
The Rose Report

The Newsletter of the Rose Institute of State and Local Government

Fall 2005

Claremont, California

Volume IX, Issue 1

DIRECTOR'S REPORT



Dr. Ralph Rossum
Director

I am pleased to report that the Rose Institute successfully launched *The Rose Institute Academy for Civic Engagement* with its "Education Program for Government Officials," held on September 23-24. Our balanced faculty of public and private sector professionals and experienced academics offered actionable information to the city council members, mayors, city managers, and other elected and appointed local officials on such important topics as housing (housing affordability and availability, the changing role of the development industry, and innovation in planned

communities), transportation (the links among transportation, land use, and air quality, and current strategies for goods movement), government finance (the looming fiscal crisis of pension and benefit costs and the changing complexion of government finance in California), economic development (ways of improving Southern California's business climate and keeping Southern California employed), and water (the challenge of ensuring water availability and water quality).

The management principles of Peter F. Drucker suffused each of our sessions. Drucker focuses on results and on putting in place a plan to achieve them. We, likewise, focused on providing information that the attendees could put to use, and we repeatedly asked them,

given what they had learned, "What will you do differently on Monday?"

Drucker is famous for asking five questions of any organization in the private, social, or public sector. These questions are simple to ask but difficult to answer: "What is your mission? Who are your customers? What do your customers consider value? What have been the results? What is your plan?" Our faculty addressed these questions in their presentations. Greg Devereaux, city manager of Ontario, distributed copies of his city's mission statement and explained how every action of his city (even every agenda item at a city council meeting) directly relates to objectives derived from its mission statement. Constance Rossum, a business professor at the University of

Inside this issue...

| | |
|--|-------------------------|
| Student Managers' Notes | Page 3 |
| Redistricting Update | Page 4 & 5 |
| Rose Alums: Where Are They Now? | Page 6 & 7 |
| Governors' Focus | Page 8 |
| A Semester in Washington, D.C. | Page 9 |
| Fresh Faces at the Rose Institute | Page 10 & 11 |
| Views on the Rose Academy | Page 12 |

Director's Report *continued...*

La Verne, explained how local governments, no less than businesses and nonprofits, have customers who can make the choice to accept or reject their services and who, therefore, must be satisfied. Albert O. Hirschman has described these choices as “exit, voice, loyalty.” Thus, concerning local governments, members of the public can choose to “exit” – i.e., to move to a different jurisdiction or privatize governmental services (move behind a gated community with its own private security force, enroll their children in private schools, etc.); they can choose to “voice” their concerns by voting, attending council meetings, signing petitions, engaging in recall efforts; or they can choose to be “loyal” – typically the option of those individuals with the least education or financial resources and who, because they cannot leave and are often without effective political voice, are forced to remain “loyal” to schools, public safety and social services, and other programs that would not be tolerated by the better educated and more affluent. Her point was to underscore how important it is for local governments to assess their past results and commit to a plan that aims at “performance excellence” for all its customers.

Much of the program

addressed “results.” Improvements in the infrastructure for goods movement in Southern California were identified, and the key role that conservation is playing in water availability was highlighted. Jeff Burum, founder of the National Housing Development Corporation, provided case studies, replete with financial reports, of what it is possible to achieve in the area of affordable housing. Of course, not all “results” are encouraging: Rose Institute Senior Fellow, Steven Frates, focused part of his session on Government Finance on the enormous financial difficulties many units of local government now face because of short-sighted decisions made in the past concerning employee pensions and benefits.

All of these discussions were intended to stimulate serious thought by the attendees about planning for the future – about doing things differently starting the very next Monday. Randall Lewis, Vice President of Lewis Operating Companies, offered a variety of very specific, no-cost suggestions for what cities could do to make housing in their communities more affordable. Dr. Frates provided concrete steps to take to deal with the impending pension crisis and with the consequences of the fiscalization of land use. State Senator Tom

Torlakson, Chairman of the State Senate Committee on Transportation and Housing, identified mechanisms for funding critical improvements in California’s highway system. Former state legislative leaders Robert Hertzberg and Jim Brulte proposed steps to make Sacramento politics less rancorous and more effective.

The Rose Institute Academy for Civic Engagement will conduct its second program next spring on March 10-11, 2006. Topics will include the interrelationship of transportation and housing policies; redevelopment; the relationship of cities and counties with Sacramento; updates on government finance and the pension crisis; solid waste; waste water; and storm water runoff. Additional information is available at <http://rose.claremontmckenna.edu/RoseAcademyHome.asp>. I hope to see you there.

Student Managers' Notes

Elise Lampe '06
Justin Levitt '06
Student Managers

Once again we return to the regular school year with a bit of nostalgia, leaving behind a busy, fun, and engaging summer here at the Rose Institute. With the help of an energetic, lively team, we delved into several projects and overcame obstacles to progress on all of our major projects.

The 2005 Kosmont-Rose Institute Cost of Doing Business Survey took much of our summer time this year. With the addition of fifty new cities to the survey, there were many wrinkles that needed ironing out before final publication. Thanks to a team led by our Kosmont Manager, Jacquelyn Bean, we were able not only to publish the 2005 survey, but with the help of Kaci Farrell and Angela Zhang, also made significant progress on the 2006 survey.

With Proposition 77 in the news, the Institute has been deeply involved in public outreach and education on redistricting reform. Our report has not only been cited more than 30 times in the California print media but it has also been highlighted on Los Angeles area television and radio news programs. Our follow-up website, and its "Frequently Asked Ques-



Elise Lampe and Justin Levitt outside the Rose Institute

tions and Answers Regarding Proposition 77" section, serves as a tool to educate the media and the public on the importance of redistricting for elections.

On September 23rd and 24th, we held the first *Rose Institute Academy for Civic Engagement*. This conference educated public officials about vital issues facing Southern California governments, including water, transportation, housing, and economic development. We owe a debt of gratitude to sophomore Pierce Rossum, who served as project manager, for his work in compiling data and making the CD.

In September, also, the Institute completed the process of applications, interviews, and hiring. There was a significant increase in the number of sophomore applicants this year. Ul-

timately, we chose eight freshman and two sophomores as the newest Rose Institute research assistants. The students come from all over the country and have diverse experiences from political internships to projects involving free-hand cartography to poultry judging. This is a truly unique group with varied talents and we are sure all will excel here.

This year promises to be an exciting one and we are confident that all our research assistants will grow in knowledge and skills. We will enjoy seeing our juniors and sophomores mature into leadership roles; and we look forward to seeing our freshmen develop the skills necessary to carry on the tradition of excellence in policy analysis that sets us apart as a research institute.

Redistricting Update

Elise Lampe '06

Research Assistant

Proposition 77 has once again brought redistricting to the forefront in California politics. The Rose Institute has closely followed the developments with this new initiative. In February 2005, the Institute published a report on California's 1991 redistricting entitled "Competitive Districts in California." This report investigated whether the lack of specific language requiring competitiveness resulted in less competitive districts. Even without specific language, redistricting plans drawn by Special Masters and the Supreme Court resulted in relatively competitive districts. The language in Proposition 77 does not specify competitiveness, but does require judges to draw districts in order to create undivided counties and cities.

The Rose Institute conducted a public opinion survey in April 2005 to determine California voters' views on redistricting reform. Most voters interpreted Proposition 77 as "an honest effort to reform and improve California government" by Governor Schwarzenegger, and made it clear they wanted redistricting in 2006 rather than 2011; however, the true feelings of California voters regarding Proposition 77 will be revealed on November 8th.

During the summer, the Proposition 77 campaign was delayed in the face of legal challenges. Once the initiative was firmly back on the ballot, Douglas Johnson, Rose Institute Fellow, assembled a team of research assistants to investigate the potential impact of Proposition 77 on California.

The report, "Restoring the Competitive Edge: California's Need for Redistricting Reform and the Likely Impact of Proposition 77," published on September 26th, predicts a major increase in the competitiveness of California districts. The study used the 2000 Presidential vote as a measure and predicted nine new competitive Congressional districts if retired judges drew the districts. Safe Democratic seats would decline by six and safe Republican seats would decline by three. The Assembly would lose three safe Democratic seats and one safe Republican seat, thereby creating four new competitive districts. In the State Senate, five new competitive seats would likely result, drawn from what were three safe Democratic seats and two safe Republican seats. Proposition 77 would also likely create more districts with Latino majority voting age populations, fewer divisions of counties and cities by district lines, and more compact districts.

A majority of the research for this report was completed in one week. Rose Institute students demonstrated great tenacity and endurance in meeting the publication deadline. This swift, thorough research allowed the Rose Institute to be the first to publish potential redistricting outcomes of Proposition 77. Following the report's release, the Institute was inundated with calls from the press, leading to more than thirty newspaper articles on our redistricting reports, not including the various internet articles and blog references. The Los Angeles Fox News also recently interviewed Mr. Johnson for a special report on Proposition 77.

The response to our report led the Rose Institute to believe that there was a need for a concentrated source of information on Proposition 77. In the week following our publication, the Rose Institute began the creation of a Proposition 77 website at <http://rose.claremontmckenna.edu/prop77/index.html>. This website, designed by our student webmaster, Ethan Andyshak, answers many common questions concerning Proposition 77 including the timeline, expected impact, and processes involving judge selection. The Rose Institute also requested comments from Common Cause and the *Yes* and *No* campaigns and will post comments when received.

Redistricting Update *continued...*

Q&A PROPOSITION 77

On October 11th, the Rose Institute launched a new website providing “Frequently Asked Questions and Answers Regarding Proposition 77.” The goal of this website is to increase awareness of all aspects and implications of this initiative process. To this end, student researchers compiled a list of questions concerning the people and procedures involved in the legislation and then wrote clear and concise answers designed to equip voters with a more thorough understanding. The proposition is met by both support and opposition, so the Rose Institute website is designed to present the official statements of both viewpoints alongside the Rose Institute’s own nonpartisan answers. The website provides links to both the “Yes on 77” site and the “No on 77” site, and is designed to eventually add short responses written by these two groups to the answers provided by the student researchers. The website also provides links to more general information on the proposition and to websites covering the other propositions which will be on the same ballot in November.

The website was designed and built by student researcher, Ethan Andyshak, edited by various fellow researchers and Rose Institute senior staff, and is hosted by Claremont McKenna College.

The Original Gerrymander

Abusive redistricting was termed “Gerrymandering” in 1812 when Massachusetts Governor Elbridge Gerry approved a plan designed to weaken the Federalist party and strengthen his Democratic Republican party. A cartoonist drew wings onto a salamander-shaped district in Gerry’s plan, and the term “Gerrymander” was born.

The term refers to district lines manipulated to serve the personal or political goals of an individual or a political party, usually in order to undermine the political position of a rival.

-- Douglas Johnson,
“Restoring the Competitive Edge”



Rose Institute Student Alumni: Where Are They Now?

Meredith Stechbart '08

Research Assistant

Student researchers at the Rose Institute are both intelligent and hard-working. Once they have graduated and are out in the real world, they stand ready to lend their talents to whichever occupation they choose. Here is a brief look at some Rose Institute alumni.



Ian Rudge

Ian graduated in 2003 with a degree in Philosophy, Politics and Economics. He spent his senior year working at the Rose Institute as a Student Manager, as well as working ten hours per week for Supervisor Chris Norby in Orange County.

After graduation, Ian worked for a time for Supervisor Norby before he went on to the private sector as a financial consultant at Desmond, Marcello, & Amster, a valuation consulting firm in the Los Angeles area. Ian heard about the

company through the alumni office because one of the vice presidents of the firm is a CMC alumnus. After working there for ten months, Ian decided to pursue graduate studies. He is currently in his second year of a masters program at the Lyndon B. Johnson School of Public Affairs at the University of Texas. After receiving his degree, he may work at the Congressional Budget Office in Washington D.C., where he was employed this past summer.

He married April Wilson (CMC, '04) in May of 2005.



Toby Tobler (*pictured above*)

Toby graduated in 2005 with a major in Government after serving as a Student Manager for the Rose Institute. He is currently employed as a policy advisor for Supervisor Thomas Wilson (5th District) with the Orange County Board of Supervisors.

Toby briefs Supervisor Wilson on specific county

departments issues within the district, most specifically the Harbors, Beaches and Parks Department, and advises him on how to vote in Board meetings. Supervisor Wilson represents Southern Orange County (Laguna Beach, Dana Point, Laguna Niguel, San Juan Capistrano, and San Clemente) where most of the county's remaining open space is located, so preserving and operating parks and beaches is a major issue. Toby said that the highlight of his job so far has been "getting to truck around the south county's breathtaking wilderness parks and coastland... growing up in the desert, I never dreamed I'd be so lucky."

Toby also serves as the Supervisor's liaison to the county's legislative affairs department which lobbies Sacramento and Washington, D.C. to ensure that the county's voice is heard on their issues. As any Rose Institute student or alum surely knows, the decisions made by state and federal government have serious effects on funding and projects at the county level.

Toby plans to take the LSATs in June and head to law school in 2007.

Jill Carlson (*pictured with Toby*)

Jill graduated in 2005 with a major in Government. She served as Deputy Student

Where Are They Now? *Continued...*

Manager for the Rose Institute her senior year along with Toby Tobler. Jill is currently working for Supervisor Chris Norby of the Orange County Board of Supervisors as an assistant policy advisor. Jill is responsible for healthcare policy research and briefs Supervisor Norby on these issues before each board meeting. Jill believes that learning the intricacies of county public health programs, prescription drug plans, and the policy process by which they are chosen and administered has been fascinating and instructive. "I learn something new every single day, thanks to the help of my coworkers" she says. Jill finds it especially rewarding to work in an office with friendly, helpful staff. While graduate school may be in her future, Jill "just loves working and living in Orange County for now."



Brian Rayburn

Brian graduated from Claremont McKenna College

in 2004 with a double major in Government and Philosophy. He was a co-student manager his senior year, and his favorite project at the Rose Institute was the Los Angeles split analysis with Dr. Frates, which received much press attention leading up to the election of November 2002.

Brian currently works for Supervisor Bill Campbell with the Orange County Board of Supervisors as a policy advisor for finance and budgetary issues. Though he started work after graduation in the private sector at a commercial insurance firm, he finds that his current position is much more exciting because of the local impact that his work has on the community and the close relationship between current news events and the issues that his office examines.



Jessica O'Hare Cawthron

Jessica graduated in 2000 with a dual major in Government and Spanish and a leadership sequence. At the Rose Institute, she worked diligently on the San Gabriel Valley data-

base to expand and improve the project. Jessica developed the "mentoring project" while serving as the Institute's Student Manager.

Supervisor Chris Norby hired Jessica in 2003 to serve on his staff, and she is currently his Deputy Chief of Staff. She credits her position in part to her time at the Rose Institute, both in building necessary research skills and also networking and making connections in county government. Jessica has found her "dream job" in government and public policy: she spends her time working on different types of policy issues and research focusing on transportation and infrastructure, and has a close connection to other county offices because of Rose Institute alumni working there. "Working in county government isn't all about filling in potholes," she says, "with an almost \$5 billion budget, there is the ability for our office to make important policy decisions as to how the County is run."

Jessica is now married to Todd Cawthron (CMC, '99), also a former Student Manager of the Institute.

Governors' Focus: Raymond Remy

Meredith Stechbart '08

Research Assistant

Mr. Raymond Remy, a Claremont McKenna alumnus, Class of '59, has been a member of the Rose Institute Board of Governors on and off for about 20 years. He was asked by former Institute Director, Alan Heslop, to join one of the first boards, and has been bringing his practical experience in different layers of government to the Board ever since. Mr. Remy has also served as a member of the Claremont McKenna Board of Trustees since 1987, and chaired the Committee on Research and Institutes. In this way, Mr. Remy has the unique ability to provide the Rose Institute Board of Governors with his perspective as a member of the Board of Trustees, and voice the views that the trustees have of the Rose Institute in general.

Mr. Remy is president of RR Consulting of South Pasadena. He previously served as director of the state Employment Development Department and was the longtime president of the Los Angeles Area Chamber of



Commerce. He also served as Deputy Mayor and Chief of Staff under former Los Angeles Mayor Tom Bradley, is a former Executive Director of the Southern California Association of Governments and former Assistant Director of the League of California Cities. He is a member of the American Society for Public Administration and previously served as that group's national president.

State Controller Steve Westly appointed Mr. Remy in March of this year to the California Fair Political Practices Commission to sit for a term of four years. "Ray has a wealth of high-level experience in California business, education

and government. His proven bipartisan leadership skills make him well qualified for this position," Westly said.

Mr. Remy serves with four other members; two appointed by the Governor, one appointed by the State Attorney General, and one appointed by the California Secretary of State. There cannot be more than three members of one political party on the Commission at any time, and Mr. Remy was appointed to even out the spread of political views. FPPC commissioners meet once a month and are responsible for the enforcement of various political practice and ethics laws at the state and local level. The Commission looks at matters involving campaign finance, lobbying, reporting rules and conflicts of interest. They have been involved in recent issues in the news, such as keeping an eye on the Governor's fundraising efforts for the initiatives he is sponsoring in November's special election.

The Rose Institute congratulates Mr. Remy for this illustrious new appointment.

A Semester in Washington, D.C.

Andrew Lee '07
Research Assistant

In the '70s educational series "Schoolhouse Rock," a "bill sitting on Capitol Hill" sings about his dramatic ascent to becoming law in the United States, passing committees and bouncing back between Senate and House. Unfortunately, the educational video stops when the President has signed "Bill" into law, and does not show the most crucial part of lawmaking in the United States: the elements of administration and enforcement. In my internship at the Natural Resources and Environment division of the Government Accountability Office (GAO), I learned about what happens to a law after its enactment, particularly the way in which Congress keeps agencies accountable in their administration and enforcement of congressional policies.

The GAO is the investigative arm of Congress, which conducts general audits of federal agencies and performs policy analysis wherever a federal dollar may go. I worked on a congressional request for Senator Inhofe (R-OK) and Senator Crapo (R-ID), both members of the Senate Environment and Public Works committee. The request asked for a cumulative cost estimate of federal water requirements (under the Clean Water Act and

the Safe Drinking Water Act) to local communities. Working on this request, I was responsible for gathering and analyzing the major requirements to which local communities are subject (proposed and final rules promulgated under EPA) and also gathering and analyzing the current cost studies (EPA, CBO, and others) to determine if it would be possible to



*Andrew Lee and Dave Walker,
Comptroller General of the United
States*

answer the request.

While working at the GAO, I had two objectives: first, to understand how the GAO and the world of water policy and water costs is developed; and second, to determine how I would contribute most effectively to the public good as a policy analyst. The access I received at the GAO was unprecedented for an undergraduate because I was speaking on equal terms

with heads of divisions within the Executive and heads of advocacy departments representing the community of water policy. In my work, I gave a presentation in front of state executive directors and the executive director of the National Rural Water Association (which serves over 19,000 utilities across the country) recruiting their help for a possible drinking water survey. Through this presentation, I deepened my appreciation for rural America and the impact that the federal government has on small towns (especially drinking water, storm water, and wastewater regulation). As a policy analyst, I heard stories of how federal dollars did not meet the costs associated with federal mandates, which negatively impacted small communities; and although some requirements benefited the community, they placed an unfair burden on the municipality. As I learned more about federal water quality policy, I began to understand that the work within the GAO was an avenue in which I could do good work by analyzing federal policy and making sure its administration and enforcement met congressional requirements.

Nevertheless, I knew that as a policy analyst, I would not be able to make the final decisive step: providing assurances to those rural communities. That lesson is what "Schoolhouse Rock" does not teach you.

Fresh Faces at the Rose Institute



New Research Assistants: (from left) Ritika Puri, Adam Sherman, Jennifer Ambrose, Dan Mitchell, Peter McGah, Luke Johnson, Kate Czepiel, Colin McDonell, Tammy Nguyen, Ian Johnson

Tammy Nguyen '09

Research Assistant

This year, ten exceptional students were chosen from a field of over thirty-five applicants.

The promising new hires dove immediately into a plethora of projects, and we expect great things from them.

Luke Johnson is from Newton, Massachusetts and attended the Buckingham Browne and Nichols School in Cambridge, MA. There, he was co-president of the school's Model United Nations club and captain of the Cross-Country team. He also interned at the district office of Congressman Michael Capuano in Cambridge. At Claremont McKenna, he plans to major in either History or Government.

Dan Mitchell is a sophomore Pitzer student from Palo Alto, California. During his time at Gunn High School he participated in a variety of activities and is proudest of his two year internship at Sun Microsystems Inc. Research Laboratories. At Pitzer Dan participates on the Student Senate, the Academic Standards Committee, the Student Investment Club, the Model United Nations delegation and the Varsity Water Polo team. During the summer of 2005 he interned as a policy aid for Santa Clara County Supervisor, Liz Kniss. He plans on completing a major in the Political Studies field group. Dan is elated to be working at the Rose Institute and looks forward to contributing on a number of projects.

Ritika Puri graduated from Pinewood High School in Los Altos Hills, California as class valedictorian. In high school, she was involved with journalism and was editor in chief of the school newspaper during her senior year. Ritika was founder and president of the school's Social Awareness Club and an intern for Action for a Sustainable Earth (Acterra), a nonprofit environmental group. With Acterra, she organized a conference and managed a local youth group. At Claremont McKenna, Ritika is a member of Straight but Not Narrow and serves on the Holocaust Center's Student Advisory Committee. While Ritika is an undecided major, she ultimately wants to dedicate her life to human rights issues.

Fresh Faces at the Rose Institute *continued...*

Peter McGah is a freshman from Leawood, Kansas. He graduated from Blue Valley North High School where he participated in Future Business Leaders of America and was the captain of the track team. Peter plans on majoring in economics and would like to study abroad in Europe. He is very pleased that he has the opportunity to be on staff at the Rose Institute.

Adam Sherman is from Portland, Oregon. He attended Wilson High School, where he participated in dragonboating, wrestling, and chess. In dragonboating he rowed varsity and they took first in state. He was the head of the chess club in his senior year and they were league champions. His team also finished second in the state tournament. He enjoys ping-pong, basketball, and playing the occasional game of poker.

Colin McDonell is a sophomore at CMC who hails originally from Carnation, Washington. He was involved in student government for three years, serving as Student Body President his senior year. In high school, Colin also ran varsity track, was the cross country team captain, and he participated in various community service organizations. At Claremont McKenna, Colin has been a member of the debate team, a Salvatori Center Junior Fellow, and an enthusi-

astic member of an Intramural Inner Tube Water Polo team. Before becoming a research assistant at the Rose Institute, Colin answered phones at Target, delivered pizzas, and managed a mayoral campaign. Needless to say, he is very excited to be working for the Rose Institute.

Ian Johnson is originally from Edina, Minnesota. He runs cross country and track, and was captain of both teams in high school. He enjoys writing, and has published several essays and stories, including an essay on modern Israeli history in the *Concord Review*. He worked on the 2004 Bush campaign locally, and is a member of the Claremont College Republicans. His hobbies include cartography, reading, historical studies and travel.

Jennifer Ambrose comes to CMC from Great Falls, Montana, where she graduated from C. M. Russell High School. In her school and community, Jennifer participated in debate, Model UN, theatre, Academic Bowl, Tae Kwon Do, and figure skating. Last summer, she traveled to Fairbanks, Arkansas, to help build a Habitat for Humanity house. In addition to working at the Rose Institute, Jennifer competes with the Claremont Colleges Debate Union, writes for the *Claremont Political Journal*, and belongs to the Inter-Varsity Christian Fellow-

ship. She plans to dual major in International Relations and Statistics, and hopes to study both in Washington, D.C., and abroad.

Kate Czepiel, originally from Houston, Texas, is a freshman at CMC. In high school, Kate participated in a wide range of activities, including Future Farmers of America, Amnesty International, and the Global Young Leaders Conference. At CMC, Kate plans to major in Government and History and to complete the semester in Washington D.C. to prepare for a career in law and politics.

Tammy Nguyen is a native of Seal Beach, California and graduated from Gretchen Whitney High School. In high school, she was an editor of her yearbook, participated in Model UN, rowed on a dragonboating team, and was a discus and shotput thrower for her track & field team. She volunteered for four years at the VA Hospital in Long Beach, working in tuberculosis research and dispatching for escort services. Her interests include music, reading, travel, and creative writing. At CMC, she plans to study abroad and major in Government and the Biological Sciences.

Views of The Rose Institute Academy for Civic Engagement

Chelsea Norell '08

Research Assistant

On September 24, 2005 the Rose Institute hosted *The Rose Institute Academy for Civic Engagement*, a training workshop for legislators and community leaders. After the conference, we asked speaker Bart Doyle and attendee Anne Williams to reflect on their experiences.

Anne Williams is the Director of Public Policy for the Central City Association in downtown Los Angeles. She thought that the *Rose Academy* was a valuable opportunity to get a broader sense of the issues that exist in Los Angeles County and that are repeated at a state level. Williams enjoyed meeting city officials from smaller cities and learning the issues that they face, specifically how they compare to management of a larger city.

Barton Doyle, a successful land use attorney and president of the Building Industry Association, led one discussion regarding housing and another on transportation at *The Rose Institute Academy for Civic Engagement*. He communicated that local government has a role in supplying adequate housing to the community no matter how formidable the challenge. "It is their [local government] obligation to the

people," Mr. Doyle stated. He also addressed what he deems to be California's paramount obstacle—transportation.

Mr. Doyle effectively introduced these issues to city council members and insured further discussion within local governments.

While Mr. Doyle was a keynote speaker at the conference, he also enjoyed the other discussions, particularly Dr. Steven Frates' municipal finance analysis and Senator Torlakson's insight into the state legislature. Mr. Doyle thought the conference provided a valuable overview of pertinent state issues and looks forward to future civic education engagements at the Rose Institute.

The Rose Report

Editors-in-Chief:

Chelsea Norell '08

Meredith Stechbart '08

Layout Editor:

Meredith Stechbart '08

Staff Writers:

Tammy Nguyen '09

Elise Lampe '06

Student Managers:

Elise Lampe '06

Justin Levitt '06

Director:

Dr. Ralph Rossum

Staff Advisors:

Florence Adams

Jessica Chastek

Marionette Moore

ROSE INSTITUTE OF STATE AND LOCAL GOVERNMENT



CLAREMONT MCKENNA COLLEGE

340 East Ninth Street

Claremont, California 91711-6420

(909) 621-8159 phone

(909) 607-4288 fax

rose.research.mckenna.edu

roseinstitute@claremontmckenna.edu