



# Managing Local Government Services

## The Challenge of Change

Fourth Edition

Kimberly H. Nelson  
and Carl W. Stenberg

**ICMA**

# Managing Local Government Services

**Brian W. Rapp**



## **Managing Local Government Services:**

*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

**Managing Local Government** Kimberly L. Nelson, Carl W. Stenberg, 2017-08-04 *Managing Local Government An Essential Guide for Municipal and County Managers* offers a practical introduction to the changing structure forms and functions of local governments Taking a metropolitan management perspective authors Kimberly Nelson and Carl W Stenberg explain U S local government within historical context and provide strategies for effective local government management and problem solving Real life scenarios and contemporary issues illustrate the organization and networks of local governments the roles responsibilities and relationships of city and county managers and the dynamics of the intergovernmental system Case studies and discussion questions in each chapter encourage critical analysis of the challenges of collaborative governance Unlike other books on the market this text s combined approach of theory and practice encourages students to enter municipal and county management careers and equips them with tools to be successful from day one

**Managing Local Government Services** , 2021 *Managing Local Government Services* is written for local government practitioners who lead and manage municipalities and counties and who are responsible for the administration of services to residents as well as for students considering a career in local government management The ideas in this text are especially helpful to entry level managers and those in smaller communities as it enables them to grasp the scope and complexity of local services and to appreciate the challenges and opportunities of governance publisher s website

**Managing Local Government Services** Carl W. Stenberg, Susan Lipman Austin, 2007 [Managing Local Government](#) Kimberly L. Nelson, Carl W. Stenberg, 2025-06-24 *Managing Local Government An Essential Guide for Municipal and County Managers* 2nd Edition covers the basics of the local government management curriculum with a regional approach that examines the local governmental structural forms administrative functions and financial considerations inherent to the metropolitan environment To prepare the next generation of local leaders authors Kimberly Nelson and Carl Stenberg incorporate real life scenarios case studies and class discussion questions to help students understand contemporary issues

**Managing Local Government For Improved Performance** Brian W. Rapp, 2019-03-04 After working for nearly three years to improve the performance of the government of Flint Michigan and discovering that there

was no comprehensive work on the subject of local government management to refer to Brian Rapp and Frank M Patitucci felt a personal as well as a professional need to write a book that would help them understand their successes and failures and that would help others do a better job in similar situations The result this book is unique both in its approach and in its presentation The authors establishing a conceptual framework within which to understand their subject use Flint as a case city to examine the practical impact of factors affecting city government and they indicate the major standards and criteria that should be applied in evaluating that impact Although they recognize that within each city there are unique conditions that make a blanket prescription impossible the authors are nevertheless convinced that many individuals both in and out of government can do something to improve the performance of their city government and they have set out to help these individuals understand in the most concrete terms possible how they might go about it Managing Local Government Services Derrik Hender,1993 A guide to the problems that face local authorities their members and officers in coping with the challenges of developing an enabling authority This book looks forward to the probable effect of the extension of competition to central services Managing Local Governments Emanuele Padovani,David W. Young,2013-06-17 Local Government is an area where management skills are tested to the extreme With political considerations evident both locally and nationally managing resources can be complex and subject to change This book introduces new concepts and new ways of doing business that can greatly enhance the value of the services a local government provides to its citizens without putting a greater financial burden on taxpayers Padovani and Young present out of the box thinking based on solid research and experience to discuss topics such as Incorporating outcome indicators into strategic planning and budgeting Building a LG s budget with cost drivers Expanding the concept of enterprise funds Assessing and better managing the risk associated with outsourcing Using the concept of shadow pricing to compare public with private sector costs for services This book is a must read for students of public administration and management senior and middle managers in local governments around the world and citizens who are concerned with more effective management of their local government s programs and services A list of suggested extra case studies for each chapter and a description of the process to follow for ordering them may be obtained by sending an email to CrimsonCenter cs com You should request the document Case Study Suggestions for Managing Local Governments **Managing Human Resources in Local Government** Urban Institute,National Commission on Productivity,1973 Pamphlet on personnel management problems in local government in the USA with particular reference to Motivation of public servants and civil servants covers wage incentive programmes job enrichment schemes fringe benefits flexible hours of work etc References **Managing People in the Public Services** David Farnham,Sylvia Horton,1996-05-01 Over the last two decades public services have been directly affected by the radical political and economic changes which have characterized Britain As businesses public service employers are now becoming more responsive to their clients and customers and have moved to a more decentralized and proactive style based on private

sector practices This book describes past practices and current developments in public sector organizations looking at in depth case studies covering NHS trusts the Civil Service local government police and education It examines implications for the future and will provide an invaluable guide for both students of personnel and business studies and managers in the public sector Managing the New Public Services Daniel Farnham, Sylvia Horton, 1993-02-28 This volume provides an introduction to and assessment of the major organizational changes in Britain's public services since the late 1970s which have collectively been identified as the emergence of a new managerialism **Managing Organizational Change in Public Services** Rune Todnem By, Calum Macleod, 2012-08-21 Forming part of the Understanding Organizational Change series *Managing Organizational Change in Public Services* focuses on the organizational dimension of change management in public services Combining aspects of change management theory with real life practice in the form of organizational cases from different regions and sectors this edited collection identifies and analyzes significant issues regarding the development implementation and evaluation of public service change initiatives Featuring contributions from leading authors in the field this text provides an overview of organizational change management with a focus on leadership management and strategies for change Looking at cases from Europe and North America *Managing Organizational Change in Public Services* offers both a global as well as a cross sector analysis of this complex and challenging process Different sectors that are examined include Transport Health Education This book offers an excellent introduction to change management and how it works within the public service organizations internationally It will be vital reading for all those engaged with the study or practice of this dynamic subject **Managing The Coordination of Service Delivery In Metropolitan Cities** Enid Slack, 2007 Abstract This paper examines different models of governing structure found in metropolitan areas around the world It evaluates how well these models achieve the coordination of service delivery over the entire metropolitan area as well as the extent to which they result in the equitable sharing of costs of services Based on theory and case studies from numerous cities in developed and less developed countries the paper concludes that there is no one size fits all model of metropolitan governance Other observations from the case studies highlight the importance of the process of implementing a metropolitan structure the need to match fiscal resources with expenditure responsibilities the need to have a governance structure that covers the entire economic region and the critical importance of having a strong regional structure that ensures that services are delivered in a coordinated fashion across municipal boundaries Managing State Social Work John Harris, 2018-12-20 Published in 1998 The industrial model of the labour process developed by Braverman was applied to social work in the radical social work literature The book engages in a more critical examination of the application of the labour process perspective to social work with particular reference to front line management in a local authority context It begins with a review of the labour process literature which demonstrates the extent to which the independence of Braverman's model on scientific management was undermined in the post Braverman debate The radical texts orthodox Bravermanian approach to

the social work labour process is considered In those texts the social work labour process is represented as having moved towards an industrial model which steadily encroached on the autonomy of front line field social workers through managers wresting of control over their work The book advances an alternative model of the social work labour process which takes account of the distinctive features of social work as a state mediated bureau professional labour process Findings from a small scale case study of a social services department are presented Data from the study are used to test the bureau professional model of the social work labour process against the orthodox Bravermanian model Developments in the social services department s organizational structure are set out and the position of front line managers is considered through an exploration of their identifications and commitments in relation to management and trade unionism The data from their accounts support the bureau professional model of the labour process and the position of front line managers emerges as more ambiguous than the radical social work literature indicated Front line managers did not share global goals with senior management nor were their interests merged straightforwardly with those of social workers

**Managing E-Government Projects: Concepts, Issues, and Best Practices** Aikins, Stephen Kwamena, 2012-01-31 This book collects the work of some of the best scholars and practitioners in the fields of e government and project management who explore how e government projects can be managed planned and executed with effective project management techniques and methodologies Provided by publisher *Managing Community Growth* United States. Congress. House. Committee on Science, Space, and Technology. Subcommittee on Investigations and Oversight, 1994

**Managing Successful and Ethical Organizational Change** Belias, Dimitrios, Rossidis, Ioannis, Papademetriou, Christos, Masouras, Andreas, Anastasiadou, Sofia, 2023-10-09 In the face of rapid economic developments globalization and technological advancements organizations must adapt to thrive in an ever changing landscape Managing Successful and Ethical Organizational Change is a comprehensive guide that explores the vital skills and competencies needed to navigate this complex task Emphasizing the symbiotic relationship between change and innovation the book highlights their role in driving the formation of new practices crucial for business survival Taking a systemic perspective the book delves into the interplay between an organization s openness to change and its ability to implement successful transformations It examines the internal and external drivers of change enabling readers to gain a comprehensive understanding of the forces at work The multifaceted responsibilities of leaders in managing change effectively are explored including addressing resistance fostering employee satisfaction nurturing relationships recognizing individual contributions and resolving conflicts within the context of change Whether for public or private sector executives students or educational staff the book offers invaluable insights making it an indispensable resource Its comprehensive analysis practical proposals and scholarly approach position it as an essential tool for academics and professionals in the field of organization and business administration

**A Subject Index to Current Literature** Australian Public Affairs Information Service, **Social Administration: Managing finances, personnel, and information in human services**

Simon Slavin, 1985 Featuring pragmatic guidelines for all administrators and practitioners in the social services this book presents both theory and case materials to give the student of social administration a textured understanding of the social agency and its dilemmas and walks the student through the very practical daily problems and challenges Published in two parts Volume 1 An Introduction to Human Services Management Volume 2 Managing Finances Personnel and Information in Human Services

**Managing Community Growth** Eric Kelly, 2004-12-30 Despite roughly thirty years of experience with growth management programs which are basically land use planning tools most U S communities do not plan for how best to limit or manage rapid growth in fact most communities do not plan at all In the absence of planning land use boards regulators and other governing bodies simply react to initiatives from the private sector The result is predictably haphazard and does not allow communities to achieve such goals as protecting quality of life attracting certain types of businesses while discouraging others conserving wildlife or preserving open spaces and so forth In contrast planning by managing growth can help a town or city achieve any number of goals But it is a complex task This book brings the benefit of state and local experiences with growth management to researchers students and particularly practitioners who seek guidance in these matters Kelly provides a much needed context from which any community can answer the following questions Does growth management work Is it appropriate for the community and the particular problems that it is trying to address Is one type of growth management program more appropriate than another for our community Will the program in question have undesirable or desirable side effects What are the likely effects of adopting no growth management program at all This work is invaluable for the citizen volunteers who sit on land use boards including planning and zoning commissions conservation commissions and inland wetlands agencies In addition it can aid mayors city managers and city councils in interviewing and selecting candidates for town planner

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