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# Managing Fiscal Strain in Major American Cities

UNDERSTANDING  
RETRENCHMENT  
IN THE PUBLIC  
SECTOR

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William J. Pammer, Jr.

# Managing Fiscal Strain In Major American Cities Understanding Retrenchment In The Public Sector

**Laurence J. O'Toole, Jr, Kenneth J.  
Meier**



## **Managing Fiscal Strain In Major American Cities Understanding Retrenchment In The Public Sector:**

*Managing Fiscal Strain in Major American Cities* William J. Pammer, *Managing Fiscal Strain in Major American Cities* William J. Pammer, 1990-02-12 This study offers frank evaluations and a pro and con analysis of various retrenchment strategies. It focuses specifically on how environmental conditions and administrative and political aspects of cities affect the decisions to implement specific retrenchment strategies during periods of revenue decline or stagnation. The book takes the reader beyond the rationalistic and incremental approach of urban decision making and demonstrates that decisions requiring fiscal retrenchment can be confusing and ill planned. It also reveals how any action taken by the city will reflect the chief executive officer's perception of what the situation demands. The first part of the book, *The Evolution of Financial Decline*, discusses the structural antecedents that have contributed to the decline of financial sources. Here the major literature that investigates the causes and consequences of urban fiscal strain is reviewed. In Part Two, *Reacting Toward Fiscal Stress*, the chapters deal specifically with different management techniques available to municipalities to cope with resource decline. The strategic advantages and political ramifications of these approaches are discussed in detail. These chapters also provide an inventory of response techniques for urban managers. Part Three, *Retrenchment and the Urban Policy Process*, builds upon the garbage can model developed by March and Simon by proposing that the retrenchment process is haphazard and random. The book concludes with some considerations of what happens to the urban policy process during periods of resource scarcity. This book should appeal to anyone interested in public administration, urban studies, or political science.

**Managing America's Cities** Roger L. Kemp, 2014-01-10 This work describes the operations of a typical municipal government and examines the many productivity trends that are occurring in city halls across America. Much of the focus is on the increasing need for planning in city government to ensure that productivity goals are met. It thoroughly examines the roles of the council manager and clerk in promoting increased productivity. It then looks at such municipal departments as legal, finance, fire, human services, library, police, and public works, demonstrating proven techniques and structures in each that improve service. Instructors considering this book for use in a course may request an examination copy here.

*Understanding Municipal Fiscal Health* Craig S. Maher, Sungho Park, Bruce D. McDonald III, Steven C. Deller, 2023-02-01 *Understanding Municipal Fiscal Health* provides an in depth assessment of the fiscal health of cities throughout the United States. The book examines the tools currently available to cities for designing a revenue structure, measuring fiscal conditions, and measuring fiscal health. It explains how artificial policies such as tax and expenditure limitations influence fiscal policies and how communities can overcome socioeconomic and state policy barriers to produce strong fiscal conditions. The authors go beyond simple theory to analyze patterns of fiscal health using actual financial, demographic, and TEL data from an accurate data source, the Government Financial Officers Association survey. The book offers a solid basis of empirical evidence, including quantitative case studies, complete with discussion questions to help

practitioners better understand the environment in which they are functioning and the policy tools they need to help advocate for change This book teaches the reader the science and art of municipal financial analysis and will be invaluable for local and state officials analysts and students and researchers

**Handbook of Local Government Fiscal Health**

Helisse Levine,Jonathan B. Justice,Eric Anthony Scorsone,2012 Fiscal health of local governments and municipalities has remained an important issue since the crises of the 1970s in places like New York Philadelphia and Cleveland More recently the bankruptcy of Orange County California raised the possibility of a different type of financial failure than earlier ones The beginning of the 21st century has witnessed two major economic bubbles including the dotcom and housing bubbles These economic cycles combined with increasing health care pension and other structural costs continue to challenge the fiscal viability of many jurisdictions In particular the economic and financial crisis of 2007 2008 is likely to result in potentially serious fiscal challenges for local jurisdictions

*Toward a More Strategic View of Strategic Planning Research* John M.

Bryson,Lauren Hamilton Edwards,David M. Van Slyke,2022-08-15 This book summarizes the current state of research on strategic planning and offers an agenda for future research The book edition comes with a new introduction that argues that strategising by public non profit and business organisations should be a major focus of research Strategising is what links aspirations capabilities and implementation Strategic planning should be viewed as one approach but not the only approach to strategising A focus on strategising prompts researchers to consider issues of vertical and horizontal alignment of purpose including across sectors competence and scalability co production decision making and change management and trust transparency authenticity and accountability Additionally the role of various strategising techniques and information technology should be analysed further Beyond the book s introductory overview of the field chapters focus on the following topics planning styles collaboration strategic plans and government performance impacts of context and political responsibilities on government strategic planning efforts impacts of strategic planning in municipal governments impacts of austerity on strategic planning and government performance The chapters in this book were originally published as a special issue of the journal Public Management Review

**Public Management** Laurence J. O'Toole, Jr,Kenneth J.

Meier,2011-04-14 How effective are public managers as they seek to influence how public organizations deliver policy results How and how much is management related to the performance of public programs What aspects of management can be distinguished Can their separable contributions to performance be estimated The fate of public policies in today s world lies in the hands of public organizations which in turn are often intertwined with others in latticed patterns of governance Collectively these organizations are expected to generate performance in terms of policy outputs and outcomes In this book two award winning researchers investigate the effectiveness of management in the public sector Firstly they develop a systematic theory on how effective public managers are in shaping policy results The rest of the book then tests this theory against a wide range of evidence including a data set of 1 000 public organizations

*Strategic Changes and Organizational*

*Reorientations in Local Government* Nahum Ben-Elia, 2016-07-27 Global national and subnational change political economic social and demographic are forcing local governments to search reactively or proactively for alternative organizational patterns and management styles This book explores different approaches toward local government reorientation in selected Western countries as well as the reinvention of local government in Eastern Europe Eight national case studies U S Canada U K Germany Norway Israel the Czech Republic and Russia provide the empirical basis From a theoretical point of view the book exposes three main critical factors the range of policy options facing local governments strategic choice their organizational capabilities to cope with major environmental shifts strategic capabilities and their capacity for organizational learning including programmed experimentation innovation and creativity *Local Government Management* Douglas J. Watson, Wendy L. Hassett, 2016-04-15 Some of the very best writings on issues involving local government can be found in journals published by the American Society for Public Administration or journals with which ASPA is associated This volume includes thirty of the most outstanding articles that have been published over the past sixty years in these journals *Local Government Management* is an ideal supplement for any course in local management and administration whether the audience is students or practicing professionals *Handbook of Economic Development* Kuo-Tsai Liou, 1998-06-25 Featuring over 1900 references drawings and tables and drawing on disciplines as diverse as political economics public management and urban affairs this versatile text offers comprehensive information on major policy and managerial issues important to local and national economic development Pulling together the work of over 40 researchers the book examines the role of government in economic advances and reform provides a complete up to date survey of the literature on local and national economic development details local and regional economic progress in the US adopts an innovative interdisciplinary approach to the study of economic expansion and more **Vulnerable Communities** James J. Connolly, Dagney G. Faulk, Emily J. Wornell, 2022-02-15 *Vulnerable Communities* examines the struggles of smaller cities in the United States those with populations between 20 000 and 200 000 Like many larger metropolitan centers these places are confronting change within a globalized economic and cultural order Many of them have lost their identities as industrial or commercial centers and face a complex and distinctive mix of economic social and civic challenges Small cities have not only fewer resources but different strengths and weaknesses all of which differentiate their experiences from those of larger communities *Vulnerable Communities* draws together scholars from a broad range of disciplines to consider the present condition and future prospects of smaller American cities Contributors offer a mix of ground level analyses and examinations of broader developments that have impacted economically weakened communities and provide concrete ideas for local leaders engaged in redevelopment work The essays remind policy makers and academics alike that it is necessary to consider cultural tensions and place specific conflicts that can derail even the most well crafted redevelopment strategies prescribed for these communities *Contingency, Behavioural and Evolutionary Perspectives on Public and Non-Profit Governance*

Fabio Monteduro, Alessandro Hinna, Luca Gnan, 2015-11-10 This volume assesses governance in public and non profit organizations Building on and challenging recent research in this area this volume critically examines the contextual behavioural and historical factors of governance     Value for Money Andrew Podger, Tsai-tsu Su, John Wanna, Hon S. Chan, Meili Niu, 2018-01-11 The Greater China Australia Dialogue on Public Administration has held annual workshops since 2011 on public administration themes of common interest to the People's Republic of China Taiwan and Australia This book presents and discusses a selection of papers developed from the Dialogue's fifth workshop held in late 2015 hosted by the National Taiwan University in Taipei The theme Value for Money focused on budget and financial management reforms including how different nations account for the relative performance of their public sectors All governments face the challenge of scarce resources requiring budgetary management processes for identifying the resources required by and available to government and then for allocating them and ensuring their use or deployment represents value for money Such budgetary and financial management processes need to inform decision making routinely and protect the integrity of the way public resources are used with some public accountability to indicate that their uses are properly authorised and reflect the policies of legitimate government leaders The chapters in this book explore budgeting and financial management in three very different jurisdictions Australia the People's Republic of China and the Republic of China Taiwan These activist and at times innovative countries are keen to analyse and reflect upon each other's policy achievements and patterns of public provision They are keen to learn more about each other as their economic and social engagement continues to deepen They are also conscious that fundamental differences exist in terms of economic development and global strategic positioning and levels and philosophies of political development to an extent these differences are representative of differences amongst countries around the globe     **Non-profit Organizations and the Fiscal Health of Cities** Laura Littlepage, Michael Przybylski, Mark S. Rosentraub, 1994     *Government Finance Review* ,1991     The Financial Self-sufficiency of Local Governments in Korea Yong Hwan Lee, 1997     Journal of Policy Analysis and Management ,1990 Encompasses issues and practices in policy analysis and public management Listed among the contributors are economists public managers and operations researchers Featured regularly are book reviews and a department devoted to discussing ideas and issues of importance to practitioners researchers and academics     *Public Budgeting Systems* Robert D. Lee, Ronald Wayne Johnson, 1998 Management Leadership     田家英, 2002     *Keeping the Book[s]* Urban Libraries Council, 1992

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