

T O O L S



F O R

A Practical Guide
for Local Government

D E C I S I O N

M A K I N G

Second Edition

D A V I D

A M M O N S

Tools For Decision Making A Practical Guide For Local Government 2nd Edition

A Gutmann



Tools For Decision Making A Practical Guide For Local Government 2nd Edition:

Tools for Decision Making David N. Ammons, 2008-10-17 Known for encouraging step by step problem solving and for connecting techniques to real world scenarios David Ammons *Tools for Decision Making* covers a wide range of local government practices from the foundational to the advanced Brief and readable each chapter opens with a problem in a hypothetical city and then introduces a tool to address it Thoroughly updated with new local government examples the second edition also incorporates chapters devoted to such additional techniques as sampling analysis sensitivity analysis financial condition analysis and forecasting via trend analysis Numerous tables figures exhibits equations and worksheets walk readers through the application of tools and boxed features throughout each chapter present other uses for techniques helpful online resources and common errors A handy guide for students and an invaluable resource and reference for practitioners *Tools for Decision Making* David N. Ammons, Dale J. Roenigk, 2021-09-08 This book guides readers to the mastery of a wide array of practical analytic techniques useful to local governments Written in an easy to read style with an emphasis on providing practical assistance to students local government practitioners and others interested in local government performance this updated third edition features analytic methods selected for their relevance to everyday problems encountered in city and county governments The authors outline a variety of practical techniques including the simplest that the fields of management public administration policy analysis and industrial engineering have to offer Each analytic technique is introduced in the context of a fictitious case presented over a few pages at the beginning of that technique s chapter Contents include demand analysis work distribution analysis process flow charting inflation adjustments annualizing capital costs staffing analysis identifying full costs of a program or service present value analysis life cycle costing lease buy analysis cost effectiveness analysis benchmarking analysis and more This updated third edition features a dramatic expansion of Excel based applications plus templates and exercises accompanying many of the chapters and available online New chapters prepare readers to use statistical tests to identify significant differences in performance averages construct Pareto charts develop cause and effect diagrams prepare control charts detect possible discrimination in hiring and appointment practices and present analytic evidence more effectively This book is an essential resource for students and instructors of public administration courses on analysis methods evaluation productivity improvement and service delivery Online resources for this book including Excel templates are available at <https://toolsfordecisionmaking.sog.unc.edu> **Managing Urban America** Robert E. England, John P. Pelissero, David R. Morgan, 2016-05-06 *Managing Urban America* guides students through the challenges politics and practice of urban management including managing conflict through politics adapting to demographic and social changes balancing budgets and delivering a myriad of goods and services to citizens in an efficient equitable and responsive manner The Eighth Edition has been thoroughly updated to include a discussion of the difficulties cities confront as they deal with the lingering economic challenges of the 2008

recession the concept of e government and how it affects the theory and practice of management and the implications of environmental issues for urban government management **Managing Local Government Services** Carl W.

Stenberg, Susan Lipman Austin, 2007 *Managing Local Government Services* 3rd ed is a comprehensive text on the subject of local government services relevant to local governments of all sizes This edition is refocused and updated to include the demographic economic technology and cultural trends that affect the management of service delivery New chapters discuss the shift from government to governance alternative methods of service delivery community development and the five management practices that are fast becoming the standard for professional local government management Each chapter lays out the manager s responsibilities in each service area and provides effective policies practices and procedures Short case examples give you a practical look at the goals challenges and solutions in the manager s world **The Basics of Public**

Budgeting and Financial Management Charles E. Menifield, 2025-04-30 *Connecting budgetary theory with practical tools* Charles E Menifield carefully examines the key areas that every budgeting and financial management student needs to know in order to be a successful budgeteer in a local government nonprofit or state level budget office From the perspective of a bureaucrat students examine various concepts and then work through in class and out of class exercises and problems to reinforce those concepts and ideas through practical applications Menifield provides an overview of the basic budgeting concepts types and techniques to orient students along with discussion of budget cycles and the actors involved in the process Chapters unfold to present personal services operating and capital budgets as well as the various ways to fund public budgets Students will gain an understanding of budgeting techniques and analytical models but also how these methods are useful in answering important policy questions Other topics include cash management risk management procurement debt management incentivizing economic development and cutback management strategies Menifield concludes with an examination of different data sources data quality and appropriateness and the different ways to communicate budget data effectively using charts graphs and slides Each chapter provides the student with a list of important terms phrases and exercises that require the students to apply what they have learned in each chapter using only basic office applications The Fifth Edition of the book provides in class exercises for each chapter allowing students not only to compare their responses to their peers in small groups but also to present those responses to the entire class with the goal of improving their presentation skills This book blends budgetary theory and practice in a volume that is easy to understand by both undergraduate and graduate students alike *Handbook of Human Resource Management in Government* Stephen E.

Condrey, 2010-08-02 *HANDBOOK OF HUMAN RESOURCE MANAGEMENT IN GOVERNMENT THIRD EDITION* The practice of public human resource management has evolved significantly in recent years due to increased outsourcing privatization and the diminution of public employee rights This thoroughly revised and updated edition of the classic reference *Handbook of Human Resource Management in Government* offers authoritative state of the art information for public administrators

and human resource professionals The third edition features contributions from noted experts in the field including Donald E Klingner Mary E Guy Jonathan P West Jeffrey L Brudney Montgomery Van Wart J J Steven Ott Norma M Riccucci and many more Praise for the Handbook of Human Resource Management in Government This third edition of the Handbook of Human Resource Management in Government is an essential resource for scholars practitioners and general readers in need of concise summaries of up to date cutting edge public personnel administration research No other handbook on the market more concisely more comprehensively more clearly synthesizes this vast rapidly changing field that remains so vital to effective government performance RICHARD STILLMAN editor in chief Public Administration Review The Handbook of Human Resource Management in Government comprehensively and seamlessly blends theory and practice The result is a clear road map that can finally make HR a key player in helping the government meet the unprecedented challenges facing our nation our states and our communities BOB LAVIGNA vice president Research Partnership for Public Service Washington DC With each successive edition Condrey s Handbook of Human Resource Management in Government becomes a more essential tool for graduate students who wish to improve their understanding of this field Condrey s own expertise has enabled him to take contributions from leading experts in the field and shape them into a reader that is comprehensive engaging and authoritative DONALD E KLINGNER University of Colorado Distinguished Professor School of Public Affairs University of Colorado at Colorado Springs former president American Society for Public Administration and fellow National Academy of Public Administration

Alternative Service Delivery: Readiness Check Gerald T. Gabris, Heidi O. Koenig, Kurt Thurmaier, Craig S. Maher, Kimberly L. Nelson, Katherine A. Piker, Alicia Schatteman, Dawn S. Peters, Craig Rapp, 2014-04-15 Alternative Service Delivery Readiness Check synthesizes academic and practitioner knowledge about alternative service delivery ASD systems This handbook offers information and insights that local governments can use to provide public services more effectively and efficiently It serves as a primer about alternative service delivery intended to guide investigation of new approaches to service delivery It derives from multiple conversations with local government practitioners in Illinois who were frustrated by a lack of guidance on how to think about alternative service delivery methods for public services and in what circumstances different alternatives were more or less successful This handbook is written for both appointed managers and elected officials who are looking for innovative ways to consider service delivery and want to answer the basic question Can we be doing this better Why does your local government want to consider providing public services in new alternative ways As the cases in this handbook demonstrate jurisdictions that successfully develop and implement an alternative service delivery method are driven by a desire to improve service effectiveness Local governments that move from tactical to strategic thinking about service delivery are the ones more likely to improve services using different forms of alternative service delivery The kinds of issues and types of questions examined in this handbook range from how to best handle such demand driven services as allocation of police and fire resources to how to share expensive

equipment that your jurisdiction needs only some of the time The stories solutions and evidence are intended to help local government officials understand the differences between delivery alternatives and the prerequisites for developing and implementing each option **The Public Productivity and Performance Handbook** Marc Holzer,Andrew

Ballard,2021-07-25 A productive society is dependent upon high performing government This third edition of The Public Performance and Productivity Handbook includes chapters from leading scholars consultants and practitioners to explore all of the core elements of improvement Completely revised and focused on best practice the handbook comprehensively explores managing for high performance measurement and analysis costs and finances human resources and cutting edge organizational tools Its coverage of new and systematic management approaches and well defined measurement systems provides guidance for organizations of all sizes to improve productivity and performance The contributors discuss such topics as accountability organizational effectiveness after budget cuts the complementary roles of human capital and big data and how to teach performance management in the classroom and in public organizations The handbook is accompanied by an online companion volume providing examples of performance measurement and improvement manuals across a wide variety of public organizations The Public Performance and Productivity Handbook Third Edition is required reading for all public administration practitioners as well as for students and scholars interested in the state of the public performance and productivity field Public Policy: Politics, Analysis, and Alternatives, 4th Edition Michael E. Kraft,Scott R. Furlong,2013 All

too often public policy textbooks offer a basic grounding in the policy process without the benefit of integrating the use of policy analysis Kraft and Furlong since their first edition take a different tack They want students to understand how and why policy analysis is used to assess policy alternatives not only to question the assumptions of policy analysts but to recognize how analysis is used in support of political arguments To encourage critical and creative thinking on issues ranging from the financial bailout to rising gas prices to natural disasters the authors introduce and fully integrate an evaluative approach to policy Public Policy starts with a concise review of institutions policy actors and major theoretical models The authors then discuss the nature of policy analysis and its practice and show students how to employ evaluative criteria in six substantive policy areas Public Policy arms students with analytic tools they need to understand the motivations of policy actors both within and outside of government influence a complex yet comprehensible policy agenda Enhancements to the 4th edition All chapters have been comprehensively updated to include recent events issues and policy debates including the conduct of the wars in Afghanistan and Iraq the use of private contractors for military support and operations the rising cost of gasoline and disputes over energy policy and climate change the controversy over immigration policy requirements for financial regulation heightened concerns over economic and social inequality and the clash over reforming taxes and entitlement programs as well as dealing with the federal deficit and national debt New and updated working with sources and steps to analysis features help students investigate sources of information and apply evaluative criteria New and updated end of chapter

discussion questions suggested readings and web sites **Public Productivity Handbook, Second Edition**, Marc Holzer, 2004-02-20 Anyone hoping to improve teamwork performance and budgeting training and evaluation programs in their organization should look no further Completely revised Public Productivity Handbook Second Edition defines the role of leadership dimensions of employee commitment and multiple employee organization based relationships for effective internal and external connections It s coverage of new and systematic management approaches and well defined measurement systems provides guidance on correct utilization of human resources that ensure improvements in productivity and performance The authors discuss such topics as citizen driven government and performance public sector values and productivity privatization and productivity barriers in the public sector **Public Policy** Michael E. Kraft, Scott R. Furlong, 2017-04-28 In Public Policy Politics Analysis and Alternatives students come to understand how and why policy analysis is used to assess policy alternatives To encourage critical and creative thinking on issues ranging from the federal deficit to health care reform to climate change authors Michael Kraft and Scott Furlong introduce and fully integrate an evaluative approach to policy The Sixth Edition of Public Policy offers a fully revised concise review of institutions policy actors and major theoretical models as well as a discussion of the nature of policy analysis and its practice Both the exposition and data have been updated to reflect major policy controversies and developments through the end of 2016 including new priorities of the Donald Trump administration **Handbook of Public Information Systems** Kenneth Christopher, 2005-03-29 Delivering IT projects on time and within budget while maintaining privacy security and accountability is one of the major public challenges of our time The Handbook of Public Information Systems Second Edition addresses all aspects of public IT projects while emphasizing a common theme technology is too important to leave to the technocrats **Encyclopedia of Public Administration and Public Policy - 5 Volume Set** Domonic A. Bearfield, Evan Berman, Melvin J. Dubnick, 2020-08-14 Now in its third edition Encyclopedia of Public Administration and Public Policy remains the definitive source for article length presentations spanning the fields of public administration and public policy It includes entries for Budgeting Bureaucracy Conflict resolution Countries and regions Court administration Gender issues Health care Human resource management Law Local government Methods Organization Performance Policy areas Policy making process Procurement State government Theories This revamped five volume edition is a reconceptualization of the first edition by Jack Rabin It incorporates over 225 new entries and over 100 revisions including a range of contributions and updates from the renowned academic and practitioner leaders of today as well as the next generation of top scholars The entries address topics in clear and coherent language and include references to additional sources for further study

Effective Financial Management in Public and Nonprofit Agencies Jerome B. McKinney, 2015-02-24 This analytical volume looks at emerging fiscal trends and introduces the tools for effective financial management to American business professionals in the public private and nonprofit sectors This hard hitting book is the most comprehensive reference to

financial theory and practice for operating a business profit or nonprofit in the United States today Content focuses on fiscally responsible behaviors and strategies such as the introduction of a financial auditing system to troubleshoot potential problems before they occur the creation of internal control and risk management systems and step by step procedures for ensuring maximum transparency and accountability in every part of the organization Author and financial expert Jerome B McKinney has expanded on the previous edition of this popular financial text offering the latest best practices in e government applications cash flow analysis revenue forecasting and fiscal health evaluations This fourth edition also looks at sustainability the role of monetary policies and fiscal policy globalization and its competitive impact and the massive growth of outsourcing On a final note the work explains how recent legislation has influenced the development use and implementation of performance measures holding government agencies more accountable for their actions

Government Budget Forecasting Jinping Sun, Thomas D. Lynch, 2017-09-25 Revenue and expenditure forecasting plays an important role in public budgeting and financial management particularly during times of financial constraint when citizens impose greater accountability upon government to use taxpayer dollars more efficiently Despite its significance revenue and expenditure forecasting is often overlooked in the budget process and there is an imbalance between practice and research in this area Based on the collaboration of budget scholars and practitioners Government Budget Forecasting fulfills two purposes Enhances the understanding of revenue and expenditure estimation both theoretically and practically Stimulates dialogue and debate among practitioners and academicians to identify good forecast practices as well as areas for improvement Divided into four parts this comprehensive reference first examines forecast practices at the federal state and local levels drawing on case studies that include California Texas and Louisiana It then explores consensus systems and risk assessment considering political factors and the costs of forecast errors The text concludes with a call to transparency and guidance from a code of ethics and a look at forecasting practices in emerging countries

Local and Regional Government Information Mary Martin, 2005-02-28 Local and regional government information is essential to government workers corporate researchers students and many other citizens but finding a city ordinance or a county report can be a daunting experience This unique timesaving and easy to use reference guide offers strategies for locating local and regional government information including what to look for how and where to search and what to expect Leading users through the labyrinth of records and reports available from a wide variety of sources this guide provides tips on how to use sources effectively and efficiently in real world research An accessible overview covers the different types of government documents how local governments are organized and how to contact government agencies and archives The guide also describes the major general indexes and bibliographies covering local government information including the Index to Current Urban Documents and the BRB Public Record Research System Whether researching census records looking up local laws and regulations or determining eligibility for government assistance this reference offers indispensable assistance

Improving

Local Government Performance through Benchmarking David N. Ammons, 2025-05-12 Improving Local Government Performance through Benchmarking sets the record straight on benchmarking and its value for performance improvement in local government Benchmarking is a widely adopted public management reform of recent decades yet it is often misunderstood by city and county governments viewed too narrowly or underappreciated by managers elected officials and students of local government for its potential as a tool This book helps students of public administration and practitioners in local government municipal and county government executives department heads program managers and management analysts to better understand the two major types of benchmarking in use by local governments in the US and beyond metrics benchmarking and best practice benchmarking and the promise and limitations of each type as tools of performance improvement It lays out strategic decisions in the design and management of benchmarking projects and highlights common errors to avoid preparing managers and analysts for greater benchmarking success Written in an easy to read style this book will provide practical assistance to local government officials and students of public administration who aspire to become practitioners in the future

Public Human Resource Management Richard C. Kearney, Jerrell D. Cogburn, 2015-07-30 Public Human Resource Management Problems and Prospects brings together exemplary contributors who provide concise essays on major contemporary public human resources management issues Organized into four parts setting techniques issues and prospects and covering the major process function and policy issues in the field the text offers valuable wisdom to students and practitioners alike With sixteen new and eleven updated chapters authored by the leading figures in the field as well as by up and coming new scholars the new edition works as a primary or supplementary text for courses in human resource management or issues in public administration

Performance Measurement Harry P Hatry, 2023-10-03 Long before reinventing government came into vogue the Urban Institute pioneered methods for government and human services agencies to measure the performance of their programs This comprehensive guidebook synthesizes more than two decades of Harry Hatry s groundbreaking work It covers every component of the performance measurement process from identifying the program s mission objectives customers and trackable outcomes to finding the best indicators for each outcome the sources of data and how to collect them Hatry explains how to select indicator breakouts and benchmarks for comparison to actual values and describes numerous uses for performance information Since the publication of the first edition in 1999 the use of performance measurement has exploded at all levels of U S government in nonprofit agencies and around the world The new edition has been revised and expanded to address recent developments in the field including the increased availability of computer technology in collecting and presenting information the movement to use outcome data to improve services and the quality control issues that have emerged as data collection has increased It is an indispensable handbook for newcomers and an important resource for experienced managers looking to improve their use of outcome data

Public Administration Research Methods Warren S. Eller, Brian J. Gerber, Scott E. Robinson, 2018-02-21 The best decisions made by

public managers are based not on instinct but on an informed understanding of what's happening on the ground. Policy may be directed by ideology but it must also be founded on reality. The challenge of making the right decisions as a public manager is often therefore based on the need for rigorous, actionable research. Now in a thoughtfully revised second edition, this textbook shows students of Public Administration exactly how to use both qualitative and quantitative research techniques to give them the best chance to make the right decisions. Uniquely, Eller, Gerber, and Robinson present research methodologies through a series of real-life case studies, with each chapter exploring situations where a public manager can use research to answer specific questions, demonstrating how that research can inform future policy. Taking readers through the key concepts from research design and sampling to interviews, survey data, and more statistical-based approaches, this new edition provides a complete guide to using research in the public and voluntary sectors. New to this edition: To better orient the student, the second edition is thematically arranged. Five sections, each with a short essay, provide not only previews of the content of each section but more importantly guide the reader through how the concepts and techniques covered relate to real-world use and application. A new chapter on applied quantitative analyses has been added to offer coverage of several commonly used and valuable analytic techniques for decision making for policy and management: benefit-cost analysis, risk assessment, and forecasting. The second edition is accompanied by online materials containing suggested course plans and sample syllabi, PowerPoint lecture slides, and student support materials to illustrate the application of key concepts and analytic techniques. Each chapter also includes discussion questions, class exercises, end-of-chapter review questions, and key vocabulary to provide students with a range of further tools to apply research principles to practical situations.

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