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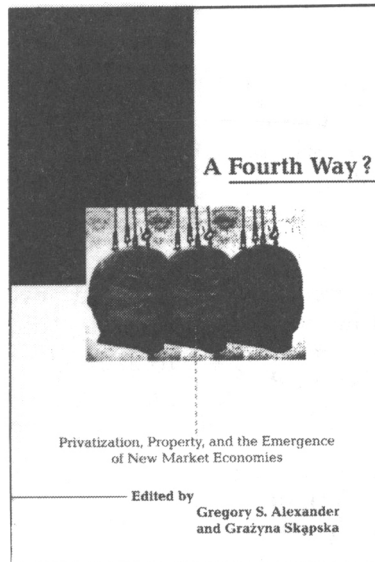
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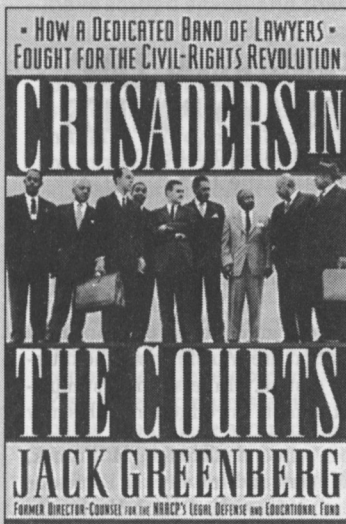
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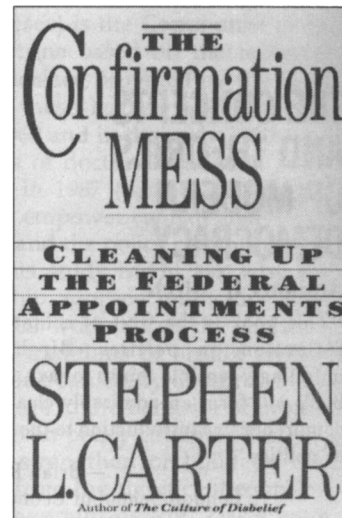
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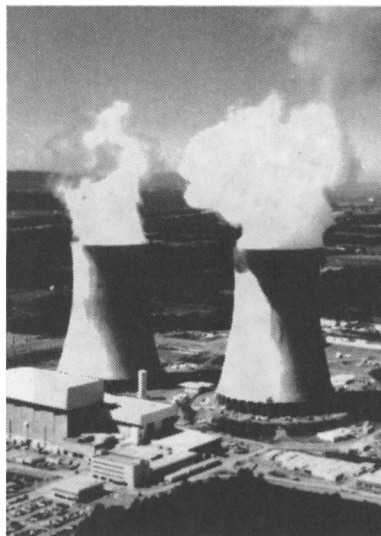
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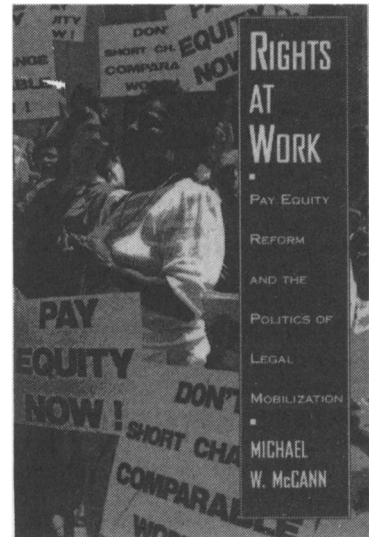


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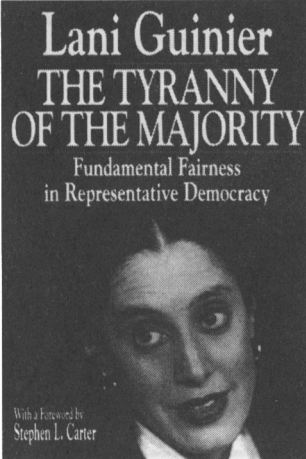
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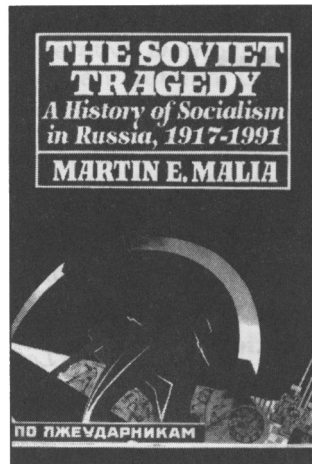
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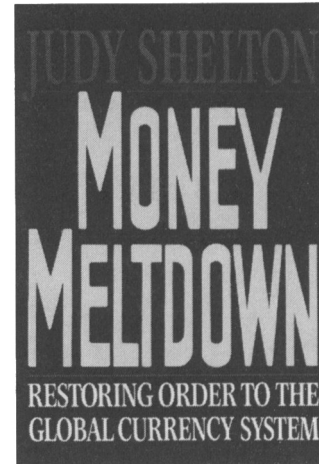
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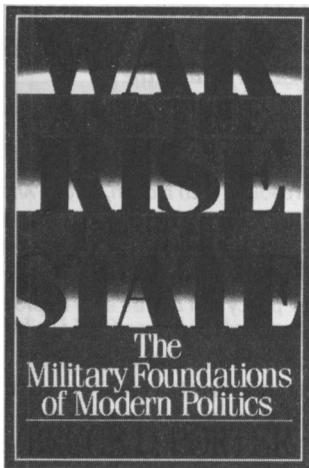
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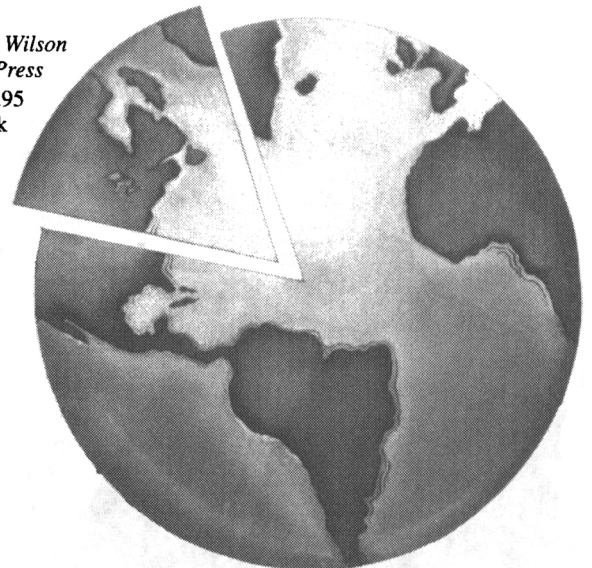
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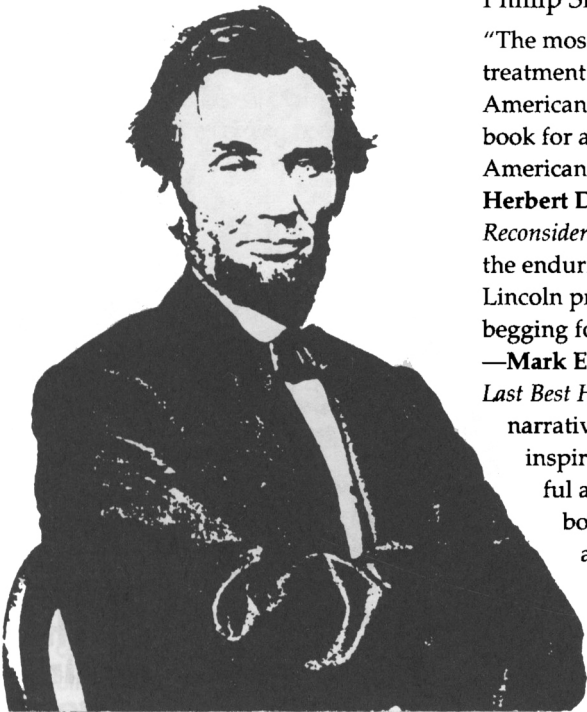
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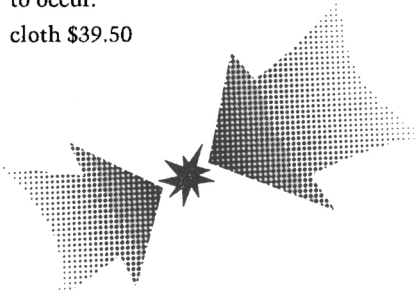
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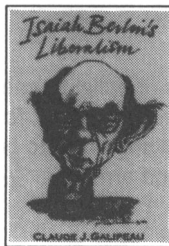
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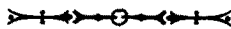
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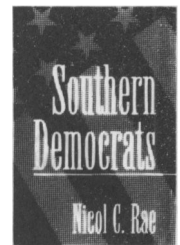
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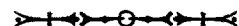
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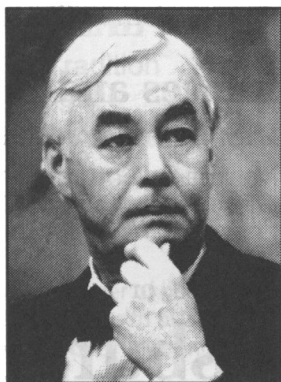
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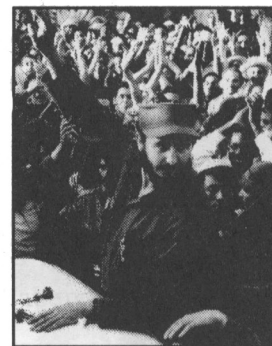
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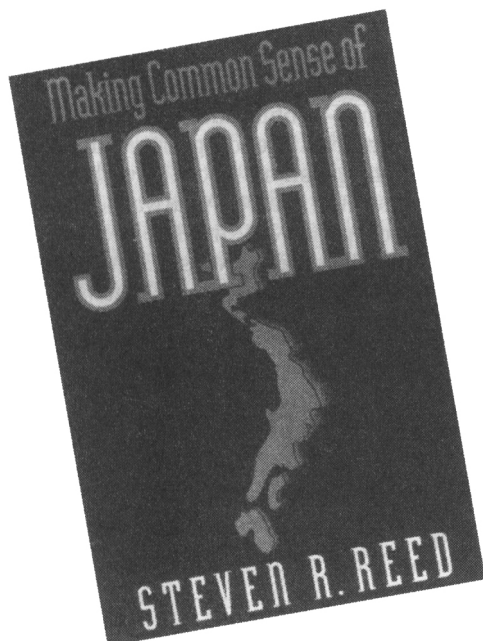
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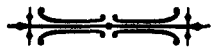
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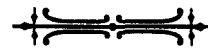
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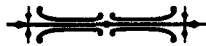
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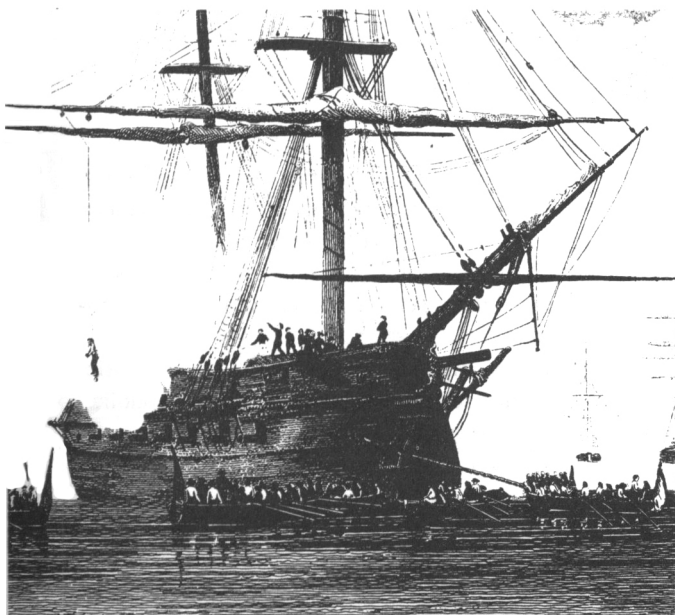
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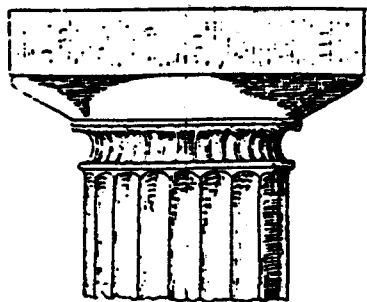
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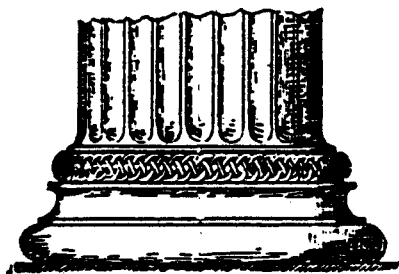
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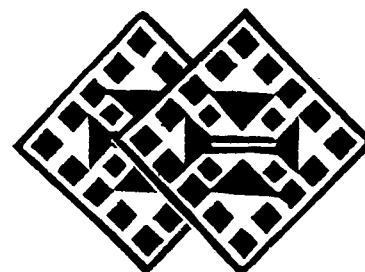


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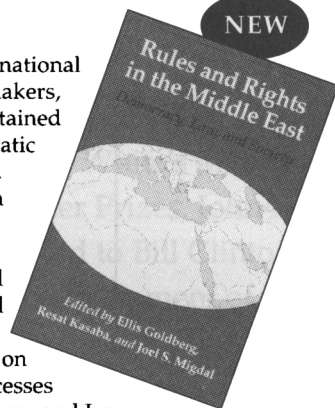
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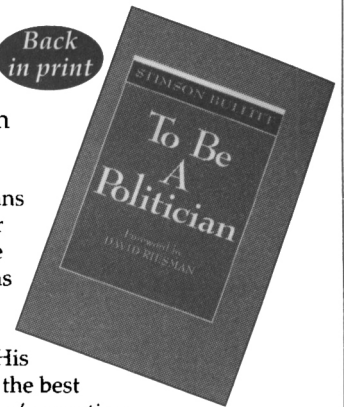
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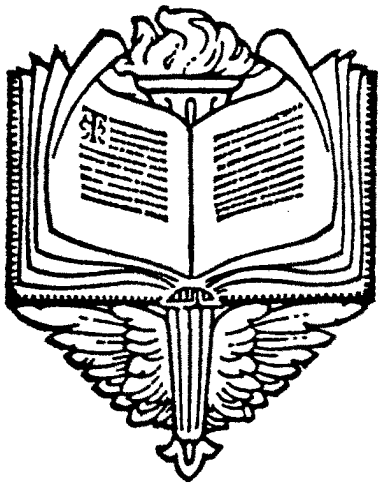
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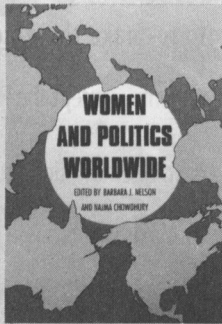
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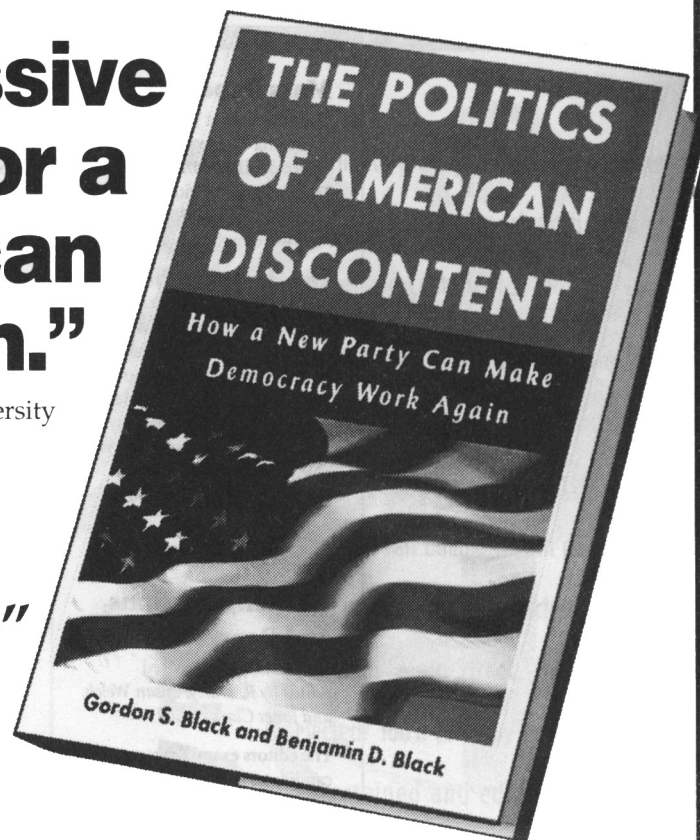
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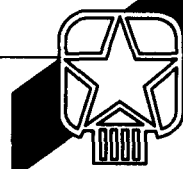
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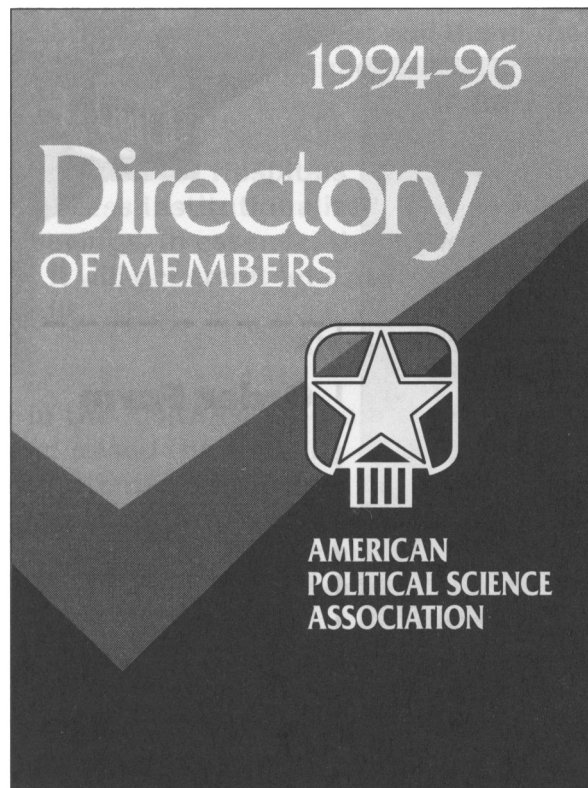
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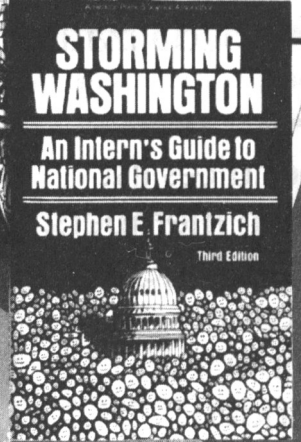
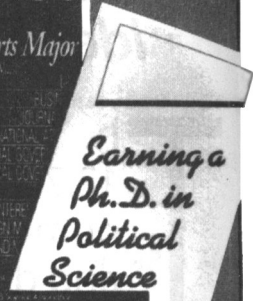
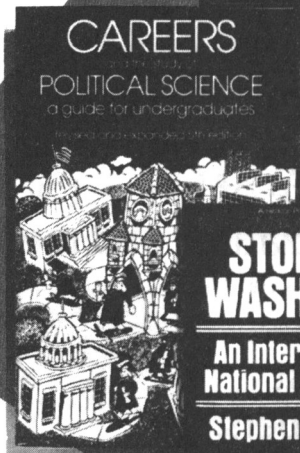
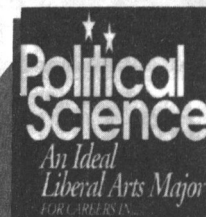
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Edited by **Robert S. Gilmour**, University of Connecticut, and **Alexis A. Halley**, Meridian International Institute

The question raised by use of an explicit legislative mandate technique rather than the more common informal intervention techniques is whether the more heavy-handed legislative technique produces results closer to congressional intent than less formal techniques.

Diana Evans, Trinity University

Each element of the Nuclear Waste Policy Act raised new issues of significant concern to Congress, state and local governments, and citizens. As constituent pressure against the siting of the nuclear waste sites increased, so did congressional oversight and the number of committees and subcommittees having a stake in radioactive waste management.

James A. Thurber, American University

For the Prospective Payment System for Hospitals under Medicare, Gramm-Rudman and the accompanying reconciliation process institutionalized the relationship between the branches as a game of who gets credit for savings. In essence, the game is that if the administration proposes a change through regulation, it will get credit for a saving; if Congress proposes a change through reconciliation, it will get credit.

Alexis A. Halley, Meridian International Institute

Congressional involvement in the AMRAAM program drew wider attention to cost and technical problems with the system and raised the visibility of the system both in the Air Force and in the DOD generally. Congressional attention, expressed in a variety of intervention tactics, threatened AMRAAM as an Air Force program. In turn this threat stimulated the service and the DOD to rally in support of the program managerially and technically as well as politically.

Robert S. Gilmour, University of Connecticut, and
Eric Minkoff, Department of Justice

The historical pattern of reform in the realm of military command structure generally involved congressional efforts to dilute ambitious executive branch proposals to consolidate power over the military services. In the 1980s, by contrast, Congress pushed for such a consolidation against the wishes of the secretary of defense. Indeed, tension in this period of defense reform was less between the executive and legislative branches than between the Defense Department, on the one hand, and Congress and the White House, on the other.

Thomas L. McNaugher, Brookings Institution, with
Roger L. Sperry, National Academy of Public Administration

There is a compelling reason that Congress is always tempted to meddle in the details of administration. Implementation is—broadly across all of the U.S. government—the primary point of conflict resolution, and thus the place where many important decisions actually get made. Congress seeks a role in implementation because that, so often, is where the action is.

G. Calvin Mackenzie, Colby College

These cases show a “congressional co-manager” intervening directly in the details of policy development and management rather than enacting vague, wide-ranging, sweeping statutes to change fundamental policy directions. They also suggest that congressional co-management is as much a result of actions in the executive branch as it is a result of actions in the legislative branch.

Robert S. Gilmour and Alexis A. Halley

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