

MUNICIPAL BENCHMARKS

ASSESSING LOCAL
PERFORMANCE
AND ESTABLISHING
COMMUNITY
STANDARDS



THIRD EDITION

DAVID N. AMMONS

Municipal Benchmarks Assessing Local Performance And Establishing Community Standards

Eckart Lantz



Municipal Benchmarks Assessing Local Performance And Establishing Community Standards:

Municipal Benchmarks David N. Ammons, 2012 Completely updated with new listings and statistics throughout this comprehensive resource gives urban experts municipal leaders management analysts and pre professionals essential practical tools to establish and assess a municipality's performance in all areas of operation It goes beyond the current literature on local government performance measurement and offers benchmarks on more than 40 key topics against which performance can be assessed The book includes relevant national standards developed by professional associations and actual performance targets as well as performance results from a large selection of respected city governments This edition provides new or expanded listings of professional standards across the full array of municipal functions Two all new chapters cover economic development and benchmarks for municipal airports call centers mail centers print shops and public information offices Performance statistics for more than 250 city governments help public management professionals keep abreast of the most current information available Publisher description

Municipal Benchmarks David Ammons, 2014-12-18 Completely updated with new listings and statistics throughout this comprehensive resource goes beyond the current literature on local government performance measurement and provides benchmarks on more than 40 key topics against which performance can be assessed in all areas of operation Ammons has assembled a remarkable volume of benchmark data for a comprehensive range of municipal government services Municipal Benchmarks will be of considerable help for municipalities in laying the groundwork for an accountable government Harry Hatry The Urban Institute I am delighted to see that ideas for advancing our industry are alive and thriving Ammons's collection does an incredible service to every municipal manager in the country and perhaps the world These benchmarks clearly set standardized ways of looking at measuring the performance of municipal service delivery Ted Gaebler City Manager Rancho Cordoba CA co author of Reinventing Government

Municipal Benchmarks David N. Ammons, 2001-02-21 The new edition of this practical reference book gives municipal officials and citizens the benchmarking tools needed to assess and establish community standards for their operations and delivery of services New to this edition Updated charts and data throughout New chapters Management Services Parking Services Risk Management Social Services Streets Sidewalks and Storm Drainage Water and Sewer Services Fleet Maintenance Gas and Electric Services Expanded coverage including newly adopted performance targets and updated standards for emergency response times for fire police and emergency medical service

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

Performance Management Dennis Hilgers, 2008-05-15 Dennis Hilgers untersucht Methoden und Konzepte zur Leistungserfassung messung und steuerung im privatwirtschaftlichen Bereich und im Umfeld von öffentlichen Verwaltungen Das Performance Management steht auch im öffentlichen Bereich für den strategieorientierten Managementprozess einer leistungs- und wirkungsorientierten Verwaltungssteuerung unter Berücksichtigung der Ergebnisse

Leistungserfassung in kommunalen Gebietskörperschaften Eckart Lantz, 2011-08-17 Ausgehend vom Bedarf für Leistungserfassung und unter Berücksichtigung von New Public Management und Institutionenökonomik sowie einer Analyse der deutschen Praxis im kommunalen Bereich entwickelt Eckart Lantz Gestaltungsempfehlungen wie Leistungserfassung im öffentlichen Sektor gestaltet werden sollte

Wissenstransfer zwischen Hochschule und Kommunen Franz-Reinhard Habel, 2013

Managing and Measuring Performance in Public and Nonprofit Organizations Theodore H. Poister, Maria P. Aristigueta, Jeremy L. Hall, 2014-10-13 New edition of a classic guide to ensuring effective organizational performance Thoroughly revised and updated the second edition of *Managing and Measuring Performance in Public and Nonprofit Organizations* is a comprehensive resource for designing and implementing effective performance management and measurement systems in public and nonprofit organizations The ideas tools and processes in this vital resource are designed to help organizations develop measurement systems to support such effective management approaches as strategic management results based budgeting performance management process improvement performance contracting and much more The book will help readers identify outcomes and other performance criteria to be measured tie measures to goals and objectives define and evaluate the worth of desired performance measures and analyze process report and utilize data effectively Includes significant updates that offer a more integrated approach to performance management and measurement Offers a detailed framework and instructions for developing and implementing performance management systems Shows how to apply the most effective performance management principles Reveals how to overcome the barriers to effective performance management *Managing and Measuring Performance in Public and Nonprofit Organizations* identifies common methodological and managerial problems that often confront managers in developing performance measurement systems and presents a number of targeted strategies for the successful implementation of such systems in public and nonprofit organizations This must have resource will help leaders reach their organizational goals and objectives

Benchmarking

for Nonprofits Jason Saul, 2004-10-30 The no cost way to improve your organization on a daily basis Most nonprofits are already benchmarking informally This unique book defines a formal way to benchmark You ll learn how to prepare your organization measure performance and implement best practices as well as learning the five key steps of benchmarking the arguments against benchmarking and why you should disregard them how benchmarking differs from evaluation and assessment how to form a benchmarking team how to create a success equation that helps you measure your organization s performance how to make sure to measure what matters how to choose your benchmarking partners and what you can learn from the wrong partner and how to overcome staff resistance to benchmarking Practical tools help you benchmark what matters Real world examples illustrate benchmarking in action Exercises and worksheets guide you through processes such as drafting a benchmarking plan identifying and analyzing the things in your organization that need improvement prioritizing which processes to focus on identifying your CTQ critical to quality outcomes and more The way to survive as a nonprofit in today s market is to thrive With so many organizations seeking the same dollars only the best will endure Benchmarking ensures that your organization is always operating at peak performance It s something you can t afford not to do especially since you can do it for free

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 Public Administrator's Companion Sandra Emerson, Kathy Van Ness, Georgianna Streeter, Linda-Marie Sundstrom, Parker G. Emerson, 2022-12-05 The second edition of The Public Administrator s Companion A Practical Guide examines the most important elements of public administration The authors provide readers with a keen understanding of how government works useful for both students and practitioners of public administration The book discusses governmental structure human resources and public funding It delineates administrators actions in strategic planning consensus building budget development performance measurement and public policy assessment and implementation This edition includes new chapters on nonprofit organizations and leadership for administrators as well as an appendix about preparing and making presentations The previous edition s appendix on getting a job in local government has been revised to include interviewing and hiring from the perspectives of both the agency and applicant Real world examples and cases from the local state and federal level reinforce key topics Each chapter ends with a Practicing Public Administration section that provides helpful exercises for building the skills described in the chapter and a

Bibliography which provides useful source materials that can broaden the reader's comprehension of the chapter *Public Productivity Handbook* Marc Holzer, Seok-Hwan Lee, 2019-02-13 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 Library Statistics for the Twenty-first Century World Michael Heaney, 2009 The International Federation of Library Associations began a global statistics project in relation to worldwide libraries in 2006 The results are reported here from all over the world and there are several papers specifically on public libraries and university libraries *Growing Smart Legislative Guidebook* Stuart Meck, 2020-12-17 States and their local governments have practical tools to help combat urban sprawl protect farmland promote affordable housing and encourage redevelopment They appear in the American Planning Association's *Growing Smart Legislative Guidebook* Model Statutes for Planning and the Management of Change The Guidebook and its accompanying User Manual are the culmination of APA's seven year Growing Smart project an effort to draft the next generation of model planning and zoning legislation for the United States The Guidebook is also pertinent to those who are affected by planning decisions and who have an interest in how the statutes are revised including Local planners Builders Developers Real estate and design professionals Smart growth and affordable housing advocates Environmentalists Highway and transit specialists Citizens *Cost Accounting in Government* Zachary Mohr, 2017-04-21 Managerial cost accounting is the financial and managerial tool that is used to estimate the organizational cost of products and services in business and government In recent decades cost accounting in the United States and other advanced industrial countries has been dominated by discussions of Activity Based Costing or ABC While ABC can be shown to produce a more accurate estimate of cost than older and more basic types of cost accounting ABC is not used extensively in many governments We argue that this recent focus on ABC has stifled examination and discussion of how government cost accounting is being used and how it could be used in practice The study of cost accounting practice reveals an important and underexplored area of financial management in government Given the scandals that cost accounting estimates can create and that different types of cost accounting can create different estimates of cost it may be reasonable to ask whether the cost accounting exercise is worth it *Cost Accounting in Government* Theory and Applications addresses these unusual and unusually important topics through a series of studies of different government cost accounting practices The first section of the book presents two chapters on the history and basic elements of cost accounting The second section of the book provides

further discussion and case studies of actual cost accounting practices in the main areas that cost accounting has been used in government benchmarking the performance of government services rate setting grant overhead cost recovery and cost management The last two chapters discuss cost accounting practices in Europe and the future of cost accounting These cases span local and federal governments and provide a much needed context to the study of cost accounting in government Aimed at academics researchers and policy makers in the fields of Accounting Public Administration and Government Studies Cost Accounting in Government Theory and Applications seeks to address the practical and theoretical gap in government cost accounting research with case studies of different public agencies that are using cost accounting for different purposes The case studies illustrate that different purposes for cost accounting create unique and interesting cost accounting practices The case studies provide useful examples of actual cost accounting systems that can inform both research and instruction

International Handbook of Practice-Based Performance Management Patria de Lancer Julnes, 2007-09-10 A combination of conceptual and practical applications with an emphasis on cutting edge practices in the US and abroad this text represents the most notable examples of performance measurement in Canada Latin America and Eastern Europe and supports the integration of theory and practice with linked chapters

Performance-Based Management Systems Patria de Lancer Julnes, 2017-09-29 Expectations for performance management systems continue to grow in the public sector Yet few administrators know how to effectively implement and sustain these systems Performance Based Management Systems Effective Implementation and Maintenance supports practical efforts to build and maintain performance management systems in public organizations explaining obstacles to measurement efforts and providing guidance on how to overcome them The book begins by exploring performance measurement as a key element of performance based management systems It discusses its legacy and its limitations and offers competing explanations of the factors that constrain its effective use Next it focuses on building theory in support of practice through a mixed methods approach It examines research reconciling the conflicting explanations for the lack of proper use of performance measurement information Then it offers new insights for developing a context sensitive model of performance measurement that can lead to effective practices The third part develops these insights into a pragmatic model of performance based management It provides a realistic explanation of the contributions of performance measurement and gives advice derived from current practice The author concludes by highlighting the rationale methods and findings of two studies that served as the foundation for this book She also provides final suggestions of how to move practice and theory forward This volume explains why performance measurement is not more widely used in the public sector and explores how implementation of performance measurement can be improved with insights gained from extant literature on public policy organizational politics and culture and knowledge utilization Mastery of this material will enable practitioners to understand how to effectively implement policies that will positively impact their organizations and their employees

Better Cities, Better World Catherine Farvacque-Vitkovic, Mihaly

Kopanyi,2019-07-30 The planet is becoming increasingly urban In many ways the urbanization wave and the unprecedented urban growth of the past 20 years have created a sense of urgency and an impetus for change Some 54 percent of the world population 3.9 billion people lives in urban areas today thus it has become clear that business as usual is no longer possible This new configuration places great expectations on local governments While central governments are subject to instability and political changes local governments are seen as more inclined to stay the course Because they are closer to the people the voice of the people is more clearly heard for a truly democratic debate over the choice of neighborhood investments and city wide policies and programs as well as the decision process on the use of public funds and taxpayers money In a context of skewed financial resources and complex urban challenges which range from the provision of basic traditional municipal services to the newer agenda of social inclusion economic development city branding emergency response smart technologies and green investment more cities are searching for more effective and innovative ways to deal with new and old problems Better Cities Better World A Handbook on Local Governments Self Assessments is at the heart of this debate It recognizes the complex past current and future challenges that cities face and outlines a bottom line no nonsense framework for data based policy dialogue and action a common language that for the first time helps connect the dots between public investments programming Urban Audit Self Assessment and financing Municipal Finances Self Assessment It helps address two key questions too often bypassed when it comes to municipal infrastructure and services financing Are we doing the right things Are we doing things right Better Cities Better World A Handbook on Local Governments Self Assessments offers a bit of everything for everyone Central governments will be attracted by the purposefulness and clarity of these tools their impact on local government capacity and performance building and how they improve the implementation of transformative actions for policy change City leaders and policy makers will find the sections on objectives and content instructive and informative with each issue placed in its context and strong connections between data and municipal action Municipal staff in charge of day to day management will find that the sections on tasks and the detailed step by step walk through the process give them the pragmatic knowhow that they need Cities partners such as bilateral and multilateral agencies banks and funds utility companies civil society and private operators will find the foundations for more effective collaborative partnerships

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>

The Government Analytics Handbook Daniel Rogger, Christian Schuster, 2023-10-27 The Government Analytics Handbook presents frontier evidence and practitioner insights on how to leverage data to strengthen public administration Covering a range of microdata sources such as administrative data and public servant surveys as well as tools and resources for undertaking the analytics it transforms the ability of governments to take a data informed approach to diagnose and improve how public organizations work Readers can order the book as a single volume in print or digital formats or visit worldbank.org/governmentanalytics for modular access and additional hands on tools The Handbook is a must have for practitioners policy makers academics and government agencies Governments have long been assessed using aggregate governance indicators giving us little insight into their diversity and how they can practically be improved This pioneering handbook shows how microdata can be used to give scholars and practitioners granular and real insights into how states work and practical guidance on the process of state building Francis Fukuyama Stanford University author of State Building Governance and World Order in the 21st Century The Government Analytics Handbook is the most comprehensive work on practically building government administration I have ever seen helping practitioners to change public administration for the better Francisco Gaetani Special Secretary for State Transformation Government of Brazil The machinery of the state is central to a country's prosperity This handbook provides insights and methodological tools for creating a better shared understanding of the realities of a state to support the redesign of institutions and improve the quality of public administration James Robinson University of Chicago coauthor of Why Nations Fail

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