Curriculum Vitae

DAVID N. AMMONS
Albert Coates Professor Emeritus of Public Administration and Government
School of Government
University of North Carolina at Chapel Hill
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EMPLOYMENT

University of North Carolina at Chapel Hill, 1996 to 2021.
- Adjunct professor in semi-retirement. March 2017 to August 2021.
- Albert Coates Distinguished Professor of Public Administration and Government, 2007-2017.
- Director of Master of Public Administration Program, 2001 to 2006.
- Professor of Public Administration and Government, 2000-2007.
- Associate Professor of Public Administration and Government, 1996-2000.

University of Georgia
- Senior Associate, Carl Vinson Institute of Government, 1987-1996.
- Adjunct Professor and member of Graduate Faculty, Department of Political Science, 1988-1996.

University of North Texas
- Assistant Professor, Department of Political Science, Division of Public Administration, 1983-1987.

City of Oak Ridge, Tennessee
- Assistant City Manager, 1982-1983.
- Director of Research and Budget, 1979-1982.
- Director of Administration, 1978-1979.

University of Oklahoma
- Teaching Assistant, Department of Political Science, 1977-1978, during doctoral studies.

City of Oak Ridge, Tennessee
- Assistant to the City Manager, 1975-1977.

City of Phoenix, Arizona
- Management Assistant, City Manager's Office, 1974-1975.

City of Hurst, Texas
- City Secretary, 1973-1974.
- Administrative Intern, Summer 1970.

City of Fort Worth, Texas
- Administrative Assistant, Research and Budget Department, 1972 (while working toward MPA).

NATIONAL/STATE BOARD SERVICE

Member of Credentialing Advisory Board, International City/County Management Association's Voluntary Credentialing Program, 2021 to present. As member of three-person subcommittee, contributed to revised edition (2023) of *Policies and Procedures* manual.

Member of the North Carolina Governor's Advisory Committee on Performance Management, Office of Governor Roy Cooper and Office of State Budget & Management, 2018 to 2022. Elected Vice Chair in 2021.

Board member, Center for Accountability and Performance, American Society for Public Administration, 2015 to 2018.

Executive Council member and Treasurer of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), 2012 to 2015.

Member of National Performance Management Advisory Commission, 2008-2009. Established by eleven leading state and local government public interest associations.

National Council member, American Society for Public Administration, 2004 to 2007.

Member of Editorial Boards:

Public Performance & Management Review, 1987 to present.
Journal of Public Administration Research and Theory, 2007 to 2011.
State and Local Government Review, 1991-1993 and 1997 to 1999.
International Fire Service Journal of Leadership and Management, 2004 to present.

HONORS

Recipient of the 2022 Donald C. Stone Scholar Award for significant contributions to the study of intergovernmental affairs, presented by the American Society for Public Administration's Section on Intergovernmental Administration and Management.

Recipient of the 2020 Joseph Wholey Distinguished Scholarship Award for lifetime achievement in the field of public sector performance, presented by the American Society for Public Administration and ASPA's Center for Accountability and Performance.

Recipient of the Paul Posner Pracademic Award to honor lifetime achievement and significant contributions to the field of budgeting and financial management as both a practitioner and an academic, presented by the Association for Budgeting and Financial Management in 2019.

Best paper award. Paper co-authored with Dale J. Roenigk, "Devolved Decision Authority and Performance Management Success: The Relevance of Differences in Actual and Perceived Authority of Public Managers in Local Government," selected for Best Paper Award at 2018 Section on Public Performance and Management Symposium at American Society for Public Administration Annual Conference, Denver, Colorado, March 9, 2018.

Recipient of the 2016 A. John "Jack" Vogt Award for outstanding commitment to the advancement of local government budgeting and evaluation, presented by the North Carolina Local Government Budget Association for service in advancing the field among North Carolina local governments.

Recipient of the 2014 Joseph Wholey Distinguished Scholarship Award for work in the field of public sector performance, presented by the American Society for Public Administration and ASPA's Center for Accountability and Performance.

Named as Albert Coates Distinguished Professor of Public Administration and Government, University of North Carolina at Chapel Hill, 2007-2017.

Elected as a Fellow of the National Academy of Public Administration, 2006.

EDUCATION

Ph.D. (Political Science), University of Oklahoma, 1983
Doctoral Fields: Public Administration, State and Local Government, Research Methodology.
Master of Public Administration, Texas Christian University, 1973
Bachelor of Arts (Government), Texas Tech University, 1971

PRINCIPAL AREAS OF RESEARCH

Performance measurement in local government; benchmarking; performance management; local government management; productivity improvement in service delivery.

PUBLICATIONS

Books

Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards, Fourth Edition. Routledge, forthcoming in 2027. (First and second editions published in 1996 and 2001 by Sage Publications; third edition in 2012 by M.E. Sharpe.)

Improving Local Government Performance through Benchmarking. New York: Routledge, 2025.

Tools for Decision Making: A Practical Guide for Local Government, Third Edition, with Dale J. Roenigk. New York: Routledge, 2022. (First and second editions published in 2002 and 2009 by CQ Press.)

Performance Measurement for Managing Local Government: Getting It Right. Irvine, CA: Melvin & Leigh, 2020.

Leading Performance Management in Local Government (ed.). Washington, D.C.: International City/County Management Association, 2008.

Accountability for Performance: Measurement and Monitoring in Local Government (ed.). Washington, D.C.: International City/County Management Association, 1995.

Administrative Analysis for Local Government: Practical Application of Selected Techniques. Athens, GA: Carl Vinson Institute of Government/University of Georgia, 1991.

Recruiting Local Government Executives: Practical Insights for Hiring Authorities and Candidates, with James J. Glass. San Francisco: Jossey-Bass Inc., Publishers, 1989.

City Executives: Leadership Roles, Work Characteristics, and Time Management, with Charldean Newell. Albany, NY: State University of New York Press, 1989.

Municipal Productivity: A Comparison of Fourteen High-Quality-Service Cities. New York: Praeger, 1984.

Articles

"Performance Management Research for State and Local Government: Where It Should Go Next." *State and Local Government Review,* 54, No. 3 (2022), pp. 195-201. https://doi.org/10.1177/0160323X221084751

"Exploring Devolved Decision Authority in Performance Management Regimes: The Relevance of Perceived and Actual Decision Authority as Elements of Performance Management Success," with Dale J. Roenigk. *Public Performance and Management Review*, 43, No. 1 (January 2020), pp. 28-52.

"Citizen-Assisted Performance Measurement? Reassessing Its Viability and Impact," with Patrick M. Madej. *American Review of Public Administration,* 48, No. 7 (October 2018), pp. 716-729.

"*Getting Real* About Performance Management." *Public Management*, 97, No. 11 (December 2015), pp. 8-11.

"Performance Management in Local Government: Is Practice Influenced by Doctrine?" with Dale J. Roenigk. *Public Performance and Management Review*, 38, No. 3 (March 2015), pp. 514-541.

"Benchmarking and Interorganizational Learning in Local Government," with Dale J. Roenigk. *Journal of Public Administration Research and Theory,* 25, No. 1 (January 2015), pp. 309-335.

"Performance Management Purpose, Executive Engagement, and Reported Benefits among Leading Local Governments," with Ellen G. Liston and Jordan A. Jones. *State and Local Government Review,* 45, No. 3 (September 2013), pp. 172-179.

"Signs of Performance Measurement Progress among Prominent City Governments," *Public Performance and Management Review,* 36, No. 4 (June 2013), pp. 507-528.

"The Future of Local Government: Will Current Stresses Bring Major, Permanent Changes?" with Karl W. Smith and Carl W. Stenberg. *State and Local Government Review,* 44, No. S1 (August 2012), pp. 64-75.

"State-of-the-Art Measures in Economic Development," with Jonathan Morgan. *Public Management,* 93, No. 5 (June 2011), pp. 6-10. Reprinted in Joaquin Jay Gonzalez, III, Roger L. Kemp, and Jonathan Rosenthal (eds.), *Small Town Economic Development: Reports on Growth Strategies in Practice*. Jefferson, NC: McFarland & Company, 2017, pp. 80-81.

"Determining the Purpose of the Performance Measurement System: An Important First Step." *Government Finance Review,* 26, No. 5 (October 2010), pp. 63-65.

"Economic Stimulus Management." *The Public Manager,* 39, No. 1 (Spring 2010), pp. 11-15.

"Misrepresentation of Staffing Standards for Police," with Joshua S. Edwards. *State and Local Government Review,* 40, No. 3 (2008), pp. 186-94.

"Factors Influencing the Use of Performance Data to Improve Municipal Services: Evidence from the North Carolina Benchmarking Project," with William C. Rivenbark. *Public Administration Review,* 68, No. 2 (March/April 2008), pp. 304-318.

"City Manager and City Administrator Role Similarities and Differences: Perceptions Among Persons Who Have Served as Both." *American Review of Public Administration,* 38, No. 1 (March 2008), pp. 24-40.

"Benefiting from Comparative Performance Statistics in Local Government," with William C. Rivenbark and Dale J. Roenigk. *Popular Government,* 72, No. 3 (Spring/Summer 2007), pp. 34-42.

"Gainsharing in Local Government," with William C. Rivenbark. *Popular Government,* 71, No. 3 (Spring/Summer 2006), pp. 31-37.

"Tenure of City Managers: Examining the Dual Meanings of 'Average Tenure,'" with Matthew J. Bosse. *State and Local Government Review*, 37, No. 1 (2005), pp. 61-71.

"Rewarding Greater Accountability with Increased Managerial Flexibility in Davidson County," with William C. Rivenbark. *Popular Government*, 70 (Winter 2005), pp. 12-19.

"Developing and Applying Analytic Capabilities in Major American Cities," with W. Anderson Williams. *Public Administration Quarterly,* 27, No. 4 (Winter 2004), pp. 392-409.

"Performance Measurement and Managerial Thinking," *Public Performance and Management Review,* 25, No. 4 (June 2002), pp. 344-347.

"Performance Measurement in North Carolina Cities and Towns," *Popular Government*, 67 (Fall 2001), pp. 11-17.

"Performance-Comparison Projects in Local Government: Participants' Perspectives," with Charles Coe and Michael Lombardo. *Public Administration Review*, 61, No. 1 (January/February 2001), pp. 100-110.

"Set Risk Benchmarks: Identify, Then Close Performance Gaps," *Public Management,* 82, No. 9 (September 2000), pp. 10-17.

"Taking the Lead in Risk Management," *American City & County,* 115, No. 10 (July 2000), pp. 46-50.

"Benchmarking as a Performance Management Tool: Experiences Among Municipalities in North Carolina," *Journal of Public Budgeting, Accounting & Financial Management*, 12 (1) (Spring 2000), pp. 106-124.

"Performance Measures Revisited . . . Intensively," *North Carolina OSBM* (July-September 1999), pp. 8-9.

"A Proper Mentality for Benchmarking," *Public Administration Review,* 59, No. 2 (March/April 1999), pp. 105-109.

"Performance Measurement in Local Government," *Municipal Reporter*, (Fourth Quarter 1997), p. 34.

"Raising the Performance Bar . . . Locally," *Public Management,* 79, No. 9 (September 1997), pp. 10-16. Reprinted in *Popular Government,* 63, No. 3 (Spring 1998), pp. 29-35.

"Taking a Pragmatic View of Privatization," *Popular Government*, 62, No. 3 (Spring 1997). pp. 12-18. Reprinted in *The South Carolina Policy Forum,* 9, No. 1 (Winter 1998), pp. 20-29.

“Competition in Municipal Service Delivery: Privatization and Other Options,” *Georgia’s Cities*, 7, No. 3 (March 29, 1996), pp. 1, 11-12. Reprinted as “Competition in Service Delivery,” *Georgia County Government*, 47, No. 11 (April 1996), pp. 15-19.

"The Viability of Public-Private Competition as a Long-Term Service Delivery Strategy," with Debra J. Hill. *Public Productivity and Management Review*, 19, No. 1 (September 1995), pp. 12-24.

"Overcoming the Inadequacies of Performance Measurement in Local Government: The Case of Libraries and Leisure Services," *Public Administration Review*, 55, No. 1 (January/February 1995), pp. 37-47.

"The Role of Professional Associations in Establishing and Promoting Performance Standards for Local Government," *Public Productivity and Management Review*, 17, No. 3 (Spring 1994), pp. 281-298.

"Industrial Engineering in Local Government: An Avenue to Greater Efficiency Remains Uncongested," with Charles K. Coe. *International Journal of Public Administration*, 16, No. 10 (October 1993), pp. 1501-1518.

"Industrial Engineering: A Productivity Improvement Discipline Underutilized by Government," with Charles K. Coe. *American Review of Public Administration*, 23, No. 3 (September 1993), pp. 247-261.

"Does Your County Have Professional Management. . . or Just Limited Professional Assistance?" with Richard W. Campbell. *Georgia County Government*, 44, No. 2 (July 1992), pp. 24-27.

"Reputational Leaders in Local Government Productivity and Innovation," *Public Productivity and Management Review*, 15, No. 1 (Fall 1991), pp. 19-43.

"Performance Appraisal in Local Government: Warranty Conditions," with Stephen E. Condrey. *Public Productivity and Management Review*, 14, No. 3 (Spring 1991), pp. 253-266.

"Unwritten Rules for Managerial Candidates," with James J. Glass. *Public Management*, 72, No. 3 (April 1990), pp. 26-27.

"Cable Television Refranchising Studies: An Important Role for Citizen Surveys," with James J. Glass. *International Journal of Public Administration*, 12, No. 5 (September 1989), pp. 821-834.

"Headhunters in Local Government: Use of Executive Search Firms in Managerial Selection," with James J. Glass. *Public Administration Review*, 48, No. 3 (May/June 1988), pp. 687-693.

"'City Managers Don't Make Policy:' A Lie; Let's Face It," with Charldean Newell. *National Civic Review*, 77, No. 2 (March-April 1988), pp. 124-132. Reprinted in *Public Management*, 70, No. 12 (December 1988), pp. 14-17; Bruce Stinebrickner, ed., *State and Local Government*, 4th ed. (Guilford, CT: Dushkin, 1989); and in *Urban Georgia*, 39, No. 2 (March 1989), pp. 23-27.

"Unapproved Imagemakers: Political Cartoonists' Topic Selection, Objectives and Perceived Restrictions," with John C. King and Jerry L. Yeric. *Newspaper Research Journal*, 9, No. 3 (Spring 1988), pp. 79-90.

"Executive Satisfaction with Managerial Performance Appraisal in City Government," *Review of Public Personnel Administration*, 8, No. 1 (Fall 1987), pp. 33-48.

"Role Emphases of City Managers and Other Municipal Executives,” with Charldean Newell. *Public Administration Review,* 47, No. 3 (May/June 1987), pp. 246-253.

“Performance Appraisal Practices for Upper Management in City Governments," with Arnold Rodriguez. *Public Administration Review*, 46, No. 5 (September/ October 1986), pp. 460-467.

"Assessing a Community's Need for a Domestic Violence Shelter: A Multidimensional Approach," with James J. Glass. *Journal of Health and Human Resources Administration*, 8, No. 4 (Spring 1986), pp. 374-392.

"Common Barriers to Productivity Improvement in Local Government," *Public Productivity Review*, 9, No. 4 (Winter 1985), pp. 293-310.

"Evaluating Supervisory Training in Local Government: Moving Beyond Concept to a Practical Framework," with Phillip A. Niedzielski-Eichner. *Public Personnel Management*, 14, No. 3 (Fall 1985), pp. 211-230.

"Performance and Service Level Comparisons Among Texas Cities," *The Municipal Matrix*, 16, No. 3 (November 1984), pp. 1-5.

"Peer Participation in Local Government Employee Appraisal," *Administration and Society*, 16, No. 2 (August 1984), pp. 239-256.

"Local Government Professionalism," with Joseph C. King. *The Bureaucrat*, 13, No. 2 (Summer 1984), pp. 52-57.

"Productivity Improvement in Local Government: Its Place Among Competing Priorities," with Joseph C. King. *Public Administration Review*, 43, No. 2 (March-April 1983), pp. 113-120.

"Professionalism and Local Government Administration," with Joseph C. King. *American Review of Public Administration*, 16, No. 4 (Winter 1982), pp. 386-402.

"The Local Option Sales Tax as a Means of Reducing the Property Tax: Assessing the Impact on Individual Citizens," *Municipal Management*, 5, No. 2 (Autumn 1982), pp. 67-74.

"Oak Ridge: Doing More with Less," *Fire Service Today*, 48, No. 10 (October 1981), pp. 16-20.

"Taking the Best of a Private Fire Service and Making It Public," *Municipal Management*, 2, No. 3 (Winter 1980), pp. 103-109. Reprinted as "Dual-trained Firefighters Save $," *Tennessee Town and City*, 31, No. 10 (November 1980), pp. 9-11.

Monographs and Policy Papers

Local Governments in the Wake of the Great Recession: Are Big Changes Ahead? with Karl W. Smith and Carl W. Stenberg. Posted as an Alliance for Innovation White Paper at http://transformgov.org/en/learning/big_ideas, October 2011.

A Performance Management Framework for State and Local Government. Chicago, IL: National Performance Management Advisory Commission, 2010. Participated as commission member and contributor.

Budget-Balancing Tactics in Local Government, with Trevor A. Fleck. Chapel Hill, NC: School of Government/University of North Carolina, 2010.

Measuring the Results of Economic Stimulus Investments: Local Government Leading the Way. A Policy Issue White Paper prepared on behalf of the Governmental Affairs and Policy Committee of ICMA. Washington, D.C.: International City/County Management Association, October 2009.

Development Review in Local Government: Benchmarking Best Practices, with Ryan A. Davidson and Ryan M. Ewalt. Chapel Hill, NC: School of Government/University of North Carolina and Alliance for Innovation, 2009.

Performance Measures and Benchmarks in Local Government Facilities Maintenance, with Erin S. Norfleet and Brian T. Coble. Washington, D.C.: International City/County Management Association and Institute of Government/University of North Carolina at Chapel Hill, 2002.

The Option of Prison Privatization, with Richard W. Campbell and Sandra L. Somoza. Athens, GA: Carl Vinson Institute of Government/University of Georgia, 1992.

Selecting Prison Sites: State Processes, Site-Selection Criteria, and Local Initiatives, with Richard W. Campbell and Sandra L. Somoza. Athens, GA: Carl Vinson Institute of Government/University of Georgia, 1992.

Book Chapters

"Performance Measurement: A Tool for Accountability and Performance Improvement," Chapter 16 in Christopher B. McLaughlin (ed.), *County and Municipal Government in North Carolina: 2025 Edition.* Chapel Hill: University of North Carolina/School of Government Press, 2025, pp. 325-338.

"Benchmarking for Performance Improvement," pages 473-488 in Marc Holzer and Andrew Ballard, eds., *The Public Productivity and Performance Handbook*, third edition. New York, NY: Routledge/Taylor and Francis, 2022.

"Performance Measurement and Performance Management," with William C. Rivenbark, pages 121-137 in Whitney B. Afonso (ed.), *Budgeting in North Carolina Local Governments.* Chapel Hill: University of North Carolina/School of Government Press, 2019.

"State-of-the-Art Measures in Economic Development," with Jonathan Morgan, pages 80-81 in Joaquin Jay Gonzalez, III, Roger L. Kemp, and Jonathan Rosenthal (eds.), *Small Town Economic Development: Reports on Growth Strategies in Practice*. Jefferson, NC: McFarland & Company, 2017. Reprinted from *Public Management,* 93, No. 5 (June 2011), pp. 6-10.

"Benchmarking the Performance of City Governments." Chapter 33, pp. 345-353 in Christine Kelleher Palus and Richardson Dilworth, eds., *The CQ Press Guide to Urban Politics and Policy in the United States*. Thousand Oaks, CA: CQ Press, 2016. DOI: http://dx.doi.org/10.4135/9781483350011.n34

"Measuring and Benchmarking Human Resource Management," pp. 208-224 in Richard C. Kearney and Jerrell D. Coggburn, eds., *Public Human Resource Management: Problems and Prospects,* sixth edition. Washington, DC: CQ Press, 2016.

"Performance Measurement: A Tool for Accountability and Performance Improvement," Chapter 16, pp. 257-269 in Frayda S. Bluestein (ed.), *County and Municipal Government in North Carolina*, second edition (Chapel Hill: University of North Carolina/School of Government Press, 2014).

"Benchmarking Performance," pp. 691-713 in Stephen E. Condrey (ed.), *Handbook of Human Resource Management in Government*, third edition (San Francisco, CA.: Jossey-Bass, 2010).

"Overcoming the Inadequacies of Performance Measurement in Local Government: The Case of Libraries and Leisure Services," pp. 29-46 in Patria de Lancer Julnes and Marc Holzer (eds.), *Performance Measurement: Building Theory, Improving Practice* (An ASPA Classics Volume) (Armonk, NY: M. E. Sharpe, 2008). Reprinted from *Public Administration Review,* 55, No. 1 (January/February 1995), pp. 37-47.

"Analyzing Performance Data," pp. 145-170 in Patria de Lancer Julnes, Frances S. Berry, Maria Aristigueta, and Kaifeng Yang (eds.), *International Handbook of Practice-Based Performance Management* (Sage Publications, 2008).

"Performance Measurement: A Tool for Accountability and Performance Improvement," Article 16, pp. 1-12 in David Lawrence (ed.), *County and Municipal Government in North Carolina* (Chapel Hill: University of North Carolina/School of Government Press, 2007).

"Benchmarking Performance," pp. 623-647 in Stephen E. Condrey (ed.), *Handbook of Human Resource Management in Government*, second edition (San Francisco, CA.: Jossey-Bass, 2005).

"Productivity Barriers in the Public Sector," pp. 139-163 in Marc Holzer and Seok-Hwan Lee (eds.), *Public Productivity Handbook*, second edition (New York: Marcel Dekker, 2004).

"Performance Appraisal Practices for Upper Management in City Governments," with Arnold Rodriguez, pp. 256-265 in Douglas J. Watson and Wendy L. Hassett (eds.), *Local Government Management: Current Issues and Best Practices* (An ASPA Classics Volume) (Armonk, NY: M. E. Sharpe, 2003). Reprinted from *Public Administration Review,* 46, No. 5 (September/October 1986), pp. 460-467.

"Urban Services," pp. 254-282, in John P. Pelissero (ed.), *Cities, Politics, and Policy: A Comparative Analysis* (Washington, D.C.: CQ Press, 2003).

"County Government Structure," with Richard W. Campbell, pp. 9-27 in Betty J. Hudson and Paul T. Hardy (eds.), *Handbook for Georgia County Commissioners*, Fourth Edition (Athens, GA: University of Georgia/Carl Vinson Institute of Government, 2002).

"Securing a Favorable Return on an Investment in Benchmarking," Chapter Six, pp. 59-65, in William C. Rivenbark (ed.), *A Guide to the North Carolina Local Government Performance Measurement Project* (Institute of Government/University of North Carolina, 2001).

"Overcoming the Inadequacies of Performance Measurement in Local Government: The Case of Libraries and Leisure Services," pp. 364-381 in Ronald J. Stupak and Peter M. Leitner (eds.), *Handbook of Public Quality Management* (New York: Marcel Dekker, 2001). Reprinted from *Public Administration Review,* 55, No. 1 (January/February 1995), pp. 37-47.

"A Proper Mentality for Benchmarking," pp. 419-426 in Gerald J. Miller, W. Bartley Hildreth, and Jack Rabin (eds.), *Performance-Based Budgeting: An ASPA Classic* (Boulder, CO: Westview Press, 2001). Reprinted from *Public Administration Review,* 59, No. 2 (March/April 1999), pp. 105-109.

"Common Barriers to Productivity Improvement in Local Government," pp. 83-100 in Richard C. Kearney and Evan M. Berman (eds.), *Public Sector Performance: Management, Motivation, and Measurement.* An ASPA Classics Volume. (Boulder, CO: Westview Press, 1999). Reprinted from *Public Productivity Review,* 9 (Winter 1985), pp. 187-202.

"Measures of Performance in State and Local Governments," pp. 367-390 in Carlos Losada i Marrodan (ed.), *From Bureaucrats to Managers* (Washington, D.C.: Inter-American Development Bank, 1999). Published in Spanish.

"Performance Measurement: Its Use in Productivity Improvement," pp. 57-72 in Fleming Bell and Jake Wicker (eds.), *County Government in North Carolina*, Fourth Edition (Chapel Hill: University of North Carolina/Institute of Government Press, 1999).

"Benchmarking Performance," in Stephen E. Condrey (ed.), *Handbook of Human Resource Management in Government* (San Francisco, CA.: Jossey-Bass, 1998), pp. 391-409.

"Cedar Valley Slowdown," with M. Lyle Lacy, III, in James M. Banovetz (ed.), *Managing Local Government: Cases in Decision Making* (Washington: International City-County Management Association, 1990 and 1998), pp. 176-186 in 1990 edition.

"Performance Measurement for Library Services: Being Relevant and Interesting," in *Managing for Results: Advancing the Art of Performance Measurement* (Austin: Board of Regents of the University of Texas, 1996), pp. 71-72.

"Local Government Standards via Professional Associations: How Useful Are They for Gauging Performance?" pp. 201-221 in Arie Halachmi and Geert Bouckaert (eds.), *Organizational Performance and Measurement in the Public Sector: Toward Service, Effort and Accomplishment Reporting* (Westport, CT: Quorum Books, 1996).

"Adjusting for Inflation When Comparing Revenues or Expenditures," in Jack Rabin, W. Bartley Hildreth, and Gerald J. Miller (eds.), *Budgeting: Formulation and Execution* (Athens: Carl Vinson Institute of Government/ University of Georgia, 1996), pp. 192-195. Reprinted from Ammons, *Administrative Analysis for Local Government* (Vinson Institute, 1991).

"Identifying Full Costs of a Program," in Jack Rabin, W. Bartley Hildreth, and Gerald J. Miller (eds.), *Budgeting: Formulation and Execution* (Athens: Carl Vinson Institute of Government/ University of Georgia, 1996), pp. 462-468. Reprinted from Ammons, *Administrative Analysis for Local Government* (Vinson Institute, 1991).

"City Manager Roles in a Changing Political Environment," with Charldean Newell and James J. Glass in H. George Frederickson (ed.), *Ideal and Practice in Council-Manager Government*, 1st and 2nd eds. (Washington: International City/County Management Association, 1989 and 1995), pp. 53-67.

"Role Emphases of City Managers and Other Municipal Executives," with Charldean Newell in H. George Frederickson (ed.), *Ideal and Practice in Council-Manager Government*, 1st and 2nd eds (Washington: International City/County Management Association, 1989 and 1995), pp. 97-107 and 131-140. Reprinted from *Public Administration Review*, 47, No. 3 (May/June 1987), pp. 246-253.

"Performance Appraisal in Local Government: Warranty Conditions," with Stephen E. Condrey in Arie Halachmi and Marc Holzer (eds.), *Competent Government: Theory and Practice* (Burke, Virginia: Chatelaine Press, 1995), pp. 297-310. Reprinted from *Public Productivity and Management Review*, 14, No. 3 (Spring 1991), pp. 253-266.

"Municipal Government Structure," with Richard W. Campbell in J. Devereux Weeks and Paul T. Hardy (eds.), *Handbook for Georgia Mayors and Councilmembers*, 3d edition (Athens: Carl Vinson Institute of Government/University of Georgia, 1993), pp. 13-28.

"Leading a Manager's Life," in Charldean Newell (ed.), *The Effective Local Government Manager*, 2d edition (Washington, D.C.: International City/County Management Association, 1993), pp. 199-222.

"'City Managers Don't Make Policy': A Lie; Let's Face It," with Charldean Newell in John R. Baker (ed.), *Readings on American Subnational Government: Diversity, Innovation, and Rejuvenation* (New York: Harper Collins, 1993), pp. 220-226. Reprinted from *National Civic Review*, 77, No. 2 (March-April 1988), pp. 124-132.

"County Government Structure," with Richard W. Campbell in J. Devereux Weeks and Paul T. Hardy (eds.), *Handbook for Georgia County Commissioners*, 3d edition (Athens: Carl Vinson Institute of Government/ University of Georgia, 1993), pp. 5-21.

"Productivity Barriers in the Public Sector," in Marc Holzer (ed.), *Public Productivity Handbook* (New York: Marcel Dekker, 1992), pp. 117-136.

"'City Managers Don't Make Policy': A Lie; Let's Face It," with Charldean Newell in Bruce Stinebrickner (ed.), *Annual Editions: State and Local Government* (Fourth Edition). (Guilford, CN: Dushkin, 1989), pp. 109-111. Reprinted from *National Civic Review*, 77, No. 2 (March-April 1988), pp. 124-132.

"Productivity Emphasis in Local Government: An Assessment of the Impact of Selected Policy Environment Factors," with David J. Molta in R.M. Kelly (ed.), *Promoting Productivity in the Public Sector: Problems, Strategies, and Prospects* (New York: Macmillan Press, 1988), pp. 69-83.

"Common Barriers to Productivity Improvement in Local Government" in Marc Holzer and Arie Halachmi (eds.), *Strategic Issues in Public Sector Productivity: The Best of Public Productivity Review*, 1975-1986 (San Francisco: Jossey-Bass, 1986), pp. 187-202. Reprinted from *Public Productivity Review*, 9, No. 4 (Winter 1985), pp. 293-310.

Book Review
"Book Review—Taming City Hall: Rightsizing for Results," *State and Local Government Review,* 29, No. 2 (Spring 1997), pp. 121-123.

Encyclopedia Entries
"Performance Measurement and Benchmarking in Local Government," pp. 1455-1458 in Jack Rabin, ed., *Encyclopedia of Public Administration and Public Policy,* 2nd edition (New York: Taylor & Francis, 2007) and pp. 906-909 in first edition (New York: Marcel Dekker, 2003).

"Public Sector Productivity: Barriers," pp. 1657-1660 in Jack Rabin, ed., *Encyclopedia of Public Administration and Public Policy,* 2nd edition (New York: Taylor & Francis, 2007) and pp. 1040-1043 in first edition (New York: Marcel Dekker, 2003).

Bulletins and E-Publications
"Are Your Performance Management Efforts Being Misdirected?" *STATESCOOP*, May 19, 2020. https://statescoop.com/david-ammons-performance-management-efforts-local-government/

"Performance Measurements for Whom?" Guest column at https://www.greenebarrett.com/ Barrett & Greene, Inc., March 31, 2020.

"Engaging Program Managers in Performance Management," *Performance Management & Analytics Blog*, International City/County Management Association, January 12, 2017. https://icma.org/blog-posts/engaging-program-managers-performance-management

"Performance Management," pp. 32-34 in the International City/County Management Association e-book, *17 on 2017: Predictions on Local Government from 17 Experts*. Washington, D.C.: ICMA, 2017.

"Cookingham Connection: Guidepost #8," *Emerging Local Government Leaders Newsletter*. West Linn, Oregon: September 12, 2014.

"Street Condition Ratings: Their Use among North Carolina Cities," with T. Dwane Brinson, *Public Management Bulletin*, No. 5. Chapel Hill, NC: University of North Carolina, School of Government, January 2011.

"Benchmarking the Development Review Process," *Public Management Bulletin*, No. 4. Chapel Hill, NC: University of North Carolina, School of Government, November 2009.

"Reinventing Administrative Prescriptions: Commentary on Rosenbloom's Article," with Carl W. Stenberg, pp. 1-8. Posted by the American Society for Public Administration as an invited commentary for the "Theory to Practice" feature of *Public Administration Review* (January/February 2007) at http://www.aspanet.org/scriptcontent/index_par_t2p_commentary.cfm.

Reports
Development Review in Local Government: Benchmarking Best Practices, with Ryan A. Davidson and Ryan M. Ewalt. Chapel Hill, NC: School of Government/University of North Carolina, June 2008. Final report of a benchmarking project sponsored by nine North Carolina cities and towns.

Benchmarking for Results, with William C. Rivenbark and Dale J. Roenigk. Chapel Hill, NC: Institute of Government/University of North Carolina, December 2005.

Carrboro Inspections Division: An Evaluation of Processes and Performance, with MPA students. UNC MPA Student Project for the Town of Carrboro, PUBA 224, Fall Semester, December 20, 2004.

Town of Carrboro Performance Measurement Project Goals and Objectives Review and Recommendations—Fire Department, Inspection Department, Management Services Department, Police Department, and Zoning Division. Prepared for the Town of Carrboro, North Carolina. Chapel Hill, NC: February 2003.

Town of Carrboro Goals and Objectives Review and Recommendations—Fire Department, Inspection Department, Management Services Department, Recreation and Parks Department, and Zoning Division. Prepared for the Town of Carrboro, North Carolina. Chapel Hill, NC: November 2002.

Cass County, Michigan, Goals, Objectives, and Performance Measures Review and Recommendations—Circuit Court, Family Court, Purchasing, Treasurer, and Family Court Child Care Fund. Prepared for the Government of Cass County, Michigan. Chapel Hill, NC: September 2002.

Tracking Performance In Local Government Property Maintenance: A Catalog of Performance Measures, with Erin S. Norfleet and Brian T. Coble. Chapel Hill, NC: Institute of Government/University of North Carolina, December 2001. Report prepared for the Property Maintenance Department, City of Winston-Salem, NC.

Performance Benchmarks in Local Government Property Maintenance, with Erin S. Norfleet and Brian T. Coble. Chapel Hill, NC: Institute of Government/University of North Carolina, December 2001. Report prepared for the Property Maintenance Department, City of Winston-Salem, NC.

Athens-Clarke County Performance Management Program Phase III: Goals, Objectives, and Performance Measures Review and Recommendations—Building Inspections, Computer Information Services, Marshal Services, Payroll Division, and Planning. Prepared for the Government of Athens-Clarke County, Georgia. Chapel Hill, NC: April 2000.

"Performance Benchmarks in Local Government Risk Management," 2000. Paper prepared for Public Entity Risk Institute.

Tracking Performance In Local Government Risk Management: A Catalog of Performance Measures, with Benjamin B. Canada. Report prepared for Public Entity Risk Institute, 2000.

"Reputational Leaders in Local Government Risk Management," 1999. Paper prepared for Public Entity Risk Institute.

Development of Goals, Objectives, and Performance Measures: Child Support Enforcement, Solid Waste, and Water Resources. Chapel Hill, NC: Institute of Government/University of North Carolina, 1999. Report prepared for North Carolina Office of State Budget and Management and Office of State Planning.

Athens-Clarke County Performance Management Program: Goals, Objectives, and Performance Measures Review and Recommendations—Fire Prevention, Fleet Management, Food Service Division of Corrections, Human Services, Landscape Management, Tax Assessors, and Water Business Office. Prepared for the Government of Athens-Clarke County, Georgia. Chapel Hill, NC: August 1998.

Athens-Clarke County Performance Management Program: Goals and Objectives Review and Recommendations. Prepared for the Government of Athens-Clarke County, Georgia. Chapel Hill, NC: June 1998.

A Review of Structural and Operational Alternatives for Enhancing the Effectiveness of the North Carolina Progress Board, with Leslie Anderson, Kurt Jenne, Allen Mast, Joanne Scharer, John Stephens, and Gordon Whitaker. Chapel Hill, NC: Institute of Government/University of North Carolina, March 1998.

Chief Executive Officer's Management Performance Indicators: Consultant's Review and Commentary. Prepared for the Government of DeKalb County, Georgia. Chapel Hill, NC: December 1997.

An Assessment of Service Delivery Arrangements and Opportunities for Cooperation in the City of Rome and Floyd County, with Harry Hayes, Rex Facer, and Haoran Lu. Athens, GA: Carl Vinson Institute of Government/University of Georgia, September 1997.

Athens-Clarke County Performance Management Program: Goals and Objectives Review and Recommendations. Prepared for the Government of Athens-Clarke County, Georgia. Chapel Hill, NC: June 1997.

Benchmarking Best Practices. A training module developed in 1997 for the Southern Growth Policies Board and the Southern Consortium of University Public Service Organizations.

Performance Measurement. A training module developed in 1997 for the Southern Growth Policies Board and the Southern Consortium of University Public Service Organizations.

Review of Measures Used in the City of Thornton's 'Performance Analysis Measurement Report.' Prepared for the City of Thornton, Colorado. Athens, GA: June 1996.

Community Scorecards, with Richard Campbell. Athens, GA: Carl Vinson Institute of Government/University of Georgia, September 1996. A report prepared for the Georgia Future Communities Commission.

Performance and Staffing Analysis of Columbia County Operations, with Joseph L. McCrary. Athens, GA: Carl Vinson Institute of Government/University of Georgia, August 1995.

"Performance Measurement and Benchmarking in Local Government: A Briefing Paper Prepared for Columbia County, Georgia," July 1994.

Locating, Staffing, and Evaluating Georgia Department of Labor Field Service Offices, with Dan Durning, Steve Condrey, Lawrence Hepburn, and Barbara Newman. Athens, GA: Carl Vinson Institute of Government/University of Georgia, November 1992.

Functional Responsibilities and Expenditure Patterns among Walton County Governments, with G. Weston Clarke and Melody F. Dorfman. Athens, GA: Carl Vinson Institute of Government/University of Georgia, September 1992.

Model Programs in Local Government: A Report on Site Visits. Athens, GA: Carl Vinson Institute of Government/University of Georgia, April 1991. Prepared for Glynn County Productivity Improvement Project.

Glynn County Performance and Expenditure Comparison, with Mark Knowles and J. David Edwards. Athens, GA: Carl Vinson Institute of Government/ University of Georgia, March 1991. Prepared for Glynn County Productivity Improvement Project.

The Option of Prison Privatization, with Richard W. Campbell and S. LeAnne Somoza. Athens, Georgia; March 1991. Prepared for the City of Alliance, Nebraska.

Selecting Prison Sites: State Processes, Site-Selection Criteria, and Local Initiatives, with Richard W. Campbell and S. LeAnne Somoza. Athens, Georgia; February 1991. Prepared for the City of Alliance, Nebraska.

Local Government Finance in Georgia: An Assessment of the State-Local Revenue System (co-authored with task force members and Vinson Institute associates). An Executive Report of the Revenue Resources Task Force--Association of County Commissioners of Georgia, Georgia Government Finance Officers Association, Georgia Municipal Association; February 1990.

Innovative and Productive Programs in Local Government, with Jill Jenkins. Athens, GA: Carl Vinson Institute of Government/University of Georgia, October 1989. Prepared for Glynn County Productivity Improvement Project.

Revenue Patterns for Georgia State and Local Governments, with Barbara Newman. Athens, GA: Carl Vinson Institute of Government/University of Georgia, June 1989.

An Assessment of Local Government Service Delivery Alternatives in Thomson and McDuffie County, with associates. Athens, GA: Carl Vinson Institute of Government/University of Georgia, April 1988.

1987 Denton Cable Television Market Analysis, with James J. Glass. Denton, TX: March 1987.

Carrollton Citizen Survey 1985, with James J. Glass. Denton, TX: February 1986.

1985 Flower Mound Citizen Survey, with James J. Glass. Denton, TX: June 1985.

Battered Women in Collin County: An Assessment of the Need for a Shelter for Abused Women and Their Children, with James J. Glass. Denton, TX: May 1985.

1981 Oak Ridge Citizen Survey. Oak Ridge, TN: June 1982.

Analysis of the Nursing Services Section of the Oak Ridge Health Services Department. Oak Ridge, TN: February 1981.

An Analysis of Fire Service Alternatives. Oak Ridge, TN: January 1979.

Airport Feasibility Study. Oak Ridge, TN: April 1976.

City of Fort Worth Revenue Manual. Fort Worth, TX: June 1973.

CONFERENCE PAPERS

"Devolved Decision Authority and Performance Management Success: The Relevance of Differences in Actual and Perceived Authority of Public Managers in Local Government," with Dale J. Roenigk. 2018 Annual Conference of the American Society for Public Administration, Denver, Colorado, March 9, 2018. Selected for Section on Public Performance and Management Symposium Best Paper Award.

"Devolved Decision Authority as a Misunderstood Principle of Performance Management: Examining the Perceptions of Public Managers in Local Government," with Dale J. Roenigk. Southeastern Conference on Public Administration (SECoPA), Hollywood, Florida, October 7, 2017.

"Actionable Performance Information: What Happens When Bad Data Are Replaced by Good?" with Dale J. Roenigk. Southeastern Conference on Public Administration (SECoPA), Raleigh, NC, October 15, 2016.

"Citizen-Assisted Performance Measurement? Reassessing Its Viability and Impact" (with Patrick M. Madej), American Society for Public Administration 2016 Annual Conference, Seattle, Washington, March 21, 2016.

"Reassessing the Value of Citizen-Assisted Performance Measurement: Examining the Residuals Several Years Later," with Patrick M. Madej. Southeastern Conference on Public Administration (SECoPA), Charleston, SC, October 1, 2015.

"Performance Management Design in Local Government: The Relevance of a Strategic Versus Operational Focus," with Dale J. Roenigk. Public Management Research Conference, Madison, Wisconsin, June 21, 2013.

"Performance Management in Local Government: Is Practice Influenced by Theory?" (with Dale J. Roenigk), American Society for Public Administration 2013 Annual Conference, New Orleans, Louisiana, March 15, 2013.

"Performance Management in Local Government: Common Characteristics among Reputational Leaders," with Ellen G. Liston and Jordan A. Jones. Southeastern Conference on Public Administration (SECoPA), Coral Springs, FL, October 5, 2012.

"Signs of Performance Measurement Progress Among Prominent City Governments," American Society for Public Administration 2012 Annual Conference, Las Vegas, Nevada, March 2, 2012.

"Local Governments in the Wake of the Great Recession: Are Big Changes Ahead?" (with Karl W. Smith and Carl W. Stenberg), The Alliance for Innovation, Big Ideas Conference, Fort Collins, Colorado, October 14, 2011.

"Trends Among City Governments in Measures of Service Quality, Effectiveness, and Efficiency," Southeastern Conference on Public Administration (SECoPA), New Orleans, LA, September 22, 2011.

"Street Condition Ratings: Their Use Among North Carolina Cities," with T. Dwane Brinson. Southeastern Conference on Public Administration (SECoPA), Wilmington, NC, October 14, 2010.

"Cooperative Benchmarking Projects: Examining Their Multi-Year Effects on Service Delivery," with Dale J. Roenigk. Southeastern Conference on Public Administration (SECoPA), Louisville, Kentucky, October 1, 2009.

"Corporate-Style Benchmarking in Local Government: Examining Applicability Across Sectors," with Dale J. Roenigk. American Society for Public Administration 2009 Annual Conference, Miami, Florida, March 24, 2009.

"Corporate-Style Benchmarking in Local Government: Examining the Development Review Process." Southeastern Conference on Public Administration (SECoPA), Orlando, Florida, September 27, 2008.

"Benchmarking in Local Government Using a Corporate-Style Approach." Southeast Conference on Public Administration (SECoPA), Nashville, Tennessee, September 27, 2007.

"Police Staffing Standards as Urban Legend," with Joshua S. Edwards. Southeast Conference on Public Administration (SECoPA), Athens, Georgia, September 29, 2006.

"How Far Can Planning and Management Take Us? Government Performance and Beyond." Annual Conference of the Association for Budgeting and Financial Management, Washington, D.C., November 11, 2005.

"Using Benchmark Data to Improve Services: Local Impact of a Municipal Performance Comparison Project," with William C. Rivenbark. Southeast Conference on Public Administration (SECoPA), Little Rock, Arkansas, October 7, 2005.

"Reflections on the Roles of City Manager and City Administrator by Persons Who Have Served as Both." Southeast Conference on Public Administration (SECoPA), Charlotte, NC, October 4, 2004.

"Tenure of City Managers: Examining the Dual Meanings of 'Average Tenure,'" with Matthew J. Bosse. American Society for Public Administration, Southeast Region (SECoPA), Savannah, Georgia, October 13, 2003.

"The Status of Performance Measurement in North Carolina Cities and Towns." Symposium on "Performance of Local Governments: A Comparison of North Carolina and South Korea," co-sponsored by UNC, NCSU, World Trade Center of North Carolina, Triangle J Council of Governments, and Kookmin University (South Korea), Research Triangle Park, NC, March 7, 2001.

"Competition in Municipal Service Delivery: Privatization and Other Options." Georgia Municipal Association Conference, Atlanta, January 22, 1996.

“Benchmarks for Library Services.” Conference on “Managing for Results: Advancing the Art of Performance Measurement,” sponsored by the Lyndon B. Johnson School of Public Affairs at the University of Texas. Austin, Texas, November 2, 1995.

"The Viability of Public-Private Competition as a Long Term Service Delivery System," with Debra J. Hill. Southeastern Conference for Public Administration, Lexington, Kentucky, October 8, 1994.

"The Role of Professional Associations in Establishing and Promoting Performance Standards for Local Government." National Public Sector Productivity Improvement Conference, Scottsdale, Arizona, September 8-10, 1993.

"Notes on a Study of Executive Recruitment in Local Government: Advice to Candidates," with James J. Glass. American Society for Public Administration, National Conference, Miami, Florida, April 8-12, 1989.

"City Manager Roles in a Changing Political Environment," with Charldean Newell and James J. Glass. National Conference on the Study of City Management and the Council-Manager Plan, Lawrence, Kansas, November 10-12, 1988.

"Comparing Compensation and Benefits of City Managers and Corporate Executives: Research Notes," with Richard W. Campbell. American Society for Public Administration, National Conference, Portland, Oregon, April 16-20, 1988.

"Research Notes on a Study of the Use of Executive Search Firms in Local Government," with James J. Glass. International City Management Association, Montreal, Canada, October 25-29, 1987.

"City Executive Roles: Speculating on the Future from Recent Trends," with Charldean Newell. American Society for Public Administration, Southeast Region, New Orleans, Louisiana, October 7-9, 1987.

"The Expanding Influence of Search Firms on Executive Advancement in Local Government," with James J. Glass. American Society for Public Administration, National Conference, Boston, Massachusetts, March 28-April 1, 1987.

"Local Government Use of Executive Search Firms: Advantages and Disadvantages," with James J. Glass. American Society for Public Administration, Southwest Region, Salt Lake City, Utah, November 23-25, 1986.

"Managerial Perspectives on the Use of Executive Search Firms in the Recruitment of City and County Managers," with James J. Glass. Southeastern Conference for Public Administration, Pensacola, Florida, October 8-10, 1986.

"City Managers' Time Allocation: Management Emphasis Versus Competing Roles," with Charldean Newell. American Society for Public Administration, Anaheim, California, April 13-16, 1986.

"City Managers and Public Administration Education," with Charldean Newell. American Society for Public Administration, Indianapolis, Indiana, March 23-27, 1985.

"Productivity Emphasis in Local Government: An Assessment of the Impact of Selected Policy Environment Factors," with David J. Molta. American Political Science Association, Washington, D.C., August 30-September 2, 1984.

OTHER PRESENTATIONS

2025 International City/County Management Association Annual Conference, Tampa, Florida. “The Relevance of Benchmarking to Performance Improvement Strategies in Local Government.” Academic Symposium, October 26, 2025.

2025 Southeastern Conference for Public Administration, Coral Springs, Florida. "Improving Local Government Performance through Benchmarking." Panelist at session, "Highlights of Recent PA Books: Brief Presentation by the Authors," September 12, 2025.

North Carolina Benchmarking Project. Co-led, with Obed Pasha, Performance Strategy Session at Knapp-Sanders Building on "Building Inspections," November 18, 2022; "Solid Waste Management," November 15, 2022; "Water Services," November 8, 2022.

Webinar on Best Practice Benchmarking sponsored by Intergovernmental Systems Standing Panel of the National Academy of Public Administration and Mid-Atlantic StatNet. October 21, 2022. Presented "The Untapped Potential of Best Practice Benchmarking."

2022 International City/County Management Association Annual Conference, Columbus, Ohio, September 18, 2022. Panelist as member of Credentialing Advisory Board at "Credentialing Q&A" session.

Mid-Atlantic StatNet. Conducted online session, "The Untapped Potential of Best Practice Benchmarking," October 22, 2021.

2022 Commencement Exercises for the Master of Public Administration Program, University of North Carolina, Chapel Hill, May 7, 2022. Presented commencement address, "Confidence, Humility, and Integrity."

Municipal Management Association of Southern California. Conducted webinar, "Improving Performance Measurement in Your Local Government," March 18, 2021.

Texas Municipal Clerks Association. Taught webinar on "Performance Measurement for City Clerks," August 31, 2020.

"Budget-Balancing Tactics in a Time of Crisis." A School of Government webinar conducted with Carl Stenberg and Rob Shepherd, May 14, 2020.

American Society for Public Administration Book Talk Webinar. Presented "Book Talk: Performance Measurement for Managing Local Government." April 23, 2020.

2020 International City/County Management Association Southeast Regional Conference, Durham, North Carolina, March 5, 2020. Presented "Performance Management Doctrine" in "Performance Management in Local Government" session.

Florida Benchmarking Consortium Annual Conference, New Smyrna Beach, Florida, October 17, 2019. Presented keynote, "Moving Toward What Target? The Promise and Pitfalls of Benchmarking."

Municipal and County Administration Alumni Association Annual Update Seminar, School of Government, UNC. Conducted session on "Developing Outcomes, Measuring Success," April 11, 2019.

American Society for Public Administration's 7th International Young Scholars Workshop, Pátzcuaro, Mexico, August 12-16, 2018. Selected as one of seven Senior Scholars to mentor a select groups of international doctoral students and post-docs. Participated as a panelist on "Teaching in Academia: How to Become a Great Teacher" and "Writing and Publishing in Academia: From Conception to Publication."

2017 Public Executive Leadership Academy Alumni Conference, Knapp-Sanders Building, UNC School of Government, Chapel Hill. Taught session on "Performance Management: Purpose and Structure Will Influence Your Initiative's Sustainability and Results," August 11, 2017.

State Executive Development Institute, John C. Stennis Institute of Government, Mississippi State University, Starkville, Mississippi. Conducted sessions on "Performance Management," May 9, 2018; May 17, 2017; May 10, 2016; May 19, 2015; May 21, 2014; May 13, 2013; May 16, 2007; May 16, 2006; May 18, 2005; and May

17, 2004; "Performance Measurement," May 14, 2012; "Benchmarking as a Management Tool," May 11, 2011; and "Benchmarking in the Public Sector," May 12, 1999.

Clerks' Certification Institute, School of Government, Chapel Hill, NC. Taught session on "Performance Measurement," May 11, 2017; May 12, 2016; May 20, 2015; May 7, 2013; May 15, 2012; July 29, 2011; and June 16, 2010.

Municipal and County Administration Course, School of Government, UNC. Taught sessions on "Performance Measurement," January 12, 2017; February 17, 2016; February 19, 2014; February 20, 2013; February 23, 2012; January 18, 2011; January 29, 2010; March 6, 2009; December 11, 2008; January 11, 2008; December 5, 2007; January 4, 2007; October 23, 2006; February 28, 2006; February 17, 2006; November 17, 2004; October 14, 2004; February 12, 2004; December 1, 2003; March 21, 2003; March 20, 2003; March 22, 2002; October 11, 2001; March 23, 2001; October 13, 2000; October 29, 1999; September 30, 1999; March 12, 1999; October 1, 1998; March 13, 1998; October 3, 1997; and February 22, 1997.

Budgeting in Local Government Course, School of Government, UNC. Taught session on "Performance Management," November 8, 2016; November 10, 2015; November 13, 2014.

Conducted one-day class on "Performance Management 201: Using Performance Data to Improve Local Government Operations" for municipal and county officials in Chapel Hill, October 28, 2016 (with Greg Useem), March 27, 2015 (with Natalie Dean, Eric Peterson, and Dale Roenigk), October 12, 2012 (with Randy Harrington, Adam Lindsay, and Willow Jacobson), October 1, 2010 (with Randy Harrington, Adam Lindsay, and Willow Jacobson), and October 16, 2009 (with Randy Harrington and Steve Straus).

Conducted one-day class on "Performance Measurement in Local Government" for the following North Carolina governments: Town of Wake Forest (October 21, 2016); Town of Mooresville (April 7, 2016); Town of Weldon (March 8, 2016); Cabarrus County (January 6, 2016); Onslow County (May 13, 2015); City of Fayetteville (May 9, 2014); Davidson County (January 17, 2014); Raleigh Police Department (November 18, 2013); City of Durham Solid Waste Department (September 9, 2013); Town of Chapel Hill (February 19, 2010); City of Greenville (September 19, 2008), Wayne County (January 9, 2008), Pender County (November 9, 2007), City of Winston-Salem (November 7, 2007), Town of Mooresville (January 31, 2007), Cabarrus County (November 1, 2006), Onslow County (September 12, 2005), City of Kings Mountain (May 20, 2005), City of Hickory (January 13, 2005), City of Wilmington (November 19, 2004), Town of Smithfield (October 28, 2002), City of Wilmington (November 13, 2001), Davidson County (with William Rivenbark, September 14, 2001), City of Concord (July 11, 2001), Anson County (February 20, 2001), Pitt County (February 1, 2001), Wake County Environmental Services (January 17, 2001), City of Hickory (December 7, 2000), City of Kannapolis (December 1, 2000), Wake County Environmental Services (March 29, 2000), City of Winston-Salem (March 2, 2000), New Hanover County (December 3, 1999), City of Raleigh (March 11, 1999), Town of Carrboro (January 28, 1999), Mecklenburg County (January 14, 1999), Catawba County (January 5, 1999), City of Durham Police Department (December 8, 1998), Durham County (November 19, 1998), City of High Point (October 23, 1998), Town of Cary (September 3, 1998), City of Greensboro (August 27, 1998), City of Winston-Salem (May 13, 1998), Wake County (November 5, 1997), City of Durham (September 3, 1997), City of Roanoke Rapids (April 7, 1997), City of Wilson (March 24, 1997), City of Salisbury (March 13, 1997), and City of Hickory, NC (February 21, 1997). Also, half-day class at Davidson County (September 10, 2014); Town of Knightdale (October 26, 2012); Wake County Emergency Management Department (December 9, 2011); Durham Department of Water Management (January 7, 2011); City of Durham (all departments) (November 15, 2010); Town of Hillsborough (January 29, 2009 and May 11, 2004); Gaston County (February 22, 2000); City of Raleigh (October 21, 1999); and City of Greensboro (February 1, 1999).

Conducted one-day class on "Practical Analytic Techniques for Local Government: Techniques for Planning, Monitoring, and Evaluating Programs and Activities" for selected employees of the City of Concord at the City Hall in Concord, NC, October 11, 2016.

Public Performance Measurement and Reporting Conference. Delivered keynote, "So, Who Will *Actually Do* Performance Management in Your Government?" Rutgers University-Newark, Newark, New Jersey, September 22, 2016.

Conducted one-day class on "Performance Measurement in Local Government" (alternatively "Performance Measurement 101") for municipal and county officials in Chapel Hill, August 26, 2016 (with Jen Della Valle); August 28, 2015 (with Eric Peterson); August 22, 2014 (with Eric Peterson); August 22, 2014 (with Eric Peterson); September 6, 2013 (with Eric Peterson); September 21, 2012 (with Eric Peterson); September 9, 2011 (with Eric Peterson); August 27, 2010 (with Eric Peterson); August 28, 2009 (with Eric Peterson); October 17, 2008 (with Eric Peterson); October 19, 2007 (with Randy Harrington); October 20, 2006; October 21, 2005; October 1, 2004; October 17, 2003; October 11, 2002; September 21, 2001; October 12, 2000; October 22, 1999; September 11, 1998; March 31, 1998; October 7, 1997; and August 12, 1997. This course was also conducted at Wrightsville Beach (pre-conference class for the North Carolina Local Government Budget Association Conference), July 12-13, 2016; Blowing Rock, October 23, 2015; Asheville (Biltmore Park), November 15, 2013; Asheville (North Carolina Arboretum), April 20, 2012 and April 5, 2007; Lake Junaluska, April 8, 1999; Montreat, April 9, 2009 and April 16, 1998; and Nags Head, June 19, 1998.

2016 Summer Conference of the North Carolina Local Government Budget Association, Shell Island Resort, Wrightsville Beach. Taught session on "So, Who Will *Actually Do* Performance Management in Your Local Government?" July 14, 2016.

Conducted one-day class on "Performance Management 201" for employees of the Town of Mooresville, Charles Mack Citizens Center, Mooresville, NC, April 26, 2016.

Conducted session on "Goals and Objectives for Performance Management" for department heads and other staff members of Alamance County, May Memorial Library, Burlington, NC, February 29, 2016.

Conducted session on "Performance Measurement in Local Government" for the City of Oxford Board of Commissioners Planning Retreat, Camp Oak Hill, Oxford, NC, February 22, 2016.

North Carolina Commission on the Administration of Law & Justice. Presented, "Performance Metrics and the Courts," Knapp-Sanders Building, UNC, Chapel Hill, NC. January 29, 2016.

2015 Public Administration Conference, MPA Program, School of Government, UNC, Chapel Hill, NC. Presented (with Dale Roenigk), "Performance Management in Local Government: Is Practice Influenced by Doctrine?" November 6, 2015.

Conducted one-day class on "Practical Analytic Techniques for Local Government: Techniques for Planning, Monitoring, and Evaluating Programs and Activities" for municipal and county officials in Chapel Hill, October 9, 2015 (with Dale Roenigk); October 10, 2014 (with Dale Roenigk); October 4, 2013 (with Dale Roenigk); September 28, 2012 (with Dale Roenigk); August 26, 2011 (with Dale Roenigk); August 17, 2010 (with Dale Roenigk); August 20, 2009 (with Dale Roenigk); September 5, 2008 (with Dale Roenigk); May 4, 2007; May 19, 2006; and June 3, 2005.

Ethical Leadership: Implementation in the Public Sector, Lahore, Pakistan, May 27-28, 2015. Panelist presentation on "Transparency, Accountability, and Performance Reporting." Moderator of panel on "Agenda for Developing Ethical Public Sector Leaders." Conference hosted by the Center for Governance and Public Management, Lahore University of Management Sciences (LUMS) and sponsored by the United States Agency for International Development (USAID).

Tennessee Municipal Benchmarking Project 2015 Meeting, Murfreesboro, Tennessee, Patterson Park Community Center, March 25, 2015. Presented "The Promise and Challenges of Benchmarking."

"Developing a Sustainable Center for Governance and Public Management (at Lahore University of Management Sciences)" (with Kendra Stewart). American Society for Public Administration 2015 Annual Conference, Chicago, Illinois, March 8, 2015.

Government Finance Officers Association-North Carolina Chapter Conference, Winston-Salem, NC, October 23, 2014. Presented "Taking Steps to Improve Your Performance Measures."

American Public Works Association-North Carolina Chapter, 2014 Equipment Services and Streets Joint Conference, Hickory, NC, October 1, 2014. Presented "Benchmarking in Local Government: Street Services."

Public Sector Leadership in 21st Century Pakistan: Challenges and Best Practices, Lahore, Pakistan, July 28-29, 2014. Panelist presentations on "Enhancing the Public Sector Performance Management System" and "Transforming City Government." Conference hosted by the Centre for Governance and Public Management, Assessment and Strengthening Program (ASP)/Lahore University of Management Sciences (LUMS) and sponsored by the United States Agency for International Development (USAID).

North Carolina Office of State Auditor, Raleigh, NC, August 19, 2014. Conducted workshop on "Focusing on Results: Goals, Objectives, and Performance Measures in State Government."

North Carolina Local Government Budget Association, Greensboro, NC, July 17, 2014. Presented (with Ellen Liston) "Performance Management: Are We There Yet?"

City of Greensboro. Conducted "Demand Analysis" segment of Analytic Techniques Retreat for selected employees. Learning Center, 1001 Fourth Street, Greensboro, NC, January 13, 2014.

Durham County Government. Conducted "Strategic Plan Measures Retreat" for employees designated as Goal Champions. Main Library Auditorium, Durham, NC, November 22, 2013.

North Carolina Benchmarking Project. Conducted "Best Practices Seminar: Three Avenues to Boosting Performance in Local Government" for officials of cities participating in the project, Chapel Hill, November 20, 2013.

Mecklenburg County Performance Management Conference, Charlotte, NC, July 12, 2013. Presented "Performance Management: Foundations and Doctrine."

Florida Benchmarking Consortium Annual Conference, Winter Park, Florida, April 25, 2013. Presented keynote, "Benchmarking Local Government Performance: Capitalizing on Measurement Advances, Avoiding Pitfalls, and Engaging Customers."

Conducted half-day workshop on "Performance Measurement in Government: Designing Measures for Accountability & Results," for selected employees of the NC Department of Revenue, Raleigh, March 26, 2013, and April 2, 2013.

2012 Intermediate Purchasing Seminar, School of Government, UNC. Taught session on "Performance Measurement and Benchmarking in Purchasing & Warehousing," November 13, 2012.

North Carolina Department of Environment and Natural Resources (DENR). Conducted workshops on "Designing Goals, Objectives, and Performance Measures for Accountability and Results" in Raleigh, NC, August 24 and 27, 2012.

North Carolina Chapter of American Public Works Association Annual Conference. Conducted session on "Performance Measurement and Benchmarking in Public Works" in Concord, NC, June 18, 2012.

Conducted one-day class on "Performance Measurement in State Government" for North Carolina state government personnel, at the request of Office of State Budget and Management, Management Evaluation and Audit, in Raleigh, May 17, 2012.

Municipal and County Administration Alumni Association Annual Update, School of Government, UNC. Conducted (with John Frye of the Village of Pinehurst) session on "Effective Cost Containment Practices," April 19, 2012.

North Carolina Benchmarking Project. Conducted "Best Practices Seminar: Fleet Maintenance" for officials of cities participating in the project, Chapel Hill, October 28, 2011.

Conducted half-day class on "Performance Management 201: Using Performance Data to Improve Local Government Operations" for employees of the City of Durham, October 26, 2011 (with Willow Jacobson).

North Carolina American Water Works Association-WEA Seminar, "Effective Utility Management." Conducted session on "Utility Benchmarks as a Key to Management Success" in Greenville, NC, August 11, 2011, and Asheville, NC, May 11, 2010.

North Carolina Triangle Chapter of the Association of Government Accountants (AGA), Annual Professional Development Conference, Marbles Museum, Raleigh, NC, May 10, 2011. Conducted session on "Performance Measurement and Benchmarking in the Public Sector."

Florida Benchmarking Consortium Annual Conference, Winter Park, Florida, May 6, 2011. Presented keynote, "Benchmarking as a Management Tool: Opportunities and Challenges for Local Governments."

North Carolina Benchmarking Project. Conducted "Best Practices Seminar: Fire Services" for officials of cities participating in the project, Chapel Hill, November 1, 2010.

American Planning Association-North Carolina Chapter, 2010 North Carolina Planning Conference, New Bern, NC. Participated in panel on "Development Review and Best Practices Benchmarking," September 30, 2010.

Conducted session on "Getting from Goals to Actions: Is Performance Management the Right Approach for Your Government?" in "Strategic Leadership: Setting Priorities" course, School of Government, UNC, September 23, 2010.

North Carolina Local Government Budget Association, Wrightsville Beach, NC, July 15, 2010. Presented "Budget-Balancing Tactics in Local Government."

North Carolina Public Works Conference, Winston-Salem, NC. Served as panelist on "Balancing Government Budgets in Today's Economy," June 14, 2010.

Government Finance Officers Association, Annual Conference, Atlanta, Georgia. Served as panelist (with Jeffrey Esser of GFOA and Robert O'Neill of ICMA) on "State of Public Sector Performance Management," June 7, 2010.

North Carolina Employment Security Commission Strategic Planning Meeting, Chapel Hill, May 26, 2010. Conducted session on "Performance Measurement and Performance Management."

"Budget-Balancing Tactics in Local Government," a School of Government webinar conducted with Trevor Fleck, March 5, 2010.

Conducted one-day class on "Performance Measurement and Benchmarking in Water and Sewer Services" for Cape Fear Public Utility Authority personnel in Wilmington, NC, January 27, 2010.

Fire & Rescue Management Institute, University of North Carolina at Charlotte, Charlotte, NC, January 15, 2010. Conducted session on "Performance Measures for Fire & Rescue Services."

Chief Fire Officers Executive Development Program, North Carolina Association of Fire Chiefs, Charlotte, NC, December 2, 2009. Conducted session on "Performance Management in the Fire Service."

North Carolina Benchmarking Project. Conducted "Best Practices Seminar: Police Services" for officials of cities participating in the project, Chapel Hill, November 16, 2009.

School for Budgeting and Financial Planning, School of Government, UNC. Taught session on "Performance Management and Performance Budgeting," November 12, 2009 and November 13, 2008.

North Carolina Association of Municipal Clerks, Master Municipal Clerks Academy. Taught session on "Performance Management," Concord, NC, August 14, 2009.

University of Palermo (Italy). Taught in the summer program for graduate students on "Model-Based Public Planning, Policy Design, and Management: A System Dynamics Approach," Ustica, Sicily, July 5-10, 2009. Presented lecture on "Measuring Performance in Public Administration," July 7, 2009.

2009 Transforming Local Government Conference, Corpus Christi, TX, May 13, 2009. Panelist on "A Better Benchmarking Recipe for Local Governments Seeking Best Practices."

American Society for Public Administration, Center for Accountability and Performance (CAP) Symposium: Developing Relevant and Sustainable Performance Management Systems by Government and Nonprofit Organizations, Miami, Florida, March 20, 2009. Panelist on "Making Performance Management Sustainable."

Public Performance Measurement and Reporting Conference. Delivered keynote, "Progress in Performance Measurement and the Challenge Ahead," Rutgers University-Newark, Newark, New Jersey, January 23, 2009.

North Carolina Benchmarking Project. Conducted "Best Practices Seminar: Recycling and Yard Waste & Leaf Collection" for officials of cities participating in the project, Chapel Hill, October 10, 2008.

Conducted session on "Mission, Goals, Objectives, and Performance Measures" for the Centralina Council of Governments staff, in Charlotte, N.C., February 20, 2008.

North Carolina Benchmarking Project. Conducted "Best Practices Seminar: Fleet Maintenance" for officials of cities participating in the project, Chapel Hill, October 12, 2007.

International City/County Management Association, Annual Conference, Pittsburgh, Pennsylvania, October 8, 2007. Panelist on "Developing a Research Agenda for the Alliance for Innovation."

Conducted session on "Working Together in Commission-Manager Counties" as part of "The Essentials of County Government," a school for county commissioners, sponsored by the North Carolina Association of County Commissioners and the School of Government, in Hickory (January 25, 2007) and Chapel Hill (December 17, 2004 and February 11, 2005).

North Carolina Benchmarking Project. Conducted "Best Practices Seminar: Fire Services" for officials of cities participating in the project, Chapel Hill, October 13, 2006.

International City/County Management Association, Annual Conference. Conducted ICMA University workshop, "Analytical Tools for Decision Making: A Practical Guide for Local Government," San Antonio, Texas, September 9, 2006; Minneapolis, Minnesota, September 24, 2005; and San Diego, California, October 16, 2004.

Wisconsin City/County Management Association, 2006 Annual Conference, Lake Geneva, Wisconsin. Conducted session on "Analytical Tools for Decision Making," June 15, 2006.

Government Finance Officers Association. Conducted (with Janet Kelly Carr) two-day seminar, "Introduction to Performance Measurement," GFOA National Training Seminars, Reno, Nevada, March 29 and 30, 2006; and Portland, Oregon, May 4 and 5, 2005.

Conducted session on "Working Together in Council-Manager Municipalities: Roles, Responsibilities, and Relationships" as part of "The Essentials of Municipal Government," a school for mayors and council members, sponsored by the North Carolina League of Municipalities and the School of Government, in Greensboro, February 15, 2006; Asheville, February 9, 2006; Asheville, February 26, 2004; Duck, February 19, 2004; Greensboro, February 12, 2004; Greenville, January 21, 2004; and Wilmington, January 15, 2004.

Inter-American Development Bank (IDB), Washington, D.C., November 10, 2005. Conducted seminar on "Measuring for Results and Benchmarking in Local Government" in IDB's Regional Course on Development Effectiveness.

Texas City Management Association, 2005 Texas Municipal League Annual Conference, Grapevine, Texas. Conducted class on "Analytical Tools for Decision Making," October 28, 2005.

American Society for Public Administration, National Conference, Milwaukee, Wisconsin. Conducted pre-conference workshop, "Analyzing and Using Performance Data," as part of Practice-Based Performance Management Symposium, sponsored by the Center for Accountability and Performance, April 2, 2005.

Lee County Board of Commissioners Planning Retreat, Chapel Hill, February 8, 2005. Conducted session on "Performance Measurement."

Conducted two-day seminar, "Tools for Effective Governing," as part of Texas Municipal Clerks Certification Program, Austin, Texas, October 7-8, 2004.

North Carolina Benchmarking Project. Conducted "Best Practices Seminar: Police Services" for officials of cities participating in the project, Chapel Hill, September 24, 2004.

University of Palermo (Italy). Presented a series of four lectures on performance measurement and benchmarking to students in the Master's Program in Managing Business Growth Through System Dynamics and Accounting Models, June 14 and 15, 2004.

Government Finance Officers Association. Conducted (with W. Patrick Pate) two-day seminar, "Designing Performance Measurement Systems," GFOA National Training Seminars, Charlotte, North Carolina, November 18 and 19, 2003.

North Carolina Local Government Performance Measurement Project. Conducted "Best Practices Seminar: Emergency Communications" for officials of cities participating in the project, Chapel Hill, September 26, 2003.

Auburn University, Conference on Governmental Excellence and Best Practices, Montgomery, Alabama, May 19, 2003. Made presentation on "Benchmarking for Results in the Public Sector."

Conducted session on "Performance Measurement in Local Government: Who Is Doing It and How Is It Being Used?" at Twenty-First Annual Municipal and County Administration Update Seminar, Asheville, NC, February 27, 2003.

Conducted sessions on "Performance Measurement" as part of the Institute of Government's Budgeting and Financial Planning Course, November 14, 2002; November 29, 2001; November 16, 2000; November 4, 1999; November 12, 1998; and November 13, 1997.

National Association of Schools of Public Affairs and Administration, Annual Conference, Los Angeles, October 18, 2002. Panelist on "The Internship Experience: Placement, Assessment, and Resources."

North Carolina Local Government Performance Measurement Project. Conducted "Best Practices Seminar: Asphalt Maintenance and Repair" for officials of cities participating in the project, Chapel Hill, September 27, 2002.

Government Finance Officers Association, Advanced Government Finance Institute, University of Wisconsin, Madison, Wisconsin. Conducted session, "Keys to Successful Performance Measurement," August 14, 2002; August 14, 2001; August 1, 2000.

Government Finance Officers Association, National Satellite Videoconference on Performance Management and Budget Reform, broadcast from Chicago, Illinois. Presented "The Evolution of Performance Management" and participated as panel member, April 17, 2002.

Conducted session on "Council-Manager Form of Government" as part of the School for New Mayors and Council Members, sponsored by the Institute of Government, in Boone (March 14, 2002), Concord (February 26, 2002), Wilmington (February 13, 2002), Kill Devil Hills (January 23, 2002), Asheville (January 8, 2002), and Chapel Hill (December 3, 2001).

Municipal and County Administration Course, Institute of Government, UNC. Taught sessions on "Current Issues in Management," January 11, 2002 and October 9, 2001.

Conducted half-day sessions on "Performance Measurement" at the Law Enforcement Executive Program in Chapel Hill, December 13, 2001, December 12, 2000, and December 14, 1999, and in Durham, February 17, 1999.

Municipal and County Administration Course, Institute of Government, UNC. Taught session on "Governing Board and Manager," December 11, 2001 and January 30, 2002.

Conducted sessions on "Productivity Improvement and Budgeting" as part of the Institute of Government's Budgeting and Financial Planning Course, November 27, 2001; November 14, 2000; November 2, 1999; November 10, 1998; and November 11, 1997.

Fall Conference of the North Carolina Association of Assessing Officers, Greensboro, NC, November 14, 2001. Conducted session on "Performance Measurement."

North Carolina Local Government Performance Measurement Project. Conducted "Best Practices Seminar: Household Recycling, Yard Waste, and Leaf Collection" for officials of cities participating in the project, Chapel Hill, October 4, 2001.

North Carolina Association of Fire Chiefs Executive Development Program, Brown Summit, NC. Taught session on "Performance Measurement," September 13, 2001.

Ministry of Environment and Forests, Government of India; Tata Energy Research Institute; and United Nations Development Program. Conducted two-day training program on "Performance Measurement and Benchmarking in Urban Local Bodies" for participants in a UN-sponsored benchmarking project involving the cities of Delhi and Kanpur, India, in New Delhi, June 25-26, 2001.

Government Finance Officers Association, Annual Conference, Philadelphia, June 1, 2001. Presented "Successfully Incorporating Performance Measures Into Different Budget Formats and Philosophies" and served as moderator of pre-conference seminar, "Energizing Your Budget with Performance Measurement."

University of Tennessee, Municipal Technical Advisory Service, Knoxville, Tennessee, January 23-25, 2001. Participated in presentation on "Developing a Comparative Performance Measurement Project."

University of Virginia Institute of Government and Virginia Local Government Management Association, Achieving Results with Performance Measurement Conference, Glen Allen, Virginia, January 18, 2001. Made presentations on "Why Measure Performance?" and "Results Management."

Conducted session on "Performance Measurement" as part of the School for County Commissioners, sponsored by the Institute of Government, in New Bern (December 11, 2000), Chapel Hill (November 28, 2000), Asheville (November 17, 1998), Research Triangle Park (November 24, 1998), and New Bern (December 3, 1998).

North Carolina Local Government Performance Measurement Project. Conducted "Best Practices Seminar: Fire Services" for fire department administrators and other officials of cities participating in the project, Chapel Hill, September 29, 2000.

North Carolina Local Government Performance Measurement Project. Conducted "Best Practices Seminar: Food/Institutional Health Inspections and Wastewater Services" for health, wastewater, and other officials of counties participating in the project, Chapel Hill, September 8, 2000.

Georgia Students for Public Administration, Annual Public Administration Spring Banquet, Athens, Georgia, April 29, 2000. Presented "Blending the Wisdom of the Academy with Practical Hints from the Field."

Presented "Performance Comparison Projects in Local Government: The Participants' Perspective," a research paper prepared by David N. Ammons, Charles Coe, and Michael Lombardo; to City Steering Committee of North Carolina Local Government Performance Measurement Project, Chapel Hill, March 31, 2000.

Conducted session on "Measuring Performance" as part of the School for New Mayors and Council Members, sponsored by the Institute of Government, in Charlotte (February 24, 2000), Wilmington (February 9, 2000), Asheville (January 12, 2000), Research Triangle Park (November 18, 1999), Wilmington (February 25, 1998), Charlotte (February 11, 1998), Asheville (January 7, 1998), Kill Devil Hills (December 11, 1997), and Chapel Hill (November 19, 1997).

Conducted half-day class on "Performance Measurement . . . Getting Beyond the Basics" at the City of Durham (December 7, 1999).

North Carolina Local Government Performance Measurement Project. Conducted "Best Practices Seminar: Building Inspections" for building inspection and other officials of counties participating in the project, Chapel Hill, October 8, 1999.

North Carolina Office of State Budget and Management, Annual State Budget Conference, Raleigh, October 4, 1999. Panelist on "Managing for Results."

International City/County Management Association, Annual Conference, Portland, Oregon. Conducted half-day session, "Performance Benchmarks in Local Government," September 25 and 27, 1999.

North Carolina Local Government Performance Measurement Project. Conducted "Best Practices Seminar: Residential Refuse Collection" for city managers, public works directors, solid waste administrators, and budget officials of cities participating in the project, Chapel Hill, September 10, 1999.

Southern Consortium of University Public Service Organizations/Southern Growth Policies Board, teleconference originating from Chapel Hill, NC, August 26, 1999. Conducted teleconference linked to sites in Knoxville, Nashville, and Jackson, TN, and Columbia, SC, on the topic, "Performance Measurement in Local Government: Review of Training Materials and Advice to Instructors and Consultants."

North Carolina Local Government Budget Association, Boone, NC, July 22, 1999. Conducted session, "Benchmarking: The Next Step."

Georgia Government Finance Officers Association, Callaway Gardens, Georgia, July 19 and 20, 1999. Conducted two-day class, "Performance Measurement and Benchmarking in Local Government."

City of Ashland, City of Grants Pass, and Rogue Valley Public Service Academy, Ashland, Oregon, July 8, 1999. Conducted one-day class, "Performance Measurement in Local Government."

National Academy of Public Administration 1999 Spring Meeting, Wilmington, Delaware, June 10-12, 1999. Presented "North Carolina Local Government Performance Measurement Project" to Standing Panel on the Federal System, June 10, and served as witness in "trial" of performance measurement in "State and Local Government on Trial: How Are Performance-Based Strategies Working and How Do We Know?" on June 11.

Conducted session on "Benchmarking: How Does Your Planning Program Compare?" at the North Carolina Planning Conference, Greensboro, May 21, 1999.

Conducted session on "Benchmarks in Local Government Risk Management" at the National League of Cities-Risk Information Sharing Consortium Pool Trustees Workshop, Lexington, Kentucky, April 30, 1999.

Conducted session on "Goals, Objectives, and Performance Measurement" at School Board Workshop II: Achieving Results through Performance-Based Budgeting, Greensboro, North Carolina, February 23, 1999.

Conducted (with W. Patrick Pate and A. John Vogt) two-day seminar, "Benchmarking and Performance Measurement," GFOA National Training Seminars, Government Finance Officers Association, San Antonio, Texas, December 15 and 16, 1998.

North Carolina Office of State Budget and Management, Annual Statewide Budget Conference, Raleigh, November 16, 1998. Panelist on "Performance Measures—Managing for Results."

International City/County Management Association, Annual Conference, Orlando, Florida. Conducted half-day session, "Performance Benchmarks in Local Government," October 25 and 26, 1998.

South Carolina State Government Quality Network Association, Conference on "Changing the Face of Accountability: Performance Measurement in Government," Columbia, S.C., October 19, 1998. Presented closing session, "Performance Measurement and Benchmarking."

Michigan Townships Association, Lansing, Michigan, October 8, 1998. Conducted one-day class, "Performance Measures and Benchmarks: Tools for Local Government Success."

North Carolina Association of County Commissioners, Annual Conference, Charlotte, August 15, 1998. Panelist on "A Guide to Privatizing, Contracting or Doing It Yourself."

"Managing for Results: Decision Making in the Age of Accountability," National Conference sponsored by the LBJ School of Public Affairs at the University of Texas and the George Bush School of Government at Texas A&M University, Austin, Texas, May 20-22, 1998. Presented luncheon address, "A Proper Mentality for Benchmarking," on May 21, 1998.

Conducted series of 14 one-day classes on "Performance Measurement in State Government" for State of North Carolina department and agency officials, May to July 1998.

Conducted one-day session, "Using Performance Benchmarks in Local Government," 1998 ICMA University Workshop, International City/County Management Association, Phoenix, Arizona, April 18, 1998.

University of Vermont, National Teleconference on "Benchmarking: A Powerful Tool for Building Strong Local Government," March 23, 1998. Served as panelist.

North Carolina Local Government Performance Measurement Project. Conducted "Best Practices Seminar: Police Patrol, Investigations, and Emergency Communications" for city managers, police administrators, and budget officials of large cities participating in the project, Chapel Hill, March 20, 1998.

Pennsylvania League of Cities and Municipalities, 1998 Municipal Management Executive Development Conference, Boiling Springs, Pennsylvania, February 26, 1998. Conducted one-day class, "Performance Management."

Annual City and County Clerks' School, Research Triangle Park, N.C., January 22, 1998. Conducted session on "Performance Standards."

Conducted classes on "Goals, Objectives, and Performance Measurement" for the North Carolina Department of Environment and Natural Resources, Raleigh, January 6 and 9, 1998.

MPA Alumni Association and MPA Program at UNC-CH, 1997 Conference on Public Administration, Chapel Hill, November 14, 1997. Panelist on "Performance Measurement and Benchmarking."

Syracuse University, Community Benchmarks Program of the Maxwell School. Presentation on benchmarking in local government to forum of community leaders, Thursday Morning Roundtable, and conducted workshop, "Community Problem Solving Using Benchmarks: A Workshop for Local Government Officials." Syracuse, New York, October 30, 1997.

North Carolina Office of State Budget and Management, State Budget Conference, Raleigh, October 20, 1997. Panelist on "Budget Reform Alternatives."

Conducted half-day class on "Performance Measurement in Program Administration" for Smart Start Executive Directors' Forum, The Friday Center, Chapel Hill, October 8, 1997.

Conducted half-day session, "Using Performance Benchmarks in Local Government," Annual Conference of the International City/County Management Association, Vancouver, British Columbia, Canada, September 15 and 17, 1997.

Conducted two-day seminar, "Results-Oriented Government," as part of Texas Municipal Clerks Certification Program, San Antonio, Texas, September 11 and 12, 1997.

City of Boston and Northeastern University, "Setting the Standards: Leaders in Performance Budgeting," Boston, August 23, 1997. Panelist on "Creating a History: North Carolina Case Study."

Conducted one-day session, "Performance Measurement in State Government," as part of Tennessee Government Executive Institute sponsored by the University of Tennessee, Knoxville, August 20, 1997.

Conducted one-day seminar, "Results-Oriented Government," sponsored by the University of Tennessee Center for Government Training, Nashville, Tennessee, August 19, 1997.

North Carolina Association of County Commissioners, Annual Conference, Greensboro, August 15, 1997. Presented "Measuring for Results: Performance Measurement in Local Government."

Wisconsin City-County Management Association, Landmark Resort at Egg Harbor, Wisconsin, June 12, 1997. Conducted one-day class, "Measuring and Monitoring Local Government Services."

International City/County Management Association, Mountain Plains Region, Lincoln, Nebraska, April 3, 1997. Conducted one-day class, "Municipal Benchmarks--Assessing Local Performance and Establishing Community Standards."

North Carolina Government Finance Officers Association and North Carolina Association of County Finance Officers, The Annual Finance Officers Conference, Research Triangle, March 18, 1997. Presented "Performance Measurement in Local Government Finance."

Conducted "Train the Trainer" workshop for the Benchmarking/Performance Measurement Curriculum developed by the Southern Growth Policies Board and the Southern Consortium of University Public Service Organizations, 1997 SCUPSO Annual Conference, Biloxi, Mississippi, March 7, 1997.

North Carolina City/County Management Association and Carolinas Innovation Group, Conference on Transforming Local Government, Chapel Hill, February 5-7, 1997. Made general session presentation, "Measuring and Monitoring Local Government Services," February 6, 1997.

International City/County Management Association and Missouri City Management Association, Columbia, Missouri, January 31, 1997. Conducted one-day workshop, "Government Works--Measuring and Monitoring Local Government Services."

Cayman Islands Government, Grand Cayman, British West Indies, January 27-28 and February 3-4, 1997. Conducted four one-day classes, "Performance Measurement in Government," for government employees and others.

North Carolina Local Government Budget Association, Charlotte, December 11, 1996. Conducted pre-conference workshop on "Performance Measurement in Local Government."

North Carolina League of Municipalities Annual Conference, Winston-Salem, October 15, 1996. Presentation on "Municipal Performance Measurement and Benchmarking."

International City/County Management Association Annual Conference, Washington, D.C., October 6 and 7, 1996. Conducted (with M. Lyle Lacy, III) ICMA University workshop entitled "What Your Graduate School Didn't Teach You."

Public Law and the Public's Lawyers Conference, Raleigh, North Carolina, September 26, 1996. Presented "Eight Points on Privatization" as part of session on "Privatization of Government Services."

Alabama Local Government Management Conference, Gulf Shores, Alabama, July 25, 1996. Conducted half-day session on "Benchmarks for Local Government."

American Society for Public Administration, National Conference, Atlanta, July 2, 1996. Panelist on "Using Performance Measurement to Improve Local Government Operations."

Governmental Training Division, Carl Vinson Institute of Government, Management Development Program (MDP). Conducted one-day sessions on "Performance Management" as a component of Level III training at the City of Douglas (May 24, 1996), the City of Covington (May 8, 1996), and the Decatur Public Library (group sponsored by the Atlanta Regional Commission, March 12, 1996).

Association of County Commissioners of Georgia, Commissioners Training Program, Savannah, April 20, 1996. Conducted session on "Monitoring Public Works Performance."

Inter-American Development Bank (IDB), Washington, D.C., April 12, 1996. Conducted seminar on "Performance Measurement and Accountability in Local Government" in IDB's Public Policy Analysis, Management and Methodologies (PPAMM) Series.

Southeastern Municipal and County Management Institute, Athens, Georgia, April 3-5, 1996. Served as program coordinator for conference on "Performance Management in Local Government" and conducted half-day session on "Performance Measurement."

International City/County Management Association, Mountain Plains Region, Billings, Montana, March 21, 1996. Conducted one-day class, "Government Works--Measuring and Monitoring Local Government Services."

Southeastern Conference on Public Administration (SECOPA), Savannah, Georgia, October 5-7, 1995. Chair and panelist on "Performance Measurement and Benchmarking in Local Government," October 5, 1995.

Governmental Purchasing Association of Georgia, Purchasing Officials Seminar, Athens, Georgia, October 4, 1995. Conducted half-day session on "Benchmarking."

International Institute of Municipal Clerks, Annual Conference, Louisville, Kentucky, May 20-21, 1995. Conducted one-day course, "Managing Local Government for Productivity Improvement," and half-day course, "Performance Measurement and Benchmarking in Local Government."

Appalachian Regional Commission, Leadership and Management Program, Birmingham, Alabama, April 18, 1995. Conducted one-day session, "Benchmarking Concepts and Processes."

Georgia Municipal Association, Municipal Training Institute, Atlanta, January 22, 1995. Conducted session on "Monitoring Public Works Performance."

Texas Municipal Clerks Certification Program, San Antonio, December 1-2, 1994. Conducted two-day course, "Managing Local Government for Productivity Improvement."

Association of County Commissioners of Georgia, New Commissioners Training Program, Athens, November 30, 1994. Panelist on "Organization of Government and the Role of the Commissioner."

Georgia City-County Management Association Meeting, Thomasville, Georgia, October 26, 1994. Presented "Municipal Benchmarks."

National Public Sector Productivity Improvement Conference, Scottsdale, Arizona, September 9, 1993. Panel member in "Panel Response to 'Winter Commission' Findings and Recommendations."

Southern Consortium of University Public Service Organizations, Annual Meeting, Atlanta, May 13, 1993. Presented "Rethinking Local Government: What Needs to Be Rethought?"

Association of County Commissioners of Georgia, New Commissioners Training Program, Atlanta, December 2, 1992. Moderator and panelist on "Organization of Government and the Role of the Commissioner."

Georgia Municipal Association, Municipal Training Institute, Savannah, June 27, 1992. Conducted session on "Monitoring Public Works Performance."

Association of County Commissioners of Georgia, Annual Training Program, Atlanta, October 16, 1991. Conducted session on "Public Works."

Association of County Commissioners of Georgia, Annual Meeting, Jekyll Island, Georgia, April 23, 1991. Panelist on "The Leadership Equation."

Association of County Commissioners of Georgia, Annual Training Program, Atlanta, Georgia, February 1, 1991. Conducted session (with Keith Flanagan) on "Public Works."

Georgia City-County Management Association, Fall Meeting, Callaway Gardens, Georgia, November 2, 1990. Presented report as member of panel on "Cost Containment: Is Local Government Inherently Wasteful?"

Association of County Commissioners of Georgia, Annual Training Program, Savannah, Georgia, April 21, 1990. Conducted session on "Productivity Improvement in Local Government."

Association of County Commissioners of Georgia, Annual Meeting, Atlanta, Georgia, April 9, 1988. Conducted session on "Local Government Public Works."

International Institute of Municipal Clerks, Annual Conference, Fort Worth, Texas, May 20, 1987. Presented "Productivity Improvement: What Does It Mean and Why Is It Important?" and "Overcoming the Barriers to Productivity Improvement."

PROFESSIONAL AFFILIATIONS

National Academy of Public Administration
American Society for Public Administration
International City/County Management Association

PROFESSIONAL SERVICE

Member of the International City/County Management Association's Performance Management Advisory Committee, 2016 to 2018.

Professional Association Officer:

Vice President of Research Triangle Chapter of the American Society for Public Administration, 2000 to 2011.

Member of Alliance for Innovation's Academic Network, since 2007.

Member of Local Government Management Education Committee of the National Association of Schools of Public Affairs and Administration, 2002 to 2006.

Member of the International City/County Management Association's Task Force on Professionalism in Local Government, 2006 to 2008.

Member of the Government Finance Officers Association's Performance Measurement Sourcebook Advisory Committee, 2006 to 2010.

Member of the Advisory Council of the Institute of Public Affairs at the University of Texas at Dallas, 2008 to 2010.

Member of the program committee for the Southeastern Conference on Public Administration in 2009.

Member of the selection panel for the Southeastern Conference on Public Administration's Morris W.H. Collins Award for the year's outstanding paper by a PhD student, August 2007.

Member of American Society for Public Administration's selection panel for Donald C. Stone Award, 2006 and 2007.

Member of Audit Committee for the American Society for Public Administration, 2008 to 2016; co-chair, 2008 to 2010.

Member of Program Committee for American Society for Public Administration National Conference, 2006 and 2007.

Member of Proposal Review Panel for the National Center for Civic Innovation's (NCCI) Government Performance Reporting Demonstration Grant Program, 2003-2004.

Member of Steering Committee, Southern Growth Policies Board/Southern Consortium of University Public Service Organizations' Performance Measurement Curriculum Development Project, 1995-1996.

Member of the American Society for Public Administration's Governmental Accomplishment and Accountability Task Force, 1996.

Member of Executive Committee, Section on Personnel Administration and Labor Relations (SPALR), ASPA, 1990-1993.

Member of 1993 Edwin O. Stene Scholarship (ICMA) selection committee.

Member of 1994 and 1995 panels of judges for the Exemplary State and Local Awards Program (EXSL), sponsored by the National Center for Public Productivity, Rutgers University.

Manuscript Reviewer

American Review of Public Administration
Dorsey Press
Governance
International City/County Management Association
International Fire Service Journal of Leadership and Management
International Journal of Public Sector Management
International Review of Administrative Sciences
Jossey-Bass Inc., Publishers
Journal of Higher Education Outreach and Engagement
Journal of Public Administration Research and Theory
Journal of Public Affairs Education
Journal of Urban Affairs
Local Government Studies
M.E. Sharpe
Pacific Accounting Review
PEW Charitable Trusts—American Cities Project
Policy Studies Journal
Public Administration Quarterly
Public Administration Review
Public Budgeting & Finance
Public Finance and Management
Public Management Review
Public Performance & Management Review
Public Personnel Management
Public Policy and Administration
Public Works Management & Policy
Publius
Review of Public Personnel Administration
Risk Analysis
SAGE Publications
Social Science Quarterly
Southeastern Political Review
State & Local Government Review
Taylor & Francis
Urban Affairs Review
Urban Studies

Proposal Reviewer

Alfred P. Sloan Foundation
Prentice Hall/Pearson
Routledge
Swiss National Science Foundation

Member of Advisory Boards

National Center for the Study of Counties, 2006 to 2008. Sponsored by the Carl Vinson Institute of Government at the University of Georgia and supported by the National Association of Counties.

National Center for the Revitalization of Central Cities, 1997-1998. Sponsored by the U.S. Congress and supported by the Office of Policy Development and Research, U.S. Department of Housing and Urban Development, the National Center is based at the College of Urban and Public Affairs, University of New Orleans.

Centre for Governance and Public Management, Assessment and Strengthening Program (ASP)/Lahore University of Management Sciences (LUMS), Lahore, Pakistan, 2014-2015. Project sponsored by the United States Agency for International Development (USAID).

SAMPLE OF CONSULTING CLIENTS—TECHNICAL ASSISTANCE AND TRAINING

Accomack County, Virginia
Alachua County, Florida
Association of County Commissioners of Georgia
Athens/Clarke County, Georgia
Cass County, Michigan
Cayman Islands Government
Center for Governmental Services, Auburn University (Appalachian Regional Commission)
Center for Government and Public Affairs, Auburn University-Montgomery
City of Alexandria, Virginia
City of Alliance, Nebraska
City of Ashland, Oregon
City of Carrollton, Texas
City of Danville, Virginia
City of Dallas, Texas
City of Denton, Texas (CATV Advisory Board)
City of Edmond, Oklahoma
City of Gainesville, Georgia
City of Grants Pass, Oregon
City of Macon, Georgia
City of Marietta, Georgia
City of Norman, Oklahoma
City of Thomson and McDuffie County, Georgia
City of Thornton, Colorado
Cleveland State University, The Urban Center

Collin County (Texas) Task Force on Domestic Violence
Columbia County, Georgia
Consortium of Local Governments of Walton County, Georgia
Cuyahoga County, Ohio
DeKalb County, Georgia
Georgia City/County Management Association
Georgia Future Communities Commission
Georgia Government Finance Officers Association
Georgia Municipal Association
Glynn County, Georgia
Government Finance Officers Association
Huntsville (Alabama) Utilities
Institute of Public Affairs, University of South Carolina
Inter-American Development Bank, Washington, D.C.
International City/County Management Association
International Institute of Municipal Clerks
John C. Stennis Institute of Government, Mississippi State University
Lahore University of Management Sciences (LUMS), Lahore, Pakistan
Loudoun County, Virginia
Lowndes County, Georgia
Marin County, California
Martin County, Florida
Metropolitan Government of Nashville and Davidson County, Tennessee
Michigan Townships Association
National Center for Civic Innovation
National Center for Public Performance
Pennsylvania League of Cities and Municipalities
Prince George's County, Maryland
Rogue Valley (Oregon) Public Service Academy
Santa Barbara County, California
Southern Growth Policies Board
Syracuse University, Community Benchmarks Program of the Maxwell School
Tata Energy Research Institute, New Delhi, India
Texas Municipal Clerks Certification Program
Town of Flower Mound, Texas
Town of Taos, New Mexico
United States Agency for International Development (City of Plovdiv, Bulgaria; Lahore University of Management Sciences)
University of Palermo (Italy)
University of Tennessee, Center for Government Training
University of Tennessee, Municipal Technical Advisory Service
University of Virginia, Virginia Institute of Government
Washington County, Wisconsin
Wisconsin City-County Management Association

OTHER HONORS

Selected by the American Society for Public Administration as one of seven Senior Scholars to mentor a select group of young international scholars at ASPA's 7th International Young Scholars Workshop, Pátzcuaro, Mexico, August 12-16, 2018.

As a member of the Governmental Accomplishment and Accountability Task Force of the American Society for Public Administration (ASPA), received ASPA's Presidential Citation of Merit for 1996.

Designed and conducted Productivity Improvement Project that earned for Glynn County, Georgia, a 1990 Achievement Award from the National Association of Counties (NACo).

Recipient of June and Oliver Benson Award for the outstanding political science dissertation at the University of Oklahoma in 1983.

Designed a Fire Specialist Program and Smoke Detector Rebate Program for Oak Ridge, Tennessee, that earned a Management Innovation Award from the International City Management Association in 1979.

GRADUATE COURSES TAUGHT

University of North Carolina at Chapel Hill
- Productivity Improvement in Local Government
- City and County Management

University of Georgia
- Productivity Improvement in Local Government

University of North Texas
- Governmental Management
- Municipal Management
- Productivity Improvement in Local Government
- Public Budgeting
- Administrative Research Methods

9/15/26