

CURRICULUM VITAE

LAWRENCE L. MARTIN

OFFICE

School of Public Administration &
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College of Community Innovation
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University of Central Florida
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EDUCATION

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

POSITIONS HELD

<u>Years</u>	<u>Organization</u>	<u>Position</u>
Present- 2019	School of Public Administration College of Community Innovation And Education University of Central Florida Orlando, Florida	Professor

Faculty member in the School of Public Administration and in the inter-disciplinary Ph.D. program in public affairs. Teach MPA and Ph.D. courses. Supervise Ph.D. dissertations.

2019 -2003	Public Affairs Ph.D. Program College of Health & Public Affairs University of Central Florida Orlando, Florida	Professor
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Faculty member in the inter-disciplinary Ph.D. program in public affairs. Teach Ph.D. courses in public affairs. Supervise Ph.D. dissertations. Directed the Center for Community Partnerships (2008-2003).

2003-1994	School of Social Work Columbia University New York, New York	Associate Professor
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Taught master's level courses in social work administration and doctoral seminar in Social Administration. Served on the MSW curriculum committee. Supervised Ph.D. dissertations. Directed the social work administration program (2003-1996). Member of the Graduate College of Arts & Sciences.

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

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

1988-84 **Office of Management Analysis** **Director**
 Maricopa County Government
 Phoenix, Arizona

Directed the activities of Maricopa County Government's in-house consulting and productivity improvement office. Supervised the conduct of management and organizational reviews, performance audits, program evaluations and productivity studies.

1983 **Health Services Department** **Special**
 Maricopa County Government **Assistant to**
 Phoenix, Arizona **the Director**

Developed contracting systems for long-term care and community-based health services.

1983-82 **Maricopa Association of Government** **Planner**
 & Arizona League of Cities
 Phoenix, Arizona

Served as Title XX social services planner and interim coordinator for the Maricopa County Social Services Data Coalition.

1982 **Human Resources Department** **Deputy**
 Maricopa County Government **Director**
 Phoenix, Arizona

Deputy Director of the Department and Assistant Director of the Division of Grants and Contracts. Also served as the Community Action Program (CAP) Director.

1982-80 **Human Resources Department** **Assistant**
 Maricopa County Government **Director**
 Phoenix, Arizona

General management responsibility for: departmental policy, planning and program development. Programs included: Aging, Community Action, Head Start, Social Services, Job Training, Specialized Transportation and others.

1978-76 **Contracts Administration Unit** **Manager**
 Social Services Bureau
 Arizona Department of
 Economic Security
 Phoenix, Arizona

Directed statewide contracting for human services and staff training and development. Developed Arizona's first human services contracting system.

1976-74 **Bureau on Aging** **Chief**
 Arizona Department of
 Economic Security
 Phoenix, Arizona

State director of aging services. Designated and funded Arizona's first area agencies on aging and nutrition programs. Developed Arizona's first statewide I&R program and nursing home ombudsman program. Convened the first ever statewide and national conferences on "Indians and Aging."

MILITARY SERVICE

1968-63

U. S. Marine Corps

Rank: Sergeant (E5)

Detached duty with the U. S. Department of State. Assigned American Embassy, Paris, France and U. S. Political Delegation to the North Atlantic Treaty Organization (NATO) Paris, France. Various security assignments in Western Europe. Held “Top Secret” and “Cosmic Top Secret” security clearances.

PUBLICATIONS

Books & Major Monographs

R. A. Schick & L. L. Martin (2020). *Issues and Innovation in Human Service Contracting: Policies & Practices*. New York: Routledge.

L. L. Martin (2020) (2016). *Financial Management for Human Service Managers*. Long Grove, IL: Waveland Press (in press).

L. L. Martin (2020) (2016). *Teaching Manual to Accompany Financial Management for Human Service Administrators*. (e-book) Long Grove, IL: Waveland Press (in press).

L. L. Martin (2018). *Public-Private Partnerships (P3s): What Local Government Managers Need to Know*. Washington, DC: International City/County Management Association.

P. Kettner, R. Moroney & L. L. Martin (2017) (2013) (2008) (1999) (1990). *Designing & Managing Programs: An Effectiveness Based Approach* (Fifth Edition). Thousand Oaks: Sage Publications.

Translated/Reprinted:

Fifth edition translated and reprinted in Chinese by Yang-Chih Book Company, Taiwan (2018).

Fourth edition translated and reprinted in Chinese by South China University of Technology Press (2016).

Fourth edition translated and reprinted in Chinese by Ali Subscription Press, Taiwan (2013).

Third edition translated and reprinted in Chinese by Yang-Chih Book Company, Taiwan (2009).

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

Second edition translated and reprinted in Chinese by Yang-Chih Book Co., Taiwan (1999).

L. L. Martin & J. Saviak (2017). *Public-Private Partnerships for Library Operations: A Guide for Local Governments*. Rockville, MA: Library Systems & Services.

W. Lawther & L. L. Martin (2015). *Private Financing of Public Transportation infrastructure: Utilizing Public-Private Partnerships*. New York: Lexington Books.

L. L. Martin & J. Saviak (2014). *Contracting & Public-Private Partnerships (P3s): A Guide for State & Local Government Officials & Administrators* (e-book). Jacksonville, FL: Government Services Partnership Institute.

L. L. Martin & P. M. Kettner (2010) (1996). *Measuring the Performance of Human Service Programs*. (Second Edition) Thousand Oaks, CA: Sage.

Translated/Reprinted:

First edition translated and reprinted in Korean by the House of Sharing Press, South Korea (2000).

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

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

Reprinted:

Reprinted as an e-book by NIGP (2015).

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

Reprinted:

Reprinted as an e-book by NIGP (2015).

L. L. Martin (2002) (1999). *Making Performance-Based Contracting Perform: What the Federal Government Can Learn from State & Local Governments*. Washington, DC: IBM Center for the Business of Government.

Reprinted

M. Abramson & R. Harris (Eds.). *The Procurement Revolution*. New York: Rowman & Littlefield (2003), pp. 87-125.

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

Translated/Reprinted:

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

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

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

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

Translated/Reprinted

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

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

Video Series:

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

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

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

Translated/Reprinted:

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

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

Translated/Reprinted:

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

L. L. Martin (1993). *Evaluating Contracting Out*. Washington, D.C.: International City/County Management Association.

L. L. Martin (1993). *How to Compare Costs Between In-House & Contract Service Delivery*. Los Angeles: The Reason Foundation.

Reprinted:

National League of Cities (1993). "Privatization: Contracting Local Government." *Issues & Answers* Vol. 1, No. 8, pp. 2-12.

Colorado Municipal League (1994). *Public-Private Cooperation*, pp. 24-37. Denver: Author.
Mackinac Center for Public Policy (1994). *How to Compare Costs Between In-House & Contract Service Delivery*. Midland, Michigan: Author.

P. Kettner & L. L. Martin (1987). *Purchase of Service Contracting*. Newbury Park, CA: Sage.

Journal Articles

R. Levey, A. Connors & L. L. Martin (2020). "Public University Use of Social Infrastructure Public-Private Partnerships (P3s): An Exploratory Examination." *Public Works Management & Policy* (forthcoming).

L. L. Martin (2019). "State Public-Private Partnership (P3) Legislation and P3 Project Implementation: An Exploratory Investigation." *Journal of Public Procurement* 19:55-67.

J. Saviak & L. L. Martin (2018). "Florida is Well Positioned to Compete for Federal & Private Infrastructure Financing." *Journal of the James Madison Institute* (No. 61, Fall):64-71.

L. L. Martin (2016). "Making Sense of Public-Private Partnerships (P3s)." *Journal of Public Procurement* 16 (2):191-207.

L. L. Martin (2014). "The OMB SUPERCIRCULAR: Grant Reform or Something More?" *Human Service Organizations: Management, Leadership & Governance* 38:394-404.

W. Lawther & L. L. Martin (2014). "Availability Payments and Key Performance Indicators: Challenges for Effective Implementation of Performance Measurement Systems in Transportation Public-Private Partnerships." *Public Works Management & Policy* 19:219-234.

L. L. Martin, W. Lawther, G. Hodge & C. Greve (2013). "Internationally Recommended Best Practices in Transportation Financing Public-Private Partnerships (P3s)." *Public Administration Research* 2 (2):15-25.

L. L. Martin & J. Saviak (2013). "Public-Private Partnerships Offer Opportunities for Florida's Future." *Journal of the James Madison Institute* (Spring):47-53.

S. Boyer & L. L. Martin (2012). "The Florida Benchmarking Consortium: A Local Government Performance Measurement and Benchmarking Network." *Public Performance & Management Review* 36 (1):124-137.

- L. L. Martin, R. Levey & J. Cawley (2012). "The New Normal for Local Government." *State & Local Government Review* 44 (IS):17-28S.
- L. L. Martin & R. Hazlett-Knudsen (2012). "Change and Continuity in State Human Service Agencies 1986-2006." *Administration in Social Work* 36:85-100.
- L. L. Martin & J. Schiff (2011). "City-County Consolidations: Promise versus Performance." *State & Local Government Review* 43 (2):167-177.
- L. L. Martin & L. Mikovski (2010). "Comparative Performance Measurement in Decentralized Systems: The Case of the Florida Benchmarking Consortium." *International Journal of Public Sector Performance Management*. 1 (4):376-389.
- L. L. Martin & K. Frahm (2010). "Accountability in Administrative Practice." *Journal of Sociology & Social Welfare* 37 (1):137-148.
- K. Frahm & L. L. Martin (2009) "From Government to Governance: Implications for Social Work Administration." *Administration in Social Work* 33 (4):407-422.
- J. Becker, K. Billings, L. L. Martin, W. Stone, J. Carbone & J. Simpson (2009). "Do We Need to Try Managing Local Government in New Ways?" *The Ideas Quarterly Report* (Fall):14-17.
- J. Becker, K. Billings, L. L. Martin, W. Stone, J., Carbone, B. Murray & J. Simpson (2008). "Better Management During Troubled Times." *Government Finance Review* (December):53-57.
- L. L. Martin (2007). "Performance-Based Contracting for Human Services: A Proposed Model." *Public Administration Quarterly* 31 (2): 130-158.
- S. Myers, H. Smith & L. L. Martin (2006). "Conducting Best Practices Research in Public Affairs." *International Journal of Public Policy* 1(4):367-378.
- W. Lawther & L. L. Martin (2005). "Innovative Practices in Public Procurement Partnerships. *Journal of Purchasing & Supply Management* 11:212-220.
- W. Lawther & L. L. Martin (2005). "Public-Private Partnerships: Innovation in Public Procurement." *International Government Contractor* 2 (March):7-13.
- L. L. Martin (2005). "Performance-Based Contracting for Human Services: Does it Work?" *Administration In Social Work* 29:63-77.
- L. L. Martin, H. Smith & W. Phillips (2005). "Bridging 'Town & Gown' Through Innovative University - Community Partnerships." *The Innovation Journal* 10 (2), Article 20.
- L. L. Martin & K. Sing (2014). "Using Government Performance Management Data to Identify New Business Opportunities: Examples from Government Services Outsourcing in the United States." *International Review of Administrative Sciences* 70 (1):65-76.
- L. L. Martin (2004). "The Privatization of Human Services: Myths, Civil Society & Social Capital." *Journal of Health & Human Services Administration* 27 (2):175-193.
- L. L. Martin (2003). "The Privatization of Human Services in Mongolia: Strategic Change Opportunities for Professional Social Workers. *Mongolian Journal of Sociology & Social Work* 215:128-133.

L. L. Martin (2003). "Jeremy Bentham: On Organizational Theory & Decision Making, Public Policy Analysis & Administrative Management." *International Journal of Organizational Theory & Behavior* 6 (1):144-160.

Reprinted:

T. Lynch & P. Cruise (Eds.) *Handbook of Organizational Theory & Management: The Philosophical Approach* (Second Edition). New York: Taylor & Francis Publishers, pp. 195-210.

L. L. Martin (2002). "Comparing the Performance of Multiple Human Service Providers Using Data Envelopment Analysis." *Administration in Social Work* 26 (3):45-60.

L. L. Martin (2002). "Performance-Based Contracting for Human Services: Lessons for Public Procurement?" *Journal of Public Procurement* 2 (1):55-71.

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

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

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

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

R. Nyhan & **L. L. Martin** (1999). "Assessing the Performance of Municipal Police Services Using Data Envelopment Analysis: An Exploratory Study." *State & Local Government Review* 31 (1):18-30.

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

Translated/Reprinted:

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

L. L. Martin (1998). "Circular A-76: Privatization or Public-Private Competition?" *The Public Manager* 27(3):51-53.

L. L. Martin (1998). "The Rush to Measure Performance." *Journal of Sociology & Social Welfare* 25 (3): 65-76.

L. L. Martin (1997). "Public-Private Competition in the United Kingdom: Lessons for American Local Government?" *State & Local Government Review* 29(2): 81-89.

L. L. Martin (1997). "Outcome Budgeting: A New Entrepreneurial Approach to Budgeting." *Journal of Public Budgeting, Accounting & Financial Management* 9(1):108-126.

L. L. Martin & P. Kettner (1997). "Performance Measurement: The New Approach to Accountability." *Administration in Social Work* 21 (1):17-29.

L. L. Martin (1997). "Jeremy Bentham: Utilitarianism, Public Policy & the Administrative State." *Journal of Management History* 3 (3):272-282.

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

Reprinted:

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

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

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

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

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

T. Salant & L. L. Martin (1993). "County Constitutional Officers: A Preliminary Assessment." *State & Local Government Review* 25(3):164-172.

L. L. Martin (1993). "Total Quality Management: The New Managerial Wave." *Administration in Social Work* 17(2): 1-16.

P. Kettner & L. L. Martin (1993). "Purchase of Service Contracting in the 1990s: Have Expectations Been Met?" *Journal of Sociology & Social Welfare* 20 (2):89-103.

P. Kettner & L. L. Martin (1993). "Performance, Accountability and Purchase of Service Contracting." *Administration in Social Work* 17(1):61-79.

D. Berman & L. L. Martin (1992). "A New Approach to Economic Development: An Analysis of Innovativeness in the States." *Policy Studies Journal* 20 (1):10-21.

L. L. Martin (1991). "An Assessment of Actual Versus Potential County Discretionary Authority." *Southeastern Political Review* 19 (2):214-227.

P. Kettner & L. L. Martin (1990). "Purchase of Service Contracting: Two Models." *Administration in Social Work* 14 (1):15-30.

P. Kettner & L. L. Martin (1989). "Factors Affecting Competition in State Contracting For Human Services." *Journal of Sociology & Social Welfare* 16 (2):181-194.

P. Kettner & L. L. Martin (1989). "Purchase of Service Contracting: Does Politics Matter?" *New England Journal of Human Services* 9 (1):15-20.

D. Berman & L. L. Martin (1988). "State and Local Relations: An Examination of Local Discretion." *Public Administration Review* 48 (2):637-641.

P. Kettner & L. L. Martin (1988). "Purchase of Service Contracting with for-Profit Organizations." *Administration in Social Work* 12 (4):47-60.

- P. Kettner & L. L. Martin (1988). "Purchase of Service Contracting and Private Practice." *Journal of Independent Social Work* 3 (2):77-91.
- P. Kettner & L. L. Martin (1985). "Issues in the Development of Monitoring Systems for Purchase of Service Contracting." *Administration in Social Work* 9 (3): 69-82.
- P. Kettner & L. L. Martin (1985). "Purchase of Service Contracting and the Declining Influence of Social Work." *Urban & Social Change Review* 18 (2): 8-11.
- L. L. Martin (1985). "The Volunteer Driver in Special Needs Transportation - Recruiting A New Class of Volunteer." *Specialized Transportation Planning & Practice* 12 (2):109-122.
- D. Berman, L. L. Martin & L. J. Kajfez (1985). "County Home Rule: Does Where You Stand Depend On Where You Sit?" *State & Local Government Review* 17(2): 232-234.
- L. L. Martin (1983). "The Use of Telephone Surveys in Human Services Needs Assessment - An Idea Whose Time Has Come?" *Journal of Sociology & Social Welfare* 10 (3): 451-461.
- L. L. Martin (1983). "Coordinating Public, Private & Volunteer Resources for Special Needs Transportation." *Specialized Transportation Planning & Practice* 1 (3): 207-223.

Book Chapters

- L. L. Martin (2020). "Performance-Based Contracting (PBC)." In R. A. Schick & L. L. Martin (Eds.). *Issues and Innovation in Human Service Contracting: Policies & Practices*. New York: Routledge, pp. 20-27.
- T. Dimitrijevska-Markoski & L. L. Martin (2020). "Pay-for-Success Contracting." In R. A. Schick & L. L. Martin (Eds.). *Issues and Innovation in Human Service Contracting: Policies & Practices*. New York: Routledge, pp. 28-36.
- L. L. Martin (2019). "Public-Private Partnerships (P3s) for Social Infrastructure. R. Clark & S. Hakim (Eds.) *Public-Private Partnerships: Construction, Protection & Rehabilitation of Critical Infrastructure*. New York City: Springer Publications, pp. 113-124.
- L. L. Martin (2016). "Performance-Based Contracting." In R. Shick (Ed.). *Government Contracting: A Public Solutions Handbook*. New York: M. E. Sharpe, pp. 59-74.
- L. L. Martin (2008). "Management and Leadership in Contracting." In L. Ginsberg (Ed.) *Management & Leadership in Social Work Practice & Education*. Washington, DC: Council on Social Work Education (CSWE), pp. 143-153.
- L. L. Martin (2008). "Program Planning & Management." In R. Patti (Ed.). *The Handbook of Social Welfare Management*. Thousand Oaks: Sage Publications, pp. 339-350.
- L. L. Martin & C. Stutte (2008). "Public-Private Partnerships." In K. Thai (Ed.) *International Handbook of Public Procurement*. Atlanta: Taylor & Francis, pp. 699-720.
- L. L. Martin (2006). "Privatization: Looking Backward, Looking Forward." *Annual Privatization Report 2006: Transforming Government through Privatization*. Los Angeles: The Reason Foundation, pp. 42-44.
- L. L. Martin (2005). "Chapter 8: United States: Human Services." In G. Hodge & C. Greve (Eds.) *The Challenge of Public-Private Partnerships: Learning from International Experience*. Cheltenham, UK: Edward Elgar, pp. 144-161.

- W. Lawther & L. L. Martin (2004). "Public Procurement Partnerships." In K. Thai et al. (Eds.) *Challenges in Public Procurement: An International Perspective*. Boca Raton: PrAcademic Press, pp. 151-177.
- L. L. Martin (2004). "Contract Service Delivery & Public Financial Management: Bridging the Gap." In A. Kahn & W. B. Hildreth (Eds.) *Financial Management Theory in the Public Sector*. New York: Greenwood Press, pp. 55-70.
- L. L. Martin (2002). "Budgeting for Outcomes." In A. Kahn & W. Hildreth (Eds.) *Budget Theory in the Public Sector*. Westport: Quorum Books, pp. 246-260.
- L. L. Martin & K. Aguirre (2001). "Social Administration." In R. Feldman & S. Kamerman (Eds.) *The Columbia University School of Social Work: A Centennial Celebration*. New York: Columbia University Press, pp. 169-184.
- L. L. Martin (2000). "Administration and Management of State Human Service Agencies." In J. Gargan (Ed.) *Handbook of State Government Administration*. New York: Marcel-Dekker, pp. 461-482.
- L. L. Martin (2000). "The Environmental Context of Social Welfare Administration." In R. Patti (Ed.) *Handbook of Social Welfare Administration*. Newbury Park: Sage Publications, pp. 55-67.
- P. Kettner & L. L. Martin (1998). "Accountability in Purchase of Service Contracting." In M. Gibelman & H. Demone (Eds.) *The Privatization of Human Services: Policy & Practice Issues*. New York: Springer Publishing Company, pp. 183-204.
- L. L. Martin (1998). "Jeremy Bentham, Utilitarianism, Public Policy & the Administrative State." In T. Lynch & T. Dicker (Eds.) *Handbook of Organizational Theory & Management*. New York: Marcel-Dekker, pp. 111-123.
- L. L. Martin (1995). "Customer Satisfaction in the Social Services." In B. Gummer and P. McCallion (Eds.) *Total Quality Management in the Social Services: Theory & Practice*. Albany, NY: Nelson A. Rockefeller College of Public Affairs and Policy, State University of New York at Albany, pp. 165-181.
- L. L. Martin (1994). "Has The Time Come For Social Service Vouchers-Yes!" In H. Karger, (Ed.). *Controversial Issues in Social Policy*. Boston: Allyn & Bacon, pp. 120-122 and 127-129.
- P. Kettner & L. L. Martin (1994). "Will Privatization Destroy the Traditional Non-profit Human Services Sector? No!" In M. J Austin & J. I. Lowe (Eds.). *Controversial Issues in Communities and Organizations: Perspectives on Macro-Practice*. Allyn & Bacon, pp. 164, 166-171.
- L. L. Martin (1993). "A Comparative Analysis of Local Government Contracting Out." In T. Lynch and L. L. Martin (Eds.). *Handbook of Comparative Public Budgeting & Financial Management*. New York: Marcel Dekker, pp. 225-239.
- L. L. Martin (1993). "American County Government: An Historical Perspective." In D. R. Berman (Ed.). *County Government in an Era of Change*. New York Greenwood Press, pp. 1-13.
- Cited by the United States Supreme Court
McMillian v Monroe County, Alabama (96-542) 520 U.S. 781 (1997).
- L. L. Martin (1992). "A Proposed Methodology for Comparing the Costs of Government Versus Contract Service Delivery." *The 1992 Municipal Year Book*. Washington, D. C.: The International City/County Management Association, pp.12-15.

- L. L. Martin (1991). "Privatization & Federal Budget Reform." In T. Lynch (Ed.). *Federal Budget & Financial Management Reform*. New York: Quorum Books, pp. 185-205.
- D. Berman & L. L. Martin (1987). "Valley Governance." In J. Hall (Ed.). *Valley Growth: United or Fragmented?* Phoenix, AZ: The Morrison Institute, School of Public Affairs, Arizona State University, pp. 41-52.
- P. Kettner & L. L. Martin (1986). "Making Decisions About Purchase of Service Contracting." *Public Welfare* 44 (4): 30-37.
- Reprinted:
H. Demone and M. Gibelman (Eds.) *Services For Sale*. New Brunswick: Rutgers University Press, 1989, pp. 187-199.
- P. Kettner & L. L. Martin (1985). "Generating Competition in the Human Services Through Purchase of Service Contracting." In D. Thompson (Ed.). *The Private Exercise of Public Functions*. Port Washington, NY: Associated Faculty Press, pp. 203-218.
- D. Berman & L. L. Martin (1984). "Counties in Arizona: Development, Role, Problems." In J. Hall and A. Karnig (Eds.). *County Government in Arizona: Challenges of the 1980's*. Phoenix: The Arizona Town Hall, pp. 25-49.

Other Publications (Partial Listing)

- L. Premo & L. L. Martin (2019). "Language Matters: Definitions Matter: Public-Private Partnerships (P3s) for Facilities & Infrastructure." *Government Procurement* 26 (6):10-11.
- L. L. Martin (2016). "Federal Grant Reform: New Procurement & Contracting Requirements." *Government Procurement* 23 (6): 10.
- L. L. Martin (2015). "Federal Grant Reform: A Status Report." *Government Procurement* 23 (4):12-13.
- L. L. Martin & P. Kettner (2011). "Foreword." In J. Magnabosco & R. Manderscheid (Eds.). *Outcomes Measurement in the Human Services* (Second Edition). Washington, DC: NASW Press, pp. ix-xi.
- L. L. Martin (2009). "Enhancing Social Work Management" (commissioned book review). *Administration in Social Work* (33):127-128.
- L. L. Martin (2007). "Approaches to Performance-Based Contracting (PBC) for Social Services." (monograph). Quality Improvement Center on the Privatization of Child Welfare Services, University of Kentucky. www.uky.edu/SocialWork/qicpcw/assessment.htm
- L. L. Martin (2006). "Improving Financial Management." *Nonprofit Management & Leadership*. 17 (1): 129-130. (commissioned book review).
- L. L. Martin (2006). "Evaluating Community Collaborations." *Administration in Social Work* 30 (3): 109-111. (commissioned book review).
- L. L. Martin (2005). "Changing Welfare Services: Case Studies in Local Welfare Reform Programs." *Social Work* 50 (4): 369 (commissioned book review).
- L. L. Martin (2003). *Performance-Based Contracting for Human Services: A Review of the Literature*. (monograph) Orlando: Center for Community Partnerships, University of Central Florida.

L. L. Martin (2003). "Avoiding Ethical Problems in Public-Private Competitions." *Privatization Watch* No. 313 (January): 9 & 14.

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

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

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

L. L. Martin (1999). "Managing for Results in State Government." *SMSPA News* (Summer): 4 (book review).

L. L. Martin (1997). "Performance Contracting: Extending Performance Measurement to Another Level." *PA Times* 22 (1):1 & 8.

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

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

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

L. L. Martin (1988). "County Government: New Career Opportunities for Professional Public Administrators." *Arizona State University - School of Public Affairs Newsletter*. 4, (2): 1-2.

EDITORIAL BOARD SERVICE

2001 - Present *Journal of Public Procurement*
2014 - Present *Human Service Organizations: Leadership, Management & Governance*
2001- 07 *Administration in Social Work*
2002- 04 *State & Local Government Review*
1992- 95 *Public Administration Review*

REVIEWER SERVICE

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

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

Transport Reviews
Human Services Management, Organizations
& Governance
Review of Policy Research
European Journal of Transport & Infrastructure
Research
Middle East Development Journal

Review of Policy Research
Community Development
Non-Profit & Voluntary Sector Quarterly
Transport Policy
Community Development
Public Works Management & Policy
Journal of Economic Policy Reform

GRANTS & CONTRACTS (Partial Listing)

2017 International City/County Management Association (\$6,000)
2016 Library Systems & Services (\$10,000), with J. Saviak
2013-12 Florida Department of Transportation (\$145,000), with W. Lawther
2012 Government Services Partnership Institute (\$25,000), with J. Saviak
2009 Michigan Department of Corrections (\$30,000), with The Performance Institute
2006-05 Orange County Health & Family Services Department (\$56,000)
2005 Orlando Area Trust for the Homeless (\$42,000)
2005 Quest, Inc. (\$30,000)
2004 IBM Center for the Business of Government (\$15,000), with W. Lawther
2002 National Institute of Governmental Purchasing (\$12,000)
2002 PricewaterhouseCoopers Endowment for the Business of Government (\$15,000)
1999 Bertelsmann Foundation (Berlin, Germany) (\$5,000)
2000 International City/County Management Association (ICMA) (\$1,000)
1999 PricewaterhouseCoopers Endowment for the Business of Government (\$15,000)
1995 City of Portland, Oregon (\$3,500)
1993 Florida Department of Health & Rehabilitative Services (\$22,000), with R. Nyhan
1990-89 Florida Department of Health & Rehabilitative Services (\$65,000), with P. Kettner

REPORTS & STUDIES (Partial Listing)

L. L. Martin (2015). *Review of Doctor of Public Administration (DPA) Program at Valdosta State University*. Prepared for Valdosta State University.

W. Lawther, L. L. Martin, G. Hodge & C. Greve (2014). *Developing and Implementing Best Practice Strategies in Transportation Financing Public-Private Partnerships (P3s)*. Prepared for the Florida Department of Transportation.

W. Lawther, L. L. Martin, G. Hodge, C. Greve & N. Tolmie (2014). *Case Studies in Transportation Public-Private Partnerships (P3s): Learning from International & Domestic Experience*. Prepared for the Florida Department of Transportation.

L. L. Martin, A. Behzadan, H. Worrall, W. Lawther (2014). *Toolkit for Transportation Public-Private Partnerships (P3s)*. Prepared for the Florida Department of Transportation.

L. L. Martin & A. White (2010). *An Analysis of Marion County FY2009 Performance Data*. Prepared for the Florida Benchmarking Consortium.

L. L. Martin & J. Desenberg (2009). *Moving to Performance-Based Contracting (PBC)*. Prepared for the Michigan Department of Corrections.

L. L. Martin (2007). *Recommendations for the Development of a Social Service Contracting System*. Prepared for the Mongolian Ministry of Social Welfare & Labor.

L. L. Martin, J. Zhang & L. Mikovsky (2007). *Commercial Software Packages for Government Strategic Planning and Performance Measurement*. Prepared for the City of Orlando, Florida, with Arrington & Marlowe LLC.

L. L. Martin et al. (2006). *Organizational Review of the Orange County Health & Family Services Department*. Prepared for the Orange County (Florida) Health & Family Services Department.

J. Zhang, L. Mikovsky & L. L. Martin (2006). *A Comparison of Local Government Performance Measurement Systems*. Prepared for the Florida Benchmarking Consortium.

L. L. Martin et al. (2005). *Homeless Services Mapping Project*. Prepared for Orlando Area Trust for the Homeless.

L. L. Martin & T. Trottier (2005). *Early Learning Coalition of Seminole Data Analysis Project*. Prepared for the Early Learning Coalition of Seminole County (Florida).

L. L. Martin et al. (2004). *Orange County Central Receiving Center (CRC) Phase 2: Review of Best Practices in Community Mental Health & Substance Abuse Services*. Prepared for the Florida Department of Children & Families & Orange County (Florida) Government.

CONSULTATION, TRAINING & TECHNICAL ASSISTANCE (Partial Listing)

International

ACTIF (La Grande-Motte, France)

Bertelsmann Foundation (Berlin, Germany & Taby, Sweden)

Canadian Institute (Ottawa, Ontario, Canada)

Center for Social Development (Ulaanbaatar, Mongolia)

Mongolian Ministry of Social Welfare & Labor (Ulaanbaatar, Mongolia)

Save-the-Children: United Kingdom (Ulaanbaatar, Mongolia and London, England)

Domestic (USA)

American Red Cross, National Office (Washington, DC)

American Red Cross, Central Arizona Chapter (Phoenix)

American Society for Public Administration (Washington, DC)

Arizona Association of Local Government Auditors (Phoenix)

Arizona Department of Administration, State Purchasing Office (Phoenix)

Arizona Governmental Training Service (AGTS) (Tempe)

Arizona State University, School of Social Work (Tempe)

Arizona Supreme Court (Phoenix)

City of Deland, Florida (with H. Marlowe)

City of Gainesville, Florida (with Institute of Government, University of Central Florida)

City of Houston, Texas, Department of Finance & Administration

City of Orlando, Florida (with L. Arrington & H. Marlowe)

City of Oviedo, Florida (with Institute of Government, University of Central Florida)

City of Phoenix, Arizona, Youth Services Bureau

City of Portland, Oregon, Internal Audit Department

City of Portland, Oregon, Bureau of Water Works

Council on Accreditation for Children & Family Services (New York City)

Council on Nonprofit Innovation (Arlington, VA)

County of Maricopa, Employment & Training Administration (Phoenix)

County of Maricopa, Materials Management Department (Phoenix)

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

INVITED PRESENTATIONS (Partial Listing)

- 2019 *International Public-Private Partnership Scholars Network (IP3SN)* (Orlando, Florida)
 “Social Infrastructure PPP for Public University Facilities in the United States,” with R. Levey
 & A. Connors.
- 2019 *National Institute of Governmental Purchasing, Central Florida Chapter* (Orlando, Florida)
 “How Federal Grants are Being Transformed into Federal Contracts: What Public
 Procurement Professionals Need to Know.”
- 2018 *International Public-Private Partnership Scholars Network (IP3SN)* (Toronto, Canada)
 “Public-Private Partnerships in the United States: One Step Forward, One Step Backward.”
- 2018 *NIGP –The Institute for Public Procurement NIGP* (Nashville, Tennessee)
 “Public-Private Partnerships (P3s): A Hot Topic is Getting Hotter.”
- 2018 *National Association of Regional Councils* (Orlando, Florida)
 “Public-Private Partnerships (P3s): Are State & Local Governments Prepared?”
- 2018 *Florida Association of Public Procurement Officials (FAPPO)* (Orlando, Florida)
 “Strategies for Success – Getting Ready for Public-Private Partnerships (P3s).”
- 2018 *UCF Institute of Government, Tri-County Elected Officials* (Orlando, Florida)
 “Public-Private Partnerships for Infrastructure.”
- 2017 *International Public-Private Partnerships Scholars Network (IP3SN)* (Limerick, Ireland)
 “Evaluating the Performance of Public-Private Partnerships in the United States: Issues of
 Definition and Classification.”

- 2016 *International Public-Private Partnerships Scholars Network (IP3SN)* (Antwerp, Belgium)
 “Policy Governance & Innovation in Public-Private Partnerships: The Case of the United States.”
- 2015 *National Institute of Governmental Purchasing* (Kansas City, MO)
 Panel member for “Public-Private Partnerships Deep Dive.”
- 2015 *Public Administration Program, Flagler College* (St. Augustine, FL).
 Panel Member for “Strategies for Surviving the New Normal.”
- 2014 *Blood Centers of America* (St. Petersburg, FL)
 “The Florida Benchmarking Consortium: An Overview.”
- 2014 *CBS-Sanders-Monash Conference Series* (Melbourne, Australia)
 “Transportation Infrastructure Financing Public-Private Partnerships (TIF-P3s) in the United States: Issues of Governance & Transparency.”
- 2014 *Florida Benchmarking Consortium* (Winter Park, FL)
 “The New OMB SUPERCIRCULAR: What Does it Mean for You?”
- 2013 *National Institute of Governmental Purchasing (NIGP)* (Orlando, FL)
 “Public-Private Partnerships: What You Need to Know.”
- 2013 *Florida Benchmarking Consortium (FBC)* (Winter Park, FL)
 “How to Identify Best Practices.”
- 2011 *Florida Benchmarking Consortium (FBC)* (Winter Park, FL)
 “Developing a Balanced Approach to Performance Measurement”
- 2010 *The Performance Institute* (Arlington, VA).
 “Developing Performance Measures for Performance-Based Contracting (PBC)”
- 2010 *Federal Acquisition Institute* (Orlando, FL)
 “Performance-Based Contracting for Services: A Survey of NIGP Members.”
- 2009 *National Institute of Government Purchasing* (St. Louis, MO)
 “Performance-Based Contracting for Services: Who’s Doing What?”
- 2009 *Council on Accreditation* (New York City)
 “Learning to Live with Performance-Based Contracts & Grants.”
- 2009 *Florida Association of Public Purchasing Officials* (Orlando, FL)
 “Performance-Based Contracting for Services: Who’s Doing What?”
- 2008 *Florida Public Personnel Association - 2008 Conference* (St. Petersburg, FL)
 “The Florida Benchmarking Consortium: Best Practices in Performance Benchmarking.”
- 2008 *The Performance Institute - 2008 Social Services Performance Summit* (Washington, DC)
 “Approaches to Performance-Based Contracting for Human Services.”
- 2008 *National Network for Social Work Managers, Annual Management Institute* (Los Angeles, CA)
 “Survival Strategies for Nonprofits in the Era of Performance Accountability.”

- 2008 *Minnesota Association of Social Service Agencies* (Minneapolis, MN).
 “Best Practices in Performance-Based Contracting (PBC) for Social Services.”
- 2007 *International Town & Gown Association, Second Annual Best Practices in Building University/City Relations Conference* (Gainesville, FL)
 Keynote address: “Using University/City Partnerships to Address Social Problems.”
- 2007 *The Performance Institute - Seventh Annual City-County Performance Summit* (Las Vegas, NV)
 “Coalitions & Communications: Local Government-University Partnerships.”
- 2007 *The Performance Institute - 2007 National Conference on Contracts & Grants for Social Services* (Washington, DC).
 Keynote address: “The Evolving State of Performance Accountability in Government Contracts & Grants.”
- 2006 *Florida Benchmarking Consortium (FBC)* (Orlando, FL)
 Keynote Address: “Performance Measurement & Benchmarking: An Overview.”
- 2006 *City of Gainesville, Florida* (Gainesville, FL)
 “Performance Measurement & Benchmarking.”
- 2004 *New Jersey Department of Human Services* (Trenton, NJ)
 “Performance-Based Contracting (PBC) for Human Services: An Overview.”
- 2003 *Institute for Defense & Government Advancement* (New York, NY)
 “Making Performance-Based Contracting Perform.”
- 2003 *Service Net* (Philadelphia, PA)
 “The Promise & Pitfalls of Performance-Based Contracting for Human Services: A National Perspective.”
- 2002 *The Canadian Institute* (Ottawa, Ontario, Canada)
 “Performance-Based Contracting in the United States: Breaking New Ground.”
- 2002 *National Contract Management Association* (Tysons Corner, VA)
 “Making Performance-Based Contracting Perform.”
- 2002 *National Institute of Governmental Purchasing (NIGP)* (Portland, OR)
 “Performance-Based Contracting (PBC): Approaches & Lessons from U.S. & Canadian Experiences.”
- 2002 *Jewish Board of Family & Children’s Services* (New York, NY)
 “Financial Management: Why it Makes a Difference.”
- 2001 *Bertelsmann Foundation* (Taby, Sweden)
 “Alternative Service Delivery Strategies: An Overview.”
- 2001 *ACTIF* (La Grande-Motte, France)
 “Persons with Disabilities in the United States: Models & Theories.”
- 2001 *Texas Workforce Commission* (Houston, TX)
 “Workforce Partnerships: Critical Success Factors in Forging Non-Profit and Faith-Based Partnerships in Job Training and Workforce Development.”

- 2001 *U. S. Governmental Accountability Office (GAO) (San Antonio, TX)*
Testified before congressional committee on “Level Playing Field Considerations in Public-Private Competition.”
- 2001 *Federation of Protestant Welfare Agencies (New York City)*
“Outcome Measures: The Good, the Bad & the Ugly.”
- 2001 *North Carolina Association of County Directors of Social Services (Greensboro, NC)*
“Performance-Based Contracting for Human Services.”
- 1997 *New York State Legislative Commission on Government Administration (New York City)*
Testified on “Linking Performance Measures to Public Budgeting.”

UNIVERSITY SERVICE (Partial Listing)

- 2013-02 Member, Committee on the Doctoral Program, College of Health & Public Affairs, University of Central Florida
- 2002-95 Director, Social Administration Specialization, School of Social Work, Columbia University
- 2002-96 Coordinator, Presidential Management Intern Program, School of Social Work, Columbia University.
- 2000-96 Member, Committee on the Doctoral Program, School of Social Work, Columbia University
- 1999-98 Member, Faculty Senate, Columbia University.
- 1994-92 Member, University Curriculum Committee, Florida Atlantic University.
- 1990-89 Member, University Curriculum Committee, Florida Atlantic University.
- 1990-88 Director, MPA Program, School of Public Administration, Florida Atlantic University
- 1990-88 Member, MBA curriculum committee, School of Business & Public Administration, Florida Atlantic University
- 1990-89 Designated Representative, National Association of Schools of Public Affairs & Administration (NSPAA), Florida Atlantic University.

OTHER PROFESSIONAL & COMMUNITY ACTIVITIES (Partial Listing)

- Present-08 *Governmental Accounting Standards Board (GASB) (Norwalk, CT)*
Member, Public-Private Partnerships (P3s) Task Force on the development of accounting standards for P3s
- Present-15 *Florida Association of Public Purchasing Officials (Tampa, FL)*
Member
- Present-03 *Florida Benchmarking Consortium (Orlando, FL)*
Member, Board of Directors

- Present-05** *National Institute of Governmental Purchasing* (Herndon, VA).
 Member, Academic Advisory Committee on the development of standards for procurement Accreditation of MPA programs (present)
 Member, Audit Committee that developed practice standards for procurement audits (2019)
 Member, Public-Private Partnerships (P3s) Standards Committee (2017)
- 2019-08** *The Urban Institute* (Washington, DC)
 External advisor and reviewer for national study of contracting for human services
- 2015** *Kent School of Social Work, University of Louisville* (Louisville, KY)
 Outside reviewer for Dr. Crystal Collins-Carmargo's promotion to full professor
- 2014-06** *National Network for Social Work Managers* (Los Angeles, CA)
 Member, Board of Directors
- 2011** *Hunter School of Social Work, City University of New York* (New York City)
 One of ten academics invited to discuss restructuring the school's MSW and PhD programs
- 2010-03** *Seminole County School Readiness Coalition* (Sanford, FL)
 Member, Board of Directors
- 2002** *U. S. General Accounting Office (GAO) & Office of Management & Budget (OMB)* (Washington, DC). One of 50 academics nationwide invited by the Director of the GAO and the Director of OMB to a two-day symposium on the tools of government.
- 2002** *Office of Federal Procurement Policy (OFPP)* (Washington, DC)
 Briefed members of the "Federal Interagency Task Force on Performance-Based Contracting (PBC)" on state and local government PBC initiatives.
- 2004-02** *American Society for Public Administration, Section on Public Performance & Management* (Washington, DC) Member, Executive Committee
- 1994-89** *County of Palm Beach Florida* (West Palm Beach, FL)
 Citizen Member, County's Privatization Task Force
- 1991-89** *Area Agency on Aging of Palm Beach and the Treasure Coast* (West Palm Beach, FL)
 Member of the Advisory Council, Chairman 1989
- 1987-85** *National American Red Cross* (Washington, DC)
 National Volunteer, Member of the Specialized Transportation Standards Committee
- 1987-85** *Arizona State University, School of Public Affairs* (Tempe, AZ)
 Member, Advisory Council
- 1987-85** *Central Arizona Chapter American Red Cross* (Phoenix, AZ)
 Member, Board of Directors, Secretary 1987-86
- 1986-85** *Arizona State University, School of Social Work* (Tempe, AZ)
1982-80 Field Instructor
- 1985-78** *Region I Area Agency on Aging* (Phoenix, AZ)
 Member, Advisory Council, Chairman, 1979-78

- 1984-81 *Arizona Community Action Association (Phoenix, AZ)*
Member, Board of Directors, Treasurer, 1983
- 1976 *University of Southern California, Ethel Percy Andrus Gerontology Center (Los Angeles, CA)*
Member, Advisory Council, "National Evaluation of Area Agencies on Aging."
- 1976 *Arizona Governor's Advisory Council on Retirement and Aging (Phoenix, AZ)*
Staff Director