

Relations between Government and Citizens: Baltimore Case Study

Phase 2 Interview Guide

About you

1. Could you say a bit about yourself/your role in...

Dealing with Challenges

We are looking at how our eight cities respond to past and present challenges, such as de-industrialization and ‘fiscal squeeze’ (the City’s revenues not meeting expenditure needs).

2. How do you think Baltimore has been affected by these challenges?
3. How has Baltimore responded to these challenges?
 - Social responses?
 - Political responses?
 - Who have the key actors been? Have they changed?
4. What have been the crucial moments in recent history?
5. Do you think there is anything unique in the situation facing Baltimore – compared with what you know about other US cities/ cities in other countries?

Our sense from the exploratory research is that the City of Baltimore’s approach to current challenges has been to find ways to increase revenue and cut public spending; partner with key local institutions to try to integrate systems and approaches; focus on economic development; and seek to attract and retain people to live in the City through a focus on neighborhoods.

6. Is that a fair assessment?
7. How successful do you think this has been – city-wide, in specific places/ policy areas?

How Baltimore is Governed

We are looking at how the City is governed, in terms of the role of City government/ its agencies but also other actors (such as businesses, ‘ed and med’ anchors, foundations, non-profit organizations, unions, community groups and social movements).

8. Do you think that the way the City is governed has changed significantly in response to past and present challenges? In what ways?
9. Who are the key actors? Have new actors come into play? Have others been marginalized?
10. Broadly, how would you characterize relations between governmental and non-governmental actors in the City? Are these changing? In what ways/ directions?
11. Specifically, what changes in relations, if any, have you seen with regard to the work of your organization? Have these changes made a difference?

You/ Your Organization

In the exploratory phase, we found that the need to do ‘more with less’ was the norm in Baltimore.

12. What approaches to enable this have you seen, in your organization or others?
 - eg partnerships; more competition amongst organizations (eg for resource); more conflict/ resistance?
 - How successful are these approaches?
13. Who would you say you interact with the most? In terms of:
 - Organizations; by sector (government/ business/ non-profit/ community); in what policy areas (eg. economic development, neighborhood revitalization)?

14. In terms of partners, competitors and/ or adversaries?

- Which are governmental/ non-governmental actors; how do partnerships/competition/conflicts work in practice; how do these relationships affect your ability to fulfil your agenda?

Working Together and Conflicts/ Resistance

15. Our research suggests that finding ways to work together to integrate systems and approaches is increasingly seen as important in meeting the challenges facing the City.

- Do you agree? What examples come to mind?
- Are these viable? What are the risks and opportunities?
- Who are the organizations and individuals driving these changes?

16. In the exploratory research the notion of 'social justice' seemed prevalent in the City.

- Have the drivers for this sense of injustice changed over time?
- Do you think it is possible to have a 'just' Baltimore?
- What do you think actors at city-level can accomplish in this regard?

17. To what extent are citizens/activists able to resist the approaches adopted/ protest injustice? In what ways?

- By criticising/opposing how the City is governed?
- In what policy areas/ topics?
- Who do you think are the most important actors in resistance and protest?
- What do you think those wanting to change how the City is governed hope to achieve?

18. Overall, how do you see the balance between collaboration and conflict in how the City is governed?

Neighborhoods: Do you think that the challenges and approaches adopted have had a particular impact on the development and governance of neighborhoods?

Migration: Do you think the City's challenges affect its capacity to attract/ welcome new people? From elsewhere in the US? From overseas?

Baltimore's Future

We are interested in how different actors in cities may develop new ideas/ ways of working.

19. How do you/your organization see Baltimore's future?

- In the medium term (say 5-10 years)? In the long term?
- What are the likely continuities (more of the same) and changes?

20. What will be the most crucial (threats/ stabilising) factors in determining Baltimore's future?

- To what extent can economic growth/development mitigate these challenges?

21. Who should be doing things differently in the City? ie: state and federal government; your organization; other organizations?

Finally...

22. Can you recommend any people/ organizations we should approach to participate in the research?

23. Do you have any other comments you would like to make, or questions you'd like to ask?

Dissemination Workshop: When the research is complete in mid-2017, we will hold a workshop on the research findings for those interviewed/ other interested parties. Would you be interested in attending? What would you like to see from the research?

Thank you

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