



# Center for Public and Nonprofit Management

UNIVERSITY OF CENTRAL FLORIDA

SCHOOL OF PUBLIC ADMINISTRATION | COLLEGE OF COMMUNITY INNOVATION AND EDUCATION



## LETTER FROM THE DIRECTOR

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It is with great pleasure that I write this letter of introduction for the annual report of the Center for Public and Nonprofit Management.

If I had to use one word to describe the last year of accomplishments at CPNM, it would be partnership. In the past year, faculty affiliated with CPNM engaged in a variety of important projects with local agencies to help improve the lives of citizens in our community. These partnerships included the city of Orlando, Florida Department of Economic Opportunity, Heart of Florida United Way, Orange County Board of Commissioners, Orange County Public Schools, the Osceola County Sheriff's Office and the Winter Park Health Foundation, among others. These types of public service projects move beyond academic research to provide practical, applied solutions to both isolated and systemic problems in Central Florida and beyond. For example, Thomas Bryer and Qian Hu provided data analysis to determine service availability and service needs among Puerto Rican evacuees who relocated to Orange, Osceola and Seminole counties after Hurricane Maria. Jungwon Yeo examined local community capacity for protecting undocumented migrants during Hurricane Irma. Christopher Hawkins conducted an audit of road safety conditions that impact schoolchildren in Orange County. And I led CPNM's seminar to build capacity and the grant-writing skills of executive directors and board members of nonprofits providing social services in Orange County.

All of this activity has measurable impact on our community and moves UCF further toward its goal of becoming America's leading partnership university. And as we continue our preparations to move to the new UCF Downtown campus in fall 2019, I believe there will be many

more opportunities to engage in work with our community partners.

Established in 2008, the Center for Public and Nonprofit Management serves as the research arm of the School of Public Administration. Faculty members affiliated with CPNM conduct applied research that is problem-oriented, theory-driven and interdisciplinary. Specifically, our researchers engage in studies relevant to SPA's programmatic areas of public administration, policy analysis, nonprofit management, urban and regional planning, research administration and emergency management. We continually welcome creative and scholarly collaborations with community partners, including, but not limited to, contracts for consultation needs, grants for larger research and capacity building projects, and major research initiatives. Please contact me to discuss your ideas for collaboration.

As we begin the 2018-19 academic year, CPNM will be situated in UCF's new College of Community Innovation and Education. This new college will serve as the anchor for UCF's downtown campus beginning in 2019, as CCIE is grounded in transformative education with a focus of engaging with the social and economic structure of our city with its community-facing programs. While any major organizational change can be difficult and filled with uncertainty, my outlook for the future is very positive. I have spent this past year meeting numerous individuals and I have learned a great deal about the other departments and centers on campus that will join CPNM in the new CCIE. I am delighted to report that there is a great deal of energy and enthusiasm for engaging in collaborative, applied and interdisciplinary work. I look forward to cultivating and expanding our partnerships going forward under my leadership, the dedicated efforts of our faculty and students, the impeccable work of our staff, and the unwavering commitment of our friends in the Central Florida community and beyond.

## Faculty Research City's Response to Pulse Shooting

The Orlando community changed forever after the Pulse nightclub shooting on June 12, 2016. At the time, it was the worst mass shooting in U.S. history with 49 people losing their lives.

In the days, weeks and months following the shooting, Orlando city officials dealt with the aftermath of the tragedy — from setting up a victims' fund and a family assistance center to handling the media and requests for public records.

To find out what lessons were learned, Professor Thomas Bryer and Associate Professor Staci Zavattaro, along with doctoral students Esteban Santis and Sofia Prysmakova-Rivera, worked with the city to research its response from a public service perspective. Over several months, they interviewed more than 35 government officials from Orlando and Orange County and compiled more than 600 pages of notes.

Those notes were turned into the document "I'mPulse: The Story of and Lessons from the City of Orlando's Response to the Pulse Nightclub Shooting."

"The city of Orlando, under the leadership of Mayor Buddy Dyer, wanted to ensure the lessons learned during its response to the Pulse Nightclub shooting were available to other jurisdictions around the United States and elsewhere," Bryer said. "Unfortunately, since the shooting, the need for such a report was demonstrated multiple times, in Santa Fe, Texas; Parkland, Florida; and Las Vegas...it seems each time we made a revision to the report, another mass shooting or multiple fatality incident occurred."

The research team presented their work at the national conference of the American Society for Public Administration earlier this year. The goal was to get the research findings into the hands of city leaders across the nation who could learn from Orlando's response.

"Orlando always will be connected to the Pulse tragedy," Zavattaro said. "Our research sheds light on how well public servants responded to an unprecedented crisis and restored unity to a grief-stricken city. Our findings will move beyond Central Florida and hopefully help others sadly facing this tragic situation."



The research document "I'mPulse" sheds light on the city of Orlando's response to the Pulse tragedy.  
To learn more, please visit [ccie.ucf.edu/cpnm](http://ccie.ucf.edu/cpnm).

## Grants and Contracts

The following list of grants and contracts represents amounts awarded to SPA faculty only. Those with an asterisk (\*) are part of larger collaborations with faculty outside of SPA and therefore reflect only a portion of the full amount awarded.

### NEW AWARDS

The following grants and contracts were awarded during the 2017-18 fiscal year:

#### **2018 Orange County Capacity Building for Nonprofits**

Orange County Board of County Commissioners  
Principal Investigator (PI): Deborah A. Carroll, Ph.D. \$50,000  
June 12, 2018 – Sept. 30, 2018

#### **Analysis of Data, Service Needs and Service Availability Related to Puerto Rican Evacuees in Orange, Osceola and Seminole Counties, Florida**

Heart of Florida United Way  
PI: Thomas Bryer, Ph.D. \$18,549  
Co-PI: Qian Hu, Ph.D. \$16,450  
May 8, 2018 – Sept. 15, 2018

#### **Analysis and Executive Reporting of Children's Needs Assessments in Orange County, Florida**

Winter Park Health Foundation  
PI: Thomas Bryer, Ph.D. \$5,000  
March 21, 2018 – June 15, 2018

#### **RAPID: Role of Extending, Expanding and Emergent Groups in Relief Distribution Efforts in the Aftermath of Hurricanes Harvey, Irma and Maria**

National Science Foundation  
PI: Naim Kapucu, Ph.D. \$14,999  
March 15, 2018 – Feb. 28, 2019

#### **Services Agreement for Mapping of Social Vulnerability Index for Hurricane Harvey**

OXFAM America  
PI: Christopher Emrich, Ph.D. \$13,900  
Dec. 18, 2017 – Feb. 19, 2018

#### **Impact and Unmet Needs Assessment – Irma and Maria**

Florida Department of Economic Opportunity  
PI: Christopher Emrich, Ph.D. \$32,618  
Dec. 1, 2017 – Feb. 28, 2018

#### **Florida Community Capacity for Protecting Undocumented Migrants During Hurricane Irma 2017**

National Hazards Center  
PI: Jungwon Yeo, Ph.D. \$1,450  
Nov. 22, 2017 – Feb. 28, 2018

#### **Osceola County Sheriff's Office Study of Personnel Needs\***

Osceola County Sheriff's Office  
PI: Deborah A. Carroll, Ph.D. \$22,367  
Aug. 21, 2017 – July 30, 2018

#### **City of Melbourne Historic Preservation**

S&ME Inc.  
PI: Christopher Hawkins, Ph.D. \$5,535  
Aug. 21, 2017 – July 30, 2018

### CONTINUING AWARDS

The following grants and contracts were awarded in a prior fiscal year but involved work continuing into the 2017-18 fiscal year:

#### **2017 Orange County Capacity Building for Nonprofits**

Orange County Board of County Commissioners  
PI: Deborah A. Carroll, Ph.D. \$50,000  
June 12, 2017 – Sept. 30, 2017

#### **Study of Application for Orange County Comprehensive Plan Amendment\***

Clarcona Improvement Association Inc.  
PI: Deborah A. Carroll, Ph.D. \$1,000  
June 12, 2017 – Sept. 30, 2017

#### **Orlando Pulse Nightclub Shooting: Chronicling the City Response**

City of Orlando  
Co-PI: Thomas Bryer, Ph.D. \$27,260  
Co-PI: Staci Zavattaro, Ph.D. \$27,260  
March 9, 2017 – Feb. 28, 2018

#### **Orange County Public Schools Road Safety Audit**

Orange County Public Schools  
PI: Christopher Hawkins, Ph.D. \$8,033  
Dec. 1, 2016 – July 15, 2017

#### **Collaborative Research: Measuring Social Vulnerability – Reducing Uncertainty and Validating Indicators**

National Science Foundation  
PI: Christopher Emrich, Ph.D. \$40,109  
Aug. 7, 2016 – July 31, 2018

#### **Enhancement of the Natural Hazard Response System in Rural Communities by Benchmarking the U.S.A. Hazard Response Systems\***

Rural Development Administration, Republic of Korea  
Co-PI: Naim Kapucu, Ph.D. \$47,250  
Co-PI: Jungwon Yeo, Ph.D. \$27,000  
April 1, 2016 – Dec. 31, 2018

#### **Collaborative Research: Integrated City Sustainability: Administrative Apparatus for Overcoming Collective Dilemmas of Agency Fragmentation\***

National Science Foundation  
PI: Christopher Hawkins, Ph.D. \$70,584  
May 1, 2015 – April 30, 2018

#### **Collaborative Research: Pervasive Spectrum Sharing for Public Safety Communications\***

National Science Foundation  
PI: Naim Kapucu, Ph.D. \$85,000  
Sept. 15, 2014 – Aug. 31, 2017

## Leveraging Socio-spatial Science for a Smarter Disaster Recovery



The U.S. Department of Housing and Urban Development granted Puerto Rico \$18.5 billion in Community Block Grant disaster relief funding earlier this year, thanks in part to the efforts of Associate Professor Christopher Emrich. The funding is the largest awarded in HUD's history, and it will be used to rebuild the island's housing, economy and infrastructure after the devastation caused by Hurricane Maria. Emrich worked with Puerto Rico's

Department of Housing (Vivienda), partner agencies and countless community stakeholders to produce the initial impact and unmet needs assessment for the U.S. territory. The impact assessment utilizes the best available data from the Federal Emergency Management Agency, Small Business Administration, National Flood Insurance Program and numerous other local, island-wide and national agencies overseeing response and recovery efforts. Emrich leveraged his expertise in disaster impact and recovery analytics to identify more than \$78 billion in impact to housing, economy and infrastructure from hurricanes Irma and Maria during the

summer of 2017. Further, he pinpointed \$34 billion in funds available to or already utilized in recovery, leaving \$44 billion in unmet needs across the island. These impact findings, the methods utilized in the assessment, and the implementation plan developed can be found at [cdbg-dr.pr.gov/plan-de-accion/](http://cdbg-dr.pr.gov/plan-de-accion/).

Emrich has utilized his knowledge, skills and abilities related to hazard impacts, disaster recovery and social vulnerability in other states facing the same challenges as Puerto Rico. Specifically, he has enabled equitable recoveries in Florida, Louisiana, South Carolina, and West Virginia. In each case, Emrich partnered with the state entities overseeing recovery to develop maps, charts, graphs and analytic outputs for action and implementation of plan development.

Emrich is the Boardman Endowed Associate Professor of Environmental Science and Public Administration within SPA, which he joined in 2016. He is also a member of UCF's Sustainable Coastal Systems Faculty Cluster Initiative and a founding member of the National Center for Integrated Coastal Research at UCF. His research focus includes applying

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# 12th Annual UCF Public Administration Research Conference

**W**ith a continued focus on important issues in public administration, the 12th annual UCF Public Administration Research Conference was organized around the theme, “A Return to ‘Governance in Dark Times’? Creating Spaces for Citizen Dialogue, Encouraging Engagement in Public Life, and Ensuring Government Transparency and Accountability.” The conference theme was fitting, especially in the face of recent tragic natural and manmade events, divisions on political and social issues, and low trust in government among U.S. citizens. Research presentations from students, faculty and practitioners prompted lively discussions with a particular focus on how public and nonprofit servants might encourage citizen dialogue and engagement in public life, as well as how to ensure government transparency and accountability.

On April 13, 2018, participants gathered to hear a keynote address and nine panels of presentations, and to discuss the challenges of public service in a range of public management and policy domains. The keynote speaker was Camilla Stivers, a distinguished professor emerita of public administration at Cleveland State University. Her address, “You Don’t Know What You’ve Got Till It’s Gone: Rescuing the Light of Public Space,” was followed by a Q&A. Panel



Doctoral student Esteban Santis presents his research on using geographic information systems to counter-map areas of exclusion.

themes ranged from “Community Engagement in Planning and Economic Development” to “Addressing Racial Crime and Discrimination.”

Conference participants were local, national and international, including students and visitors from China, Korea, the Netherlands and Nigeria. The conference also featured graduate student research poster presentations and a best poster award sponsored by the ASPA Central Florida Chapter. Through generous conference sponsorships, CPNM was able to award 27 registration scholarships to UCF student presenters and attendees.



Keynote speaker Camilla Stivers presents during the luncheon.



SPA Director Naim Kapucu welcomes Nigerian attendee Victor Falack.



**Save the Date:**  
**March 1, 2019**  
UCF FAIRWINDS ALUMNI CENTER

## PARC 2019

“Evidence-Based Policymaking: Using Big Data to Evaluate Public Sector Innovation and Improve Organizational Performance”

### VISION STATEMENT

CPNM improves policy and governance in partnership with communities from Central Florida and throughout the world to positively and collectively impact society through research and community engagement.

### MISSION STATEMENT

CPNM facilitates and supports sponsored research on policy and management and leads public service projects that inclusively enhance lives and strengthen communities.



## Research Seminar Series

As part of CPNM's role as a facilitator for research and sponsored activities within SPA, a seminar series consisting of brown bag research presentations was created and organized by CPNM staff. Held on a nearly weekly basis during the spring semester, the seminar series provided an opportunity for SPA faculty members to share early-stage research projects with their peers in a friendly environment. Faculty members and Ph.D. students were invited, and attendees were encouraged to openly discuss, critique and suggest possible avenues for improving the research in progress. The presentations will continue to be offered during the fall and spring semesters.

**"Data Rich but Disaster Poor – Capturing 2017's Hurricane Impacts and Unmet Needs."**

Christopher Emrich, Ph.D., Associate Professor

**"Forced Collaboration or Something Else? Local Nonprofits' Perspective on 'Collaboration' after Multiple Disasters."**

Claire Knox, Ph.D., Associate Professor

**"Natural Gas Combined-Cycle Innovations in the U.S.: The Impact of the Advanced Turbine System Program."**

Kelly Stevens, Ph.D., Assistant Professor

**"Branding: What You Don't Know."**

Staci Zavattaro, Ph.D., Associate Professor

**"Utilization of Longitudinal Big Data for Disaster Recovery Communication."**

Jungwon Yeo, Ph.D., Assistant Professor, and Claire Knox, Ph.D., Associate Professor

**"Planning Processes for Disaster Memorials: Implications for Land Use and Community Engagement."**

Roberta Fennessy, Instructor, and Christopher Hawkins, Ph.D., Associate Professor

**"How Does Local Policy Impact the Socio-economic Well-being of Vulnerable Populations?"**

Xi Huang, Ph.D., Assistant Professor

## Eminent Scholars Lecture Series

In support of UCF's visionary goal to "achieve international prominence in key programs of graduate study and research," CPNM instituted the new Eminent Scholars Lecture Series with the inaugural lecture held in the fall. The lecture series brings prominent scholars to the UCF campus to deliver lectures to expand dialogue among faculty, students and members of the community.

The inaugural lecture was held in November and was delivered by Jasper Eshuis from the Department of Public Administration and Sociology at Erasmus University Rotterdam in the Netherlands. During his lecture, titled "Governing Through Branding," Eshuis talked about how public sector branding uses visual images and signs to evoke emotions and appeal to individuals' unconsciousness, which is a departure from more rational and deliberative approaches to governance and public management.



Jasper Eshuis



Camilla Stivers

The second lecture, held in April, "In Praise of Facework: Circular Processes in Bureaucratic Pyramids,"

was given by Camilla Stivers, a distinguished professor emerita at the Maxine Goodman Levin College of Urban Affairs at Cleveland State University. Stivers spoke about her latest book project that explains how the linear rationality reflected in the pyramidal image of the bureaucracy should be tempered by consciously bringing to bear circular processes reflected in conversation, dialogue, judgment, collaboration, etc. In what Stivers has coined "Facework," she emphasizes the need for public servants to break free from their comfort zones to speak to people both within and outside of their organizations.

**The Eminent Scholars Lecture Series will continue with a lecture in the fall and spring semesters. Please visit CPNM's webpage for upcoming dates.**

### **continued, *Leveraging Socio-spatial Science for a Smarter Disaster Recovery***

geospatial technologies to emergency management planning and practice, long-term disaster recovery, and the intersection of social vulnerability and community resilience in the face of catastrophe. Emrich is actively working toward transitioning knowledge from academia and research into real-world applications. He has been a key player in the development of theory, data, metrics, methods, applications and spatial analytical models for understanding the newly emergent field of hazard vulnerability science and the often-different patterns of disaster recovery across communities. *To learn more, please visit [bit.ly/ChrisEmrich](http://bit.ly/ChrisEmrich).*

## CONTACT US

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