PARK PLAZA

When Gubernatorial Staff and Department Heads Differ About What is Best

What should Miles Mahoney do? In thinking about the advice you would give Mahoney, you might want to consider the following questions:

- What are the pluses and minuses of Park Plaza? Is this project good for Boston? For Massachusetts? For DCA? For the governor?

- From what perspective should Mahoney evaluate Park Plaza?

- Did Mahoney make the correct decision on Park Plaza in June? Did Sargent and his staff make the correct decision in ratifying Mahoney’s choice?

- Why did the apparent unanimity of the Mahoney, Sargent and his staff in June dissolve by November? Can this breach be repaired? If so, how?

- What are Mahoney’s personal and policy objectives? What are his objectives for DCA? For Park Plaza? How does the pursuit of his objectives for his agency affect his thinking about Park Plaza?

- What are Sargent’s personal and policy objectives? What does he want to accomplish? What are Sargent’s objectives for DCA? What kind of agency does he want it to be? What does he want Mahoney to accomplish?

- What will Sargent do? How might Sargent respond to the different actions that Mahoney could take?

- What leverage does Mahoney have to influence Sargent? How should Mahoney attempt to influence Sargent?

- What standard should Mahoney apply in deciding whether to approve Park Plaza? Should he consider “political,” ”personal,” or ”organizational” factors outside of the ”legal” standard in the statute?

- What obligations does an agency head have to the governor? For communication and consultation? For substantive decisions on controversial issues? What obligations does a governor (and a governor’s staff) have to an agency head?

Reading:

"Park Plaza (A)"