

The Executive Education Forum **Curriculum for April 17 and 18, 2015**

Local Leaders Program, Spring 2015- Verna and Peter Dauterive Hall, **112**
Continental Breakfast and Networking Starting at 8:00 a.m. each day

To bridge the gap between theoretical learning and real-life experience, the key topics covered during the program will include the following:

April 17, 2015. 9:00 a.m. to 12:20 p.m.

The Challenges and Opportunities of a Changing Transportation Landscape



Course Description and Learning Objectives:

The landscape of local transportation planning has been changing rapidly. In the class, participants will learn about the state's changing land use – transportation environment, and the context and evidence underlying those changes. Senate Bill 375 (2008) created, for the first time in the U.S., a framework where regional transportation plans have to meet greenhouse gas emission reduction targets. More recently, Senate Bill 743 (2013) has tasked the State Office of Planning and Research to develop new California Environmental Quality Act (CEQA) traffic impact guidelines, and the suggested new guidelines propose replacing an old metric, based on traffic congestion, with new metrics based on vehicle miles travelled. In this half-day class, participants will learn the following:

- What do these state efforts, including SB 375 and SB 743, mean for local jurisdictions?
- What is the science that informs these changes? How can local leaders evaluate that science, and what should city officials focus on when faced with sometimes confusing traffic or transportation studies?
- What structural factors have led to these new regulatory initiatives, and what does the changing transportation context mean for cities and local leaders?

Your instructor, Marlon Boarnet, has over two decades of experience in land use – transportation research. He is an international leader on these topics. His research for the California Air Resources Board had informed state agency implementation of both SB 375 and SB 743. Boarnet has consulted with the World Bank, the U.S. Environmental

Protection Agency, the Southern California Association of Governments, and the Orange County Business Council, and he served on the National Research Council study committee that authored "Driving and the Built Environment," a comprehensive study of the role that land use policy can play in vehicle greenhouse gas emission reduction.

USC Price Faculty: **Marlon Boarnet, Ph.D.**
Senior Associate Dean for Academic Affairs
Director, Graduate Programs in Urban Planning

APRIL 17, 2015. 12:20 p.m. to 2:00pm-Lunch Session

TBD

APRIL 17, 2015. 2:00 p.m. to 5:20 p.m.

Public Ethics



Course Description and Learning Objectives: Public officials in elected office are accountable to their constituencies and are expected to meticulously conform to ethical boundaries. Recent egregious diversions from any notions of public ethics have brought deserved public scrutiny to local governments.

This module will focus on ethical decision-making in an organizational context. In this session you will begin with some basic vocabulary and concepts related to ethical decision making. You will be introduced to a proprietary ethical decision-making model developed by our faculty. You will be asked to deal with situations in which you may have experienced a quandary or dilemma about the best thing to do in the course of your public professional work. These are times when you feel torn between competing goods or claims to certain rights. Generally, these problems do not involve legal analysis, but rather conflicts among your values. You may, for instance experience competing loyalties to friends, constituents, and your professional obligations. Or, you may feel torn between your obligations as a spouse, parent, or member of some religious organization, and your obligations as a public official. These are situations of inner conflict and tension between things that are good, but which cannot all be served. In this module, you will acquire knowledge of key concepts in ethical decision-making.

You will learn how to use an ethical decision making model and understand the power of the organizational context to encourage or impede ethical decision-making and conduct. You will develop skills in accounting for your ethical decisions and conduct. Professor Cooper will provide participants instructions for a "Case Study" preparation.

USC PRICE Faculty: Terry L. Cooper, Ph.D.
The Maria B. Crutcher Professor in
Citizenship and Democratic Values

APRIL 18, 2015. 9:00 a.m. to 12:20 p.m.

Housing Policy in the Wake of the Crisis and California's Loss of Redevelopment



Course Description and Learning Objectives: Housing has long been a major policy issue, but recent years have brought housing to the policy forefront in ways not before seen. The housing market's collapse – prices nationally fell for more than 30 consecutive months – dragged the economy into recession. Foreclosures were once an extremely rare event; prior to the crisis even extended loan delinquencies were uncommon. Now, some markets and neighborhoods are threatened by foreclosure rates exceeding 1 in 10 homes, which, introduces the prospect of blight and mayhem. Further, the crisis has not eased the major affordability challenge many markets and families face. Indeed, between 2007 and 2009, the number of worst case needs households – lower-income families receiving no rental assistance but paying more than 50 percent of their income for housing – increased by 20 percent. And, with developments like the demise of redevelopment agencies in California, we are losing major funding strategies.

In this module, we will focus on providing a flavor of the issues communities face regarding housing policy. After a quick review of where the market stands, the session will begin with a review of the current landscape of housing policy, including a review of the key tools available to those seeking to produce, preserve, and improve the housing stock. The session will then turn to the challenges that remain in the marketplace – with a particular emphasis on challenges faced by western states and Los Angeles – and engage in a discussion of how these might be overcome. Despite the decision-making that occurs on specific projects that occurs by local governmental bodies, the module will highlight the important role that state and federal policies play in facilitating the functioning of the housing market. The session will conclude with a review of possible new strategies that could emerge given the current state of play and key hot button issues, such as redevelopment policy, which will spark a discussion about possible ways forward.

Participants will be expected to actively contribute their insights and opinions and participate in group activities. Some limited preparatory material will be provided. At the end of the module, program participants should have a better understanding the history and prevailing dynamics of housing markets, recognize the various tools for providing, preserving and improving housing and their relative strengths and weaknesses, be familiar with the current challenges in housing policy, and be thinking about ways to successfully implement innovations in their local communities.

USC PRICE Faculty: Raphael W. Bostic, Ph.D.
Judith and John Bedrosian Chair in Governance and
the Public Enterprise

April 18, 2015. 12:20 p.m. to 2:00pm-Lunch Session

TBD

April 18, 2015. 2:00 p.m. to 5:20 p.m.

Creating Resilience and Fostering Engagement



Course Description and Learning Objectives: This module focuses on creating resilient organizations and communities through engagement in local government. First, we will examine the need for resilience and how this perspective differs from traditional ways of understand change, risk and innovation.

Second, we will discuss the role of citizen engagement in creating resilience. We will explore how citizen engagement differs from other forms of citizen participation and communications. We will consider why traditional approaches to citizen participation often do not work and can actual be counter to the goals of engagement and resiliency. We will also discuss how engagement strategies inside the organization can either support or thwart our efforts in the community.

Third, we will explore the potential benefits of citizen engagement for local government. We will talk about the differences between citizens and customers and the implications of those differences for community building. We will also discuss the factors to consider in determining whether a community is ready for engagement activities and how to increase that readiness.

Fourth, we will look at alternative goals of citizen engagement, and how to choose strategies to meet those goals. For example, should the strategies used be high tech or high touch? How do we choose the right strategy in particular circumstances? What approaches work under what conditions?

Finally, we will consider actual case examples of innovative and resilient local governments using a wide variety of engagement strategies to accomplish their objectives. Participants will then have the opportunity to assess their own community's readiness for engagement, identify possibilities and opportunities, and develop ideas for overcoming the challenges they confront. The goal is for participants to clarify the purposes they want to achieve and to develop action steps they can take in the short and long-run to accomplish them.

At the conclusion of the workshop, participants will:

1. Distinguish between efforts to manage change and creating resiliency,
2. Have a better understanding of what engagement is, what it isn't,

3. Know what engagement and participation can do for their communities,
4. Identify engagement goals and choose strategies that best work to achieve them
5. Be able to assess their community's readiness for engagement and how to build on what they are already doing to enhance that readiness over time.

USC PRICE Faculty: Janet Denhardt, Doctor of Public Administration
Chester A. Newland Professor of Public
Administration
Director, USC Price School in Sacramento