

Organizing Public Services in Metropolitan America

Edited by

Thomas P. Murphy
University of Maryland

Charles R. Warren
National Academy of
Public Administration
Foundation

Lexington Books
D.C. Heath and Company
Lexington, Massachusetts
Toronto London

Contents

	List of Figure and Tables	ix
	Foreword—<i>York Willbern</i>	xi
	Acknowledgments	xiii
Part I:	Introduction	1
Chapter 1	Developing Alternative Models for Servicing Metropolitan America—<i>Charles R. Warren</i>	3
Part II:	Achieving Structural Change	15
Chapter 2	An Overview of the Political Feasibility of Local Governmental Reorganization— <i>Vincent L. Marando</i>	17
Chapter 3	Successful Centralizing Reorganizations— <i>William H. Wilken</i>	53
Chapter 4	Unimplemented Metropolitan Reorganizations— <i>Thomas P. Murphy and Patricia Florestano</i>	71
Part III:	The Impact of Centralization on the Delivery of Services	83
Chapter 5	Allocation of Urban Governmental Functions— <i>Thomas P. Murphy and Patricia Florestano</i>	85
Chapter 6	The Impact of Centralization on Effectiveness, Economy, and Efficiency—<i>William H. Wilken</i>	107
Chapter 7	The Impact of Centralization on Access and Equity— <i>William H. Wilken</i>	127

Part IV:	The Decentralization Approach	139
Chapter 8	The Decentralization Option—<i>Donna E. Shalala and Astrid E. Merget</i>	141
Chapter 9	Decentralization Plans—<i>Donna E. Shalala and Astrid E. Merget</i>	153
Chapter 10	Transition Problems and Models—<i>Donna E. Shalala and Astrid E. Merget</i>	179
Part V:	The Metropolitan Future	189
Chapter 11	The New Criteria—<i>Thomas P. Murphy and Patricia Florestano</i>	191
Chapter 12	Possible Analytical Approaches and Action Models—<i>Charles R. Warren</i>	211
	Bibliography	221
	Index	241
	About the Contributors	247