



**USC PRICE EXECUTIVE EDUCATION FORUM FOR POLICY (EXED)  
LOCAL LEADERS PROGRAM-OCTOBER 12 AND 13, 2012  
USC DAVIDSON CONFERENCE CENTER**

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**“CONTEMPORARY CHALLENGES AND OPPORTUNITIES”**

**The Forum for Policy:**

Executives in elected office face greater demands from a concerned and skeptical public today more than ever before. To govern efficiently, officials in local governments need the knowledge and skills to not only identify the challenges facing local governments but also to establish a vision that repositions their communities in the transition to sustainability. The worst recession since the Great Depression, coupled with the fiscal challenges in all forms of government, has changed the political and policy landscapes of our nation. To lead effectively, executives in policy-making positions must rise to the challenges of motivating and animating their stakeholders to act boldly.

The Executive Education Forum for Policy (EXED) for Local Leaders at the University of Southern California's Sol Price School of Public Policy (USC Price) provides a balanced approach to learning in an academic setting. (EXED) is designed for Local Leaders to deepen their understanding of substantive policy issues, augment their ability to leverage and increase existing public sector capacity, and foster leadership-all with the purpose of improving public administration and solving public problems. (EXED) achieves this by bringing together world-renowned faculty of USC Price, experienced professionals, and a dynamic curriculum to teach and reach across boundaries.

In particular, (EXED) enables participants to shape the future through case studies, simulations and group exercises. The program will pair academics and practitioners to advance the dialogue and stimulate learning through a two (2) day intensive curriculum format. Participants will be in an environment where the classroom serves as a forum for today's challenges and opportunities and laboratory to practice the necessary skills to effectuate change. The format of our program will promote networking and sharing of concepts and solutions among our participating local leaders and distinguished scholars.



## Executive Education Curriculum for October 12<sup>th</sup> and 13<sup>th</sup>, 2012

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

### October 12, 2012 9:00 a.m. to 12:20 p.m.

- **Cost Management and Control: an Alternative to Service Cuts**

*Course Description and Learning Objectives:* Many government organizations today are unfortunately in a Cost War: the struggle to accomplish their missions in an austere fiscal environment.

This module lays out a Cost Management and Control strategy as an alternative to the more mindless reaction of simply cutting staff and/or mission. This strategy has two components. One emphasizes using cost benefit analysis to ensure that decision makers are cost informed and that alternative courses of action are considered. The second component focuses on institutionalizing a culture of continuous improvement in recognition of the fact that even relatively modest annual improvements make an enormous difference over time. Case studies will be presented that demonstrate organization based, role based, and output based approaches that have stood the tests of time and change.

You will also learn the four requirements for success: leadership driven management, analytic cost expertise, the command and control cost process, and relevant cost measurement.

USC Faculty:

Dr. Dale R. Geiger DBA, CMA, CGFM  
Clinical Professor  
USC Leventhal School of Accounting

Practitioner:

TBA



## October 12, 2012 1:40 p.m. to 5:00 p.m.

- **Moving Freight; Understanding the Global Supply Chain and Managing the Local Impacts**

*Course Description and Learning Objectives:* The volume of freight moving around our metropolitan areas continues to grow. Freight is essential to the functioning of cities, yet it has many negative impacts, such as traffic congestion, air pollution and noise. Freight can be considered as being of two main types: freight associated with local demand and economic activity, and freight associated with national or international trade. Southern California, home of the nation's largest container port complex and 5th largest air cargo airport, has a particularly large share of trade-related freight traffic.

Although the impacts of freight are local, the drivers of freight demand are global. Local leaders therefore face a challenging problem: how can freight and its impacts be managed? The purpose of this module is to provide a basic understanding of 1) what generates freight traffic, 2) why freight traffic continues to increase, 3) how freight affects cities, 4) the role government has in regulating freight, and 5) strategies to better manage freight and its impacts.

USC PRICE Faculty: Faculty Genevieve Giuliano, PhD  
Margaret and John Ferraro Chair in Effective Local Government  
USC

Visiting Expert Faculty: Thomas O'Brien, PhD  
Director of Research, Center for International Trade and Transportation  
California State University, Long Beach



October 13, 2012 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.  
Bedrosian Chair in Governance  
Director, Judith and John Bedrosian Center on Governance and the Public Enterprise

Practitioner: TBA



October 13, 2012 1:40 p.m. to 5:00 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.



- Responding to the Turnaround in California Demographics (Con't)

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

Practitioner:              TBA

### The Application

To apply for the USC Price Executive Education Forum for Policy the prospective participant must fill a one-page application (attached). There is no formal educational requirement, but the applicant must currently serve in local elected office. Early application is encouraged as qualified candidates will be admitted on a rolling and first come first serve basis. The program will fill quickly as we already have a list of interested participants in numbers substantially more than what we can accommodate in one class. For an effective learning experience class size will be limited and for diversity we will select one elected official per agency per class. USC Price reserves the right to substitute instructors or alter the curriculum. We also reserve the right to accept or reject applicants to the program within our sole discretion.

While the cost of the program is paid for through the generosity of policy driven organizations and strategic alliance partners of USC Price listed in this brochure, a registration fee\* of two hundred and fifty dollars (\$250.00) for the program is expected to be paid for by the applicant's sponsoring agency or the applicant. Financial sponsorship of our Executive Education Forum for Policy is appreciated but not required by the agencies or the participants. Each participant upon completion of the program will earn a Certificate of Participation from USC Price suitable for framing. Program materials, articles and books are included in the registration fee.

*All checks must be made payable to:*  
USC Price Executive Education Forum for Policy

*And mailed to:*  
Ralph and Goldy Lewis Hall 200  
650 Childs Way  
Los Angeles, CA 90089-0626

Applicant Information

Salutation: \_\_\_\_\_ First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

Position / Title: \_\_\_\_\_

City / Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City Manager/Administrator: \_\_\_\_\_

Program Fee: \$250.00 Additional Donation to USC Price EXED (Optional): \_\_\_\_\_

Background Information

***Complete, scan and email application to [frank.zerunyan@usc.edu](mailto:frank.zerunyan@usc.edu)***

- Please list the degrees you hold, along with the academic institutions you have attended (for both degree and non-degree programs).
  
- Please list any similar programs, trainings, workshops and/or seminars you have attended.
  
- For how many years have you been an elected official or held public office?
  
- What is the most challenging aspect of the work you do or the position you hold? What skill set would you like to further develop which would make you a better public servant?
  
- What do you expect to accomplish by completing this certificate program?
  
- Do you have any additional questions, comments, or suggestions?