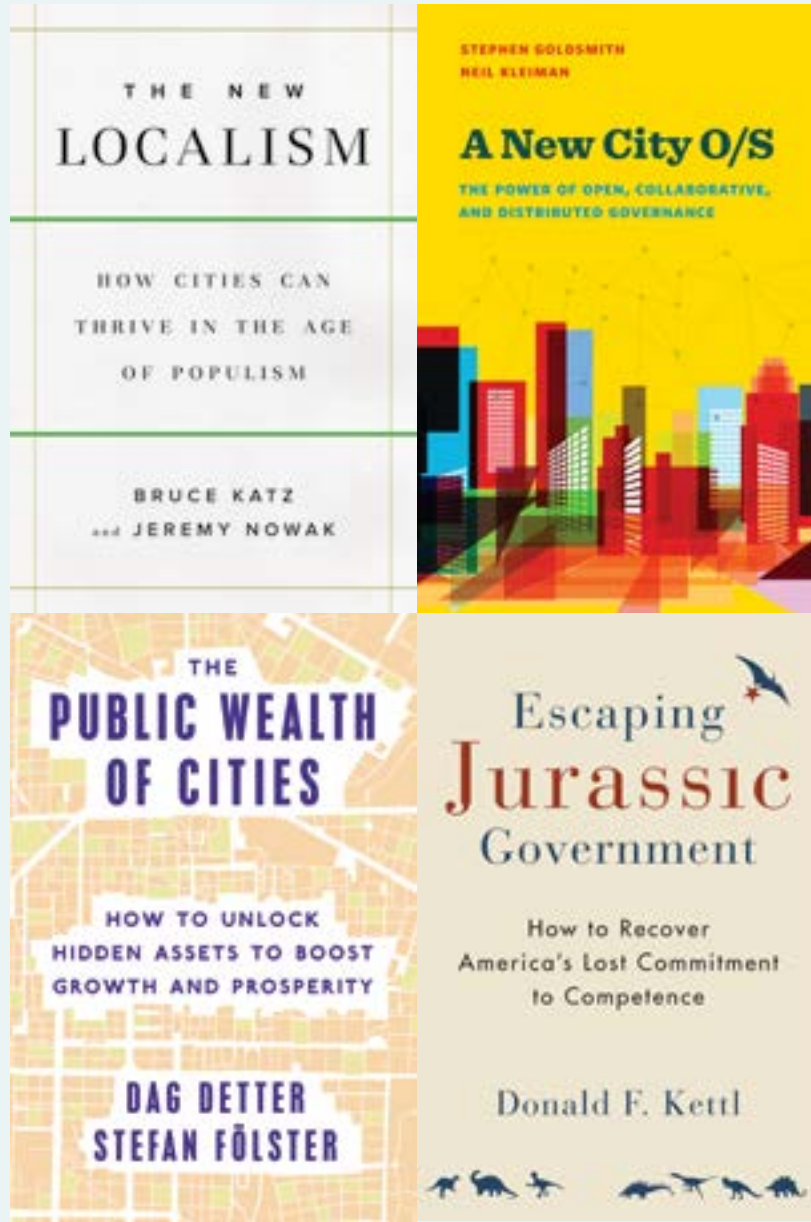


SPRING 2018
PUBLIC ADMINISTRATION
AND MANAGEMENT



The New Localism

How Cities Can Thrive in the Age of Populism

BRUCE KATZ *and* JEREMY NOWAK

"Katz and Nowak focus on solutions at a time when so much of public life is consumed by grievance. They remind us of the best traditions of American problem solving. If you care about cities and what you can do to make them more prosperous and inclusive, then read this book."

—John Fry, President of Drexel University

With the rise of the politics of populism in the United States and much of Europe, how can openness and diversity survive? The answer, according to urban experts Bruce Katz and Jeremy Nowak, lies within communities around the country that have been creating their own solutions to the problems of modern postindustrial societies.

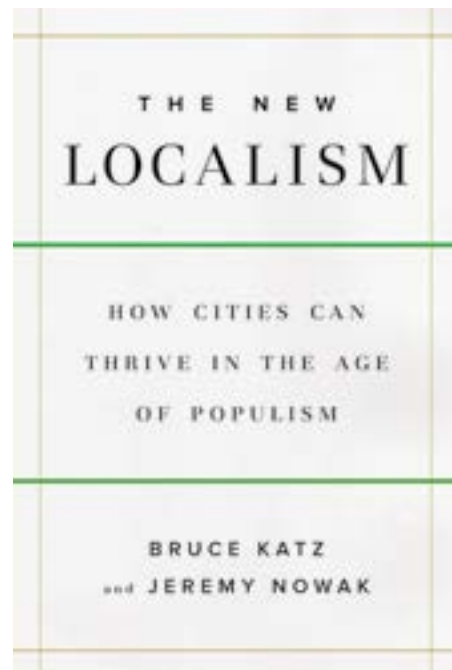
While the United States has struggled unsuccessfully, as a nation, with such systemic problems as decaying infrastructure and rising income inequality, cities in both "red" and "blue" states have found their own innovative solutions. Even amid the angry populism of the 2016 election, for example, voters in Columbus, Los Angeles, and Seattle alone approved \$180 billion in additional local taxes to spur ambitious transit and more sustainable patterns of development.

Solving problems at the local level is not only more practical than wishing for national solutions, it can produce better results through a more democratic process, the authors argue. When decisions are made closer to home, voters tend to become more engaged in the process and thus more invested in the outcome. And public resources can be marshaled more efficiently when they are aligned with local market demands.

This book cites many positive examples of how cities across the United States have taken the lead in dealing creatively with their local problems—even while the national government too often was gripped in partisan gridlock.

Bruce Katz is the Centennial Scholar at the Brookings Institution, where he focuses on the challenges and opportunities of global urbanization.

Jeremy Nowak is the founder of Reinvestment Fund and is a nonresident senior fellow at the Brookings Institution.



January 2018, 6 x 9, 304 pp
cloth, 9780815731641, \$25.99
ebook, 9780815731658, \$25.99

**Finding local solutions
when the nation
cannot, or will not.**

The Public Wealth of Cities

How to Unlock Hidden Assets to Boost Growth and Prosperity

DAG DETTER *and* STEFAN FÖLSTER

“Cities are the locomotives of economic progress. But not all cities are successful. This fascinating and important book has divided them into the ‘treadmill towns’ that fail and the ‘turbo-cities’ that succeed. The difference, argue the authors, is that successful cities focus intelligently on developing their long-term assets. They build economic, social, and human wealth.”
—Martin Wolf, *Financial Times*

Crumbling streets and bridges. Poorly performing schools and inadequate social services. These are common complaints in cities, which too often struggle just to keep the lights on, much less make the long-term investments necessary for future generations.

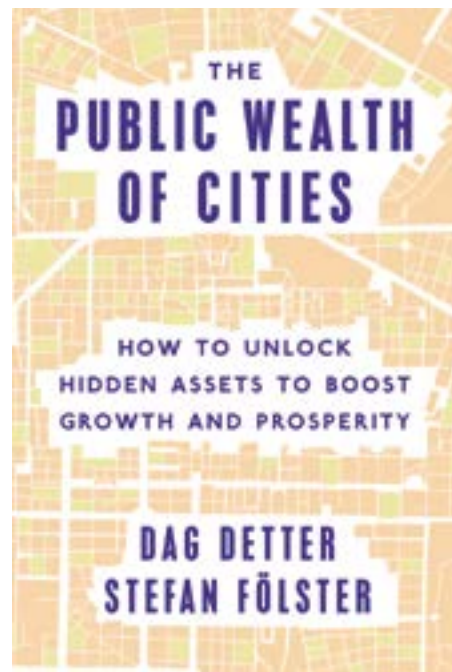
It doesn't have to be this way. This book by two internationally recognized experts in public finance describes a new way of restoring economic vitality and financial stability to cities, using steps that already have been proven remarkably successful. The key is unlocking social, human, and economic wealth that cities already own but is out of sight—or “hidden.” A focus on existing public wealth helps to shift attention and resources from short-term spending to longer-term investments that can vastly raise the quality of life for many generations of urban residents.

A crucial first step is to understand a city's balance sheet—too few cities comprehend how valuable a working tool this can be. With this in hand, taxpayers, politicians, and investors can better recognize the long-term consequences of political decisions and make choices that mobilize real returns rather than rely on more taxes, debt, or austerity.

Another hidden asset is real estate. Even poor cities own large swathes of poorly utilized land, or they control underperforming utilities and other commercial assets. Most cities could more than double their investments with smarter use of these commercial assets. Managing the city's assets smartly through the authors' proposed Urban Wealth Funds—at arm's-length from short-term political influence—will enable cities to ramp up much needed infrastructure investments.

Dag Detter is managing director of Detter & Co, specializing in unlocking public wealth.

Stefan Fölster is director of the Reform Institute in Sweden and associate professor of economics at the Royal Institute of Technology, Stockholm.



July 2017, 6 x 9, 272 pp.
cloth, 9780815729983, \$29.99†
ebook, 9780815729990, \$29.99

**How to leverage
existing resources to
meet the current and
future needs of cities**

A New City O/S

The Power of Open, Collaborative, and Distributed Governance

STEPHEN GOLDSMITH and NEIL KLEIMAN

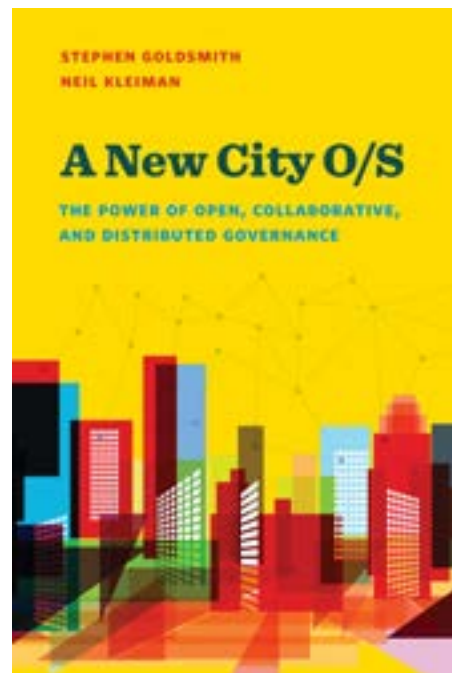
At a time when trust is dropping precipitously and American government at the national level has fallen into a state of long-term, partisan-based gridlock, local government can still be effective—indeed more effective and even more responsive to the needs of its citizens. Based on decades of direct experience and years studying successful models around the world, the authors of this intriguing book propose a new operating system (O/S) for cities. Former mayor and Harvard professor Stephen Goldsmith and New York University professor Neil Kleiman suggest building on the giant leaps that have been made in technology, social engagement, and big data.

Calling their approach “distributed governance,” Goldsmith and Kleiman offer a model that allows public officials to mobilize new resources, surface ideas from unconventional sources, and arm employees with the information they need to become pre-emptive problem solvers. This book highlights lessons from the many innovations taking place in today’s cities to show how a new O/S can create systemic transformation.

For students of government, *A New City O/S: The Power of Open, Collaborative, and Distributed Governance* presents a groundbreaking strategy for rethinking the governance of cities, marking an important evolution of the current bureaucratic authority-based model dating from the 1920s. More important, the book is designed for practitioners, starting with public-sector executives, managers, and frontline workers. By weaving real-life examples into a coherent model, the authors have created a step-by-step guide for all those who would put the needs of citizens front and center. Nothing will do more to restore trust in government than solutions that work. *A New City O/S* puts those solutions within reach of those public officials responsible for their delivery.

Stephen Goldsmith is the Daniel Paul Professor of the Practice of Government and the Director of the Innovations in American Government Program at Harvard Kennedy School. He previously served as deputy mayor of New York and mayor of Indianapolis, where he earned a reputation as one of the country’s leaders in public-private partnerships, competition, and privatization. His most recent book is *The Responsive City: Engaging Communities through Data-Smart Governance* (Jossey-Bass, 2014).

Neil Kleiman is a clinical professor at New York University’s Wagner School of Public Service and the Center for Urban Science + Progress. His research focuses on urban innovation and uses of technology and big data. He is policy director of the National Resource Network, a public/private consortium supporting economically challenged cities, and was founding director of the New York City-based Center for an Urban Future.



November 2017, 6 x 9, 224 pp.
paper, 9780815732860, \$31.99
ebook, 9780815732877, \$24.99

*A co-publication with the Kennedy School's Ash Center
for Democratic Governance and Innovation*

**Proposing an entirely
new governance
model to unleash
innovation throughout
local government**

The Regulatory Craft

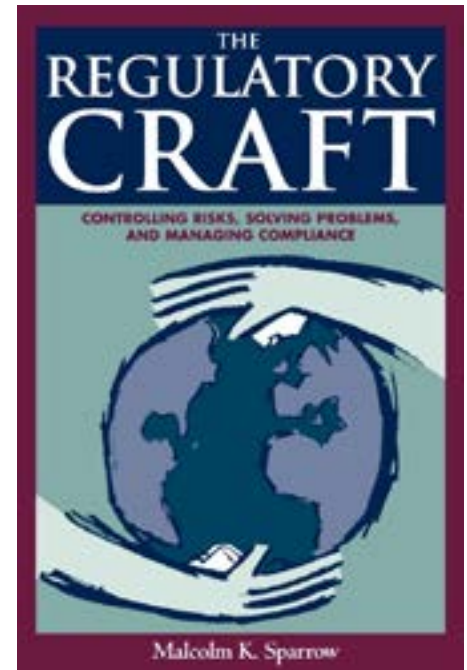
Controlling Risks, Solving Problems, and Managing Compliance

MALCOLM K. SPARROW

The Regulatory Craft tackles one of the most pressing public policy issues of our time—the reform of regulatory and enforcement practice. Malcolm K. Sparrow shows how the vogue prescriptions for reform (centered on concepts of customer service and process improvement) fail to take account of the distinctive character of regulatory responsibilities—which involve the delivery of obligations rather than just services. In order to construct more balanced prescriptions for reform, Sparrow invites us to reconsider the central purpose of social regulation—the abatement or control of risks to society. He recounts the experiences of pioneering agencies that have confronted the risk-control challenge directly, developing operational capacities for specifying risk-concentrations, problem areas, or patterns of noncompliance, and then designing interventions tailored to each problem.

At the heart of a new regulatory craftsmanship, according to Sparrow, lies the central notion, “pick important problems and fix them.” This beguilingly simple idea turns out to present enormously complex implementation challenges and carries with it profound consequences for the way regulators organize their work, manage their discretion, and report their performance. Although the book is primarily aimed at regulatory and law-enforcement practitioners, it will also be invaluable for legislators, overseers, and others who care about the nature and quality of regulatory practice, and who want to know what kind of performance to demand from regulators and how it might be delivered. It stresses the enormous benefit to society that might accrue from development of the risk-control art as a core professional skill for regulators.

Malcolm K. Sparrow is currently professor of the Practice of Public Management at Harvard’s John F. Kennedy School of Government and faculty chair of the school’s executive program, Strategic Management of Regulatory and Enforcement Agencies.



May 2000, 6 x 9, 370 pp.
paper, 9780815780656, \$25.99

Governing by Network

The New Shape of the Public Sector

STEPHEN GOLDSMITH *and* WILLIAM D. EGGERS

"Governing by Network is especially recommended for political leaders, political science teachers, political science students, and school library collections for its invaluable contribution to observing dramatic shifts in leadership and day-to-day practice requirements."
—Able Greenspan, *Reviewer's Bookwatch*

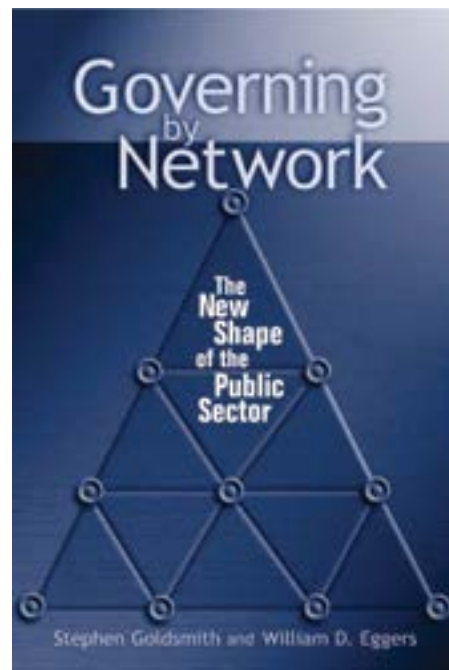
A fundamental, but mostly hidden, transformation is happening in the way public services are being delivered, and in the way local and national governments fulfill their policy goals. Government executives are redefining their core responsibilities away from managing workers and providing services directly to orchestrating networks of public, private, and nonprofit organizations to deliver the services that government once did itself. Authors Stephen Goldsmith and William D. Eggers call this new model "governing by network" and maintain that the new approach is a dramatically different type of endeavor that simply managing divisions of employees.

Like any changes of such magnitude, it poses major challenges for those in charge. Faced by a web of relationships and partnerships that increasingly make up modern governance, public managers must grapple with skill-set issues (managing a contract to capture value); technology issues (incompatible information systems); communications issues (one partner in the network, for example, might possess more information than another); and cultural issues (how interplay among varied public, private, and nonprofit sector cultures can create unproductive dissonance).

Governing by Network examines for the first time how managers on both sides of the aisle, public and private, are coping with the changes. Drawing from dozens of case studies, as well as established best practices, the authors tell us what works and what doesn't. Here is a clear roadmap for actually governing the networked state for elected officials, business executives, and the broader public.

Stephen Goldsmith, mayor of Indianapolis from 1992 to 1999, is the Daniel Paul Professor of Government and faculty chair of the Ash Institute for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government. He is also chair of the Manhattan Institute Center on Civic Innovation and author of *The 21st Century City*.

William D. Eggers is the executive director at Deloitte's Center for Government Insights.



November 2004, 6 x 9, 224 pp.
paper, 9780815731290, \$20.99
ebook, 9780815797524, \$15.99

Escaping Jurassic Government

How to Recover America's Lost Commitment to Competence

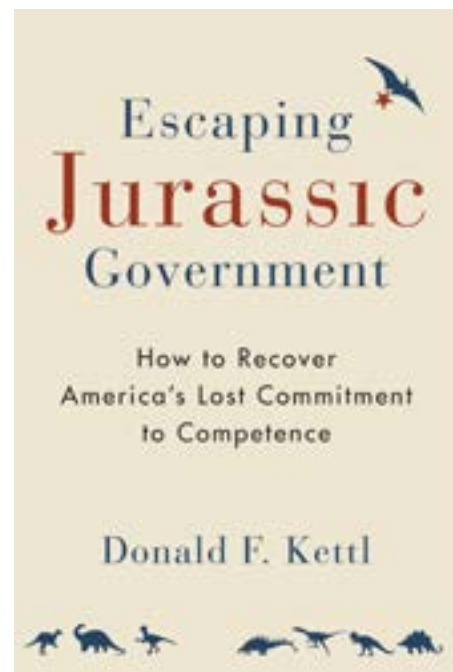
DONALD F. KETTL

The Progressive government movement, founded on support from Republicans and Democrats alike, reined in corporate trusts and improved the lives of sweatshop workers. It created modern government, from the Federal Reserve to the nation's budgetary and civil service policies, and most of the programs on which we depend.

Ask Americans today and they will tell you that our government has hit a wall of low performance and high distrust, with huge implications for governance in the country. Instead of a focus on government effectiveness, the movement that spawned the idea of government for the people has become known for creating a big government disconnected from citizens. Donald F. Kettl finds that both political parties have contributed to the decline of the Progressive ideal of a commitment to competence. They have both fed gridlock and created a government that does not work the way citizens expect and deserve.

Kettl argues for a rebirth of the original Progressive spirit, not in pursuit of bigger government but with a bipartisan dedication to better government, one that works on behalf of all citizens and that delivers services effectively. He outlines the problems in today's government, including political pressures, proxy tools, and managerial failures. *Escaping Jurassic Government* details the strategies, evidence, and people that can strengthen governmental effectiveness and shut down gridlock.

Donald F. Kettl is professor and former dean of the School of Public Policy at the University of Maryland. He is also a nonresident senior fellow at the Brookings Institution.



June 2016, 6 x 9, 240 pp.
paper, 9780815728016, \$25.00
ebook, 9780815728023, \$19.99

**Why big government
is not the problem.**

Dealing with Dysfunction

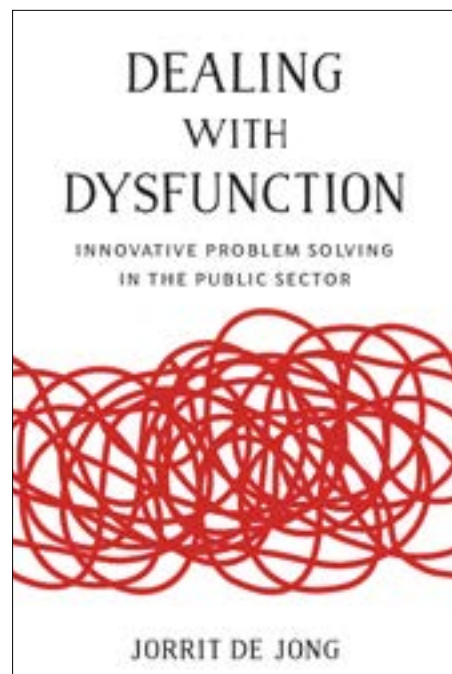
Innovative Problem Solving in the Public Sector

JORRIT DE JONG

How can we intervene in the systemic bureaucratic dysfunction that beleaguers the public sector? De Jong examines the roots of this dysfunction and presents a novel approach to solving it. Drawing from academic literature on bureaucracy and problem solving in the public sector, and the clinical work of the Kafka Brigade—a social enterprise based in the Netherlands dedicated to diagnosing and remedying bureaucratic dysfunction in practice, this study reveals the shortcomings of conventional approaches to bureaucratic reform. The usual methods have failed to diagnose problems, distinguish symptoms, or identify root causes in a comprehensive or satisfactory way. They have also failed to engage clients, professionals, and midlevel managers in understanding and addressing the dysfunction that plagues them. This book offers conceptual frameworks, theoretical insights, and practical lessons for dealing with the problem. It sets a course for rigorous public problem solving to create governments that can be more effective, efficient, equitable, and responsive to social concerns.

De Jong argues that successfully remedying bureaucratic dysfunction depends on employing diagnostics capable of distinguishing and dissecting various kinds of dysfunction. The “Anna Karenina principle” applies here: all well functioning bureaucracies are alike; every dysfunctional bureaucracy is dysfunctional in its own way. The author also asserts that the worst dysfunction occurs when multiple organizations share responsibility for a problem, but no single organization is primarily responsible for solving it. This points to a need for creating and reinforcing distributed problem solving capacity focused on deep (cross-)organizational learning and revised accountability structures. Our best approach to dealing with dysfunction may therefore not be top-down regulatory reform, but rather relentless bottom-up and cross-boundary leadership and innovation. Using fourteen clinical cases of bureaucratic dysfunction investigated by the Kafka Brigade, the author demonstrates how a proper process for identifying, defining, diagnosing, and remedying the problem can produce better outcomes.

Jorrit de Jong is Lecturer in Public Policy at Harvard Kennedy School. He is also Academic Director of the Innovations in Government Program at the Kennedy School’s Ash Center for Democratic Governance and Innovation. His research and teaching focus on the challenges of making the public sector more responsive and more resilient through innovation.



September 2016, 6 x 9, 304 pp.
paper, 9780815722069, \$28.95
ebook, 9780815722076, \$22.99

*A co-publication with the Kennedy School's Ash Center
for Democratic Governance and Innovation*

Achieving Regulatory Excellence

CARY COGLIANESE

“What does it mean to regulate well? In this terrific book, former regulators and scholars define regulatory excellence and explain how to achieve it. They admirably provide grounded examples of regulating successfully, even in complex environments. Readers will find *Achieving Regulatory Excellence* both thought provoking and practical.”

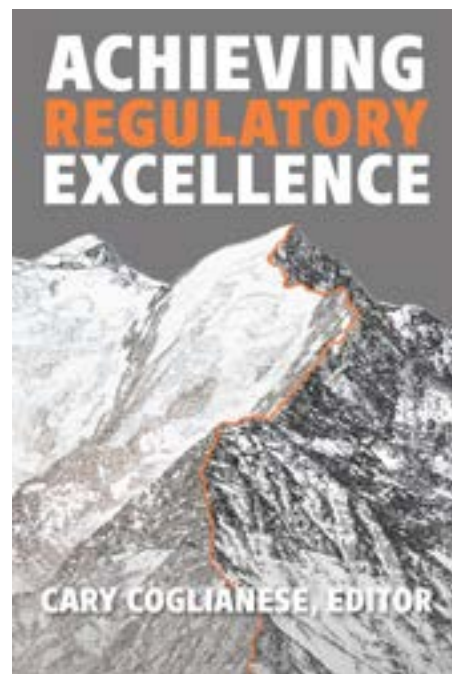
—David E. Lewis, Chair, Department of Political Science, and
William R. Kenan Jr. Professor, Vanderbilt University

Whether striving to protect citizens from financial risks, climate change, inadequate health care, or the uncertainties of the emerging “sharing” economy, regulators must routinely make difficult judgment calls in an effort to meet the conflicting demands that society places on them.

Operating within a political climate of competing demands, regulators need a lode-star to help them define and evaluate success. *Achieving Regulatory Excellence* provides that direction by offering new insights from law, public administration, political science, sociology, and policy sciences on what regulators need to do to improve their performance.

Achieving Regulatory Excellence offers guidance from leading international experts about how regulators can set appropriate priorities and make sound, evidence-based decisions through processes that are transparent and participatory. With increasing demands for smarter but leaner government, the need for sound regulatory capacity—for regulatory excellence—has never been stronger.

Cary Coglianese is the Edward B. Shils Professor of Law and professor of political science at the University of Pennsylvania, where he currently serves as the director of the Penn Program on Regulation and has served as the law school’s deputy dean for academic affairs



December 2016, 6 x 9, 336 pp.
paper, 9780815728429, \$35.00
ebook, 9780815728436, \$27.99

The PerformanceStat Potential

A Leadership Strategy for Producing Results

ROBERT D. BEHN

It started two decades ago with CompStat in the New York City Police Department, and quickly jumped to police agencies across the U.S. and other nations. It was adapted by Baltimore, which created CitiStat—the first application of this leadership strategy to an entire jurisdiction. Today, governments at all levels employ PerformanceStat: a focused effort by public executives to exploit the power of purpose and motivation, responsibility and discretion, data and meetings, analysis and learning, feedback and follow-up—all to improve government’s performance.

Here, Harvard leadership and management guru Robert Behn analyzes the leadership behaviors at the core of PerformanceStat to identify how they work to produce results. He examines how the leaders of a variety of public organizations employ the strategy—the way the Los Angeles County Department of Public Social Services uses its DPSSTATS to promote economic independence, how the City of New Orleans uses its BlightStat to eradicate blight in city neighborhoods, and what the Federal Emergency Management Agency does with its FEMAStat to ensure that the lessons from each crisis response, recovery, and mitigation are applied in the future. How best to harness the strategy’s full capacity? *The PerformanceStat Potential* explains all.

Robert D. Behn is a lecturer at Harvard’s Kennedy School of Government, where he is faculty chair of the executive education program “Driving Government Performance: Leadership Strategies that Produce Results.” He is the author of *Rethinking Democratic Accountability* (Brookings) and writes the online monthly Bob Behn’s Performance Leadership Report.



June 2014, 6 x 9, 413 pp.
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ebook, 9780815725282, \$26.99

*A co-publication with the Kennedy School's Ash Center
for Democratic Governance and Innovation*

The Resilient Sector Revisited

The New Challenge to Nonprofit America

LESTER M SALAMON

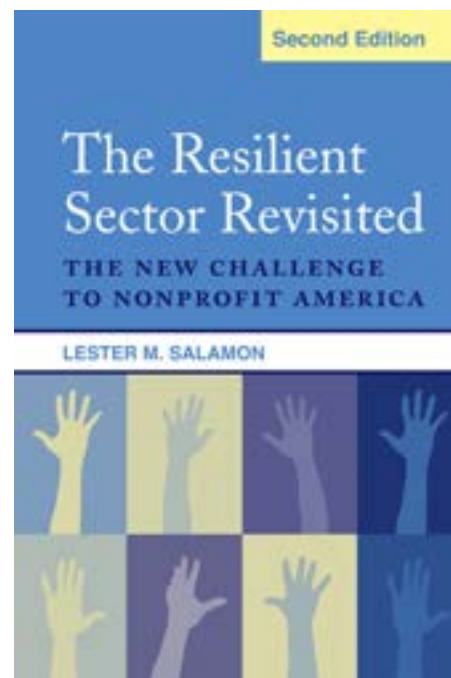
Nonprofit America is one of the least understood segments of national life, yet also one of the most crucial.

Author Lester Salamon, who pioneered the empirical study of the nonprofit sector in the United States, provides a wealth of new data to paint a compelling picture of a set of institutions being buffeted by a withering set of challenges, yet still finding ways to survive and prosper. These challenges, however, are posing enormous risks to the historic character and role of nonprofits.

Operating in an increasingly competitive environment in which traditional sources of government and philanthropic support are difficult to maintain, nonprofits have turned decisively to the market. In the process, however, they may be losing their *raison d'être*, sacrificing their most crucial missions, and risking loss of public understanding and support.

To remedy this situation, Salamon recommends a “renewal strategy” for the nation’s nonprofit sector that begins with a wider articulation and application of the sector’s “value proposition”—the attributes that continue to make it deserving of the special privileges and benefits it enjoys. Salamon’s pithy and accessible book is perfect for nonprofit boards, leaders of charitable foundations, government officials, and students of the nonprofit sector and of public policy, as well as anyone looking for guidance on how we go about dealing with public problems in America’s increasingly collaborative system of governance.

Lester M. Salamon is a professor at the Johns Hopkins University, where he is director of the Center for Civil Society Studies in the School of Public Health, was founding director of the Institute for Policy Studies, and serves as senior research professor at the SAIS–Bologna Center. Acknowledged as one of the premier experts on the nonprofit sector in the United States and around the world, he has written a number of books, including *Partners in Public Service* (Johns Hopkins University Press), *Rethinking Corporate Social Engagement* (Kumarian), and *Tools of Government* (Oxford).



August 2015, 6 $\frac{1}{8}$ x 9 $\frac{1}{4}$, 120 pp.
paper, 9780815724254, \$21.99
ebook, 9780815724261, \$16.99

Public Policymaking by Private Organizations

Challenges to Democratic Governance

CATHERINE E. RUDDER, A. LEE FRITSCHLER, and YON JUNG CHOI

"A significant contribution to the field because it brings into focus a little understood aspect of the very complex world of governance—the role of private organizations."

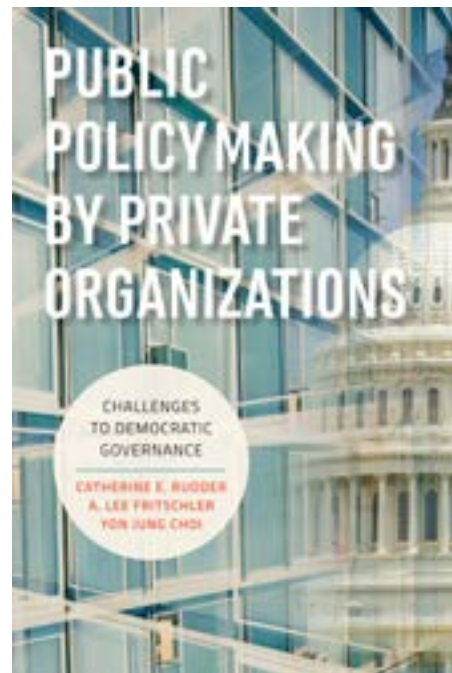
—Charles F. Bingman, Fellow, Center for the Study of American Government, Johns Hopkins University

From accrediting doctors and lawyers to setting industry and professional standards, private groups establish many of the public policies in today's advanced societies. Yet this important role of nongovernmental groups is largely ignored by those who study, teach, or report on public policy issues. *Public Policymaking by Private Organizations* sheds light on policymaking by private groups, which are not accountable to the general public or, often, even to governments.

This book brings to life the hidden world of policymaking by providing an overview of this phenomenon and in-depth case studies in the areas of finance, food safety, and certain professions. Far from being merely self regulation or self-governance, policymaking by private groups, for good or ill, can have a substantial impact on the broader public—from ensuring the safety of our home electrical appliances to vetting the credit-worthiness of complex financial instruments in the run-up to the 2008 financial crisis.

From nonprofit associations to multinational corporations, private policymaking groups are everywhere. They certify professionals as competent, establish industry regulations, and set technical and professional standards. But because their operations lack the transparency and accountability required of governmental bodies, these organizations comprise a policymaking territory that is largely unseen, unreported, uncharted, and not easily reconciled with democratic principles. Anyone concerned about how policies are made—and who makes them—should read this book.

Catherine E. Rudder, professor emerita, joined George Mason University's School of Policy, Government, and International Affairs after having served as executive director of the American Political Science Association for fourteen years. She is coauthor, with A. Lee Fritschler, of *Smoking and Politics: Bureaucracy Centered Policymaking, Sixth Edition*. **A. Lee Fritschler** is professor emeritus in the School of Policy, Government, and International Affairs at George Mason University. He specializes in regulatory and higher education policy. He was assistant secretary of Education, U.S. Department of Education, president of Dickinson College, chair of the U.S. Postal Regulatory Commission, and vice president of Brookings. **Yon Jung Choi** is a Ph.D. candidate and holds a masters degree in public policy from the School of Policy, Government, and International Affairs at George Mason University, focusing on her research on corporate social responsibility (CSR) and global governance.



July 2016, 6 x 9, 224 pp.
paper, 9780815728986, \$29.00
ebook, 9780815728993, \$22.99

How private groups increasingly set public policy and regulate lives—with little public knowledge or attention.

The Bureaucratic Entrepreneur

How to Be Effective in Any Unruly Organization

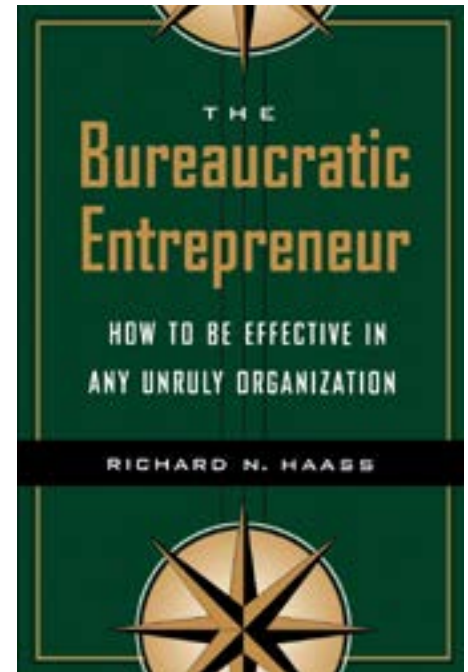
RICHARD N. HAASS

"Government appointees and workers in nonprofit institutions can learn much from this authoritative, pithy guide."
—*Publishers Weekly*

How do you figure out what to do in a job? How do you get it done? How should you deal with demanding bosses? How can you get the most out of subordinates? What should you do to get along with difficult colleagues and handle powerful interest groups and the media? Just how can you succeed in a world where persuasion rather than direct command is the rule?

Using a compass as his operating metaphor—your boss is north of you, your staff is south, colleagues are east and so on—Richard Haass provides clear, practical guidelines for setting goals and translating goals into results. The result is a lively, useful book for the tens of millions of Americans working in complex and unruly organizations of every sort and for students of both public administration and business. *The Bureaucratic Entrepreneur* is an updated edition of Haass's 1994 book, *The Power to Persuade*.

Richard N. Haass is president of the Council on Foreign Relations. Until June 2003 he was director of policy planning for the Department of State, where he was a principal adviser to Secretary of State Colin Powell on a broad range of foreign policy concerns. Previously, Haass was vice president and director of Foreign Policy Studies at the Brookings Institution. He is the author or editor of ten books in American foreign policy, including *The Opportunity: America's Moment to Alter History's Course*.



May 1999, 6 x 9, 220 pp
Paper, 9780815733539, \$23.99

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In its conferences, publications, and other activities, Brookings serves as a bridge between scholarship and policymaking, bringing new knowledge to the attention of decisionmakers and affording scholars greater insight into public policy issues. The Institution's activities are carried out through five core research programs (Economic Studies, Foreign Policy, Governance Studies, Metropolitan Policy, and Global Economy and Development), as well as through the Brookings Institution Press, which publishes about forty books a year.

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