

RESUME FOR LYLE DWIGHT WRAY, PhD

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Executive Director, Capitol Region Council of Governments. April 2004 to present. Serves as chief executive of a regional planning organization serving Hartford, Connecticut and a total of 30 cities and towns (expanding to 38 towns and 8974,000 metropolitan population in 2014) in transportation, community development, public safety and homeland security. Initiatives include: fourteen regional municipal service sharing projects including a regional online building permitting system, regional back office service sharing projects and broadband connection, online cooperative purchasing system service half of the towns and cities of the state, and a \$4.2 million dollar bi-state federal sustainability grant for the Knowledge Corridor. Leadership roles in the CT Employment and Training Commission, Capital Workforce Partners (workforce board), Governor's Recycling Working Group, Governor's Transition Team on Strategic Use of Information Technology, and Regional Transit Plan advocacy including rail and rapid transit elements. (www.crcog.org).

Director, Ventura County Civic Alliance, Ventura County Community Foundation. April 2003 to April 2004. Staffed a regional program of the Ventura County Community Foundation to engage citizens in identifying and addressing significant regional issues in a county of 850,000 residents with projects including a state of the region indicators report, "Connecting the Dots" community conversations on regional issues, and community communications and presentations. (www.vccf.org/vcca). The focus was on linkage of land use, transportation and social impacts of development using the "triple bottom line" model.

Executive Director, Citizens League. February 1992 to April 2003. Served as chief administrative officer of a nonpartisan citizen-based regional public policy organization serving the Minneapolis Saint Paul metropolitan region. Since 1952 the Citizens has involved citizens in identifying and framing critical public policy choices, forging recommendations, and implementing solutions for Minnesota. Issues included regional land use strategies, regional transportation planning and budget systems, state local finance options, public services improvement strategies and e-government services. Participated in drafting the Metropolitan Livable Communities Act on accelerating mixed use, mixed income, transit oriented development. Served as publisher of The Minnesota Journal (www.citizensleague.net).

County Administrator, Dakota County, Minnesota. November 1987 to January 1992. Served as chief administrative officer of a general purpose county government for what was then the fastest growing county in Minnesota (population 390,000) facing transportation, land use, housing and economic development issues. Major organizational divisions included Physical Development Division including parks and transportation, Community Services Division including social services and public health, and Public Safety Division. Innovation awards were received for a number of programs and a major welfare reform grant was implemented (<http://www.co.dakota.mn.us/>).

Human Services Director, Dakota County, Minnesota. January 1986 to November 1987. Responsible for overall management of programs in Social Services, Employment and Economic Assistance, Public Health including environmental protection, Veteran's Services and Planning with a staff of 360. With a staff team, sought and received a major foundation grant was obtained that electronically linked county and non-profit agencies serving clients, and implemented a prepaid Medicaid demonstration project. Implemented strategic planning and outcomes measurement system as part of a performance budgeting system.

Minnesota Human Services State Division Director, Quality Assurance and Protective Services, Minnesota Department of Human Services. June 1984 to January 1986. Managed quality assurance and protective services for children and adults, Public Guardianship for adults with developmental disabilities, and quality assurance program for 4,600 residents of state regional centers prior to their closure. Implemented a quality assurance indicators system, and an automated database for public guardianship for the state.

Court Monitor, for United States District Court Welsch Consent Decree. October 1980 to May 1984. (No. 4-72 Civil 451) Tracked compliance, investigated allegations of non-compliance and proposed corrective actions to establish compliance with a state wide Consent Decree signed in September 1980. Managed oversight of 110 compliance issues within complex litigation involving a number of levels of government, and organizations involving 2,750 class members with mental retardation then residing in seven state regional centers. Provisions included community placement and improved services and protections until placed. All state institutions for persons with developmental disabilities were subsequently closed. Video interviews on deinstitutionalization in Minnesota at: <http://mn.gov/mnddc/past/video-index.html>

Program Director, Brainerd Regional Treatment Center, Brainerd, Minnesota. October 1979 to October 1980. Served as Building Director in the Developmental Disabilities Program Division, Brainerd Regional Human Services Center, Brainerd, Minnesota providing overall management and clinical direction to program serving adults with developmental disabilities and a mental health diagnosis. Initiatives included streamlined paper management systems, and monthly outcomes and accountability systems.

Division Director, Mental Retardation Services, for Newfoundland and Labrador Department of Social Services. August 1978 to October 1979. As Provincial Director of Mental Retardation Services developed and administered province wide community and facility based services for citizens with mental retardation, prepared provincial budget requests. Initiatives included a community service development plan, the first annual report of achievements and a management by objectives system.

Program Director, Pathway Children's Homes. 1977 to 1978. From 1977 to 1978 served as Program Director, Pathway Children's Homes, Winnipeg, Canada, developed and implemented residential programs in two homes for economically disadvantaged children.

EDUCATION

Harvard University, State and Local Government Program, John F. Kennedy School of Government, summer session, 1989. Attended a number of subsequent annual refresher programs and executive sessions including shared services conferences in June 2009 – 2012.

University of Saint Thomas, Mini-MBA Continuing Education Seminar Series. 1988. Minneapolis Management Center.

Licensed Psychologist, Minnesota. 1980 to 2004. Specialization in the area of applied behavior analysis.

PhD, 1980. University of Manitoba, Winnipeg, Canada. Psychology in applied behavior analysis and mental retardation services. Dissertation title: A comparison of faded and non-faded echoic prompts in teaching retarded children to name pictures.

Master of Arts, 1975. University of Manitoba. Psychology and clinical psychology. Thesis title: Picture-naming of retarded children under continuous, fixed-ratio, and several second order schedules of reinforcement.

Bachelor of Arts, (Honors First Class), 1972. University of Manitoba. Psychology and Philosophy.

ORGANIZATIONAL CONSULTATION EXPERIENCE

Metrex, European Union, Observer for National Association of Regional Councils. Pan European metropolitan regional meetings May 2010 Riga, Latvia and Vilnius, Lithuania, report to National Association of Regional Councils annual meeting.

Presentation at:

https://docs.google.com/leaf?id=0B7DUhDo8cjvoOTIkNzAwNTAtNDIhYy00MGU4LWJiMTgtMzVINDVmMTImMzBh&hl=en_US

U.S. State Department Speaking Tour, March 2010. Presentations in Manila and Cebu City, Philippines, Hong Kong and Macau, China on citizen engagement, performance measurement and public service reform.

U.S. State Department Speaking Tour, April -May, 2009. Presentations in Thailand in Kon Khaen, Roi-et, Phuket and Bangkok to universities, citizen groups and local governments on civic engagement and public service reform.

U.S. State Department Speaking tour, October 2008 Indonesia. Speaking tour on public service reform, e-government and citizen engagement with a variety of local government for the US State Department on three major islands in Indonesia.

Consultant Lorain County Community College. Consultation on digital infrastructure initiative for the county "e-County", 2000.

Consultant Public Strategies Group, Office of Medicaid Management, Division of Consumer and Local District Relations, New York State, developed an operating strategy to implement a departmental strategic plan as part of a public service redesign. 1998.

Consultant, with Candace Campbell. Performed a program review relating to economic development for the Lorain County Ohio regional Chamber of Commerce, May 1998.

Consultant. Outcome measurement for healthy communities projects for Accelerating Community Transformation initiative of the Healthcare Forum, November 1997. Wrote with Martha Marshall, ACT training module five on identifying outcomes and indicators for healthy community projects, May 1998.

Consultant. Republic of Kazakhstan with United Global Ministries, on human services for special populations, November 1997.

Consultant, Corporation for Effective Government, Toledo, Ohio, on strategic planning, January, 1997-.

Consultant, Association of Liberian Professionals, Monrovia, Liberia, December 1996.. On reestablishing civil society through citizen engagement.

Consultant, Fall, 1994 to Spring, 1995, for the Nord Family Foundation, Elyria, Ohio on the Lorain County 2020 community building project and strategic planning.

Consultant, 1994-1995, Public Strategies Group, Saint Paul, Minnesota, served on projects on outcomes measurement and performance budgeting in the United States and overseas.

Consultant, May 1994, Leelanau County, Michigan on strategic planning for county services.

Presenter, January 1994, Kingdom of Thailand, Asia Foundation on citizen participation and democracy building in Chiang Mai and Korat and Ministry of Interior, Department of Local Administration, on metropolitan governance issues.

Presenter, March 9-12, 1993, Kingdom of Thailand, Ministry of the Interior, Department of Local Administration, on decentralization, training and finance.

Consultant, United Nations, Department of Economic and Social Development, Transnational and Corporations Division, Seoul, Korea on decentralization of governments in Asia. October 1992.

Consultant, May 1992, to Grand Traverse and Leelanau Counties, Michigan, strategic planning.

Facilitator, strategic planning, Government Training Services, Saint Paul, Minnesota, 1992.

Consultant, May 1991, strategic planning for the Saskatchewan Department of Social Services Community Living Division on "Building Inclusive Communities: Present View, Future Vision".

Consultant, 1991, on regional human services planning and inter-agency issues for Caledon Association for Community Living, Community Living Mississauga, Regional Municipality of Peel, Toronto, Ontario, Canada.

Consultant, May, 1988 to the Saskatchewan Department of Social Services with training work and a report produced entitled: Purchase of service contracting: A framework for action.

PROFESSIONAL AND CIVIC ACTIVITIES

Member of the Board of Directors, National Civic League, 2009 to present; member Board of Advisors, 1992-2005.

Co-Chair, Transportation Policy Committee, National Association of Regional Councils, 2005 to present.

Elected Member, Executive Directors Committee, National Association of Regional Councils, 2005-.

Vice-President and Board Member, Community Indicator Consortium, December 2011 - (www.communityindicators.net).

Member, Regional Plan Association Connecticut Committee (www.rpa.org), 2006-.

Member Connecticut Transportation Strategy Board November 2007-2011.

Member Connecticut Education and Training Commission by CT Governors, 2007 and 2011. Co-Chair of the Performance Measurement Committee responsible for drafting the annual report card and report to the legislature.

Chair of the Strategic Management Committee and member Executive Committee, Capital Workforce Partners (Workforce Investment Board), 2004- Responsible for overall performance metrics framework for the organization.

Member National Steering Committee, Comparative Performance Measurement of State Programs, Urban Institute and Council of State Governments, 2007 - 2010.

Member of the Board of Directors, Citizens Network of the Capital Region, 2005-2012.

Vice President, Member, Board of Directors or the Connecticut Chapter of the American Society of Public Administration, 2004-.

Member, Board of Directors, Center for Accountability and Performance, American Society of Public Administration, 1997-2002; Fellow 2002.

Vice-President, National Association of County Administrators, 1990-1992.

Member, advisory group, Governmental Accounting Standards Board, performance measurement and government project, 2000 -.

President, Minnesota Chapter, American Society for Public Administration, 1991-1992.

Member, Board of Directors, Lifeworks, a nonprofit organization serving people with special needs. 1996-2003

Member, Board of Directors, YMCA Downtown, Minneapolis, Minnesota, 1997-2003

Member, Board of Directors, Center for Victims of Torture, 1995-2003.

Member, United Way of Minneapolis Area, Research and Planning Committee, 1993-1998.

Member, Governor's Commission on Minnesota Milestones, 1991-1993.

Member, Advisory Committee to the National Association of Counties National Task Force on Work and Welfare, 1986-1987.

Member, City of Falcon Heights Solid Waste Commission, 1987-1994.

TEACHING AND RESEARCH EXPERIENCE

Metropolitan State University, Minnesota. 2000- present. Community faculty in metropolitan governance, public management. Graduate instruction in outcomes measurement, e-government, public service redesign and international comparative public administration. On site instruction in public finance for county officials in Taiyuan County, Taiwan, October 2000.

Hamline University, Saint Paul, Minnesota, Adjunct Assistant Professor, Public Administration, 1989-2010. Masters and doctoral instruction in critical issues in public administration, accountability systems, outcomes measurement, strategic planning, and e-government.

University of Minnesota. 1995-2003. Community faculty, Humphrey Institute of Public Affairs. On site instruction in joint program of Olsztyn University of Agriculture and Technology, College of Management (Poland) and the University of Minnesota in the Executive Masters in Business and Public Management, June 1999 in the area of redesigning public services.

Walden University. Faculty appointment, 2001 to 2003. Developed online e-government course content for the doctoral program in public administration.

PUBLICATIONS

Wray, L.D. and Znajda, S. (2104) Measuring and acting on sustainability: Where are we now and what is next? Published in Meeting of the Minds blog: <http://cityminded.org/measuring-acting-sustainability-now-whats-next-10234> February.

Wray, L.D. (2014) Revamp CT's property tax system to overcome inequity, inefficiency. CT Mirror editorial, compilation in book, March 2. <http://ctmirror.org/revamp-cts-property-tax-system-to-overcome-inequity-inefficiency/>

Wray, L.D. & Rojas, J. (2013) Metropolitan Hartford: Regional achievements, challenges, and opportunities. In N. Bacon and X. Chen (Eds.) Confronting Urban Legacy: The Transformation and Renewal of Hartford, Lexington Books, Lexington MA.

Wray, L.D. & Epstein, P.D. (2012) Harnessing the power of community collaborations. Community results toolkit. Public Management (ICMA), March.

Epstein, P.D., Frost, R.J.F., Wray, L.D., and Simone, A. (2009). Community-focused performance management. In R. Bialek, G.L. Duffy and J.W. Moran (Eds.), The public health quality improvement handbook. Milwaukee, Wisconsin: ASQ Quality Press.

Epstein, P.D. & Wray, L.D. (2008). Engaging citizens and performance measurement for community improvement. In Ammons, D. N. Leading Performance Management in Local Government. Washington DC: International City County Management Association.

Epstein, P., Coates, P.M., Wray, L.D. and Swain, D. (2006) Results that Matter: Improving Communities by Engaging Citizens, Measuring Performance, and Getting Things Done. New York: Jossey Bass.

Epstein, P., Wray, L., Marshall, M. & Grifel, S. (2002). Twenty-first century governance: better results by linking citizens, government, and performance measurement. In K. Newcomer, E.T. Jennings, Jr., C. Broom & A. Lomax (Eds.) Meeting the challenges of performance-oriented government. Washington, D.C.: American Society for Public Administration and Center for Accountability and Performance.

Wray, L.D. (2002). New and crosscutting indicators for community and quality of life. Invited presentation to the National Academy, University of California at Irvine. Committee report published 2002 as Community and quality of life: Data needs for informed decision making. National Academy Press.
<http://www.nap.edu/books/0309082609/html/167.html>.

Wray, L.D. (2002). Can the University of Minnesota Become Truly "World Class"? American Experiment Quarterly, summer. Pp. 36-39.

Wray, L.D. (2001). Avoiding a demographic disaster. Interview in Government Technology, Visions Supplement, May 2001.
http://www.govtech.net/magazine/sup_story.phtml?magid=150500000000008&id=253000000002125&issue=5:2001.

Wray, L.D. (2001). Losing energy on conservation? Minnesota Journal, March.
<http://www.citizensleague.net/mj/2001/03/vp032001.htm>

Wray, L.D. (2001). e-Government: From in line to online public services. California Tax Journal. March. <http://207.173.98.174/member/digest/mar2001/mar01%2D07.htm>.

Wray, L.D. (1999). Guest commentary: Global trends and the quality and cost of public services. California Tax Journal, November.
<http://www.caltax.org/MEMBER/digest/nov99/nov99-6.htm>

Wray, L.D. (1998). Spotlight on citizen engagement. Engaging citizens as partners in public sector performance management. Governance Innovations (A newsletter of the Canada-ASEAN Governance Innovations Network CAGIN). September.

Wray, L.D. & Marshall, M. (1998). Performance Measurement: ACT Module V. For Healthcare Forum, wrote performance measurement training manual for the ACT program on identifying outcomes and indicators for healthy community projects across the US, May 1998.

Wray, L.D. and Marshall, M. (1998). Beyond measurement: Performance-based planning for better community outcomes. Healthcare Forum Journal, July/August.

Wray, L.D. (1997). Building regional success through citizen-centered performance measurement. The Regionalist, 2(4).

Wray, L.D. & Hauer, J. (1997). Performance measurement to achieve quality of life: Adding value through citizens. Public Management. August. Pp. 4-8.

Wray, L.D. (1997). Regional civic organizations: Strengthening citizenship in changing times. The Regionalist. Summer, (Volume 2, number 2), pp. 13-20.

Wray, L.D. (1996). Sprawl steals more than urban residents; it undermines business and regional health. Federal Gazette, January 1996.
<http://minneapolisfed.org/pubs/fedgaz/96-01/edi961B.cfm>.

Wray, L.D. & Hauer, J.A. (1996). Best practices reviews for local government. Public Management. January. Pp. 7-11.

Wray, L.D. (1994) Developing and negotiating central to local relationships in decentralization and implications for managers. In R.P. de Guzman & M.A. Reforma, Democratization towards decentralization and development. Manila: Eastern Region of Public Administration.

Wray, L.D. (1993). Decentralization and accountability. International Cities. Municipal Development Programs Worldwide. Volume 4, Number 1, pp 1-4.

Wray, L.D. (1990). Local issues in case management. In M.H. Linz, P. McAnally, and C. Wieck (Eds.), Case management: Historical, current and future perspectives. Cambridge, Massachusetts: Brookline Books.

Wray, L.D. (1990). The role of quality assurance in public agencies. In V.J. Bradley & H.A. Bersani, Jr., (Eds.) Quality assurance for individuals with developmental disabilities: It's everybody's business. Baltimore, Maryland: Paul H. Brookes Publishing Company.

Wray, L.D. & Wieck, C.A. (1986). Adopting technology to serve the needs of people with handicapping conditions: Strategies for fostering change. In J.M. Levy, P.H. Levy and B. Nivin (Eds.) Model programs and new technologies for people with disabilities. New York, New York: Young Adult Institute and Workshop, Inc.

Wray, L.D. & Wieck, C.A. (1985). A state planning guide for services to adults with developmental disabilities: From values and vision to action. Lexington, Kentucky: Subcontract with University Affiliated Facility, University of Kentucky.

Thompson, T. & Wray, L.D. (1985). A behavior analytic approach to community integration of persons with developmental disabilities. In K.C. Lakin and R.H. Bruininks (Eds.), Strategies for achieving community integration of developmentally disabled citizens. Baltimore, Maryland: Paul H. Brookes Publishing Company.

Wray, L.D. & Wieck, C.A. (1985). Moving persons with developmental disabilities toward less restrictive environments through case management. In K.C. Lakin and R.H. Bruininks (Eds.), Strategies for achieving community integration of developmentally disabled citizens. Baltimore, Maryland: Paul H. Brookes Publishing Company.

SELECTED PAPERS AND PRESENTATIONS

Wray, L.D. (2014) Pay for success: Funding preventive services, quantifying results and capturing savings. Moderator. Conference held at CT Legislative Office Building. Agenda at: <http://1drv.ms/1cqVe8g> and presentations at: <http://connecticutcenter.org/ct-2014-pay-success-informational-conference-february-20-2014/>. February 20.

Wray, L.D. (2012) The next big idea for metropolitan Washington the Knowledge Corridor in western New England. Presentation to the Urban Land Institute, Washington DC, November 2012.

Wray, L.D. (2012) Community indicators: Measurement Frameworks and the Evolution of Our Field. Presentation to the annual conference of the Community Indicator Consortium, College Park Maryland, November 15.

Wray, L.D. (2012) Community Results Toolkit: From Community Indicators to Results. Paper presented to the annual conference of the Community Indicator Consortium, College Park Maryland, November 16.

Wray, L.D. (2012) Community Results Toolkit: From Community Indicators to Results. Webinar presented for the Community Indicator Consortium, March 15, 2012.

Wray, L.D. (2012) Citizen centric e-services: A blueprint. Presentation to the Government Technology conference, April 17, Singapore.

Wray, L.D. (2012) Citizen engagement in governance: Southeast Asia. Section on International and Comparative Administration of the American Society of Public Administration, workshop, March 2, 2012 Las Vegas, Nevada.

Wray, L.D. (2011) Service optimization from a council of governments' point of view. Triangle Council of Governments webinar on service optimization, August 3, 2011.
<https://skydrive.live.com/#!/view.aspx?cid=A4B2D81D87E627C0&resid=A4B2D81D87E627C0!392>

Wray, L.D., Nemerson, M., and Bergstrom, K. (2011) Innovation transit oriented development. Presentation to National Association of Development Organizations conference, Charleston, West Virginia, May 2, 2011.
<https://skydrive.live.com/#!/view.aspx?cid=A4B2D81D87E627C0&resid=A4B2D81D87E627C0!371>

Wray, L.D. (2011) Presentation and half day workshop. Citizen-centric e-government. GovTech 2011 conference, Singapore, April 27-29, 2011.
<https://skydrive.live.com/#!/view.aspx?cid=A4B2D81D87E627C0&resid=A4B2D81D87E627C0!370>

Wray, L.D. (2010) ICMA national webinar: Community Results Compact. December 9, 2010.
<https://skydrive.live.com/#!/view.aspx?cid=A4B2D81D87E627C0&resid=A4B2D81D87E627C0!364>

Wray, L.D. (2010). Testimony on proposed Livable Communities Act before the U.S. Senate Banking Committee Chaired by U.S. Senator Christopher Dodd. <http://www.c-spanvideo.org/program/Livab>

Wray, L.D. (2010). iTOD: Innovation Transit Oriented Development. Panel presentation on downtown development and economic development benefits of high speed rail. US High Speed Rail 2010 – Bringing high speed rail to America conference. New York City, November 16, 2010.

Wray, L.D. (2010) What is next for performance measurement? ICMA national webinar. February 18, 2010. <http://cid-a4b2d81d87e627c0.office.live.com/edit.aspx/2010%20Presentations/ICMApm201003.pptx>

Wray, L.D. (2009) Moving from institutional to individualized services and actively engaged citizens. Presentation to the International Seminar of IReR, June 26 and 27 Milan, Lombardy, Italy. Trust, Freedom and Responsibility: Towards A New Public Administration. Sponsored by IReR Regional Institute for Research in Lombardy. Overall conference link with presentations may be found at: <http://www.ired.it/contentoconvegni/20090626internazionale/materiali2009/>

Wray, L.D. (2009) Keynote address: What's next for citizen involvement in performance measurement? Florida Benchmarking Conference: "Using Performance Measurement to Prioritize, Budget and Improve Services". Orlando, Florida, May 14-15. <https://cid-a4b2d81d87e627c0.skydrive.live.com/self.aspx/2009%20Presentations%20Lyle%20Wray/What%20is%20Next%20for%20Citizens%202009%2005%2014.pptx>

Wray, L.D. (2009). Building more citizen centric s-services. Post-conference workshop B. Third Annual GovTech conference, Singapore, April 29, 2009. <https://cid-a4b2d81d87e627c0.skydrive.live.com/self.aspx/2009%20Presentations%20Lyle%20Wray/Building%20More%20Citizen%20Centric%202009%2004%2005.pptx>

Wray, L.D. (2009). Building more citizen centric e-services: Policies, interface and implementation. Third Annual GovTech conference, Singapore, April 27-29, 2009. <https://cid-a4b2d81d87e627c0.skydrive.live.com/self.aspx/2009%20Presentations%20Lyle%20Wray/Workshop%202009%2004%2015.pptx>

Wray, L.D. (2009). Use Performance-Based Budgeting to Link Resources to Results. Ninth Annual City and County Performance Summit, Las Vegas. April. <https://cid-a4b2d81d87e627c0.skydrive.live.com/self.aspx/2009%20Presentations%20Lyle%20Wray/Track%20D%20Leadership%20Panel%20April%202%202009.pptx>

Wray, L.D. (2009). America 2050: Mega-regions and rural areas. America 2050 policy conference, Healdsburg, California March 29-31. <https://cid-a4b2d81d87e627c0.skydrive.live.com/self.aspx/2009%20Presentations%20Lyle%20Wray/Americal%202050%20rural.pptx>

Wray, L.D. (2008) Wray, L.D. (2008) Panel presentation on strategic management, leadership and accountability. International Conference on Public Administration, September 24-26. Minneapolis, Minnesota.

Wray, L.D. (2008) The technology challenge: Networks, technology and money. Panel presentation to the Transforming bureaucratic cultures: Challenges and solutions for public management practitioner's conference. July 28-29, 2008. Baltimore, MD.

<http://cid->

[a4b2d81d87e627c0.skydrive.live.com/self.aspx/2008%20Presentations%20by%20Lyle%20Wray/Knowledge.pptx](http://cid-a4b2d81d87e627c0.skydrive.live.com/self.aspx/2008%20Presentations%20by%20Lyle%20Wray/Knowledge.pptx)

Wray, L.D. (2008) Toolkits for Sustainable Revitalization: Regional Tax Base Sharing and Beyond. Regional Approaches and Tools for Sustainable Revitalization US and German EPA conference. New York City, May 7-8 2008. (PowerPoint and publication by the Heinrich Boll Foundation).

Wray, L.D. (2008) Partnering for success: Forging coalitions to fortify results. Presentation to the 2008 8th Annual City and County Performance conference, Las Vegas NV April 21, 2008.

<http://www.cityandcounty.org/presentations/Partnering%20for%20Success,%20Forging%20Coalitions%20to%20Fortify%20Results%20-%20Lyle%20Wray.pdf>

Wray, L.D. (2008) New frontiers in performance measurement. Presentation to the 69th annual conference of the American Society for Public Administration, March 10 2008, Dallas TX. (PowerPoint).

Wray, L.D. (2008) What are regions good for? 21st century challenges that fit. Presentation to conference at Trinity College, March 7 2008, Hartford CT.

Wray, L.D. (2007) How to engage citizens in performance measurement to ensure better public service results. Presentation at the Performance Measurement for Government conference, September 18 2007, Arlington, Virginia.

Wray, L.D. (2007) Performance reporting in government. Daylong presentation to Performance Institute, September 2007, Arlington, Virginia.

Wray, L.D. (2007) Promising tools for advancing urban quality of life. Presentation to the City Development Asia 2007: Progressive Strategies to Redesign and Revitalize Your City Space, January 23, 2007, Singapore.

Wray, L.D. (2006) Results that matter: Engaging citizens, measuring performance, and getting results. Workshop conducted at the American Society for Public Administration conference, Denver, Colorado, April 4, 2006.

Wray, L.D. (2005) Electronic government services: The core competency of the 21st century. Presentation March 9 for the Connecticut Chapter of the American Society for Public Administration.

Wray, L.D. (2004) Citizens as partners in performance measurement. Presentation April 27 to Performance Measurement for Government Conference, San Diego.

Wray, L.D. (2004) Performance measurement tools for improving your e-government services. Presentation October 28 to the Government Online 2004 Conference, Singapore.

Wray, L.D. (2004) Developing and implementing performance measurement for your e-government services. Workshop prepared for the Government Online 2004 Conference, Singapore, October 28.

Wray, L.D. (2004) Connecting the dots on growth and sustainability: What do current trends mean for Ventura County? Presentation to the Connecting the Dots conference in partnership with the Ventura County Star, April.

Wray, L.D. (2003) Tax Base Sharing: One Experience. Presentation May 20 to International Institute of Municipal Clerks, Columbus, Ohio.

Wray, L.D. (2003) Efficient, Effective and Responsive Government. Workshop, May 20 for International Institute of Municipal Clerks, Columbus, Ohio.

Wray, L.D. (2003) Developing and Implementing Performance Measurement for Your e-Government Services. Presentation to Government Online 2003 Conference, November 20 Singapore.

Wray, L.D. (2003) Developing Citizen-Centric e-Government Programs that Meet Customer Expectations. Presentation November 18 to the Government Online 2003: The Next Level conference, Singapore.

Wray, L.D. (2003) Developing Citizen-Centric e-Government: Efficient, Effective and Responsive Public Services. Presentation December 11 to the Tools for Community Design and Decision Making conference, San Francisco.

Wray, L.D. (2002). Citizens as partners in performance measurement. Presentation (PowerPoint) to the Performance Measurement for State and Local Government conference, Chicago, Illinois, October 16-18, 2002.

Wray, L.D. (2002). Developing and marketing an online strategy. Workshop presented at the Improving the Effectiveness and Return from Government Services Conference, Asia Business Forum, Singapore, August 23, 2002.

Wray, L.D. (2002). Leveraging on the benefits of integrated online service delivery to market your government services. Paper presented at the Improving the Effectiveness

and Return from Government Services Conference, Asia Business Forum, Singapore, August 22, 2002.

Wray, L.D. (2002) Spending principles for better value. Presentation to statewide conference on the Minnesota state budget, December, Saint Paul.

Wray, L.D. (1998-2002). Invited presentations and workshops in e-government strategic planning and performance measurement in Singapore, Kuala Lumpur, Hong Kong, and Macau (PowerPoint).

Wray, L.D. (2001). Invited presentation to the National Association of Regional Councils executive directors' conference entitled: A reality check on sprawl: Can regional approaches really make a difference?". Key West, Florida.

<http://www.narc.org/confs/EDCregform.html>.

Wray, L.D. (2001). United Nations Third World Forum on e-Government, Presentation to the pre-conference seminars on e-government, Naples, Italy, March 2001.

Wray, L.D. (2000). Presentations and workshops on e-government in Hong Kong SAR and Macao SAR with Hong Kong University and Partners Conference, October 2000.

Wray, L.D. (2000). A state of denial. Minnesota Public Radio interview on new economy strategy. http://news.mpr.org/features/200009/19_catlinb_econ/.

Wray, L.D. (1999). Performance measurement for government programs: A conversation. Presented at the Annual Meeting of the National Taxpayers Association, Brainerd, Minnesota, July 26, 1999.

Wray, L.D. (1999). Using performance measures to drive change in the public sector. Workshop presentation: Getting the best from your people using performance measurement through alignment. Second Annual Asian Performance Measurement for Government conference, Singapore, June 28-30, 1999.

Wray, L.D. (1998). Citizen-based performance management: Some do's and don'ts. Presentation to the Managing for Results conference, Austin, Texas, May 1998.

Wray, L. D., Epstein, P., and Kiely, E. (1996). Advanced performance measurement. Invited daylong pre-conference workshop at the Annual Meeting of the American Society of Public Administration, Atlanta, Georgia, June 29-July 3, 1996.

Wray, L. D. (1996). The role of citizens in performance measurement and improvement. Presentation on a panel on performance measurement at the Annual Meeting of the American Society of Public Administration, Atlanta, Georgia, June 29-July 3, 1996.

Wray, L.D. and Bassett, W. (1995). Seeking state-of-the-art service delivery: "Best practices" legislation. Presentation to the Managing for Results: Advancing the art of performance measurement, Austin, Texas, November 1-3, 1995.

Wray, L.D. (1995). Best practices reviews and benchmarking: Tools for reinventing government. Presentation to an international seminar - Reinventing Government: Asia Style II, Seoul, Korea, October 5-8, 1995.

Wray, L.D. (1995). With Cheryle A. Broom, Legislative Auditor, Washington State, and Vera Vogelsang-Coombs, Director of the Leadership Development and Training Program, Cleveland State University. Performance measurement training. Day workshop sponsored by American Society of Administration's Governmental Accomplishment and Accountability Task Force, San Antonio, Texas, July 22, 1995.

Wray, L. D. (1995). Breaking barriers to systemic change. Panel presentation to the 56th National Conference of the American Society for Public Administration, San Antonio, Texas, July 24, 1995.

Wray, L.D. (1995). Outcome measurement for state agencies. Presentation to the 11th Annual State of Minnesota Management Conference, Bloomington, Minnesota, January 13.

Wray, L.D. (1994). Reinventing government in the United States: Experience at the state and local level. Presentation to Reinventing Government in Asia Style Conference, Bangkok, Thailand, September 25-27, 1994.

Wray, L.D. (1992). Performance budgeting and performance management. Presentation to the Minnesota Department of Employee Relations human resources conference, Saint Paul, Minnesota, November 4.

Wray, L.D. (1992). Developing and negotiating central to local relationships in decentralization and implications for managers. Presentation to Eastern Region of Public Administration and United Nations workshop, Seoul, Korea, October 5-9, 1992.

Wray, L.D. (1992). The practical implications of introducing change: What works and what does not. Presentation to the workshop of the annual conference of the Institute for Public Administration of Canada, Winnipeg, Canada, August 30.

Wray, L.D. (1992). Accountability systems and decentralization. Presentation at Chiangmai University, Chiangmai, Thailand, August, 1992.

Wray, L.D. (1992). Outcomes measurement and the decision-making process. Invited presentation to the Minnesota state cabinet and state agency heads, July 30, 1992.

Wray, L.D. (1992). International developments and local government impacts. Presentation to the National Association of County Administrators, Washington, D.C., February 29.

Wray, L.D. (1991). Accountability systems and citizen participation in public policy. Presentation to delegation of national and local government officials from the Soviet Union through Connect US/USSR. Dr. Nickoali Sakharov, Institute of the USA and Canada, Moscow, delegation leader. November, 1991.

Wray, L.D. (1991). Accountability systems and outcomes measurement. Presentation to Sensia Consultants (owned by Federation of Swedish County Councils, Swedish Association of Local Authorities, and the Swedish Institute for Health Services Research), October 31, 1991. "Leadership and Public Administration: Focus on Vision in Local Government." Sponsored by the Hubert H. Humphrey Institute of Public Affairs.

Wray, L.D. (1991). Decentralization of human service programs: Questions to consider. Presentation to International Conference on Decentralization of Government, sponsored by the International Conference Foundation, Minneapolis, Minnesota, October 1.

Wray, L.D. (1991). Building and maintaining community partnerships. Panel moderator for presentations on international city and county linkages at the annual conference of the International City/County Management Association, Boston, September 23, 1991.

Wray, L.D. (1988). From vision to outcomes: Building blocks for the accountable agency. Presentation to the regional conference of the International Personnel Management Association, June 6, Minneapolis, Minnesota.

Wray, L.D. (1985). Quality assurance. Presentation to the Minnesota Governor's Mental Health Commission, October 30.

Wray, L.D. (1985). Moving to the least restrictive environment: Case management, quality, and funding. Invited presentation to the Why Can't I: A Shared Vision Conference, Toronto, Ontario, October 16.

Wray, L.D. (1985). Supported work and living arrangements: Putting quality in its place. Presentation to the Canadian Association for Community Living, Edmonton, Canada, October 4.

Wray, L.D. (1985). Conceptual issues in quality assurance. Invited presentation on Quality Assurance to forum of National Association of Human Services Administrators, Washington, D.C., June 28.

Wray, L.D. (1985). Struggling for quality in human services: An agenda for the 1980's. Paper presented at the 109th annual meeting of the American Association on Mental Deficiency, Philadelphia, May 30.

Wray, L.D. (1985). Quality assurance: A framework for human services agencies. Invited presentation to the Annual Conference of the Association of Residences for the Retarded in Minnesota, May 15.

Wray, L.D. & Wieck, C.A. (1985). Adapting technology to serve the needs of people with handicapping conditions: Strategies for fostering change. Presentation to the Sixth Annual National Conference of the Young Adult Institute, New York City, April 24-25.

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