

The attached materials concerns my contributions to the Urban Fiscal Austerity Project. Data which I collected in 1975 and 1976 were used as important measures of citizen preferences and group demands in the original study of urban fiscal stress produced by Terry Clark and Lorna Ferguson (City Money, published by Columbia University Press in 1983). The Appendix of that book describes our contribution and reproduces the survey instrument used in 1976.

Subsequently, Clark launched a more ambitious data collection project involving hundreds of urbanists through the US and Western Europe. I contributed to the development of the survey instruments and collected the data for Kansas and Missouri cities.

*From Jerry Clark & Lynn Ferguson,  
City Money. U. of Columbia Press, 1983.*

## APPENDIX ONE

# *Data Sources, Sampling, and Measurement*

### *A. The Permanent Community Sample*

The Permanent Community Sample (PCS) was initiated in 1966 by the National Opinion Research Center (NORC) at the University of Chicago to overcome the noncumulativeness of one-time surveys. It has become the most extensive data file for American cities with a focus on political processes and fiscal policy. Use of the file eliminates basic data collection for each new study, and over time generates time series for plotting changes. Data come from private sources, the Census and other federal agencies, and especially from original data collection by NORC. Certain series are updated annually by coding reports or merging tapes. More extensive data are collected in specific projects. This appendix provides examples of the thousands of variables in PCS archives. Data are stored on magnetic tapes, most of which are available through NORC or the Interuniversity Consortium for Political and Social Research, Ann Arbor, Michigan, 48106. Several hundred reports have been completed using the PCS. Research reports and information are available from Library, National Opinion Research Center, 6030 South Ellis Ave., Chicago, Illinois 60637.

*Sampling Frame.* The PCS was designed as a sampling frame representative of the cities of residence of urban Americans. (A representative sample of cities would overrepresent smaller cities relative to the proportion of Americans residing in them.) NORC's sampling frame for interviewing the American population was adapted for the PCS. This brought the advantages of a national fieldstaff and data available from citizen surveys (Rossi and Crain 1968).

Specifically, the PCS sampling frame emerged as follows. A simple random sample of 200 cities, stratified by size, was drawn from the population of 312 cities with 50,000 or more residents in 1960. Table A.1.1 shows sampling weights and cities by size category. Funding and other considerations have led to studying subsets of the 200, chosen as follows. NORC uses Primary Sampling Units (PSUs) selected proportionate to their population size from all U.S. metropolitan areas and nonmetropolitan counties. PSUs are updated with each decennial census to reflect population change, usually by adding or deleting individual PSUs if they have grown or decreased in population relative to the rest of the country. Within each PSU, localities were ordered by cities with block statistics, other urban places, and urbanized and non-urbanized Minor Civil Divisions. The largest city within each PSU was selected (normally the central city of the SMSA) and the remaining localities selected randomly. This list of localities included 60 cities with populations over 50,000 (see Johnstone and Rivera 1965).

The first PCS study in 1967 used 51 of these 60 cities; the nine with populations over 750,000 were excluded because of uncertainty about access for elite interview (Clark 1968a). Cities below 50,000 were excluded due to nonavailability of some Census data. Subsequent PCS studies used the 51 and special samples of 100 (Vanecko 1970) and 95 cities (Kirby et al. 1973). This volume mainly uses 62 (or 63) cities, which includes the 51 supplemented by the 11 (or 12) largest cities. (The 12 include Washington, D.C., excluded from some analyses for its administrative distinctiveness.) The 63 include the original 60 from the NORC PSU's plus three cities that surpassed 1 million residents in the 1970 Census, added since the original sampling design included all cities over 1 million. The list of 62 cities appears in chapter 2. The PCS was thus designed as a self-weighting sample of the places of residence of the American metropolitan population in cities over 50,000. Metropolitan is the Census term for central cities and suburbs which comprise Standard Metropolitan Statistical Areas; nonmetropolitan areas are outside SMSAs. The PCS was built mainly using the 1960 Census, which led HUD staff to inquire in 1975 as to its current representativeness. We thus computed means for several social, economic, and legal-structural characteristics for the PCS cities, and compared them to those for: (1) the total U.S. population, (2) U.S. met-

Table A.1.1. Sample Design for Permanent Community Sample Cities (N = 200, 63, and 51)

City Population	Universe:		PCS-200		PCS-63		PCS-51	
	Total Number of U.S. Cities <sup>a</sup>	Sampling Percentage <sup>b</sup>	Number of Cities	Sampling Percentage <sup>b</sup>	Number of Cities	Sampling Percentage <sup>b</sup>	Number of Cities	
1,000,000+	5	100%	5	100.0%	5	0%	0	
500-999,999	16	100	16	87.5	14	43.7	7	
250-499,999	30	100	30	40.0	12	40.0	12	
150-249,999	30	100	30	20.0	6	20.0	6	
100-149,999	49	76	37	22.5	11	22.5	11	
75-99,999	61	56	35	9.8	6	9.8	6	
50-74,999	121	40	47	7.4	9	7.4	9	
TOTAL N	312		200		63		51	

<sup>a</sup>Based on 1960 Census of Population.

<sup>b</sup>Percentage of universe as of 1960.

ropolitan population, (3) U.S. central city population, and (4) U.S. nonmetropolitan population. Scores for the PCS cities corresponded closely to (2) the U.S. metropolitan population (Clark 1975a:103-6).

Still, we seldom simply report means or similar characteristics for the entire sample. Our major emphasis is rather on how variables covary across cities. Similar concerns lead some other researchers to draw new samples stratified on variables they are studying. This is reasonable if one knows in advance all variables to be analyzed. But seldom is this realistic, and seldom can a study collect all potentially important data. A permanent sample provides data from numerous surveys and variation on most variables of research and policy interest. Many urban phenomena are so interrelated that a convincing analysis is difficult with less than about 10 independent variables, near the maximum for a sample of about 50. Larger N's are statistically desirable, but increase costs. The rich data for the 62 PCS cities led us to use them for most of the present volume.

Three characteristics frequently used in sampling and reporting results are region, population size, and central-city or suburban status. Similarly, we are sometimes asked if our results apply only to certain types of cities. The PCS cities are both large and as small as 50,000. They fall into all major regions, and include both central cities and suburbs. Nevertheless, we seldom focus on these three variables, since they usually explain little when other, more analytically appropriate variables are included. This point is elaborated in appendix 1.C for population size, in chapter 3 for region, and chapter 9 for suburban status. We next include a brief summary of each PCS survey used in the present volume.

*The 1967 Survey.* This first PCS survey included general questions about political processes and policy outputs. Personal interviews were conducted in the 51 cities by NORC fieldstaff with 11 informants: mayor, newspaper editor, chairmen of Republican and Democratic parties, head of the chamber of commerce, president of largest bank, bar association president, labor council leader, urban renewal director, health commissioner, and director of last major hospital fund drive. An important difference between most earlier research and the PCS surveys was present here: informants occupying identical positions were posed identical questions to maximize comparability of re-

sponses. Further documentation is in Clark (1971, 1975a). Data were used in the core model in chapter 4 and elsewhere.

*The ISVIP Study.* The International Studies of Values in Politics were conducted in India, Yugoslavia, Poland, and the United States, in the late 1960s and early 1970s. These involved case studies of two cities in each country, survey interviews with leaders in PCS cities, and in-depth interviews with selected PCS city leaders, especially concerning values (see Jacob 1971). The case studies were used in chapters 4 and 7 and the value measures of business and group leaders in chapter 7.

*The 1975 Survey.* Paul Schumaker and Russell Getter, Department of Political Science, University of Kansas, conducted this mailed questionnaire survey (see Schumaker and Billeaux 1978; Schumaker and Loomis 1979) in the 51 cities and 10 Urban Observatory cities (three of which were in the 51). High-level officials were surveyed in several agencies: public housing, public health, environmental protection, community development, welfare, schools, and police. Of 250 administrators contacted, 54 percent responded. Questions dealt with community groups, their agency contacts, and administrative responses. Another questionnaire went to mayors, League of Women Voters' presidents, and city editors of newspapers. At least one response came from 48 of the 51 cities. Questions concerned activities of civic and political groups, including civil rights organizations and municipal employees (used in chapter 9).

*The 1976 Survey.* Schumaker and Getter again conducted this mailed questionnaire survey (see Schumaker, Getter, and Clark 1979). It was sent to all mayors and council members in the 51 cities and focused on organized groups which influenced them. Two waves of mailings were used. If after the first, the response rate for the city was low, nonrespondents were telephoned, asked to participate, and sent another questionnaire. Because several items from this survey were used, the full questionnaire is in appendix 1.F, and response effects analyzed in appendix 1.B.

*The 1977 Survey.* Public Administration Service staff conducted personal interviews for this study of municipal personnel policy. In 42 cities they interviewed from three to six of the following informants: urban chief executive, chief of police, city personnel director, civil

start added to make all scores positive.) LEADRES3 summed the z scores of 11 resource measures of mayors and council members, including mayor's term, council member's term, years served by incumbent mayor and council members, number of officials appointed by mayor and council, percentage of incumbents winning reelection bids, and (weighted negatively) number of nonopen council meetings, degree to which city records are made public, number of council members, number of city officials directly elected, number of recalls and referenda, and their success. These came from a tape supplied by Stanley Wolfson of the International City Management Association. (See Boynton 1976 for most items.) A multiplicative interaction term was then created multiplying leaders' spending preferences by the two resource measures: LEAD3W2 = LN ((SPEND11Z) (SPEN11SB) (LEADRES3)). SPEN11Z was the transformed z score of SPEND11 with mean 0 and standard deviation 1.

### F. Text of 1976 PCS Survey Questionnaire

*PART I.* In this part of the questionnaire, we would like you to provide us with some information about yourself. For the multiple choice questions, please check the most appropriate answer. For the open-ended questions, please fill in the blank.

1. How many terms have you served on the city council (commission)?
  - \_\_\_ a. one (this is my first term)
  - \_\_\_ b. two
  - \_\_\_ c. three
  - \_\_\_ d. more than three
2. In the last general election, how many candidates (including yourself) were on the ballot for your office?
  - \_\_\_ a. never or almost never
  - \_\_\_ b. only rarely
  - \_\_\_ c. occasionally
  - \_\_\_ d. frequently
  - \_\_\_ e. most of the time
3. Of all votes cast for your office, approximately what percentage of the vote did you receive?
  - \_\_\_ a. almost certain
  - \_\_\_ b. very possible
  - \_\_\_ c. about a 50-50 chance
  - \_\_\_ d. not likely, but possible
  - \_\_\_ e. almost no possibility
4. During the last general election to the city council (commission), did voters also cast ballots for state or federal offices?
  - \_\_\_ a. for state offices
  - \_\_\_ b. for federal offices
  - \_\_\_ c. for state and for federal offices
  - \_\_\_ d. for local offices only
5. During the last general election to the city council (commission), approximately what percentage of the eligible adults in your city cast ballots?
  - \_\_\_ a. almost certain
  - \_\_\_ b. very possible
  - \_\_\_ c. about a 50-50 chance
  - \_\_\_ d. not likely, but possible
  - \_\_\_ e. almost no possibility
6. What political party, if any, do you identify with?
  - \_\_\_ a. Republican
  - \_\_\_ b. Democratic
  - \_\_\_ c. none (independent)
  - \_\_\_ d. other (please specify \_\_\_\_\_)
7. Overall, how conservative or liberal would you say that you are?
  - \_\_\_ a. very conservative
  - \_\_\_ b. somewhat conservative
  - \_\_\_ c. middle of the road
  - \_\_\_ d. somewhat liberal
  - \_\_\_ e. very liberal
8. In general, how satisfied are you with the performance of the municipal bureaucracy in your city?
  - \_\_\_ a. very dissatisfied
  - \_\_\_ b. moderately dissatisfied
  - \_\_\_ c. neutral
  - \_\_\_ d. moderately satisfied
  - \_\_\_ e. very satisfied
9. Sometimes elected officials believe that they should take policy positions which are unpopular with the majority of their constituents. About how often would you estimate that you vote against the dominant opinion of your constituents?
  - \_\_\_ a. almost certain
  - \_\_\_ b. very possible
  - \_\_\_ c. about a 50-50 chance
  - \_\_\_ d. not likely, but possible
  - \_\_\_ e. almost no possibility
10. While New York City has approached bankruptcy, the municipal governments in other cities appear to be much more financially solvent. If there are no major changes in the levels of federal and state aids to cities, how likely do you think it is that your city's government will be unable to pay some of its bills during the next ten years?
  - \_\_\_ a. almost certain
  - \_\_\_ b. very possible
  - \_\_\_ c. about a 50-50 chance
  - \_\_\_ d. not likely, but possible
  - \_\_\_ e. almost no possibility
11. What is your race?
  - \_\_\_ a. white
  - \_\_\_ b. black
  - \_\_\_ c. other \_\_\_\_\_
12. Were you or your parents immigrants to the United States?
  - \_\_\_ a. no
  - \_\_\_ b. yes
- 12a. If you answered "yes" to question 12 below, would you please specify the country or countries from which you or your parent(s) emigrated? \_\_\_\_\_
13. How many years of schooling were you able to complete? \_\_\_\_\_
14. What do you consider to be your major occupation in addition to being a city councilman (commissioner)? \_\_\_\_\_

If you wish to receive the results of this questionnaire, please fill in your name and address below.

Name \_\_\_\_\_

Address \_\_\_\_\_

Would you mind being contacted again by phone in order to provide us with additional information about your city? YES NO IF YES, what is your phone number?

THANK YOU FOR YOUR COOPERATION

No. \_\_\_\_\_

SOURCES, SAMPLING, AND MEASUREMENT

*PART II.* In this part of the questionnaire, we would like to know about the groups or organizations which are most frequently in communication with you in your role as an elected official. We have listed below a number of types of groups which are frequently active in city governmental affairs. Please examine this list and select from it the five types of groups or organizations which, in your judgment, are most active in city government. You will note that this list of organizations includes both very general types of groups (indicated by capital letters, such as BUSINESSMEN'S ORGANIZATIONS and PUBLIC EMPLOYEES UNIONS) and more specific types of groups (indicated in noncapital letters—for example, retail merchants, bankers, downtown businessmen's associations, etc.). In selecting the five types of organizations you may choose from among the general and the specific types of organizations, as is most appropriate to your situation.

LIST OF GROUPS AND ORGANIZATIONS FREQUENTLY ACTIVE IN MUNICIPAL GOVERNMENTAL AFFAIRS

- \*PUBLIC EMPLOYEE ASSOCIATIONS
- Teachers' Associations
- Policemen's Associations
- Firemen's Associations
- Sanitation Workers' Associations
- Social Workers' Associations
- \*PUBLIC EMPLOYEE UNIONS
- Teachers' Unions
- Policemen's Unions
- Firemen's Unions
- Sanitation Workers' Unions
- POLITICAL ORGANIZATIONS
- The Local Republican Party
- The Local Democratic Party
- CHURCH ORGANIZATIONS
- BUSINESSMEN'S ORGANIZATIONS
- Retail Merchants Associations
- The Chamber of Commerce
- Downtown Businessmen's Associations
- Bankers
- Industrialists
- PROFESSIONAL ORGANIZATIONS
- The Bar Association
- The Medical Association
- CLIENTS OF CITY SERVICES
- Welfare Recipients
- Users of Low-Income Housing
- Users of Public Health Services
- Parents of School Children (the PTA, etc.)
- CIVIC AND CHARITY GROUPS
- League of Women Voters
- Community Service Organizations (e.g., Rotary, the Optimists)
- NEIGHBORHOOD GROUPS
- CIVIL RIGHTS ORGANIZATIONS
- ENVIRONMENTALISTS
- UNIONS IN THE PRIVATE SECTOR
- TAXPAYERS ASSOCIATIONS
- ETHNIC OR RACIAL ORGANIZATIONS
- COMMUNITY ACTION ORGANIZATIONS

\*Note that the difference between public employee unions and associations is that unions have a bargaining agent which is recognized by city officials.

Please indicate the five most active groups in the place provided in the grid below. List the most active group first, the second most active group second, etc.

ANSWER GRID TO PART II

PLACE NAMES OF GROUPS THAT YOU THINK ARE MOST ACTIVE HERE

PLACE YOUR RESPONSES TO EACH OF THE QUESTIONS (Q1-Q12) LISTED BELOW HERE  
(Be sure to answer each question for each of the five groups which you have listed)

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
1.												
2.												
3.												
4.												
5.												

**INSTRUCTION.** In the answer grid above indicate with the appropriate number the answer to each of the following questions for each of the groups you have listed above.

- Q1.** Approximately how often does each of the five groups which you have listed above contact you to express their preferences or provide information regarding city policies?
1. almost never
  2. once or twice a year
  3. about once a month
  4. about once a week
  5. almost every day
- Q2.** Approximately how often do you contact each of the groups in order to learn their policy positions or attain information useful to you in making public policy?
1. almost never
  2. once or twice a year
  3. about once a month
  4. about once a week
  5. almost every day
- Q3.** What would you say is the social class to which most members of each of the five groups you have listed belong?
1. lower class
  2. lower-middle class
  3. middle class
  4. upper-middle class
  5. upperclass
- Q4.** Approximately what percentage of each group's membership is composed of black Americans?
1. none
  2. less than 5 percent
  3. 6 to 20 percent
  4. 21 to 50 percent
  5. more than 50 percent
- Q5.** About what percentage of each group's membership is composed of first or second generation Americans?
1. none
  2. less than 5 percent
  3. 6 to 20 percent
  4. 21 to 50 percent
  5. more than 50 percent
- Q6.** In your judgment, how influential is each of the five groups in your community?
1. almost no influence
  2. little influence
  3. some influence
  4. a lot of influence
  5. one of most influential groups in town
- Q7.** Approximately how long has each group been active in the governmental affairs of your community?
1. less than one year
  2. between one and three years
  3. between three and five years
  4. between five and ten years
  5. more than 10 years
- Q8.** As you most certainly recognize, some groups tend to be active on behalf of policies which benefit only their group ("group minded") while other groups tend to be more community-minded. How would you rate each of the five groups you have listed in regard to their community-mindedness?
1. very community-minded
  2. moderately community-minded
  3. a mixture of group and community-minded
  4. moderately group-minded
  5. very group-minded.
- Q9.** Approximately how many citizens in your city would you estimate are active members in the organizations of each group you have listed?
1. 25 or less
  2. 26 to 100
  3. 101 to 500
  4. 501 to 1000
  5. more than 1000
- Q10.** About how conservative or liberal would you say is each group that you have listed?
1. very conservative
  2. moderately conservative
  3. middle-of-the-road
  4. moderately liberal
  5. very liberal
- Q11.** In your judgment, how often has the city government responded favorably to the requests or policy preferences of each of the groups which you have listed?
1. almost never
  2. less than half of the time
  3. about half of the time
  4. more than half of the time
  5. almost all of the time
- Q12.** Approximately how often do you personally agree with the aims or purposes of each of the groups you have listed?
1. almost never
  2. less than half of the time
  3. about half of the time
  4. more than half of the time
  5. almost all of the time

**PART III.** Listed in the grid below are a number of policy areas in which city governments frequently spend available revenues. We would appreciate your supplying answers and judgments to the following four questions regarding each of these policy areas. Please circle the appropriate answer in the grid below.

- Q1.** In column 1, we would like you to circle the response which best indicates whether or not your municipal government has jurisdiction in the policy areas listed below.
- N. The municipal government has no jurisdiction
- Y. The municipal government has jurisdiction
- Q2.** In column 2, we would like you to indicate your judgment about the spending preferences of the active groups and organizations in your community (such as those listed in Part II). For each policy area, circle the number which best summarizes the overall opinions of the groups and organizations active in that policy area in your city.
1. Most groups want reduced spending
  2. Most groups want to spend the same as is currently being spent in this policy area
  3. Most groups want increased spending
- Q3.** In column 3, we would like you to indicate your own preferences about spending in each of the policy areas. In the grid below, circle the number which best approximates your own preference.
1. Spend less
  2. Spend the same
  3. Spend more
- Q4.** In column 4, we would like you to estimate the preferences of the majority of all voting adults in your community. For each policy area, circle the number which is your best estimate of majority preferences in your community.
1. Spend less
  2. Spend the same
  3. Spend more

## ANSWER GRID TO PART III

## QUESTION NUMBER

Policy Area Where City Governments Typically Expend Revenues	Col. 1 (Q1) Jurisdiction	Col. 2 (Q2) Group Preferences	Col. 3 (Q3) Your Preferences	Col. 4 (Q4) Majority Preferences
Primary and Secondary Education	N	Y	1 2 3	1 2 3
Social Welfare	N	Y	1 2 3	1 2 3
Streets and Parking	N	Y	1 2 3	1 2 3
Mass Transportation	N	Y	1 2 3	1 2 3
Public Health	N	Y	1 2 3	1 2 3
Hospitals	N	Y	1 2 3	1 2 3
Parks and Recreation	N	Y	1 2 3	1 2 3
Libraries	N	Y	1 2 3	1 2 3
Low-income Housing	N	Y	1 2 3	1 2 3
Public Safety	N	Y	1 2 3	1 2 3
Environmental Protection	N	Y	1 2 3	1 2 3

## SOURCES, SAMPLING, AND MEASUREMENT

**PART IV.** Listed in the grid below are a number of policy concerns, or issues, which are primarily of a non-fiscal character, but which are frequently discussed in the governmental affairs of local communities. We would appreciate your supplying answers and judgments to four questions—which are similar to the four questions in PART III above—regarding each of these issue areas.

**Q1.** In column 1, we would like you to circle the response which best indicates whether or not your municipal government has jurisdiction in the policy areas listed below.  
*N.* No jurisdiction  
*Y.* Municipal government has jurisdiction

**Q2.** In column 2, we would like you to indicate your judgment about the policy preferences of the active groups and organizations in your community. For each policy area, circle the number which best summarizes the overall opinions of those groups and organizations concerned with the policies listed below.

- Most groups oppose such policies
- There is an even mixture of support and opposition
- Most groups support such policies

**Q3.** In column 3, we would like you to indicate your own preferences about each of the policy concerns listed below. In the grid below, circle the number which best approximates your own preference.

- I oppose this policy
- I am neutral about this policy
- I support this policy

**Q4.** In column 4, we would like you to estimate the preferences of the majority of all voting adults in your community. For each policy area, circle the number which is your best estimate of majority preferences in your community.

- Most voters oppose this policy
- There is even division of opposition and support among voters
- Most voters support this policy



Issue or Policy Area	QUESTION NUMBER			
	Col. 1 (Q1) Jurisdiction	Col. 2 (Q2) Group Preferences	Col. 3 (Q3) Your Preferences	Col. 4 (Q4) Majority Preferences
Strict Firearms Regulation	N	Y	Y	Y
Strict Regulation of Industrial Polluters	N	Y	Y	Y
Involuntary School Busing	N	Y	Y	Y
Compulsory Sex Education in Schools	N	Y	Y	Y
Relaxation of Laws Controlling Marijuana	N	Y	Y	Y
Development of Community Live-in Treatment Facilities for Delinquents	N	Y	Y	Y
Development of Public Employees Unions	N	Y	Y	Y
Increasing Control of Pornography and Public Nudity	N	Y	Y	Y

THANK YOU VERY MUCH FOR YOUR COOPERATION!

### G. Documentary Sources

Fiscal data came primarily from U.S. Bureau of the Census, *City Government Finances in (19XX)* (annual). The Annual Survey of Governments *tape* (see appendix 6) was used for the liquidity measure (chapter 2) and locally supported noncommon functions (chapter 9). The overlapping county tax burden was computed from the 1972 and 1977 Census of Governments, *Compendium of Government Finances*. Total locally-assessed property values were adjusted using assessment-sales price ratios, from the 1972 Census of Governments, vol. 2, part 1, *Taxable and Other Property Values*, and part 2, *Assessment-Sales Price Ratios and Tax Rates*. The number of employees came from the Census annual *City Employment in (19XX)*. Government structure measures (city manager, etc.) were from *The Municipal Yearbook* (annual). Socioeconomic characteristics of cities (owner occupied housing, density, etc.) came from the *County and City Data Book*, 1957 and subsequent years, with most data for the core model from the 1970 Census of Population. City age was the decade when the city reached 20,000, according to earlier Census reports. Irish stock came from the 1970 Census of Population (city data from state reports). Percentage Catholic and Protestant came from Douglas W. Johnson, Paul R. Picard, and Bernard Quinn, *Churches and Church Membership in the United States*. Washington, D.C.: Glenmary Research Center, 1974. Republican voting was for the 1964 and 1968 presidential elections, from Richard M. Scammon, ed. *America Votes*. Washington, D.C.: Governmental Affairs Institute, 1964, 1968. Variables and sources are often explained in the text and notes. A full listing of variables and acronyms is available from the authors.<sup>12</sup>

SPECIAL NEWSLETTER OF THE COMMITTEE FOR COMMUNITY RESEARCH  
INTERNATIONAL SOCIOLOGICAL ASSOCIATION

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Major International Survey About to be Launched: Fiscal Austerity and Urban Innovation

At the Mexico City World Congress of the International Sociological Association, we had several dinners and informal meetings where several participants suggested we consider a joint research project. Topics of general concern are fiscal problems of cities and specific policy responses that are emerging. Richard Bingham, Brett Hawkins and I were developing a mailed survey to local officials on these topics, and as we discussed it with others, it became to be the most extensive study of urban political leadership and public policy ever to be undertaken. Many teams of researchers have now joined, but we will wait a few more weeks to permit interested persons to review the questionnaire and consider if they want to join the project.

In Mexico City, Harald Balderheim from Norway, Carl-Johan Skovgaard from Denmark, John Robbins from Australia, and Bryn Elliott and David McCrone from Great Britain expressed interest in a joint project. Carlo-Michael Haller from Germany agreed to help coordinate the European effort. Guido Martignotti has agreed to survey Italian cities. We have several colleagues from other countries around the world who may want to participate when informed of the project.

At the American Political Science Association meetings a week after Mexico City, in Denver, several persons expressed interest in participating by sending the questionnaire to officials in their state or region. Word spread, and the project snowballed rapidly. We held several small meetings of interested persons which led to covering most of the United States, summarized below.

The momentum continued at the American Sociological Association meetings in San Francisco the week after Denver, attended by some persons from both Mexico City and Denver (including me and Carl-Michael Haller). Informal meetings were held there and at the Institute of Governmental Studies, University of California, Berkeley.

Brett Hawkins, Dick Bingham, and I plan to survey the mayor, finance director, and chairman of the city council finance committee in all of the 62 Permanent Community Sample cities, and let others add, by state, city governments in their state of 25,000 or larger. This size is selected for the U.S. since several hundred variables are available for all such cities from the U.S. Census's County and City Data Book. Other selection criteria may be more appropriate in other countries. Persons in U.S. states with few such cities have sometimes opted to survey a few adjoining states. It is good to develop at least 50 cases to permit multicausal analyses. In some cases researchers will also include cities that they have analyzed for some time. This can permit merging of quantitative data, or for past case studies, complementing the survey items with richer accounts of these matters. I personally have been doing case studies of these issues in several cities over the past year.

The mailed survey would be followed up by telephone interviews to increase the response rate as much as possible. Mark Baldassarre and Lynne Zucker have agreed to serve as a Methodology Committee for the project and are preparing a memo to suggest specific methods that we use to

encourage high response and standardize such procedures as coding. I will start a memo of analysis suggestions on issues like answering validity and reliability of responses. How fast has agreed to serve as an unofficial adviser on such matters; I will let him review or extend the analysis suggestions before sending them out.

Attached are the three draft questionnaires. We agreed to give people about two weeks to reflect, perhaps do some prewriting with local officials, and send in any suggested revisions. Please reply by October 15.

One option to add details is already to use an additional questionnaire. Ron Burr is preparing such a questionnaire concerning network contacts among leaders. Mark Baldassarre is preparing items on government control of housing construction and population growth. If there is a topic of special concern in your region, you can add items or a separate questionnaire for the most appropriate respondent.

Several persons have expressed interest in the public service appeal of the topic. How cities can deal with more limited resources, what strategies they and others nearby currently are using, and how they compare to cities elsewhere in the U.S. or internationally, are salient topics. Briefly listing national percentage responses to a few basic items, for cities in your nearby areas compared to the national average, would often be of interest for local newspapers to publish. The full data file can also permit all sorts of more sophisticated analysis. Jesse Harquette has developed an arrangement with Ohio newspapers where he helps write survey items administered to a sample of Ohio citizens a few times each year. He plans to compare leaders' responses on certain items with those of citizens, and ask future items that also match. There is a network of persons with state-level citizen data that we could merge with our urban data by state. You may also state survey people you know; Joyce Harquette is exploring linkages with the national group. State-level census data are readily available from the Census.

In Illinois we have organized the Illinois Local Finance Committee with about 20-30 persons: mayors, state legislators, accounting and fiscal management experts, academics. We meet every month or two to review current work and help this feed into public policies in the state legislature, administrative agencies, and cities. In Massachusetts, Impact '74 is a newsletter that summarizes similar meetings and activities, available from Larry Suskind (address below). In Norway and Denmark, national groups of urban specialists have analogous on-going projects. You might consider feeding in the survey project to a related effort, or starting one in your area. People were most interested and responsive in Illinois when we started about a year ago.

Some participants have expressed interest in continuing the survey again in a few years to capture subsequent changes. Carl Van Horn has already surveyed New Jersey officials, and Richard Cole and Del Tabei Texas officials. Our Permanent Community Sample data are available for some items in the questionnaire over the period from 1967 to present. Many alternative hypotheses can be investigated with these questions. One set of ideas was summarized in the collective volume Urban Policy Analysis, Urban Affairs Annual Review, 21 (Gage, 1981). I have a paper with more specific hypotheses entitled "Chicago Metropolitan Strategies that Work for You." It would be useful for us to pull together any other papers that you have written or found helpful in this area. If you could send any papers, or an abstract, or preferably both, I could assemble a list for factors distribution.



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FINANCE DIRECTOR QUESTIONNAIRE

1. May we cite your city in published reports?  
 a. Yes \_\_\_\_\_ b. No \_\_\_\_\_
2. How important have each of the following/been for your city's finances? (Circle one answer for each problem.)
- |  | One of Most Important | Important | Not Very Important | Don't Know/Not Applicable |
|--|-----------------------|-----------|--------------------|---------------------------|
| 1. Loss of Federal Revenues  | 1                     | 2         | 3                  | DK                        |
| 2. Inflation   | 1                     | 2         | 3                  | DK                        |
| 3. Unemployment  | 1                     | 2         | 3                  | DK                        |
| 4. Declining Tax Base  | 1                     | 2         | 3                  | DK                        |
| 5. Rising Service Demands from Citizens                            | 1                     | 2         | 3                  | DK                        |
| 6. State Tax, Revenue, or Expenditure Limits (like Proposition 13) | 1                     | 2         | 3                  | DK                        |
| 7. Pressures from Local Taxpayers to Reduce Taxes and Spending     | 1                     | 2         | 4                  | DK                        |
| 8. Failure of Bond Referenda                                       | 1                     | 2         | 3                  | DK                        |
| 9. Mandated Costs from Federal and State Governments               | 1                     | 2         | 3                  | DK                        |
| 10. Pressures from Municipal Employees                             | 1                     | 2         | 3                  | DK                        |
| 11. Other, Specify: _____  | 1                     | 2         | 3                  | DK                        |

4. Refer to a list of fiscal management strategies that cities have used. Thinking back as far as January 1978 (but no further), please check those strategies which your city has actually implemented.

5. Next, please indicate what year since January 1978 you first implemented strategies you have checked.

6. Finally, please indicate the importance of each strategy (since January 1978).

Strategy	Year Implemented	One of Most Important	Important	Not Very Important	Don't Know/Not Applicable
1. Seek New Local Revenue Sources	19	1	2	3	DK
2. Increase Taxes	19	1	2	3	DK
3. Increase User Fees and Charges	19	1	2	3	DK
4. Draw Down Surpluses	19	1	2	3	DK
5. Sell Some Assets	19	1	2	3	DK
6. Defer Some Payments to the Next Fiscal Yr.	19	1	2	3	DK
7. Increase Short Term Borrowing	19	1	2	3	DK
8. Obtain Additional Intergovernmental Rev.	19	1	2	3	DK
9. Impose Across-the-Board Cuts	19	1	2	3	DK
10. Lay-off Personnel	19	1	2	3	DK
11. Shift Responsibilities to Other Units of Government	19	1	2	3	DK

(continued)

13. Contract Out Services with Other Units of Government \_\_\_\_\_
14. Contract Out Services with Private Sector \_\_\_\_\_
15. Reduce Administrative (but not service) Expenditures \_\_\_\_\_
16. Reduce Employee Compensation Levels \_\_\_\_\_
17. Institute a Freeze on Wages and Salaries \_\_\_\_\_
18. Impose a Hiring Freeze \_\_\_\_\_
19. Reduce Workforce Through Attrition \_\_\_\_\_
20. Reduce Expenditures for Supplies, Equipment, Travel \_\_\_\_\_
21. Reduce Services Funded by Own Revenue \_\_\_\_\_
22. Reduce Services Funded by Intergovernmental Revenues \_\_\_\_\_
23. Improve Productivity through Better Management \_\_\_\_\_
24. Improve Productivity by Adopting Labor-Saving Techniques \_\_\_\_\_
25. Eliminate Programs \_\_\_\_\_
26. Reduce Capital Expenditures \_\_\_\_\_
27. Keep Expenditure Increases Below Rate of Inflation \_\_\_\_\_
28. Early Retirements \_\_\_\_\_
29. Reduce Overtime \_\_\_\_\_
30. Joint Purchasing Agreements \_\_\_\_\_
31. Deferred Maintenance of Capital Stock \_\_\_\_\_
32. Impose Controls on New Construction to Help Limit Population Growth \_\_\_\_\_
33. Other (Specify) \_\_\_\_\_

7. Does your state limit taxes, revenues, or expenditures of city governments?  
 a. No \_\_\_\_\_ b. Yes, if yes, has your city reached this limit, or is it approaching the limit in this fiscal year? \_\_\_\_\_

8. How much has this limit led you to borrow more, change fee schedules, or raise revenues from new sources?  
 a. No limit passed in this state. \_\_\_\_\_  
 b. No significant change from past. \_\_\_\_\_  
 c. Some effect, but limited. \_\_\_\_\_  
 d. Yes, definite impact. \_\_\_\_\_  
 e. Yes, generated most dramatic revenue changes in decades. \_\_\_\_\_

9. Are there any services or functions that have been particularly cut back?  
 a. No, none cutback significantly. \_\_\_\_\_  
 b. Yes, cuts were roughly across the board. \_\_\_\_\_  
 c. Yes, some services were especially cut. \_\_\_\_\_

If c, please list the services most affected.

\_\_\_\_\_

INFORMATION FROM CITY MAYORS

May we cite your city in published reports?      a. Yes      b. No

PART I. BACKGROUND INFORMATION

- How many terms have you served as mayor?
  - one (this is my first term)
  - two
  - three
  - more than three
- Approximately how many years have you spent in elected office?
- What political party, if any, do you identify with?
  - Republican
  - Democrat
  - none (independent)
  - other (please specify     )
- How often did you mention this party affiliation in your last campaign?
  - Almost always
  - Frequently
  - Seldom
  - Almost never
  - Never
- How active was your party in your last election?
  - Party helped select and endorse me and was active in campaign.
  - Party actively helped campaign.
  - Party occasionally helped in campaign.
  - Party was insignificant.
- Approximately how often do you meet with local party officials?
  - Several times a month
  - Once a month
  - Several times a year
  - Seldom
  - Never
- How often did you use the local media (radio, TV, the press) in the last two months of your last campaign? (Please include both paid advertisements and other media coverage.)
  - My name appeared in the media several times a day
  - Name appeared about once a day
  - Name appeared a few times a week
  - Name appeared about once a week
  - Name appeared less than once a week
  - Don't know
- Sometimes elected officials believe that they should take policy positions which are unpopular with the majority of their constituents. About how often would you estimate that you vote against the dominant opinion of your constituents?
  - Never or almost never
  - Only rarely
  - Occasionally
  - Frequently
  - Most of the time
- How do you feel about the amount of local taxes?
  - Should be substantially reduced
  - Should be reduced somewhat
  - About right
  - Should be increased somewhat
  - Should be increased substantially
  - Don't know
- Please indicate your age
- Social background. Are you
  - white
  - black
  - Spanish-speaking
  - male
- Is your religious background
  - Protestant
  - Catholic
  - Jewish
  - Other
- How many years of schooling were you able to complete?
- What is your major occupation in addition to elected office?

PART II.

- In general, who is responsible for negotiating with municipal employees on behalf of the city government?
  - the mayor
  - city manager
  - deputy mayor or mayor's aides
  - a labor relations expert or specialized labor relations team
  - other (specify)
  - the city does not negotiate with municipal employees
- Does the budget require approval by the city council?
  - Yes
  - No
- Does the mayor have the authority to veto appropriation bills?
  - Yes
  - No

PART III. FISCAL POLICIES

Q1. In Column 1, please indicate your own preferences about spending. Circle one of the four answers for each of the 13 policy areas.

1. Spend less  
2. Spend the same  
3. Spend more  
DK, Don't know/not applicable

Q2. In Column 2, please estimate the preferences of the average voting adult in your city. Again circle one of the four answers for each policy area.

1. Spend less  
2. Spend the same  
3. Spend more  
DK, Don't know/not applicable

Q3. In Column 3, indicate how successful you think you have been in implementing preferences of the average voter-council member. Circle one of the four answers for each policy area.

1. Very successful  
2. Somewhat successful  
3. Somewhat unsuccessful  
4. Very unsuccessful  
5. The policy area is not in the jurisdiction of the city government  
DK, Don't know/not applicable

Policy Area Where City Government Typically Expend Revenues	Col. 1 (Q1) Your Preferences	Col. 2 (Q2) Majority Preferences	Col. 3 (Q3) Success in Implementing Your Preference
1. All Areas of City Government	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
2. Primary and Secondary Education	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
3. Social Welfare	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
4. Streets and Parking	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
5. Mass Transportation	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
6. Public Health and Hospitals	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
7. Parks and Recreation	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
8. Low-Income Housing	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
9. Police Protection	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
10. Fire Protection	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
11. Capital Expenditures (excluding public works)	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
12. Number of Municipal Employees	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK
13. Retention of Municipal Employees	1 2 3 DK	1 2 3 DK	1 2 3 4 X DK

1. In column 1, please indicate your judgment about the spending preferences of several groups in your city. For each type of group or organization listed, circle the appropriate response. Does the group want to

1. Spend a lot less on services provided by the city  
 2. Spend somewhat less  
 3. Spend the same as is now spent  
 4. Spend somewhat more  
 5. Spend a lot more  
 DK. Don't know/not applicable.

2. In column 2, please indicate how active the group or organization has been in pursuing this spending preference. Circle the appropriate response. Has the group carried on

1. no activity  
 2. little activity  
 3. some activity  
 4. a lot of activity  
 5. the most activity of any group in the community  
 DK. Don't know/not applicable.

3. In column 3, indicate how often the city government responded favorably to the spending preference of the group. Circle the appropriate response. The city has responded favorably

1. Almost never  
 2. Less than half the time  
 3. About half the time  
 4. More than half the time  
 5. Almost all the time  
 DK. Don't know/not applicable.

Nature of Group or Organization	Col. 1 (Q1)	Col. 2 (Q2)	Col. 3 (Q3)
	Group Spending Preferences	Group Activity	Government Response to Group
1. CIVIC GROUPS (e.g. THE LEAGUE OF WOMEN VOTERS)	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
2. ORGANIZATIONS CONCERNED WITH HONORITY GROUPS	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
3. PUBLIC EMPLOYEES AND THEIR UNIONS OR ASSOCIATIONS	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
4. ORGANIZATIONS CONCERNED WITH LOW-INCOME GROUPS AND FAMILIES	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
5. HOMEOWNERS GROUPS OR ORGANIZATIONS	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
6. NEIGHBORHOOD GROUPS OR ORGANIZATIONS	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
7. TAXPAYERS ASSOCIATIONS	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
8. BUSINESSMEN AND BUSINESS-ORIENTED GROUPS OR ORGANIZATIONS (e.g. CHAMBER OF COMMERCE)	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
9. LOCAL MEDIA (RADIO, TV, PRESS)	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
10. CITY COUNCIL	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
11. THE ELDERLY	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK

1. The types of groups and organizations listed in the last grid are frequently active in city government affairs. Could you list the five types of groups or organizations which in your judgment are most important in decisions affecting city fiscal matters? (Feel free to mention groups or organizations even if they are not on the above list.)

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

2. How would you change this list of five if the question were rephrased as: Which five are most active in city government in general?

A. No change--the same five are important for fiscal matters and city government in general.

B. The revised list would include:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

PART V. SOCIAL POLICIES.

- Would you favor or oppose a law which would require a person to obtain a police permit before he or she could buy a gun?
  - Favor \_\_\_\_\_
  - Oppose \_\_\_\_\_
  - Should not \_\_\_\_\_
  - Don't know \_\_\_\_\_
- Do you think the use of marijuana should be made legal or not?
  - Favor \_\_\_\_\_
  - Oppose \_\_\_\_\_
  - Should not \_\_\_\_\_
  - Don't know \_\_\_\_\_
- In general, do you favor or oppose the busing of black and white children from one district to another?
  - Favor \_\_\_\_\_
  - Oppose \_\_\_\_\_
  - Should not \_\_\_\_\_
  - Don't know \_\_\_\_\_
- Would you be for or against sex education in the public schools?
  - For \_\_\_\_\_
  - Against \_\_\_\_\_
  - Don't know \_\_\_\_\_
- Would you agree or disagree with this statement: Most men are better suited emotionally for politics than are most women.
  - Agree \_\_\_\_\_
  - Disagree \_\_\_\_\_
  - Not sure \_\_\_\_\_
- Do you think there should be laws against marriages between blacks and whites?
  - Yes \_\_\_\_\_
  - No \_\_\_\_\_
  - Don't know \_\_\_\_\_
- If your party nominated a black for President, would you vote for him if he were qualified for the job?
  - Yes \_\_\_\_\_
  - No \_\_\_\_\_
  - Don't know \_\_\_\_\_

INFORMATION FROM COUNCILMEMBERS

PART I. BACKGROUND INFORMATION

May we cite your city in published reports? a. Yes b. No

Please answer these questions about your city council. Some questions call for three answers: one for the highest and lowest individual councilmember, and one for the average. Please do not include the mayor in considering these questions. Since councils often differ dramatically from each other, your best estimate of the "average" councilmember can still help place the council compared to others.

1. How many councilmembers are there? \_\_\_\_\_

2. How many terms have the councilmembers served? \_\_\_\_\_

The one most senior councilmember The one most junior councilmember The average councilmember

- one
two
three
more than three
don't know/not applicable

3. What political party, if any, do councilmembers identify with? (Fill in number of each)

- a. Republican
b. Democrat
c. None (Independents)
d. Other (please specify)
e. Don't know/not applicable.

4. How often did councilmembers mention their party affiliations in their last campaign?

- Almost always
Frequently
Seldom
Almost never
Never
Don't know/not applicable

5. How active are the two parties for average council elections?

1 2 3 4 5 6 7
Democratic Party Helps Select, Endorse, and Campaigns Actively.
Democratic Party Occasionally Helps in Campaign
Democratic Party Is Insignificant

9. What is the age

- Under 20
21-30
31-40
41-50
51-60
Over 60

10. How many councilmembers are

- a. White
b. Black
c. Spanish-speaking
d. Men

11. How many councilmembers have a background that is

- a. Protestant
b. Catholic
c. Jewish
d. Don't know/not applicable

12. Approximately how many years of schooling did councilmembers complete?

- Grade school
High school
College
Graduate or Professional
School
Don't know/not applicable

13. Besides holding elective office, what are the major occupations of councilmembers? (Please fill in number of each)

- No active occupation
Professional/Technical
Managers and Administrators
Sales and Service
Clerical
Craftsmen
Laborers

14. Are any councilmembers current or former employees of the city government?

- No
Yes



PART IV. ORGANIZED GROUPS.

COUNCIL MEMBER

QUEST.

Q1. In column 1, please indicate your judgement about the spending preferences of several groups in your city. For each type of group or organization listed, circle the appropriate response. Does the group want to

Q2. In column 2, please indicate how active the group or organization has been in pursuing this spending preference. Circle the appropriate response. Has the group carried on

Q3. In column 3, indicate how often the city government responded favorably to the spending preference of the group. Circle the appropriate response. The city has responded favorably

Return of Group or Organization	Col. 1 (Q1) Group Spending Preferences	Col. 2 (Q2) Group Activity	Col. 3 (Q3) Government Response to Group
1. CIVIC GROUPS (e.g., THE LEAGUE OF WOMEN VOTERS)	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
2. ORGANIZATIONS CONCERNED WITH MINORITY GROUPS	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
3. PUBLIC EMPLOYEES AND THEIR UNIONS OR ASSOCIATIONS	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
4. ORGANIZATIONS CONCERNED WITH LOW-INCOME GROUPS AND FAMILIES	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
5. BROTHERHOOD GROUPS OR ORGANIZATIONS	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
6. NEIGHBORHOOD GROUPS OR ORGANIZATIONS	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
7. TAXPAYERS ASSOCIATIONS	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
8. BUSINESSMEN AND BUSINESS-ORIENTED GROUPS OR ORGANIZATIONS (e.g., CHAMBER OF COMMERCE)	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
9. LOCAL MEDIA (RADIO, TV, PRESS)	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
10. CITY COUNCIL	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK
11. THE SUBJECT	1 2 3 4 5 DK	1 2 3 4 5 DK	1 2 3 4 5 DK

The types of groups and organizations listed in the last grid are frequently active in city government affairs. Could you list the five types of groups or organizations which in your judgment are most important in decisions affecting city fiscal matters in the past two or three years? (Feel free to mention groups or organizations even if they are not on the above list.)

How would you change this list of five if the question were rephrased as: Which five are most active in city government in general?

A. No change--the same five are important for fiscal matters and city government in general.

B. The revised list would include:

PART V. SOCIAL POLICIES

- Would the average councilmember favor or oppose a law which would require a person to obtain a police permit before he or she could buy a gun?
  - Favor
  - Oppose
  - Don't know
- Does the average councilmember think the use of marijuana should be made legal or not?
  - Should
  - Should not
  - Don't know
- In general, does the average councilmember favor or oppose the bussing of Black and white children from one district to another?
  - Favor
  - Oppose
  - Don't know
- Would the average councilmember be for or against sex education in public schools?
  - For
  - Against
  - Don't know
- Would the average councilmember agree or disagree with this statement: Most men are better suited emotionally for politics than are most women.
  - Agree
  - Disagree
  - Not sure
- Does the average councilmember think that there should be laws against marriages between blacks and whites?
  - Yes
  - No
  - Don't know
- If a black were nominated for President by the party of the average councilmember, would the councilmember vote for him if he were qualified for the job?
  - Yes
  - No
  - Don't know

FINANCE DIR. Q P3

10. Where would you place your city on the following items? Circle the number most appropriate for your city.

a. REVENUE FORECASTING

1	2	3	4	5
No systematic forecast. We use last year plus or minus an increment.		A separate forecast for each revenue source, with explicit criteria for each source.		Multi-year as well as annual forecasting, using sophisticated computer software.

b. FISCAL INFORMATION SYSTEM

1	2	3	4	5
Department expenditures centrally monitored quarterly or less.		Department expenditures monitored at least monthly and departures from budget questioned by finance staff.		Integrated computerized system for departments is used to monitor spending on a weekly basis.

c. PERFORMANCE MEASURE

1	2	3	4	5
Very simple or no performance measures used.		Fairly specific workload measure (e.g., tons of garbage collected; hours of police patrol) and some effectiveness measures (e.g., percent of citizen requests covered; police response time).		All departments use workload and effectiveness measures annually and compute costs of service provision on a regular basis.

d. ACCOUNTING AND FINANCIAL REPORTING

1	2	3	4	5
Meet but do not exceed the requirements of state and local law.		Change accounting procedures only at specific recommendation of auditors.		Held MFOA Certificate of Conformance for over five of last ten years.

e. MANAGEMENT RIGHTS

1	2	3	4	5
Non-management employees, through their representatives or contracts, tend to dominate most decisions concerning work schedules, creating or eliminating positions and lay-offs.		Management must consult with employee representatives in about half these decisions.		Management possesses the sole right to make these decisions