

SELECTED BIBLIOGRAPHY

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Municipal Government in Mississippi is intended to serve as a general introduction to municipal government in Mississippi. The municipal official or general reader who wishes to explore in more depth the subjects presented here or to consider other subjects important to municipal government that are not included in this book may wish to consult the publications listed below. Some bibliographic entries are annotated to emphasize specific sections or aspects of the publication.

Additionally, the National League of Cities (NLC) and the International City/County Management Association (ICMA) both produce a wealth of informative reports, guides, books, handbooks, case study reviews, and other research-based publications of particular importance to the management and operation of municipal government. These publications are available for download and/or purchase at these organizations web sites at www.nlc.org and www.icma.org, respectively.

PUBLICATIONS CONCERNING MISSISSIPPI

State History and Works Published Before 1970

Betterworth, John K. *Mississippi Yesterday and Today*. Austin, TX: Steck-Vaughn, 1964.

Highsaw, Robert B. and Charles N. Fortenberry. *The Government and Administration of Mississippi*. New York: Thomas Y. Crowell, 1954. This book on Mississippi government and administration provides a thorough and now historically important perspective of Mississippi during the middle of the twentieth century. Each major function and service provided by the State is described in detail along with its history, legal status, and purpose. Chapter 22 covers municipal government and discusses municipal charters, forms of government, powers of municipal corporations, and municipal services.

Hobbs, Edward H., ed. *Yesterday's Constitution Today: An Analysis of the Mississippi Constitution of 1890*. University, MS: Bureau of Public Administration, University of Mississippi, 1960.

McKeigney, Alex. *Mississippi Government*. Austin, TX: Steck, 1959. Chapter 4 covers local government. The book also contains a copy of the *Mississippi Constitution* as it existed in 1959.

Mullican, Carl D. *Public Reporting for Municipalities*. University, MS: Bureau of Public Administration, University of Mississippi, 1951.

Satterfield, M. H. and Hugh W. Urban. *Municipal Government and Administration in Mississippi*. Jackson, MS: Mississippi State Planning Commission, 1940.

¹⁰⁹⁴The author wishes to thank Michael D. Garriga and Terrence A. James for their assistance in producing this bibliography.

University of Southern Mississippi, Department of Political Science. *Mississippi Municipal Government: A Summary of Statutory Provisions*. Hattiesburg, MS: University of Southern Mississippi, 1969. Although dated by now, this manual offers a summary of state laws surrounding the operation of municipal government in Mississippi.

Handbooks/Manuals/References/Guides/Reports

Ballard, Evelyn and Georgia Cobb. *Council/Board Proceedings*. Mississippi State, MS: Cooperative Extension Service, Mississippi State University, 1970.

Brammer, Dana B. and John W. Winkle III. *A Contemporary Analysis of Mississippi's Constitutional Government*. University, MS: Public Policy Research Center, University of Mississippi, 1986.

Brammer, Dana B. and John W. Winkle III, eds. *A Manual of Mississippi Municipal Government*. 4th ed. University, MS: Public Policy Research Center, University of Mississippi, 1987. This was the most comprehensive and useful work on Mississippi municipal government in its day. Although somewhat dated now, it is still of value for municipal officials and students of municipal government in Mississippi.

Center for Policy Research and Planning, Public Policy Research Center, and Mississippi Municipal Association. *Mississippi Municipal Profile*. No publisher listed, 1991. This valuable resource contains information on certain issues relevant to municipal government in Mississippi such as municipal home rule, annexation, water quality, and solid waste.

Cross, Ralph D. and Robert W. Wales. *Atlas of Mississippi*. Jackson, MS: University Press of Mississippi, 1974. This very detailed publication contains maps, demographic data, and descriptions of Mississippi's physical features, history, population, natural resources, social institutions, transportation and communication, manufacturing, and services.

Friedman, Gary E., ed. *Mississippi Municipal Operations Manual*. Jackson, MS: Mississippi Municipal Association, 1987. Contains a detailed survey of the organization and operation of municipal government in Mississippi.

Graves, Larry G., ed. *Handbook for Mississippi Municipal Clerks and Tax Collectors*. 5th ed. Mississippi State, MS: Center for Governmental Technology, Cooperative Extension Service, Mississippi State University, 1993. Published in cooperation with the Municipal Clerks and Tax Collectors Association of Mississippi, this indispensable handbook for municipal clerks and tax collectors covers in detail all major duties and responsibilities.

McLaurin, P.C., ed. *County Government in Mississippi: A Handbook for Supervisors*. Local Government Handbook Series, No. 3. Mississippi State, MS: Center for Governmental Technology, Cooperative Extension Service, Mississippi State University, 1996. This comprehensive handbook, while developed for county supervisors and other county officials in Mississippi, is still of value to municipal officials since county supervisors and city officials both

deal with many of the same local government issues. This publication underwent revision in 2000 and reemerged as *County Government in Mississippi, 2nd Edition, Revised and Expanded*.

McLaurin, P.C. and Michael T. Allen, eds. *County Government in Mississippi, 2nd Edition, Revised and Expanded*. Local Government Series, No. 3. Mississippi State, MS: Center for Governmental Technology, Mississippi State University Extension Service, 2000. This comprehensive book, with contributions from over 25 authors, represents the most current and detailed discussion of county government in Mississippi that is presently available in a single volume. Contains 15 chapters, 13 appendices, and a selected bibliography.

McLaurin, P.C., ed. *Handbook for Municipal Officials*. 4th ed. Mississippi State, MS: Center for Governmental Technology, Cooperative Extension Service, Mississippi State University, 1993. This out-of-print publication was revised and replaced in 1997 with *Municipal Government in Mississippi: A Handbook for City Officials*, by the Center for Governmental Technology in cooperation with the Mississippi Municipal Association.

McLaurin, P.C. and Michael T. Allen, eds. *Municipal Government in Mississippi: A Handbook for City Officials*. Local Government Handbook Series No. 4. Mississippi State, MS: Center for Governmental Technology, Mississippi State University Extension Service, 1997. This out-of-print publication was revised and expanded in 2001 with this publication (*Municipal Government in Mississippi, 2nd Edition, Revised and Expanded*).

Mississippi Code 1972, Annotated. Any bibliography for municipal government in Mississippi must include the *Mississippi Code 1972, Annotated*. This twenty-one (21) volume set, with an additional two (2) volumes devoted to an index, contains the permanent public statutes of Mississippi and is supplemented annually (usually in July or August). Although most of the laws affecting the organization and operation of municipal government are found in Volume 6 of the *Code*, many applicable statutes are found scattered throughout the various volumes. The index is indispensable for finding laws affecting municipalities. Once the applicable statute has been found, one must always check the supplement or “pocket part” inserted in the back of each volume to determine if the statute in question has been amended since the bound volume was printed. (See Appendix 1 of the *Municipal Government in Mississippi* for detailed information on using the *Mississippi Code*.) A set of the *Code* is furnished at no charge to the municipal court in each municipality in the state.

Mississippi Department of Economic and Community Development. *Mississippi Resource Directory for Economic Development Allies*, Jackson, MS: Mississippi Department of Economic and Community Development, 1993. Compiled by the Existing Industry Resource Bureau of the Mississippi Department of Economic and Community Development, this directory lists economic development resources and allies throughout the state that directly benefit existing businesses.

Mississippi, Secretary of State. *Mississippi Official and Statistical Register: 1992-1996*. Jackson, MS: Office of the Secretary of State, 1993. This is an older version of the “Blue Book” that is compiled and published by the Secretary of State every four years.

Mississippi, Secretary of State. *Mississippi Official and Statistical Register: 1996-2000*. Jackson, MS: Office of the Secretary of State, 1997. This handy publication, also known as the “Blue Book,” is compiled and published by the Secretary of State every four years. It contains detailed demographic and statistical information on governments in Mississippi, election returns, and telephone numbers and addresses for Legislators and state agencies.

Mississippi, Secretary of State. *Municipal Election Officials' Handbook*. Jackson, MS: Office of the Secretary of State, 1998. This handbook, jointly published by the Office of the Secretary of State and the Center for Governmental Technology, is the most up-to-date resource for municipal election commissioners, poll workers, and members of the Democratic and Republican Party executive committees. It details the proper procedures for conducting municipal primary and general elections in Mississippi. Nearly identical 1996 and 1997 editions were published as well.

Mississippi, State Auditor. *Local Government Digest*. Jackson, MS: Office of the State Auditor, 1988.

Mississippi, State Auditor. *Municipal Audit and Accounting Guide*. 4th ed. Mississippi State, MS: Center for Governmental Technology, Cooperative Extension Service, Mississippi State University, 1993. The consummate printed resource on financial management in Mississippi's municipalities, this guide covers the requirements and procedures for budgeting, accounting, and auditing. The *Guide* may be obtained from the Office of the State Auditor.

Office of Management and Budget. *Catalog of Federal Domestic Assistance*. Washington, D.C.: Superintendent of Documents, Government Printing Office, 1996. This catalog is issued annually. See chapter on intergovernmental relations in this publication for information relevant to cities.

Stennis Institute of Government. *Mississippi Resource Book for Local Governments, State Agencies, Non-Profit Government Entities, and Private Sector-Public Sector Partnerships*. Mississippi State, MS: John C. Stennis Institute of Government, Mississippi State University, 1993. This publication was compiled in cooperation with the Mississippi Municipal League (formerly the Mississippi Municipal Association), the Mississippi Association of Supervisors, and the Community Services Division of the Mississippi Department of Economic and Community Development and issued in 1993. This book is a reference to sources of grants, loans, and technical assistance.

Wilber, Leon A. *Mississippi Local Government: Counties and Municipalities*. Hattiesburg, MS: Department of Political Science, University of Southern Mississippi, 1976. This book is an update to the 1973 publication under the same title. Wilber has chapters on the general organization and types of city governments in Mississippi. He also discusses officers, powers, liabilities, city finance, debt, budgeting, and elections, among other things, in separate chapters.

Winkle, John H., III. *The Mississippi Constitution: A Reference Guide*. Westport, CN: Greenwood, 1993. This remarkable reference, complete with commentary, gives an in-depth look at the

Mississippi Constitution of 1890. Also included is a detailed chapter containing the constitutional history of Mississippi's three previous state constitutions and the current one.

Academic Publications (All Years)

Gordon K. Bryan. "County Government and Administration in Mississippi." Ph.D. dissertation. University of California, Los Angeles, 1949. Although dated and primarily about county government in Mississippi, this very comprehensive work provides useful and historical information that could be of use to local government officials in general.

Kynerd, Thomas E. *Administrative Reorganization of Mississippi Government: A Study in Politics.* Jackson, MS: University Press of Mississippi, 1978.

Krane, Dale and Stephen D. Shaffer, eds. *Mississippi Government and Politics: Modernizers Versus Traditionalists.* Politics and Governments of the American States. Lincoln, NE: University of Nebraska Press, 1992. This book, containing fourteen chapters written by several political scientists and public administrators, covers a wide array of issues relevant to the structure and function of government in Mississippi. Although the three branches of state government are analyzed in depth, Chapter 11, entitled "The Dynamics of Mississippi Local Government," deals with the state's county and municipal governments. This book uses historical and polling data in its discussion many of the social, economic, and political changes that have occurred in Mississippi.

Landry, David M. and Joseph B. Parker, eds. *Mississippi Government and Politics in Transition.* Dubuque, IA: Kendall/Hunt, 1976. The authors provide a descriptive analysis of Mississippi's county and municipal government in Chapter 7. Their focus is to provide citizens with adequate information to assess the services and operation of their local governments. Forms of government, fiscal concerns, and problems and change in local government are some of the highlighted issues.

Olson, Shirley F. "A Model for the Financing of Current and Future Pension Systems for Municipal Governments with Special Application to Jackson, Mississippi." Ph.D. dissertation. Mississippi State University, 1978.

Stennis Institute of Government. "Mississippi Initiative Measure No. 6: A Comparative Study of Mississippi Municipal Annexation." Mississippi State, MS: John C. Stennis Institute of Government, Mississippi State University, 1995.

Stennis Institute of Government. "Alternate Forms of Local Government: Expanding the Options." Mississippi State, MS: John C. Stennis Institute of Government, Mississippi State University, 1993. This report presents the home rule charter as one way to enhance local government discretion and reform efforts. It also looks at some of the issues involved with the various forms of local government including city-county consolidation.

Walker, Joel P. "Legal Status of Zoning in Mississippi." *Mississippi Law Journal* 32 (May 1961), p. 256-263.

Walker, Thomas G. "Municipal Clerks as Administrators in Mississippi." Masters thesis. Mississippi State University, 1981. This thesis reports on the findings of a state-wide study examining the roles and duties of Mississippi municipal clerks.

Watson, John D. "A Study of the Government of Columbus, Mississippi, with Special Reference to the School System," Masters thesis. Mississippi State University, 1939.

Series/Multi-Volume Works

Public Administration Survey Series. Bureau of Governmental Research. University of Mississippi. This now discontinued article series was published by the Bureau of Governmental Research of the School of Business and Government at the University of Mississippi. The following list from this series contains articles that are especially relevant to Mississippi municipalities.

- ▶ Brammer, Dana B. "Federal Aid to State and Local Governments." Vol. 26 (September 1978).
- ▶ Brammer, Dana B. "Local Government Finances in Mississippi." Vol. 26 (January, 1979).
- ▶ Brammer, Dana B. "Mississippi's Municipal Population: A Decade of Growth." Vol. 28 (Spring, 1981).
- ▶ Brammer, Dana B. "Units of Local Government in Mississippi." Vol. 26 (November, 1978).
- ▶ Hobbs, Edward H. "The Municipal Sales Tax in Mississippi." Vol. 4 (July 1957).
- ▶ McArthur, Robert E. "Substate Regionalism in Mississippi." Vol. 23 (January, 1976).
- ▶ McArthur, Robert E. "Three Mississippi Councils of Government." Vol. 19 (September, 1971).
- ▶ Vaughn, Donald S. "Mississippi's Optional Charter Plan." Vol. 21 (September 1973).
- ▶ Vaughn, Donald S. and Ralph Barry Lilja. "Mississippi Municipalities: The Last Five Years." Vol. 13 (March, 1976).
- ▶ Vaughn, Donald S. "Purposes and Obligations of Municipal Incorporations." Vol. 14 (March, 1967).

GENERAL PUBLICATIONS CONCERNING MUNICIPAL GOVERNMENT

History and Works Published Before 1970

Anderson, William. *American City Government*. New York: H. Holt, 1925.

Brownell, Blaine and David Goldfield, eds. *The City in Southern History*. Port Washington, NY: Kennikat, 1977.

Collins, Maxey C. *An Outline of Municipal Government*. Garden City, NY: Doubleday, Page and Company, 1924.

Coombs, Hugh M. and John Richard Edwards. *Accounting Innovation: Municipal Corporations: 1835-1935*. New York: Garland, 1996.

Copper, Robert W. *Municipal Government and Administration in Alabama*. Tuscaloosa, AL: Bureau of Public Administration, University of Alabama, 1940.

Fox, Kenneth. *Better City Government: Innovation in American Politics, 1850-1937*. Philadelphia: Temple University Press, 1977.

Goodnow, Frank J. *Municipal Problems*. New York: Macmillan, 1897.

Goodnow, Frank J. and Frank G. Bates. *Municipal Government*. New York: Century, 1919.

Highsaw, Robert and Charles Fortenberry. *Municipal Government in the South: A Mid-Century Appraisal*. University, MS: Bureau of Public Administration, University of Mississippi, 1952. This now dated publication provides a detailed historical account of Southern municipal government growth and development in the early half of the twentieth century.

Jackson, Kenneth T. and Stanley K. Shultz eds. *The City in American History*. New York: Alfred A. Knopf, 1972.

Lancaster, Lane W. *Government in Rural America*. 2nd ed. New York: D. Van Nostrand, 1952.

MacCorkle, Stuart Alexander. *Municipal Administration*. New York: Prentice-Hall, 1942.

Patton, Clifford W. *The Battle for Municipal Reform: Mobilization and Attack, 1875 to 1900*. Westport, CN: Greenwood, 1940.

Porter, Kirk H. *County and Township Government in the United States*. New York: Macmillan, 1922.

Stewart, Frank Mann. *A Half Century of Municipal Reform*. Los Angeles: University of California Press, 1950. This publication traces the historical developments of the National Municipal

League. It examines the conditions which brought this organization together in response to citizen demands for better local government.

Sweet, Rosemary. *The English Town, 1680-1840: Government, Society and Culture*. New York: Longman; Harlow, U.K.: Pearson Education, 1999.

Upon, Dayton L. *Practice of Municipal Administration*. New York: Century, 1926.

Wallace, Schuyler C. *State Administrative Supervision over Cities in the United States*. New York: Columbia University, 1928.

Wall, Ned L. *Municipal Reporting to the Public*. Chicago, IL: International City Managers Association, 1963.

Walsh, Annmarie Hauck. *The Urban Challenge to Government; an International Comparison of Thirteen Cities*. New York: Praeger, 1969.

Academic Publications (All Years)

Blair, Richard and Reuben T. Harris. *Government at the Grass-Roots*. Pacific Palisades, CA: Palisades Publishing, 1986.

Burns, Nancy. *The Formation of American Local Governments: Private Values in Public Institutions*. New York, NY: Oxford University Press, 1994.

Daland, Robert, ed. *Comparative Urban Research: The Administration and Politics of Cities*. Beverly Hills: Sage, 1969.

Dodd, Walter F. *State Government*. 2nd Edition. The Century Political Science Series. New York: Century, 1928. Chapter 13 covers the county and townships, Chapter 14 the city, and Chapter 15 state and local government relations.

Florestano, Patricia, and Vincent Marando. *The States and the Metropolis*. New York: M. Dekker, 1981.

Judd, Dennis R. *The Politics of American Cities*. Boston: Little, Brown and Company, 1984.

Menzel, Donald C. "Collecting, Conveying, and Convincing: The Three C's of Local Government Interest Groups." *Public Administration Review* 50 (May/June 1990): 401-405. This article reports on four major local government public interest groups seeking to influence federal policy in the United States – the International City Management Association (ICMA), the National Association of Counties (NACo), the National League of Cities (NLC), and the United States Conference of Mayors (USCM). Emphasis is placed on reviewing and assessing the publications and research functions of these four groups.

Newell, Charldean and David Ammons. *City Executives: Leadership Roles, Work Characteristics, and Time Management*. New York: State University of New York Press, 1989.

Williams, Joan C. "The Constitutional Vulnerability of American Local Government: The Politics of City Status in American Law." *Land Use and Environmental Law Review* 19 (3): 3-73.

Wiseman, W. Martin. "The Ecology of Strategic Management in Small Local Governments." *Public Administration Quarterly* 17 (Summer, 1993): 145-158.

Wiseman, W. Martin. 1991. "Explaining Resistance to Local Government Reform Among Rural Constituencies." *Sociological Spectrum* 11 (1991): 245-264.

Series/Multi-Volume Works

Griffith, Earnest S. *The Modern Development of City Government, Volumes 1 and 2*. College Park, MA: McGrath, 1969.

The Municipal Management Series. Washington D.C.: International City and County Management Association. The ICMA has produced a series of works known as The Municipal Management Series or "Green Books." For a number of years, this series has been a valuable resource for teaching various principals in public administration and local government management. The following list contains publications in this series that are especially relevant to Mississippi municipalities.

Aronson, Richard J. and Eli Schwartz, eds. *Management Policies in Local Government Finance*. 1987.

Banovetz, James M. *Managing Small Cities and Counties: A Practical Guide*. 1994.

Geller, William, ed. *Local Government Police Management*. 1991.

Newell, Charldean, ed. *The Effective Local Government Manager*. 1993.

Slater, David. *Management of Local Planning*. 1984.

So, Frank S. and Judith Getzels, eds. *The Practice of Local Government Planning*. 2nd ed. 1988.

Municipal Yearbook Series. Washington, D.C.: International City and County Management Association. The ICMA has published its *Municipal Yearbook Series* since 1934. Its purpose is to supply municipal officials with knowledge for better local governmental development. Each year, the *Yearbook* includes data collected from local government officials throughout the nation on a wide variety of issues and topics relevant to improving municipal government.

General Topics

- Ammons, David N. *Municipal Benchmarks: Assessing Local Performance and Establishing Community Service Standards*. 2nd Edition. Thousand Oaks, CA: Sage, 2001.
- Chrislip, David D. and Carl E. Larson. *Collaborative Leadership : How Citizens and Civic Leaders Can Make a Difference*. San Francisco, CA: Jossey-Bass, 1994.
- Clingermayer, James C. and Richard C. Feiock. *Institutional Constraints and Policy Choice: An Exploration of Local Governance*. Albany: State University of New York, 2001.
- Coplin, William D. and Carol Dwyer. *Does Your Government Measure Up?: Basic Tools for Local Officials and Citizens*. Syracuse, NY: Maxwell School of Citizenship and Public Affairs, Syracuse University, 2000.
- Doeksen, Gereld A. *Critical Issues in the Delivery of Local Government Services in Rural America*. Washington D.C.: U.S. Department of Agriculture and Economics, 1987.
- Fazio, Michael W. and Peggy Prenshaw. *Order and Image in the American Small Town*. Jackson, MS: University Press of Mississippi, 1981. This publication focuses on community building in small Southern towns covering issues such as downtown revitalization, economic development, and rural planning.
- Ferman, Barbara. *Governing the Ungovernable City*. Philadelphia: Temple University Press, 1985.
- Flinn, Thomas A. *Local Government and Politics*. Glenview, IL: Scott, Foresman and Company, 1969.
- Gluck, Peter R. and Richard J. Maester. *Cities in Transition: Social Changes and Institutional Responses in Urban Development*. New York, NY: New Viewpoints, 1979
- Grant, Daniel R. and H. C. Nixon. *State and Local Governments in America*. Boston, MA: Allyn and Bacon, 1968.
- Gurr, Ted and Desmond S. King. *The State and the City*. Chicago, IL: University of Chicago Press, 1987.
- Hoch, Charles J., Linda C. Dalton, and Frank S. So, Eds. *The Practice of Local Government Planning*. Washington, D.C.: ICMA, 2000.
- Judd, Dennis R. and Todd Swanstrom. *City Politics: Private Power and Public Policy*. New York: Longman, 1998.
- Klitgaard, Robert, Ronald Maclean-Abaroa, and H. Lindsey Parris. *Corrupt Cities: A Practical Guide to Cure and Prevention*. Oakland, CA: ICS, 2000.

- Kirshcner, Don. *City and County: Rural Responses to Urbanization*. Westport, CN: Greenwood, 1970.
- Luttbeg, Norman R. *The Grassroots of Democracy: A Comparative Study of Competition and Its Impact in American Cities in the 1990s*. Lanham, MD: Lexington Books, 1999.
- Martin, David L. *Running City Hall: Municipal Administration in America*. Tuscaloosa, AL: University of Alabama Press, 1990.
- Matthews, Byron S. *Local Government: How to Get into it, How to Administer it Effectively*. Chicago, IL: Nelson-Hall, 1970.
- McGowan, Anne. *Economic Development for Small Local Governments*. Chicago, IL: CPL, 1983.
- McKinney, Hanna J. *The Development of Local Public Services, 1650-1860*. Westport, CN: Greenwood, 1995.
- Morgan, David R. and Robert E. England. *Managing Urban America*. New York: Chatham House, 1999.
- Nalbandian, John. *Professionalism in Local Government*. San Francisco, CA: Josey Bass, 1991.
- O'Looney, John. *Outsourcing State and Local Government Services: Decision-making Strategies and Management Methods*. Westport, CT: Quorum, 1998.
- Robson, William Alexander and D. E. Regan, Eds. *Great Cities of the World; Their Government, Politics, and Planning*. Beverly Hills, CA: Sage, 1972.
- Steggert, Frank. *Community Action Groups and City Governments*. Cambridge, MA: Ballinger, 1975.
- Zimmerman, Joseph F. *State-Local Relations: A Partner Approach*. Westport, CN: Praeger, 1995.

Articles

- Atri, Said and Thomas Shellberg. "A Market-Based Approach to Solid Waste Management." *American City and County* (July, 1991): 54-57.
- Jamison, Conny M. "Collecting Delinquent Revenues: No Stone Unturned in the City of San Diego." *Government Finance Review* (February, 1991). This article focuses on the widespread problem of collecting delinquent revenues in municipal government. The city treasurer of San Diego, California, reports on how methods for collecting delinquent revenues, dealing with bad checks, handling garbage bills, and even establishing a credit reporting program can make a difference in a city's finances.

Norstrom, Gary, Greg Brees, and Eugene Schiller. "Intergovernmental Cooperation Produces a Comprehensive Debt Management Program in Saint Paul, Minnesota." *Government Finance Review* (April, 1989): 17-20. This publication centers around a case in Saint Paul, Minnesota where the need for better debt management was necessary for the city's survival. It explains the step-by-step process municipalities can use to overcome a debt crisis – by working together with counties and school districts in a way that leads to more efficient financial management plans.

Nordstrom, Rodney, Gary Rucker, and R. Vince Hall. "Performance Management in City Government: A Case Study." *Public Personnel Management* 17 (Summer, 1988): 159-165. This study examines productivity problems and solutions in a large municipal department. The results indicate that an efficient performance management program can lead to decreased costs and an increase in the performance and productivity of city personnel.

Zimmerman, Joseph F. "Charter Reform in the 1990s." *National Civic Review* (September/October, 1989): 329-338. A work in response to the 7th edition of the *Model City Charter* published by the National Civic League in 1989, the author focuses on the need for the review and/or reform of local government charters in many cities in the United States.