of her distant cousin, Adlai Stevenson. Helen Meyner also served two terms (1975-79) in the U.S. House of Representatives representing New Jersey's 13th District. The papers document the private and political lives of the Meyners, and include Helen Meyner's congressional papers, her Red Cross letters from Japan and Korea, and campaign materials from her congressional race and Robert Meyner's gubernatorial races. The papers include correspondence, writings and speeches, printed material, memorabilia, and a large collection of photographs, scrapbooks, and phonographic records.

James L. Martin Papers

James L. Martin was the assistant director of federal relations at the National Association of Counties from 1963-67. In 1967, he joined the staff of the National Governors Association and embarked on a career that spanned 31 years. Martin served as NGA's deputy director from 1967 to 1979, when he became the legislative counsel and director, a position he held until retiring in 1998. Martin was the chief point person for coordinating the legislative agenda of the nation's governors with the White House and congressional leaders. Much of his work focused on government financing, especially federal aid to state and local governments. The over-arching theme of the Martin Papers is state-federal relations.

Clippings Archive

The Meyner Center has many newspaper clippings, magazine and journal articles, association newsletters, historical records, and other items pertaining to U.S. federalism and state and local governments, mostly from the 1960s to the present, as well as most of the publications of the U.S. Advisory Commission on Intergovernmental Relations, including *Intergovernmental Perspective*. Materials also are available on comparative federalism, federalism in various countries, and the formation of the European Union, including many issues of *LEurope en formation* dating back to the late 1960s.



At a workshop on conflict resolution hosted at the University for Peace by Rodrigo Alberto Carazo Odio, former President of Costa Rica (above left), Center Director John Kincaid discussed how allocations of police and military powers in federal countries could be relevant to peace settlements in post-civil-war conflicts. The University for Peace was established by the General Assembly of the United Nations in December 1980.

Contact Us

Robert B. & Helen S. Meyner Center for the Study of State and Local Government

002 Kirby Hall of Civil Rights
Lafayette College
Easton, PA 18042-1785

Fax: 610-330-5648
Email: meynerc@lafayette.edu
www.meynercenter.lafayette.edu

Main Office: 610-330-5598
John Kincaid, *Director*: 610-330-5597
David L. Woglom,
Associate Director for Public Service:
610-330-5856
Research Office: 610-330-5808

Major Events

Major events hosted by the Meyner Center in 2010 included a day-long visit to Lafayette by Elinor Ostrom, the first woman to win the Nobel Prize in Economic Sciences; the Center's eighth annual Forum on Local Government, featuring an address by Philadelphia Mayor Michael Nutter; and an international conference on federalism and the global financial crisis.

Nobel Laureate Elinor Ostrom

Ostrom spent March 4 on campus. Her visit was cosponsored by the Policy Studies Program, the Department of Geology and Environmental Geosciences and an environmental initiative grant from the Andrew W. Mellon Foundation. She met with students and faculty over meals and in a seminar before delivering an address entitled "Governing for Sustainable Water in Complex Environments" to more than 500 people in the College's Colton Chapel.

Ostrom, the Arthur F. Bentley Professor of Political Science and co-director of the Workshop in Political Theory and Policy Analysis at Indiana University, discussed the work that won her the 2009 Nobel Prize. Her research focuses on the governance of "common pool" resources, such as forests, fisheries, oil fields, grazing lands, and irrigation systems. She explained how people and ecosystems interact to provide for long-run sustainable resource yields, highlighting how communities have created diverse institutional arrangements over natural resources for thousands of years to prevent ecosystem collapse.

"No institutional arrangement is 100 percent successful. All systems have some successes and some failures," she said. Users of common-pool resources are often best at managing their own systems, she noted, but government intervention over the years has robbed many local users of their



Nobel Laureate Elinor Ostrom met with students and faculty before delivering an address on governing for sustainable water in complex environments.

autonomy. Ostrom has written hundreds of articles in scholarly journals and more than two dozen books. She is well known for *Governing the Commons* (1990). She recently published *Working Together: Collective Action, the Commons, and Multiple Methods in Practice*, with Amy Poteete and Marco Janssen (2010).

"Elinor Ostrom has challenged the conventional wisdom that common property is poorly managed and should be either regulated by central authorities or privatized," said the Royal Swedish Academy of Sciences in presenting her the Nobel Prize. "Based on numerous studies of user-managed fish stocks, pastures, woods, lakes, and groundwater basins, Ostrom concludes that the outcomes are, more often than not, better than predicted by standard theories."

Federalism and the Global Financial Crisis

International engagements in 2010 included a conference titled "Federalism and the Global Financial

Crisis: Impact and Responses," Sept. 16-18 in Philadelphia.

Co-hosted by the Meyner Center and the Center for State Constitutional Studies at Rutgers University, Camden, the event was a joint meeting of the International Association of Centers for Federal Studies and the Research Committee on Comparative Federalism and Federations of the International Political Science Association.

The conference included a special program and dinner at the National Constitution Center on Independence Mall. Scholars from around the world presented research on short-term and long-term impacts of the crisis on fiscal arrangements and institutional design, as well as federal-system responses and related matters in Argentina, Australia, Canada, the European Union, Germany, India, Italy, Nigeria, South Africa, Spain, Switzerland, and the United States. Seven of the conference papers were published in *L'Europe en formation*,

and several presses have expressed interest in publishing all the papers as a book.

Municipal Innovation and Sustainability

More than 125 municipal officials from the Lehigh Valley and suburban Philadelphia attended the 2010 annual Forum on Local Government, held on campus June 17 and themed "Municipal Innovation and Sustainability." Philadelphia Mayor Michael Nutter discussed different kinds of city resources and challenges, describing the steps he and other city administrators have taken to foster sustainable economic growth, improve public safety, invest in education and workforce development, and provide public services in a time of austerity.

Nutter said Philadelphia has experienced serious recession-related difficulties, including layoffs, cuts in services, and salary decreases — including his own — coupled with soaring pension and health-care costs. "These are just the things you have to deal with," he said. "I didn't create the national economic recession; I can't get out of the national economic recession."

Nutter pointed out that despite the obstacles, the city found ways to make its police force work more efficiently with fewer officers and reduce crime by 28 percent between June 2007 and June 2010. He also highlighted the city's new 311 call center, from which citizens can obtain nonemergency services and information. He also discussed formation of the Metropolitan Caucus, which includes Philadelphia and neighboring counties and has worked to secure federal money for projects to benefit the entire area. Most notable, he said, is a \$25 million block grant from the U.S. Department of Energy to retrofit municipal buildings for energy efficiency.



Philadelphia Mayor Michael Nutter was the keynote speaker at the Meyner Center's Forum on Local Government.

"There are a lot of things you can do, even in this environment," Nutter said. "We're actually preparing the city for the turnaround, for the future. This is the most challenging time any of us has ever seen. If we stick together, we're going to be there for the recovery. This is going to be the greatest turnaround anyone has ever seen."

The forum also included discussions on:

- The green-design components of a public works building to be constructed in neighboring Forks Township, featuring Martin Kimmel, president of Kimmel Bogrette Architecture + Site, Conshohocken, Pa. Kimmel explained the concept of constructing the building into a rolling hillside and including an earthen "green roof" of plants and shrubs.
- The feasibility of erecting revenue-producing cell-phone towers on municipally owned land, featuring Lawrence E. Romanowski, principal of Tower One Partners, Doylestown, Pa.
- Ideas for implementing cost-effective approaches to energy conservation, featuring Greg

O'Brien, vice president of County Electric, Lansdale, Pa. O'Brien told participants his firm offers cities energy audits and alternative approaches to energy management, including solar power.

- Innovative measures to save costs and increase efficiency and productivity in Upper Merion Township, Montgomery County, Pa., featuring Township Manager Ron Wagenmann. ♦



Professors Ostrom and Kincaid share a federalism moment beneath the 19th-century portrait of James Madison in the Council Room of the Kirby Hall of Civil Rights. The portrait was painted by the well-known artist Thomas Badger.

International Outreach

The year began with the Center Director’s visit to the People’s Republic of China Jan. 16-23 as part of a U.S. delegation to a symposium on American and Chinese governance issues. John Kincaid discussed current patterns in U.S. federalism at the event in Sanya, Hainan, which was sponsored by the Kissinger Institute on China and the United States of the Woodrow Wilson International Center for Scholars, Washington, D.C., and China’s Counselors’ Office of the State Council. The small U.S. delegation included Jon Huntsman Jr., U.S. Ambassador to

China, who spoke on U.S. federalism from his perspective as former governor of Utah. The Counselors’ Office is the advisory body to the State Council, the cabinet body for the Premier of China. Kincaid was one of the first Americans to visit the PRC after President Richard M. Nixon reopened relations in 1972, spending a month there in 1973.

On March 30 and 31, the Center provided consultation assistance for an ongoing project on decentralization and coordination of border security in North American federations at El Colegio de la Frontera Norte, Tijuana, Mexico. The Forum of Federations and the government of Mexico co-sponsored the event.

European Forums

Kincaid participated in an International Roundtable on Political Parties and Civil Society in Federal Countries at the Konrad Adenauer Foundation in Berlin on June 10 and 11. The roundtable was the ninth such event in the Global Dialogue on Federalism, a joint initiative of the Forum of Federations and the International Association of Centers of Federal Studies.

The Meyner Center serves as the scholarly secretariat for the Global Dialogue on Federalism, a multi-year, multi-million-dollar project originally proposed by the Center. The Global Dialogue has produced a worldwide network of more than 3,000 scholars, practitioners, and students and conducted nine international conferences and about 85 country-specific workshops. It also has generated seven books for which Kincaid has served as senior editor. The latest of these, published in 2010, is *Unity and Diversity in Federal Countries* (see “Global Dialogue on Federalism Book Series,” page 13.) The Center’s role in the Global

Dialogue was aided in 2010 by Lafayette students Jason Pang ’10 and Charles F. Prutzman ’11 (see “Campus Service,” page 12).

At an international conference on Guarantees of Territorial Pluralism, Kincaid spoke on the U.S. Senate as a guarantor of territorial pluralism. Held June 14 and 15 at the Center for Political and Constitutional Studies in Madrid, the conference was co-sponsored by the Forum of Federations, the Centre for Political and Constitutional Studies, and the Manuel Gimenez Abad Foundation.

On June 18, Kincaid spoke on health-care reform and the U.S. states at a seminar on “Decentralization of Health Care in Federations: Recent Trends and Lessons from Spain” at the Palacio de la Aljaferia in Zaragoza, Spain. The Forum of Federations organized the event with the Manuel Gimenez Abad Foundation and the Legislature of the Autonomous Community of Aragón.

In Ethiopia

In December, Kincaid served as a rapporteur for the Fifth International Conference on Federalism, hosted by the government of the Federal Democratic Republic of Ethiopia in Addis Ababa.

More than 600 people participated, with representation from almost every African country. Titled “Equality and Unity in Diversity for Development,” it featured addresses by the prime minister of Ethiopia, Meles Zenawi, and other African leaders, including Paul Kagame, president of Rwanda, Omar al-Bashir, president of Sudan, and Olusegun Obasanjo, president of Nigeria from 1999 to 2007.

“Ethiopia is a fascinating new federation of ‘nations, nationalities, and peoples,’” Kincaid says, explaining that the federal system was established in 1994, following the

1991 overthrow of the brutal Marxist-Leninist regime of Mengistu Haile Mariam. It contains nine ethno-linguistically based states, two self-governing city administrations, 83 official languages, and one federal working language.

“If it works, Ethiopia’s federalism could be a model for the many African countries having comparable diversity,” Kincaid says. “But the true test of the model’s value will come when opposition parties can win elections against the monopolistic Ethiopian People’s Revolutionary Democratic Front and the country can hold together when opposition parties control some of the states. A genuine federal democracy would be a huge achievement in Africa.”

Following the Fifth International Conference on Federalism, Kincaid served as a participant and discussant in a conference titled “Rethinking Post-Conflict Constitutional Design” on Dec. 17-18 in Addis Ababa. The event was hosted by the Forum of Federations and the U.S. Institute of Peace. ❖

The Federalist in Catalan

Center Director John Kincaid authored an analytic introduction to the first translation of *The Federalist* into the Catalan language.

“The Institut d’Estudis Autònoms, a think tank, is publishing Catalan translations of classic works of federalism. *The Federalist* is the most appropriate work to be published first in such a series,” Kincaid says, noting that the volume holds important cultural implications.

“Catalan, the native language of Catalonia, is spoken by about 14 million people. When General Francisco Franco ruled Spain from 1936 to 1975, the people of Catalonia were prohibited from speaking Catalan. This translation represents not only the revival of the Catalan language since Spain’s democratic revolution of 1978, but also revival of the Catalan nation. Catalonia is now an autonomous community within Spain. It is pressing for more self-governing authority and for the establishment of a federal system of government.”

Recent Publications by the Center Director

“Comparative Observations on the International Activities of Constituent Governments,” *Foreign Policy of Constituent Units at the Beginning of the 21st Century*, ed. Lluís-Ferran Requejo. Barcelona: Institut d’Estudis Autònoms, 2010, pp. 15-28. Also published in Catalan under the title: *La Política Exterior dels ens Subestats a Principis del Segle XXI*.

“Interlocal Cooperation in the United States,” *Crossing the Line: Dealing with Cross-Border Communities*, ed. Bertus de Villiers. Johannesburg: Konrad-Adenauer-Stiftung, 2009, pp. 31-45.

“The Eclipse of the States in the U.S. Senate,” *Legislatures in Federal Systems and Multi-Level Governance*, ed. Rudolf Hrbek. Baden-Baden: Nomos, 2010, pp. 66-76.

“Democracy versus federalism in the United States of America,” *Federal Democracies*, eds. Michael Burgess and Alain-G. Gagnon. London: Routledge, 2010, pp. 119-141.

“Federalism and democracy: Comparative empirical and theoretical perspectives,” *Federal Democracies*, eds. Michael Burgess and Alain-G. Gagnon. London: Routledge, 2010, pp. 299-324.

“Federalism: The Highest Stage of Democracy?” *Democratizations: Comparisons, Confrontations, and Contrasts*, ed. Jose V. Cipurut, Cambridge: The MIT Press, 2008, pp. 93-117.

“Interlocal Cooperation in the United States,” *Crossing the Line: Dealing with Cross-Border Communities*, ed. Bertus de Villiers. Johannesburg: Konrad-Adenauer-Stiftung, 2009, pp. 31-45.

“Introducció analítica” in James Madison, Alexander Hamilton, and John Jay, *El Federalista*. Barcelona: Institut d’Estudis Autònoms, Generalitat de Catalunya, 2009, pp. 9-46 [Catalan translation of *The Federalist*].

“Perfiles actuales del federalismo fiscal en los Estados Unidos,” *Revista de Derecho Comparado* 17 (2010): 17-47.

“State-Federal Relations,” *Encyclopedia of U.S. Political History: Volume Six, Postwar Consensus to Social Unrest, 1946-1975*, ed., Thomas Langston. Washington, DC: CQ Press, 2009, pp. 349-354.

“State-Federal Relations: Agendas for Change and Continuity,” *The Book of the States 2009*. Lexington, KY: Council of State Governments, 2009, pp. 21-27.

“State-Federal Relations: Cooperative Coercion,” *The Book of the States*. Lexington, KY: Council of State Governments, 2010, pp. 21-30.

“United States of America,” *Diversity and Unity in Federal Countries*, eds. Luis Moreno and César Colino. Montreal & Kingston: McGill-Queen’s University Press, 2010, pp. 350-378.

“The U.S. Supreme Court’s Federalism Revolution: In Search of Constitutional Viability,” *Judge-Made Federalism? The Role of Courts in Federal Systems*, eds. Hans-Peter Schneider, Jutta Kramer, and Beniamino Caravita di Toritto, Baden-Baden: Nomos, 2009, pp. 179-191.



Meyner Center Director John Kincaid with Madhat al-Mahmood, chief justice of Iraq

Iraq Center for Federal Studies

The Meyner Center cooperated with the Forum of Federations and 18 Iraqi universities to facilitate establishment of the Iraq Center for Federal Studies, a unique coalition of universities representing Iraq’s major regions (Shiite, Sunni, and Kurdish). The center was registered with the government in September 2009 as an NGO as required by Iraqi law. Center Director John Kincaid visited Erbil, capital of the Kurdistan Regional Government, in November 2008 to serve as an advisor and as a representative of the International Association of Centers for Federal Studies at a four-day conference of 41 Iraqi academics and 23 government officials convened to establish the center.

Community Renewal

The Housing Authority of Easton commissioned the Meyner Center in 2007 to evaluate aspects of the redevelopment of the aging Delaware Terrace/Annex public housing complex in South Easton. Under a \$20 million HOPE VI grant from the U.S. Department of Housing and Urban Development, the project's 250 dwelling units were demolished, necessitating the relocation of residents in the summer and fall of 2008. Since then, 96 rental units, including family housing and "senior cottages," have been built in the redeveloped complex, called Neston Heights. Plans also call for construction of 48 homes to be offered for sale.

Working with Center Director John Kincaid and Associate Director David L. Woglom, the principal evaluators are Jamila Bookwala, associate professor of psychology, who specializes in social relationships, stress, and health during the middle and late adulthood years; Mark Crain, Simon Professor of Political Economy, who specializes in econometrics, public finance, and public policy; and David Shulman,

The Meyner Center has been very receptive to our needs, says Craig Updegrove of the Housing Authority of Easton.

associate professor of anthropology and sociology, who specializes in quantitative and qualitative research methodology and organizational analysis.

The evaluation tasks and deliverables focus on measuring the impacts of the HOPE VI program on the lives of former residents of Delaware Terrace/Annex; the nature and extent of impacts on the local economy; effects of the revitalization on surrounding communities; and the housing authority's success in addressing the physical and social objectives of the HOPE VI revitalization strategy.



Professors David Shulman (L-R), Mark Crain, and Jamila Bookwala with student researcher Lorna McGonigal '13

The Center's first report, issued in February 2009, presented residents' perceptions about multiple facets of the relocation process that took place in the summer and fall of 2008. Derived from a survey questionnaire and a controlled focus group, these included perceptions about how the residents' current neighborhoods compare to the old Delaware Terrace neighborhood; how moving has affected employment, familial health, and access to resources; how residents made use of community support services provided by the housing authority; how residents evaluated these services; and how original residents feel about returning to a redeveloped Delaware Terrace.

Ten Lafayette students, engaged with the project as EXCEL Scholars, conducted telephone interviews with former project residents. One student was Emily Esteve, who graduated from Lafayette in May 2010 with majors in psychology and Spanish. "Finding a new place to live while their old homes are being torn

down and reconstructed can be a stressful process for the residents," she observed. "I gained insight into the psychological impact of being displaced." Other students and EXCEL Scholars who worked with Professors Bookwala, Crain, and Shulman on the HOPE VI program are Tyler Basting '12, Amanda Bisson '11, Lauren Buisson '10, Margaret Hanley '09, Brendan Lawson '11, Molly Lieber '09, Lorna McGonigal '13, Nora Posner '09, and Kelly Sendelsky '10.

A second report, issued in March 2010, added the perceptions of 41 additional respondents for a total of 99 relocated Delaware Terrace residents. It also included, as per the housing authority's request, additional qualitative information from interviews with community support services caseworkers and former residents about their experiences with community support services. The use of interview and survey information provided useful insights about the former residents' views in the period immediately following relocation and into their

use of support services in the months after relocation.

"These reports give us a glimpse of what we're doing right, what we're doing wrong, and what we're missing out on doing," says Craig Updegrove, coordinator of community supportive services for the housing authority.

A goal of the new neighborhood is to provide residents with a greater sense of space and community than was offered by the institutional, congested Delaware Terrace/Annex. With white-trimmed

porches and facades with brick and vinyl siding, the new units reflect the architecture of other homes in the city.

"We wanted to make it look like the rest of the community," Updegrove says. While the units have a historic feel, they are energy efficient and include dishwashers, central air conditioning, and other amenities.

Many former Delaware Terrace residents will move into the new units, but not all former residents have chosen to return, and some

have not been accepted, because of new requirements that seek to reduce crime and promote responsibility and a feeling of neighborhood, says Updegrove.

The expertise provided by the Meyner Center team has been invaluable, he adds. "They've been very receptive to our needs and have been able to make adjustments during the process. Whatever we required, they seemed to be able to meet our needs." ♦

Partnering with Easton

The Neston Heights neighborhood in South Easton, with dozens of new homes, is the physical manifestation of a \$20 million federal HOPE VI Revitalization grant to the city and the culmination of years of research and planning by the Housing Authority of Easton aided by a Lafayette College team headed by the Meyner Center.

The Center has worked with the city in other significant ways, with far-reaching benefits, since David L. Woglom joined the Center as Associate Director for Public Service in 2007. Easton Mayor Sal Panto Jr. says, "We're very fortunate in the City of Easton to have the Meyner Center. The relationship with the Center and Lafayette has been wonderful for us as a small city."

The city was on the verge of applying for help from the Commonwealth of Pennsylvania in 2007 under the Financially Distressed Municipalities Act, also known as Act 47. The act empowers the state's Department of Community and Economic Development to declare a municipality financially distressed and provides for the restructuring of its debt; limiting its ability to obtain government funding; authorizing it to participate in federal debt adjustment actions and bankruptcy actions under certain circumstances; and providing for the consolidation or merger of contiguous municipalities to relieve financial distress.

The Center's comprehensive study of the city's operations, completed by Woglom in September 2007, helped stave off Act 47 remediation.

Meeting with each of the city's department directors – the business administrator, fire chief, planning and development director, police chief, and public works director – and other employees, Woglom reviewed the implementation status of recommendations for improving city operations that had been set forth in 2006 in a Five-Year Plan and Financial Management Plan prepared by external consultants under the auspices of

Pennsylvania's Early Intervention Program. (EIP provides a way for Pennsylvania cities to address long-term budget challenges before a crisis develops, and to strengthen the overall fiscal capacity of local governments.) Woglom also discussed additional operational issues of potential value to the efficient and productive delivery of public services with the department directors and others and offered recommendations to guide them in achieving goals and objectives.

In addition, Woglom facilitated retreats in 2009 and 2010 that helped the mayor, business administrator, city controller, and members of City Council enhance communications and pinpoint areas for improvement. "Dave is an excellent retreat moderator. He drew out of people what they thought our strengths and weaknesses were," Panto says.

The Center also provides staff development and training for mid-level managers. "We have a lot of managers in this city who had never had management training," Panto says, noting that the sessions resulted in improved communication within and among departments and a stronger camaraderie among employees.

The Center played a key role in the hiring of Easton's city administrator, Glenn Steckman, who assumed his post in January 2009. The city undertook the search for its first administrator after changing its form of government via the adoption of a Home Rule Charter, under which the mayor is both the city's chief executive officer and the president of City Council, and a city administrator is responsible for day-to-day operations. It sought Woglom's assistance in its search after two previous attempts to finalize contracts with selected candidates failed. "Dave Woglom was a tremendous help," Panto says.

The Center's work, coupled with the desire of Easton's officials to see the city thrive, has brought real change, Panto says. "We're doing extremely well in spite of the recession."

Serving Our Region

The Center works with state and local officials and civic groups and provides such specific services as administrative and financial reviews, comparative salary studies, executive-search assistance, visioning exercises, and educational workshops and forums.

When the manager of South Whitehall Township, Lehigh County, resigned unexpectedly last year after 22 years on the job, township officials weren't quite sure how to go about replacing him. Howard Ellsworth, vice chairman of the township's Board of Commissioners, says his and other board members' experience attending Meyner Center forums helped them find a way.

In April, the board engaged David L. Woglom, the Center's Associate Director for Public Service, to help identify and interview suitable candidates for the job and guide the township through the hiring process. By June, the township had selected a candidate who began work the first week of August.

understood salary ranges and proper hiring procedures. He had countless contacts and he knew where to advertise. He helped us draft all our interview questions and made sure we asked each candidate the same questions."

The township saved both money and time by using the center's services, Ellsworth says. "I'm guessing that by using the Meyner Center, we cut our timeframe for doing this in half. I'd recommend them to anyone."

Hellertown, Pen Argyl, and Solebury
The Borough Council of Hellertown, Northampton County, engaged Woglom to locate and hire a borough manager, and Pen Argyl and Wilson, also in Northampton County, sought his help to hire chiefs of police.

"His advice was independent, fair, and unbiased," says Councilwoman Gail Nolf of Hellertown. "His presence took the burden off the staff."

Woglom "kept the process very clean" by contacting candidates and setting up interviews, ensuring that no member of the council's search committee spoke to a candidate before the interview, Nolf says. "His advice and the support of the Meyner Center were invaluable to our process."

In Pen Argyl, Borough Manager Robin Zmoda was pleased with Woglom's assistance in hiring a police chief and with his work facilitating and authoring a strategic plan – the borough's first such plan – to identify and prioritize short-term and long-term goals for the municipality.

"The best thing the Meyner Center and Dave bring is resources," Zmoda says, emphasizing that the borough, with a population of just over 3,600, does not have the luxury of a large staff. "Dave can relate very well to

the needs of small municipalities and how we go about things." Woglom's knowledge of the Lehigh Valley is a great benefit, she adds. "It's great to have someone who understands the area."

Woglom also conducted an organizational assessment in Solebury Township, Bucks County. Peter Augenblick, chairman of the Board of Supervisors, says, "The exercise was thought-provoking and informative. Best of all, it gave the township the opportunity to learn the views and perspectives of an outsider. Everyone associated with the township thought the process was painless and well worth the effort."

Northampton County and Beyond
Pursuant to a new state law requiring centralized earned-income tax collections in each Pennsylvania county, the Center is providing advice and administrative services to the new Northampton County agency, consisting of 38 municipalities and 8 school districts, created to collect of earned-income taxes in the county.

The Center also undertook initiatives with the Pennsylvania Municipal Electric Association (PMEA) and the Bucks County Consortium of Communities. PMEA includes 35 municipalities throughout the state that administer and manage their own electricity distribution systems. Woglom, who served as president of PMEA during his tenure as Quakertown manager, now coordinates PMEA's annual conference, attends its monthly meetings, and coordinates meetings among representatives of the member municipalities.

"Dave brings the stability for our organization to function," says Donald Pepe, borough manager of Zelenople, Butler County, and immediate past president of

PMEA. "The arrangement has worked out extremely well for us. He has the municipal management experience and experience as an electrical authority manager. PMEA is a small organization, but it's important because it's key to the survival of those 35 municipalities."

In Bucks County, the Center completed another annual salary-and-benefit survey of all the municipalities, to help them establish competitive salary levels for officials such as police chiefs, fire chiefs, and department heads. ♦

Additional Regional Impact

The Center's eighth annual Forum on Local Government, held on campus June 17, featured an address by Philadelphia Mayor Michael Nutter (*see "Major Events," page 5*). Other activities included:

Pennsylvania Local Government Commission
The Center is assisting the commission, an arm of the state legislature consisting of legislators and local-government associations, on its 2010-2012 fiscal-impact study of 5,168 mandates placed on the commonwealth's local governments by state statutes. The commission is required to report the study results to the legislature.

Legislative Candidate Forums
The Center Director assisted the League of Women Voters by moderating public debates among candidates for the Pennsylvania House and Senate held at the firehouse in the Borough of Wind Gap, Nazareth Area High School, and Northampton County Courthouse in Easton.

Management and Leadership Training for New Jersey Municipal Officials
The Center conducted a management and leadership training program for municipal managers and administrators in New Jersey.

Preparation of a Strategic Plan for Forks Township, Pennsylvania
The Center's Associate Director facilitated discussions with the township's elected board and management staff to assist the updating of the township's original strategic plan, which the Center helped the township leaders prepare in 2009.

Grant-Writing Workshop
The Center created and sponsored a workshop for 76 local officials from six counties to help them better procure grants.

New Britain Police Scheduling Review
The Center helped the township review options for efficient and effective scheduling of police officers

"Dave Woglom can relate very well to the needs of small municipalities and how we go about things."
– Robin Zmoda, Pen Argyl Borough Manager

"I'd recommend the Meyner Center to anyone."
– Howard Ellsworth, South Whitehall Township Board of Commissioners

"Dave Woglom's advice was independent, fair, and unbiased. His presence took the burden off the staff."
– Gail Nolf, Hellertown Borough Council

Campus Service

The Center provides services to the College and educates students about the importance of state and local governments and encourages them to participate in state and local affairs and become future leaders.

A major 2010 engagement was a comprehensive administrative study and overtime analysis of the College's Department of Plant Operations. One of the most important operational divisions of the College, plant operations provides all the day-to-day maintenance of buildings, grounds, and properties on and off campus.

David L. Woglom, the Center's Associate Director for Public Service, conducted the study at the request of Mitchell Wein, Lafayette's Vice President for Finance and Administration. Based on interviews with plant operations staff and approximately 40 members of the faculty and administrative staff, the Center set forth recommendations to improve the quality of services and reduce overtime costs.

"We needed to improve our customer service. We needed to answer the question, 'How are we doing?'" Wein says. Woglom's familiarity with the College's procedures and with the procedures of many other entities, both academic and municipal, was a benefit.

The Center's impact at the College also included management and leadership training sessions for managerial staff. Woglom also participated in the mock-interview program in the Office of Career Services, providing experience to students in interviewing effectively for a job, and served as a member of the College's Committee on Community-Based Learning and Research.

Educational Mission

Educating students is an important dimension of the Center's mission. Center Director John Kincaid is



Meyner Center Director John Kincaid (L-R), Associate Director David L. Woglom, and student EXCEL Scholar Charles Prutzman '11

the Meyner Professor of Government and Public Service in the Department of Government and Law. In addition to teaching courses on American government, state and local government, and federalism, he involves students in his research and the Center's agenda through the College's EXCEL Scholars program.

Jason Pang, a 2010 Lafayette graduate who is attending UCLA School of Law, assisted Kincaid in preparing two volumes in the Global Dialogue on Federalism series, for which Kincaid serves as senior editor. He also assisted with research on the George W. Bush administration's approach to federalism and intergovernmental relations.

"Professor Kincaid is a brilliant teacher and organizer. He taught me so much about structuring points of view and tackling issues from all angles," Pang says. "Working one-on-one with him is a phenomenal experience. I have interacted with a number of leading scholars on federalism, ranging from law professors from elite law schools in Australia to government leaders in Russia."

Charles Prutzman '11 is engaged in similar research activities while also playing a key role in redesigning the Meyner Center's web site (meynercenter.lafayette.edu).

"It's a privilege to be around Professor Kincaid's perspective. He has 100 projects going at once, all immensely important to the field," Prutzman says. "I admire his pride and enjoyment in the quality of his work. He's proof that if you pursue something with passion, you can become truly influential in any endeavor."

Kincaid also advised two Lafayette seniors completing theses to qualify for departmental honors, Samuel Bloom and Evan Nardone (see "Honors Theses," next page).

Distinguished Guest Lecturers

In addition to Nobel laureate Elinor Ostrom's campus visit March 4 (see "Major Events," page 4), the following were among guest lecturers in 2010:

- Nicholas Aroney, professor of law at the TC Beirne School of Law, University of Queensland, Australia, gave a luncheon talk entitled "Comparative Perspectives on the Australian High Court and U.S.

Supreme Court" and spoke in the Director's Federalism class (Feb. 4).

- Hiroshi Sasaki, executive director of the Japan Local Government Center, New York City, gave a luncheon lecture on "The Internationalization of Local Government in Japan" and spoke about local government and decentralization in the Director's Federalism class (April 15).

- Andrew Glencross, visiting lecturer in the International Relations program at the University of Pennsylvania, gave an evening lecture entitled "I Know Democracy's Not Popular with You Lot': Why the European Union Needs to Learn Constitutional Lessons from the U.S." (April 21).
- Robert L. Freeman of the Pennsylvania House of Representatives

spoke to the Director's State and Local Government class (Oct. 7).

- Lance Simmens, special assistant to Pennsylvania Governor Edward G. Rendell for intergovernmental affairs, spoke to the 34 students in the Director's Introduction to U.S. Politics class and 19 students in his State and Local Government class (Oct 14). ♦

Student Honors Theses

State Variations in Gay-Marriage Policy

Samuel R. Bloom '10 (government and law) wrote a thesis on "State Correlates of Same-Sex Marriage Policy in the United States." He examined statutes and constitutions in all 50 states in order to construct a five-point scale of "gay-marriage friendliness" ranging from states having a statutory or constitutional ban on gay marriage and non-marriage partnerships to states having fully legal marriage. He found a spike in enactments of statutory bans on gay marriage in the late 1990s in response to fears of legalization and enactment of the federal Defense of Marriage Act in 1996 and then a spike in the mid-2000s of state constitutional amendments banning gay marriage in response to several state high courts using state constitutional provisions to legalize marriage and other gay rights. The most significant results of Bloom's empirical analysis were that states having high percentages of residents who believe that religion plays a major role in their lives had less friendly same-sex marriage policies, while states having high proportions of Democrats in the legislature since 1996 had more friendly policies.

Low-Income Housing Tax Credit

Evan W. Nardone '10 (government and law/economics) completed a thesis entitled "Housing Affordability, Housing Policy, and the 2009 First-Time Homebuyer Tax Credit." His research involved calculations for all 50 states across five years of estimated impacts of the federal tax credit on an index of housing affordability he developed for the thesis. He found that the tax credit increased affordability by 6 percent on average across the country for the median-income family, although there were variations among the states. The greatest increases in affordability occurred in states where taxes and home-insurance premiums are comparatively low. The largest affordability increases were found in West Virginia, New Mexico, Louisiana, and Alabama. Nardone also analyzed the genesis of the tax credit in terms of policy theories and found, among other things, that U.S. Senator John H. Isakson's (R-GA) prior experience as a realtor was a major factor in the creation and enactment of the tax credit. The thesis was co-supervised by Jerome F. Heavey, professor of economics, and John Kincaid.

Global Dialogue on Federalism Book Series

John Kincaid and G. Alan Tarr, eds., *Constitutional Origins, Structure, and Change in Federal Countries*. Montreal & Kingston: McGill-Queen's University Press, 2005.

Akhtar Majeed, Ronald L. Watts, and Douglas M. Brown, eds., *Distribution of Powers and Responsibilities in Federal Countries*. Montreal & Kingston: McGill-Queen's University Press, 2006.

Katy Le Roy and Cheryl Saunders, eds., *Legislative Executive and Judicial Governance in Federal Countries*. Montreal & Kingston: McGill-Queen's University Press, 2006.

Anwar Shah, ed., *The Practice of Fiscal Federalism: Comparative Perspectives*. Montreal & Kingston: McGill-Queen's University Press, 2007.

Hans Michelmann, ed., *Federalism and Foreign Relations*. Montreal & Kingston: McGill-Queen's University Press, 2009.

Nico Steytler, ed., *Local Governments and Metropolitan Regions in Federal Countries*. Montreal & Kingston: McGill-Queen's University Press, 2009.

Luis Moreno and Cesar Colino, eds., *Unity and Diversity in Federal Countries*. Montreal & Kingston: McGill-Queen's University Press, 2010.