



The Executive Education Curriculum for

February 21th & 22nd, 2014

Local Leaders Program, Fall 2014– USC Davidson Conference Center

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



February 21, 2014 9:00 a.m. to 12:20 p.m.

Responding to the Turnaround in California Demographics

Course Description and Learning Objectives: “Demography is back!” proclaimed the Economist magazine earlier this year. Of course, demographics are always present, but our awareness ebbs and flows, largely in response to how the waves of change crash upon our housing markets, pension plans, and local workforces. Demographics have long been the source of major policy issues, but we have focused usually only on their consequences, too late to make things better. That is an unfortunate misuse, because demography also holds the key to long-term foresight and can help leaders achieve consensus for more sustainable policymaking. In this module, we will focus on providing a basic introduction to population dynamics and how they impact public and private institutions. We set these lessons in the context of the extraordinary turnaround in California demographics, changes that are so abrupt and sweeping that they sharply demonstrate how demographics reshape the fate of our cities. We begin with a brief discussion of why it is that decision-making is trapped in a focus on the present, even while the future is inexorably marching toward us. We mix into this a consideration of how the growing polarization in the electorate can be understood as a consequence of emphasis on static differences between age and ethnic groups. Understanding the population dynamics holds promise for local leaders to help their citizens and decision makers to rediscover consensus about mutual interests and shared fates.

Every city or county can find the census and forecast data needed to break the shortsighted and divisive impasse. As will be demonstrated in the workshop, age changes are the key to making sense of demographics. Surges upward or downward in any age group can have overwhelming impact on the services demanded by that age group. The dramatic swings in age growth from last decade to next decade are what make demographics of crucial importance: in the aggregate, children are plunging, young adults surging, middle age slumping, and retirees exploding. Consequences are played out in terms of housing (renters and owners) and workforce (retirees and their replacements). A key takeaway is how to construct and use the

local trend in the senior ratio. Workshop participants are encouraged to launch their own critiques of the demographic myopia, either challenging how this can really be so powerful, or by offering their own witnessed examples of blunder.

The decision making use of demographic trends, most often, is carried out through guiding narratives that embed perceptions of earlier trends (which are often outdated). Recently introduced in Boom—a Journal of California was a set of new narratives for guiding California's future, narratives that sharply differ from the earlier story line on every trend. Workshop participants will debate which trend reversals are most significant for changing the perceptions that guide our public decisions.

A set of basic background readings will be made available prior to the workshop, as well as handouts of key presentation materials. At the conclusion of this module, participants will have a stronger grasp of population dynamics and how they impact both housing and workforce. They also will have a working knowledge of how demographic framing can reshape public consensus, helping to get everyone on the same page about who we are and how we all profit together in the new California.

USC PRICE Faculty: Dowell Myers, Ph.D.
Director, Population Dynamics Research Group

February 21, 2014 12:20 p.m. to 1:40pm-Lunch Forum

California Water Challenges; What municipalities should know

Panel

Maria Mehranian, Managing Partner & Chief Financial Officer, Cordoba Corporation

Ronald C. Smith, Board of Directors, West Basin Municipal Water District

Robert Katherman, President of the Board of Directors, Water Replenishment District of Southern California



February 21, 2014 1:40 p.m. to 5:00 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



February 22, 2014 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

**February 22, 2014 12:20 p.m. to 1:40pm-Lunch
Session**

State Housing Element Requirements: If We Zone It. Will They Build It?

Donald M. Davis, Esq., Partner, Burke, Williams & Sorensen, LLP

Alan Greenlee, Executive Director of the Southern California Association of Non Profit Housing (SCANPH)



February 22, 2014 1:40 p.m. to 5:00 p.m.

Organizational Changes in Contemporary Municipal Governments

Course Description and Learning Objectives: This module first addresses the changing conditions facing contemporary municipal governments and how these changes are impacting the potential for collaboration within and among public agencies as they work together to address problems and develop solutions to enhance the quality of life for people and communities. This discussion will be grounded in a cultural perspective on institutions and organizations, including attention to the deep cultural shifts occurring as society transitions from the Industrial Era into the Information Age. The analysis will clarify how the assumptive foundations of the modern worldview create institutional biases against organizational collaboration, and in contrast, how an emerging ecological perspective yields insights regarding the design of governance systems that can enable and encourage more and better collaboration among interdependent actors whose combined efforts are needed to address shared concerns effectively. Participants will be given a framework identifying four key prerequisites to collaboration, and they will have the opportunity to consider how they can support the development of these conditions among city staff who need to collaborate more

successfully. Finally, the possibility of greater collaboration between local governments and the people and communities they serve will be considered in the context of the open data movement and its potential for stimulating innovations that improve the quality and efficiency of public services.

The learning objectives for this session are that participants will develop a better understanding of:

- 1) a cultural perspective on institutions and how deep cultural shifts are requiring changes in institutional arrangements;
- 2) how organizational systems are adapting to the demands and expectations of a complex, dynamic, globalized environment;
- 3) the factors that enhance the possibility of effective collaboration across organizational boundaries; and
- 4) the considerable potential inherent in a more open, collaborative relationship between public organizations and the people they serve.

USC PRICE Faculty: Peter J. Robertson, Ph.D., Associate Professor,
Director, Master of Public Administration