

USC Price

Sol Price School of Public Policy
Executive Education Forum



Building Capacity For Leaders

EXED Forum For Local Leaders

Dates: October 28-29, 2016

Location: University of Southern California, USC Price Research Centers

Friday, October 28, 2016

8:00am-5:15pm- EXED Forum for Local Leaders

Saturday, October 29, 2016

8:00am-5:15pm- EXED Forum for Local Leaders

Executive Education Forum

Curriculum for October 28 and 29, 2016

EXED Forum, Fall 2016- Price Research Centers

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:

October 28, 2016. 9:00 a.m. to 12:15 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

October 28, 2016. 12:15 p.m. to 2:00pm-Lunch Session:

Trick or Treat: Updates on Significant California Public Law Cases” presented by Donald M. Davis, Esq. and Kane Thuyen, Esq., of Burke, Williams & Sorensen, LLP.

This presentation will touch on a range of recently decided and pending court cases that may spook local agencies or bring a sigh of relief.

October 28, 2016. 2:00 p.m. to 5:15 p.m.

Southern California’s Transportation Future



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. The course will include a discussion of the SCAG 2016 Regional Transportation Plan, including the analysis of the economic benefits of the plan. The course will also cover the statewide transportation context. 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. Lastly, the course will provide an opportunity to discuss and assess how rapidly changing technology affects transportation policy.

In this half-day class, participants will learn the following:

- What are the key elements of the 2016 SCAG Regional Transportation Plan (RTP)?
- How does transportation affect economic growth, with a particular focus on the 2016 SCAG RTP?
- What do 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?

- What is the future of transportation finance in the SCAG region and California, and what would that mean in the short term (e.g. Measure M) and the long term?

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.**
Professor
Chair, Department of Urban Planning and Spatial Analysis

October 29th, 2016. 9:00 a.m. to 12:15 p.m.
Just Plain Good Management 2.0



Course Description and Learning Objectives:

Robert B. Denhardt is a member of the faculty in the Price School of Public Policy and specializes in leadership and management. He has published more than a dozen books on these topics, including his new mini-book, *Just Plain Good Management*.

Bob Denhardt believes that the ability to manage groups and organizations effectively and responsibly is one of the most important and valued skills today. Though good management suffers from fads and "theoretical overkill," managing well is really not that hard. All that is required are a few simple ideas, practiced with patience, sincerity, and goodwill. Bob has shared some of these ideas in *Just Plain Good Management*. In this session, he will demonstrate how to apply these lessons to your own specific management and leadership concerns in local government.

USC PRICE Faculty: **Robert Denhardt, Ph.D.**
Professor, (teaching)

October 29, 2016. 12:15 p.m. to 2:00pm-Lunch Session
Networking Lunch

October 29, 2016. 2:00 p.m. to 5:15 p.m.
Decision and Risk Analysis; Data Based Decision Making



Course Description and Learning Objectives:

Decision analysis is an essential life skill but most people only acquire it through a process of trial and error. This module will present the foundations of decision making in government organizations as well as large enterprises. The module has two main objectives: the first is to give an overview of decision making and the need for a sound decision making process. The second is to demonstrate the use of decision analysis in disaster management and homeland security decisions.

The first half of the module will provide various demonstrations about decision making. Because a decision involves an irrevocable allocation of resources, participants are expected to participate in the decision making process being presented, and also to realize that they are committing some monetary resources for the decisions that will be provided. Participants will be introduced to the main elements of a decision: the frame, the alternatives, the uncertainties, the preferences, the logic, and the stakeholders. Participants will also be asked to reflect on some of the possible impediments to good decision making within an enterprise.

The second half of the module will demonstrate the use of decision making in disaster management and homeland security decisions as well as decisions faced by large enterprises, such as NASA. Following the examples, participants will be asked to identify the challenges and opportunities for using decision analysis in various forms of organizations.

A set of readings will be made available prior to the workshop to demonstrate the use of decision analysis in various settings.

USC Price Faculty: **Professor Ali E. Abbas, Ph.D.**
Professor of Industrial and Systems Engineering
and Public Policy
Director, Center for Interdisciplinary Decisions and
Ethics (DECIDE)