**PUAD 798:**

**Problem Solving Seminar in Public Administration**

**Short Briefing Memo**

While you have two comprehensive management memos that are part of the course requirements, being able to write a short and succinct memo that outlines a problem, analyzes possible courses of action, and provides a **single, clear recommendation** for action is an additional important skill to develop. As such, as part of your practical exercises, you are to write a 1 page, single spaced (12pt Times New Roman font) memo to the Mayor of Shelbyville. You are the mayor’s Chief of Staff. The Mayor of Shelbyville, a fictional city in the mid-Atlantic region with similar demographic characteristics to Baltimore, is also an older African-American woman, similar to Mayor Catherine Pugh. For the purposes of these assignments (this memo aligns with the press release and briefing video), assume that Shelbyville had a similar history and development pattern to Baltimore.

In this memo, you need to provide an analysis of Mayor Catherine Pugh’s actions in removing the confederate statues from Baltimore, based on the details in the case. Shelbyville is considering removing the three statutes in their town square, including one in front of City Hall. Based on what you have learned about public values, accountability, responsiveness, public participation, stakeholder analysis, and public administration overall, what did Mayor Pugh do well? What should have been done different? (If you say nothing, support and justify). Do you recommend that Shelbyville proceed with the removal of the Confederate Statutes? If no, why? If yes, what should be the removal process?

In this memo, you do not need to bring in academic resources (although the sources should inform your analysis and you are welcome to bring them in if desired). You do need to support your arguments and recommendations clearly with facts from the case—you are making evidence-based recommendations, not providing your opinion.

**Grading Rubric for Assignment:**

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| **Categorical Scoring Guide for Memo** | **Total Points** |
| **Overall Content and Analysis Skills** |  |
| * Clear logic and strong analytical thinking is demonstrated in analyzing the issues at the heart of the case. * Student addresses all the questions above * The logic in resolving the issue(s) in the memo and the options are clearly detailed. * Student does not present too much recap of the case or extraneous details * Clear recommendation is put forward and clearly highlighted. * Clear plan for removal presented (or good argument for no removal) * Discussion is well supported with evidence. | 30 |
| **Grammar, Punctuation, Formatting & Style** | 10 |
| * Punctuation * Sentence structure and clarity * Paragraphs constructed around a single idea * Proper citation * Limited use of lists * Clear and professional memo format |  |