

## F. Stevens Redburn

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Dr. F. Stevens (Steve) Redburn is a distinguished lecturer, budget advisor, and authority on financial management, government performance, and public policy with over 25 years of experience as a senior government official in the U.S. Office of Management and Budget (OMB) and the U.S. Department of Housing and Urban Development. Prior to his government career, he directed the Center for Urban Studies at Youngstown State University in Ohio.

As a Senior Executive in the Executive Office of the President (OMB), Steve Redburn advised the President and his senior staff on all aspects of budget, policy, legislation, program design and performance, and regulations concerning major Federal agencies and programs. He provided options and analyses for policy, regulation, management, and spending in the areas of housing, housing finance, economic development, community development, and urban policy. From 2002 to 2006, he participated with many other OMB staff in developing and administering the PART program assessment tool as a basis for budgeting. In 2006, he received the lifetime government service award from NeighborWorks America.

Following his retirement from federal government service in 2006, Dr. Redburn has held a variety of positions, both in the U.S. and internationally, as follows:

- From 2004 to the present, professorial lecturer in the Trachtenberg School of Public Policy and Public Administration, George Washington University, where he teaches the capstone graduate course on the federal budget, including policies for spending and revenues. (Has recently developed an on-line version of this course.)
- From 2014 to 2017, directed various fiscal studies for the Centers on the Public Service, Schar School of Policy and Government, George Mason University. In that role, led research on reform of the federal government's budget process, with other members of the *National Budgeting Roundtable*, supported by the Hewlett Foundation, conducts research with Paul Posner on European fiscal politics supported by the Smith Richardson Foundation, and with Posner is developing a multi-media on-line collection of resources on the federal budget process, *Fiscal Guardians*.
- April – May, 2017, short-term consultancy to the World Bank, including 3 weeks in the Ministry of Finance, Jakarta, Indonesia, designing spending reviews for health, education, and infrastructure.
- In November – December 2014, expert advisor for Particip/GIZ, preparing guidelines for macroeconomic and fiscal reporting for the Ministry of Finance, Government of Ghana, Accra.
- From January to May 2013, visiting professor at Carnegie Mellon University's Heinz College graduate public management program in Adelaide Australia. In 2010 and 2011, he was an adjunct professor of Carnegie Mellon University's program in Adelaide, where he taught in fall 2010 and offered a course in performance management in June 2011. That month, he also spoke at the Australian National University in Canberra on the U.S. fiscal challenge.
- In 2010 and 2011, project director for the Peterson-Pew Commission on Budget Reform at the New America Foundation in Washington, D.C., where he supervised preparation of the Commission's December, 2010, report, *Getting Back in the Black*, recommending comprehensive reform of the U.S. federal government budget process, and edited a series of papers on additional reform options in 2011.
- From 2008 to May 2014, scholar and study director for the National Academy of Sciences in Washington, D.C. Directed a study of high rates of incarceration in the U.S. in 2013-2014 and co-edited the final report published in May 2014. Directed a study of budgeting for U.S.

immigration enforcement in 2010-2011 and co-edited the study report, published in December 2011.

- In 2008 – 2009, directed a study of the fiscal future of the U.S. for National Academy of Sciences and the National Academy of Public Administration (NAPA), developing and assessing spending, revenue, and process reform options to put the U.S. on a sustainable budget path; the final study report, *Choosing the Nation's Fiscal Future*, was published in November, 2009.
- From January to August 2007, Senior Budget Advisor on the USAID Kosovo V project, where he assisted the Ministry of Finance and Economy on a range of issues and advised Kosovo's budget director and staff on program budgeting and improved budget procedures, including development and use of performance information.
- In 2009 led a USAID team that evaluated the Kosovo VI project.

In 2002, Dr. Redburn was elected a fellow of the National Academy of Public Administration. He was elected to two terms on the Academy's board of directors, 2013 – 2019, and served as Treasurer in 2015-16. In 2011 and 2012, he chaired NAPA's standing panel on executive organization and management. In 2008, he authored a working paper for NAPA on budgeting practice for fragile states. In 2007-2008, he directed a National Academy of Public Administration study for the Department of Veterans Affairs on improved service and health care for returning war veterans that developed a general model for performance-driven change in public agencies. He is co-author with K. Newcomer of an Academy white paper on how to improve the performance of federal programs, which was prepared for the most recent Presidential transition and presented to the Obama OMB transition team. In December 2008, he briefed the Obama VA transition team on findings and recommendations of NAPA's report on how to improve services for war veterans. In 2012 and again in 2016, he helped steer the joint NAPA-ASPA Memos to National Leaders project; in 2016, he co-authored three memos to the President and leaders of the next Congress presenting options to strengthen government performance and reform the federal budget process (<http://www.memostoleaders.org/2016-memos-national-leaders>).

As an international consultant, prior to his work in Kosovo, Ghana, and Indonesia, Dr. Redburn served in Russia as Advisor-in-Residence for the Office of Control, President of the Russian Federation, where he advised on structures and functions of oversight bodies in 1993. In 1994, he taught seminars in Yekaterinburg and Saratov on federal structure and intergovernmental finance. In 2006, at the request of the Government of Colombia, he chaired a NAPA panel and co-authored a paper outlining a performance accountability model and strategy for that country.

Other activities:

- In March 2010, was an expert consultant to the OECD budget officers advisory group meeting on accrual budgeting and long-term fiscal planning.
- In January 2012, consulted with Indonesian government officials and addressed an international seminar on performance budgeting in Jakarta, discussing U.S. experience with performance assessment.
- In April 2013, lectured at the Taiwan National Academy of the Civil Service on how to help public managers think strategically and keynoted a panel at the National Open University in Taipei on government performance and civic engagement.
- In May 2013, presented to the Strategy and Delivery Division of the Office of Prime Minister and Cabinet of the Australian Government in Canberra on the U.S. fiscal challenge.

- In June 2014, presented a paper on emerging strategic management networks in the U.S. federal government at the Transatlantic Dialogue 10 meeting in Lugano Switzerland and served as reviewer of papers on the financial crisis at the International Congress of the IIAS in Ifrane, Morocco.
- From 2014 to present, member of the National Budgeting Roundtable, <http://www.budgetingroundtable.com>, a group of leading budget experts in Washington, D.C., with support from the William and Flora Hewlett Foundation. In July 2014, his paper on principles for a reformed federal budget process was delivered to the Roundtable and presented at the Western Economic Association International meeting in Denver, Colorado. Presented paper on “Budgeting for National Goals” at the American Political Science Association meeting in San Francisco, September, 2015.
- In 2016, served on the steering committee, joint project of National Academy of Public Administration and ASPA for the 2016 Presidential transition.
- In June 2016, presented a paper on the politics of fiscal austerity at the Transatlantic Dialogue 12 conference in Ghent, Belgium.
- On July 6, 2016, testified before the Committee on the Budget, U.S. House of Representatives, on alternative approaches to federal budgeting, <http://budget.house.gov/uploadedfiles/redburntestimony.pdf>.
- In October 2016, presented ideas for federal budget process reform at the Brookings Institution / NAPA conference on budgeting reform, <https://www.brookings.edu/events/the-federal-budget-process-turning-reform-into-political-reality/>.
- In 2016, organized and led the regular meetings of the Government Performance Coalition, George Washington University, Washington, D.C.
- In April 2017, conducted seminars for senior staff of Director-General for Budget, Indonesia Ministry of Finance, Jakarta, on budget and policy issues and program assessment processes for health, education, and infrastructure, advised on design of spending reviews and role of budget analysts in the U.S.

## **Educational Background**

Ph.D., University of North Carolina Chapel Hill, Political Science, 1970.

B.A., Pennsylvania State University, English, 1966.

## **Professional Experience**

**Professorial Lecturer, George Washington University, School of Public Policy and Public Administration, 2004 – Present.** Teaching advanced graduate course on the federal government’s budget institutions and processes. Developed on-line version of the course in 2016 – 2017.

**Director, Fiscal Studies, George Mason University, Centers on the Public Service, School of Policy, Government, and International Affairs. 2014 – 2017.** Directing projects to develop new ideas for reforming the federal budget process, to study comparative fiscal politics in Europe, and to develop a multi-media collection of video interviews, documents, and other materials to support study of federal budgeting.

**Consultant, The World Bank, U.S. and Indonesia, April, 2017 to present.** Developed report and recommendations on design and conduct of spending reviews in selected priority policy areas for Ministry of Finance, DG Budget, in Jakarta, Indonesia, with planned follow up through August, 2017.

**Adjunct Professor, Carnegie Mellon Heinz College, Adelaide Australia, 2010 – 2014.** Taught graduate courses on public policy analysis and strategic planning and lectured on strategic budget challenges and performance management, fall 2010 and summer 2011. Lectured on U.S. government and political leadership to students of the CMU-University of Adelaide U.S. advanced study tour, summer 2014.

**Study Director, National Academy of Sciences, 2008 – 2014.** Directed study of high rates of incarceration in the U.S. for the National Institute of Justice and the MacArthur Foundation; co-edited final report, *The Growth of Incarceration in the United States: Exploring Causes and Consequences*. Directed study of the U.S. immigration enforcement system as mandated by Congress, to improve resource estimation for Department of Justice components of the system and co-edited final report, *Budgeting for Immigration Enforcement, A Path to Better Performance*, December 2011.

**Project Director, Peterson-Pew Commission on Budget Reform, 2010 - 2011.** Led preparation of report, *Getting Back in the Black*, presenting the Commission's recommendations for comprehensive U.S. federal government budget process reform and a series of papers on special topics in budget reform.

**Study Director, National Academy of Sciences and National Academy of Public Administration, March, 2008 – 2009.** Directing study of the fiscal future of the United States, funded by the MacArthur Foundation, presenting policy options for long-term budget sustainability, report completed late 2009.

**Performance Budget Advisor, Kosovo V, BearingPoint, Inc., January – August, 2007.** Resident advisor to the Ministry on budget issues and procedures, assisting in institutionalizing best budget practice, developing and executing training and individual development plans for budget analysts, advising on analysis of capital spending and reforms to improve future budget execution, participating in development of a medium-term expenditure framework, and advising on procedures for development of the 2008 Kosovo budget.

**Project Director, National Academy of Public Administration, July 2006 to January 2007, September, 2007 - 2009.** Directed study of the Department of Veterans Affairs' management of care for returning Iraq and Afghan war veterans. Previously directed management studies for the Department of Homeland Security and the Small Business Administration. Researched and prepared papers on budget process for studies of the U.S. federal Judiciary, Administrative Office of the Courts, and NASA's launch services program at the Cape Canaveral Space Center. Authored working paper on managing and strengthening the budget process in fragile states for the Academy's "Institutions for Fragile States" project.

**Chief, Housing Branch, General Government Programs, Senior Executive Service, Office of Management and Budget, Executive Office of the President of USA, May 1993 – April 2006.** Led staff responsible for advising the President and his senior staff on all aspects of budget, policy, legislation, and regulations concerning the Department of Housing and Urban Development and other agencies. Provided options and analysis for policy, management, and spending in the areas of housing, economic development, community development, and urban policy.

**Fellow, National Academy of Public Administration, 2002 – Present.** Chaired panel and advised the Government of Colombia on a national accountability strategy. Co-chair, panel on performance and planning for the National Marine Sanctuaries program, 2006. Chair, panel on evaluation of NOAA's habitat matrix program, 2008. Chair, standing panel on executive organization and management, 2001 – 2012, and co-author of panel white paper on strengthening Presidential management of the federal executive branch. Elected in 2013 to the Academy's board of directors. Academy Treasurer, 2015 – 2016. Author of two books for the Academy, including a volume on managing and budgeting for performance.

**Advisor in residence, Office of Control, President of the Russian Federation, Moscow, May 1993.** USIA exchange program, exchanges on structure and functions of OMB and other control bodies in the U.S. and Russia.

**Consulting and lecturing in Russia (Yekaterinburg, Saratov, Moscow), 1994, USIA exchange program.** Provided training on federal structure and intergovernmental finance.

**Senior Economist, Special Studies/Economics & Government, Office of Management and Budget, 1986 – 1993.** Analyzed causes and estimated budgetary costs, and prepared options for dealing with a major financial crisis in the U.S. savings and loan industry. Co-authored a chapter of the Department of Treasury's 1993 report on deposit insurance reform.

**Senior Research Analyst, Office of Assistant Secretary for Policy Development and Research; U.S. Dept. of Housing and Urban Development, 1980 – 1986.** Led evaluations of major programs for public housing, mortgage finance, and economic development. Briefed senior policy officials on options to strengthen these programs.

**Director, Center for Urban Studies, Youngstown State University, 1976 – 1980.** Developed an interdisciplinary program of applied research and leadership training for the metropolitan region. Worked with local and State officials to respond to an economic crisis, analyzed the community impacts of steel mill closings, and developed alternatives to restore lost employment.

**Assistant Professor of Political Science, Youngstown State University, 1970 – 1976.** Developed and taught courses in political science.

### **Languages**

Reading knowledge of French and Italian. Limited knowledge of Albanian.

### **Publications**

Co-author of four books and co-editor of five books on public policy and administration, including *Modernizing Democracy: Innovations in Citizen Participation*, M.E. Sharpe, co-edited with T. Buss and *Performance Management and Budgeting: How Governments Learn From Experience*. co-edited with Robert Shea and T. Buss, M.E. Sharpe, 2008.

### **BOOKS**

*Office of Management and Budget, An Insider's Guide.* Co-edited with Paul Posner and co-authored with 15 former senior OMB officials, for the White House Transition Project, presented to campaign and Obama transition teams, October 2016,

[http://www.whitehousetransitionproject.org/wp-content/uploads/2016/10/WHTP2017\\_22\\_OMB\\_an\\_Insiders\\_Guide.pdf](http://www.whitehousetransitionproject.org/wp-content/uploads/2016/10/WHTP2017_22_OMB_an_Insiders_Guide.pdf) .

*The Growth of Incarceration in the United States: Exploring Causes and Consequences.* Co-edited with Jeremy Travis and Bruce Western, National Academies Press, 2014, focus of New York Times editorial, <http://www.nytimes.com/2014/05/25/opinion/sunday/end-mass-incarceration-now.html?partner=rssnyt&emc=rss&r=0> .

*Budgeting for Immigration Enforcement, A Path to Better Performance,* co-edited with Peter Reuter and Malay Majumdar, National Academies Press, 2011.

*Budgeting for Performance: Can Governments Learn From Experience?* co-edited with T. Buss and Robert Shea, M.E. Sharpe series for National Academy of Public Administration, 2008.

*Modernizing Democracy: Innovations in Citizen Participation.* co-edited with T. Buss, M.E. Sharpe series for National Academy of Public Administration, 2006.

*Public Policies for Distressed Communities Revisited.* co-edited with T. Buss, Lexington Books, 2001.

*Hidden Unemployment: Discouraged Workers and Public Policy.* co-authored with T. Buss, Praeger Publishers, 1989.

*Responding to America's Homeless.* co-authored with T. Buss, Praeger, 1986.

*Revitalizing the American Economy.* co-edited with L. Ledebur, T. Buss, 1985.

*Mass Unemployment: Plant Closings and Community Mental Health.* co-authored with T. Buss, Sage, 1983.

*Shutdown at Youngstown: Public Policy for Mass Unemployment.* co-authored with T. Buss, SUNY Press, 1982.

*Public Policies for Distressed Communities.* co-edited with T. Buss, Lexington Books, 1981.

*New Directions for the Mature Metropolis: Policies and Strategies for Change.* co-edited with E. Hanten, M. Kasoff, Schenkman Publishing, 1980.

Authored or co-authored many articles in scholarly journals, including *Public Administration Review*, *Journal of Policy Analysis and Management*, and *Policy Studies Review*. Overall editor and contributing author of *Choosing the Nation's Fiscal Future*, report of joint study committee of the National Research Council and National Academy of Public Administration, 2009. Primary author of *Getting Back in the Black*, for the Peterson-Pew Commission on Budget Reform, December, 2010.

### **SELECTED PUBLISHED ARTICLES, PAPERS, BOOK CHAPTERS**

*Strengthening Organizational Health and Performance in Government*, primary author (with John Kamensky and Don Kettl), National Academy of Public Administration white paper, January 29, 2018.

“Budgeting for Investment,” Discussion Papers on Re-imagining the Federal Budget Process, Brookings Economic Studies, March 2017, <https://www.brookings.edu/research/budgeting-for-investment/>.

“Strengthening the Center of Government: A Government-wide Strategy to Improve Performance,” with Jonathan Breul, in *Memos to National Leaders*, 2016, November 2016.

“Reforming the Federal Budget Process: Budgeting for National Goals,” with Paul Posner, in *Memos to National Leaders*, 2016, November 2016.

“Implementing Policy Initiatives: Successfully Vetting and Strengthening Major Initiatives Before Launch,” with Paul Posner, in *Memos to National Leaders*, 2016, November 2016.

“Practical Imagination, A Possible Future for Federal Budgeting,” in *Public Budgeting & Finance*, vol. 35, number 4, December 2015.

“Office of Management and Budget” entry, forthcoming in *American Governance*. Ed. Stephen L. Schechter. 5 vols. Detroit: Macmillan, February 2016.

“Portfolio Budgeting: How a New Approach to the Budget Could Yield Better Decisions,” with Paul Posner, Discussion Papers on Re-imagining the Federal Budget Process, Brookings Economic Studies, September, 2015, <https://www.brookings.edu/research/portfolio-budgeting-how-a-new-approach-to-the-budget-could-lead-better-decisions/>.

“Budgeting for National Goals,” with Paul Posner, paper #2 in the George Mason University’s working paper series for the National Budgeting Roundtable, August 2015, <http://www.budgetingroundtable.com/new-page-1/>.

“How Government Managers and Leaders Can Think and Act Strategically,” *T&D Emagazine*, National Academy of Civil Service, Government of Taiwan, Taipei, April 2013.

“Budgeting Strategically” and others, co-authored with Paul Posner, P. Joyce, and R. Meyers, for the Memos to National Leaders Project, NAPA and ASPA, published in *Memos to National Leaders*. Washington, D.C.: December 2012.

“Creating a Strategic Approach to Budget Decisions,” chapter 3 in *Governing to Win*, Charles L. Prow, editor, 2012.

“Back to Reforming the Federal Budget Process,” *The Public Manager*, co-authored with Demian Moore, Spring 2012.

“Experts and the Fiscal Challenge: Strategies of Influence,” chapter 4, *Transforming American Government, Rebooting the Public Square*, Balutis, A., Buss, T.F., and Ink, W., editors, M.E. Sharpe, 2011.

“Strengthening the President’s Management Hand: Budgeting and Financial Management,” co-authored with Phil Joyce, in *Performance Management and Budgeting, How Governments Can Learn from Experience*, editors, Redburn, Shea, and Buss, 2008.

“Modernizing Democracy: Citizen Participation in the Information Revolution,” with Terry Buss, chapter 8, *Sound Governance, Policy and Administrative Innovations*, Ali Farazmand, editor, Praeger, 2004.

“Accountability Strategy for the Colombian National Government: Observations on Theory and Experience”, co-authored with Terry Buss, monograph for the National Academy of Public Administration, February 2004.

“The Aggregate Cost of Deposit Insurance: A Multiperiod Analysis,” co-authored with Richard Cooperstein and George Pennacchi, *Journal of Financial Intermediation*, 4, 242-271, 1995.

"How Should the Government Measure Spending? The Uses of Accrual Accounting," *Public Administration Review*, May/June 1993.

"Assessing the Cost of Government Guarantees," with J. Rodriguez and R. Cooperstein, *Proceedings of the 1992 Conference on Bank Structure and Competition*, Chicago: Federal Reserve Bank of Chicago, 1993.

"Modeling Mortgage Terminations in Turbulent Times, co-authored with R. Cooperstein and H. Meyers, *Journal of the American Real Estate and Urban Economics Association*, Winter 1991.

"Never Lost a Penny: An Assessment of Federal Deposit Insurance," *Journal of Policy Analysis and Management*, Summer, 1988.

"Beyond Shelter: The Homeless in the USA," with T. Buss, *Cities*. February 1987.

"Public Subsidies for Rental Housing Rehabilitation: A Productivity Analysis," in Linda H. Aiken and Barbara H. Kehrer, eds., *Evaluation Studies Research Annual*. 10, Sage, 1985.

"Federal Economic Development Investments," with S. Godwin, K. Peroff, D. Sears, chapter in M. Holzer and S. Nagel, eds., *Productivity and Public Policy*. Sage, 1985.

"Citizenship and the Quality of Community Life," with Y. Cho, *Public Administration Review*. special issue, 1984.

"Deepening Citizen Participation," with T. Buss, *American Review of Public Administration*, 1984.

"The Economic Revitalization of America: An Overview of the Issues," with T. Buss and L. Ledebur, *Policy Studies Review*. February 1982.

"Public Policy and the Quality of Community Life in American Cities: A Search for Linkage," with Y. Cho, *International Journal of Public Administration*. 1983.

"The Political Psychology of Mass Unemployment," with T. Buss and R. Hofstetter, *Political Psychology*. Fall 1981.

"How Representative are Mandated Citizen Participation Processes? A Research Note," with S. Foster, T. Buss, and W. Binning, *Urban Affairs Quarterly*. March 1980.



"Public Policy for Communities in Economic Crisis," with T. Buss, *Policy Studies Journal*. Autumn 1979.

"On 'Human Services Integration'," *Public Administration Review*. May/June 1977.

Author, monographs and government reports on topics including democratic governance, banking and finance, budgeting and management of financial risks, urban affairs, housing and mortgage finance, and public administration. Frequent presenter on fiscal issues and budget reform.

### **GOVERNMENT REPORTS**

*Budgeting for Federal Deposit Insurance*. Lead author of Congressionally mandated report, OMB, June 1991.

"Alternatives to Federal Deposit Insurance," Author of part 3, chapter VII of the Administration's study of deposit insurance and banking regulation reform, *Modernizing the Financial System: Recommendations for Safer, More Competitive Banks*, Department of the Treasury, February 1991.

*An Assessment of FHA's Section 203(b) Program*. Lead author of report on HUD's major single-family mortgage insurance program; conducted analyses of use, computer simulation of how policy changes would alter use, defaults, HUD, Office of Policy Development and Research, December 1987.

*Rehabilitating Rental Housing: The Benefits and Costs of Alternative Approaches*. Author and director of eighteen-city field study comparing local variations of four national programs, HUD, PD&R, December 1984.

*Improving Public Housing Through Stock Management*. Major author and co-director of original field study; developed complex policy options simulation, analyzed impacts on stock, tenants, finances of alternative strategies, HUD, PD&R, January 1983.

*An Impact Evaluation of the Urban Development Action Program*. Senior analyst and co-author (with K. Peroff, others) of report on first full-scale national evaluation of this program, HUD, PD&R, January 1982.

*Business-Government Cooperation for Urban Economic Development: Status and Prospects*. Authored report and accompanying data book; developed and conducted a national survey of business leaders, HUD, PD&R, 1982.

*The Conversion of Rental Housing to Condominiums and Cooperatives: A National Study of Scope, Causes, and Impacts*. Primary author of first chapter and summary; contributing author to other chapters, HUD, June 1980 (Received HUD Certificate of Special Achievement for contribution to this project.)

### **Contact Information**

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## References

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