

PPD 651
SEMINAR OF THE ADMINISTRATION OF LOCAL GOVERNMENT
Spring 2020

Instructor: Carl Alameda	Days: Thursday Evening
Email: alameda@usc.edu	Time: 6:00 PM – 9:20 PM
Office Hours: By Appointment	Location: VKC 261

CLASS OVERVIEW

This course will be a basic introduction to local government with an emphasis on California local government agencies. The focus on California's general purpose local governments and counties.

The course will discuss the responsibilities, organization, financing, and management of local governments. It will primarily focus on the "Council/Manager" form of government and the structural options available for municipalities, counties, and townships, discussing the pros and cons of the various structural options.

Overall, the course will be organized with the examination of pillars below of local management:

- 1) Ethics and Open Government;
- 2) Local Government Finance and Budgeting
- 3) Human Resources Management and Labor Relations
- 4) Communications in Local Government and remaining "Apolitical"
- 5) Career Planning

In furtherance of developing these goals students will engage in readings, writing exercises, hear from guest speakers, and participate in class discussion, and in-class projects.

STUDENT LEARNING GOALS AND OBJECTIVES

- **Structural**: Identify the basic organizational and management structures used by local governments and the primary responsibilities of these agencies.
- **Ethics**: Development of professional values and understand the ethical expectations of the local government profession. Understand remaining "Apolitical" while working in a political environment.
- **Communications**: Formulate effective written skills, interpersonal communication skills, presentation techniques, crisis communications, and understanding your audience.
- **Fiscal Management**: Recognize the primary sources of revenue, important local government taxes, and general budget procedures that must be followed by local governments.

- Human Resources Management and Labor Relations: Recognize the primary sources of revenue, important local government taxes, and general budget procedures that must be followed by local governments.
- Risk Management: Understand the management of risk through policy development, assessment, and proactive implementation.
- Decision Making: Apply policy development, decision making and implementation techniques to local government cases.
- Service Delivery: Formulate opinions about the need for local government reform, consolidation, and the problems and opportunities for local government collaboration and shared services.
- Career Planning: Developing a career path and strategies to be a competitive local government management candidate.
- Appreciate the challenges local government managers and policy analysts confront and gain an increased knowledge of exciting local government career opportunities.
- Further develop oral and written communication and briefing skills through class participation and by working on a team research project that will require both a written **research paper** and a **class presentation** on the research project.

REQUIRED TEXTBOOKS LEARNING GOALS AND OBJECTIVES

Readings will be assigned primarily from the ICMA texts listed below. Other assigned reading will primarily be short articles and/or news stories, which will be accessible on Blackboard. **Assigned readings should be done prior to class to allow for informed participation in class.** All reading assignments for the class will be made available on Blackboard, including reading assignments from the below ICMA Text Books.

- *ICMA: The Effective Local Government Manager, 3rd Edition. Referred to as "ICMA ELGM"*
- *ICMA: Managing Local Government, Cases in Effectiveness. Referred to as "ICMA MLG"*

CLASS SCHEDULING

The content/focus of the planned weekly class sessions is subject to change, based upon the availability of class speakers and other scheduling needs.

* Indicates the class may be a "virtual session".

WEEK 1: Thursday, January 16, 2020 What is City Management?	
Content	1) Self-Introductions and Class Expectations. 2) Forms of Municipal Governments: Mayor/Council v. Council/Manager 3) What is a City Manager and Career Path?
Readings:	1) <i>ICMA ELGM; Chapter 1 "The Profession of the Local Government Manager: Evolution and Leadership Styles"</i> 2) <i>ICMA ELGM, Appendix A, "ICMA Code of Ethics"</i> .

* WEEK 2: Thursday, January 23, 2020 * Managing in a Political Environment while remaining Apolitical.	
Content	<ol style="list-style-type: none"> 1) Managing the City Council and Community. 2) Understand a City Manager Employment Agreements/Evaluations. 3) The Role of Commissions.
Readings:	<ol style="list-style-type: none"> 1) ICMA MLG - Chapter 1: "Managing without Fear or Favor". 2) ICMA ELGM; Chapter 6 "Policy Implementation, Productivity, and Program Evaluation". 3) Harvard Business Review: "If You Aspire to Be a Great Leader, Be Present" December 13, 2017. 4) ICMA Articles "10 Reasons Why You Should Have an Orientation for New Council Members". July 14, 2016.

WEEK 3: Thursday, January 30, 2020 How to Avoid Being Tomorrow's Headline - Reputational Risk Defending the Public's Trust: Ethics, Transparency, and Fraud Prevention.	
Content	<ol style="list-style-type: none"> 1) Case Study 1: The City of Dixon, Illinois. 2) Case Study 2: The City of Bell, California. 3) Case Study 3: The City of Pasadena, California. 4) Mock City Council Meeting: City of Oakdale – City Manager Employment 5) Tying It All Together: Examining Roots Causes and Internal Controls.
Readings:	<ol style="list-style-type: none"> 1) University of New Mexico Daniels Fund Ethics Initiative "Fraud in Dixon Illinois: Who's to Blame?". 2) Los Angeles Times, "Is A City Manager Worth \$800,000?" July 15, 2010. 3) Los Angeles Times, "Pasadena residents outraged over \$6.4-million embezzlement scandal". January 6, 2015. 4) ICMA MLG - Chapter 2: "No Easy Road to Recovery"

WEEK 4: Thursday, February 6, 2020 The Technical Skills I: HR Basics and the Art of Difficult Conversations.	
Content	<ol style="list-style-type: none"> 1) Fundamentals of Human Resources. 2) Job Analysis, Classification, and Compensation. 3) Recruitment and Selection. 4) Evaluations and Discipline 5) Employee Relations. 6) Take Home Performance Evaluation.
Readings:	<ol style="list-style-type: none"> 1) ICMA ELGM; Chapter 5 "Essential Management Practices (Pgs 113 – 130). 2) Liebert, Cassidy, Whitmore – Workbook Section 2- "Performance Evaluations" (Pgs. 8 – 22). 3) ICMA MLG - Chapter 12: "The Human Side of HR Decisions". 4) ICMA HRM Chapter 7 – "Employee responsibilities: Setting expectations."

WEEK 5: Thursday, February 13, 2020 The Technical Skills II: Budget and Financial Management.	
Content	<ol style="list-style-type: none"> 1) Gauging Fiscal Health and Stability. 2) General Purpose vs. Special Propose Revenues. 3) Cash Management and Investment.
Readings:	<ol style="list-style-type: none"> 1) <i>ICMA ELGM; Chapter 5 "Essential Management Practices (Pgs 130 – 138).</i> 2) <i>ICMA MLG - Chapter 17: "A Park, a School, and Two Strained Budgets".</i> 3) <i>ICMA HRM – Chapter 1 "Planning and Paying for Work Done".</i>

WEEK 6: Thursday, February 20, 2020 Communications, Crisis Management, and Public Relations.	
Content	<ol style="list-style-type: none"> 1) The First Amendment Audit and How to Respond. 2) Case Study 1: Fullerton Police Department. 3) Case Study 2: Anaheim Police Department. 4) Telling the Story.
Readings:	<ol style="list-style-type: none"> 1) <i>Pete Carroll. Win Forever. Chapter 12 "Coach you Coaches".</i> 2) <i>Pete Carroll. Win Forever. Chapter 13 "Coaches are Teachers".</i> 3) <i>ICMA Posts "Gauging Public Opinion the Right Way" August 2, 2017.</i> 4) <i>TripepiSmith Publications. "To App or Not to App" August 8, 2018</i> 5) <i>Cal JPIA Newsletter. "Responding to First Amendment Audits" July 2019.</i>

WEEK 7: Thursday, February 27, 2020 The Soft Skills: Writing and Presenting in the Local Government Sector. NO CLASS – TAKE HOME MID-TERM	
Content	<ol style="list-style-type: none"> 1) Mid-Term Case: City of Turlock – Write a City Council Staff Report on Re-Establishing the Turlock Police Department Street Crimes Unit.
Readings:	<ol style="list-style-type: none"> 1) <i>Review Mid-Term Documents to be Posted on Blackboard related to the City of Turlock.</i>

WEEK 8: Thursday, March 5, 2020 The Soft Skills II: Managing Yourself.	
Content	<ol style="list-style-type: none"> 1) City of Turlock Street Crimes Unit – In Class Mid-Term Presentations. 2) Goal Setting and Mapping Your Career. 3) The Power of a Network. 4) You Are What You Read. 5) Investing in Yourself. 6) Practicing Leadership. 7) Time Management.
Readings:	<ol style="list-style-type: none"> 1) <i>C.L. Max Nikias "Why All My Emails Are the Lengths of Texts". The Wall Street Journal. September 19, 2017.</i> 2) <i>Steven B. Sample. The Contrarian's Guide to Leadership. Chapter 5 "Decisions, Decisions".</i>

WEEK 9: Thursday, March 12, 2020 Land Use & Planning.	
Content	<ol style="list-style-type: none"> 1) General Plans 101. 2) The Planning Process. 3) The Exciting World of CEQA. 4) Managing Finding and Conditions of Approval. 5) The Public Side of Planning
Readings:	<ol style="list-style-type: none"> 1) <i>ICMA MLG - Chapter 18: "The Manager's Role in in Promoting Sustainability"</i>. 2) <i>ILG Article – "Engaging the Public in Planning for Housing"</i>. 3) <i>ICMA MLG – Chapter 10: "Conflict and Cooperation"</i>.

WEEK 10: Thursday, March 19, 2020 SPRING BREAK – NO CLASS
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WEEK 11: Thursday, March 26, 2020 Collective Bargaining.	
Content	<ol style="list-style-type: none"> 1) CalPERS: What it is and why you should care. 2) Preparing for Your Future: Defined Benefit Plans, 457s, and Roth IRA. 3) Collective Bargaining: Overview of Collective Bargaining Process. 4) Labor Costing in Class Group Exercise. The City of Dogville
Readings:	<ol style="list-style-type: none"> 1) <i>Peter Brown. Liebert, Cassidy, Whitmore. "Labor Negotiations in 2017 – My Life at the Table"</i>. 2) <i>Review the City of Dogville MOU layout/format.</i> 3) <i>Jack Dolan "A CalPERS primer: The rules on public pensions in California – and who makes them." October 7, 2016.</i> 4) <i>ICMA HRM: Chapter 4 - Labor-Management Relations and Collective Bargaining.</i>

WEEK 12: Thursday, April 2, 2020 Mock Labor Negotiations.	
Content	<ol style="list-style-type: none"> 1) Review Costing Exercise: City of Dogville. 2) Mock Negotiations: City of Duarte In-Class Role Play 3) City Managers Panel: (City Manager Participants of the City/County Manager in Residence Program).
Readings:	<ol style="list-style-type: none"> 1) <i>ICMA MLG - Chapter 9: "The Chief verses the Council Member"</i>. 2) <i>Campbell, Kathleen. "The Challenges and Rewards of Labor Negotiations in a Small City"</i>. 3) <i>Curtis, Jennifer. "Communicating with Employees During Negotiations: A Bad Idea or Good Practice?"</i>.

WEEK 13: Thursday, April 9, 2020 Public Infrastructure.	
Content	<ol style="list-style-type: none"> 1) Public Works: Managing Public Infrastructure and Services. 2) Capital Projects, Purchasing, and Contracting. 3) Case Study: Pavement Management 101: The City of Berkeley. 4) The Business of Traffic Control. 5) Mock Public Meeting: Speed Bumps, Stops Signs, and Signals.
Readings:	<ol style="list-style-type: none"> 1) <i>ICMA MLG - Chapter 16: "Contracting for Trash".</i> 2) <i>Western Cities – "Grappling with the Challenges of Transportation Infrastructure Financing".</i>

WEEK 14: Thursday, April 16, 2020 Organizational Development.	
Content	<ol style="list-style-type: none"> 1) The Mentor Role: Leadership and Learning. 2) The Facilitator Role: Collaboration. 3) The Director Role: Strategic Planning.
Readings:	<ol style="list-style-type: none"> 1) <i>ICMA HRM – Chapter 2 "Recruiting for a high-performance workforce ".</i> 2) <i>ICMA HRM – Chapter 3 "Maintaining a high-performance workforce ".</i> 3) <i>The Gallop Q12 Engagement Exercise.</i>

WEEK 15: Thursday, April 23, 2020 Risk Management in the Public Sector.	
Content	<ol style="list-style-type: none"> 1) A Basic Understanding of Risk (The 10 Families of Risk). 2) Self-Insured Agencies/Pooling. 3) Importance of Policy and Procedures. 4) The Issue of ADA in Public Agencies
Readings:	<ol style="list-style-type: none"> 1) <i>Cal JPIA Article – "Dealing with the Homeless".</i> 2) <i>Cal JPIA Article – "Local Agency Officials and Employees - Your Private Electronic Devices Are Not So Private Anymore!!!".</i>

WEEK 16: Thursday, April 30, 2020 Public Safety and Emergency Management.	
Content	<ol style="list-style-type: none"> 1) Methods of Providing Service: In-House vs. Contract. 2) A Framework: AB 109, Prop. 47, Prop. 57. 3) Overview: SEMS and the Emergency Operations Center. 4) Role Play: EOC Activation and Disaster Response.
Readings:	<ol style="list-style-type: none"> 1) <i>Standardized Emergency Management System (SEMS) Introductory.</i> 2) <i>ICMA Article "The Changing Face of Policing: Recruitment in the 21st Century". August 8, 2017.</i>

WEEK 17: Thursday, May 7, 2020 In Class Final Exam.	
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GRADING AND PARTICIPATION

Final grades will be determined using the following criteria:

- 20% Participation in class discussion, in-class activities, and simulations.
- 5% Take-Home Performance Evaluation Exercise.
- 10% Take-Home Writing Exercises associated with assigned readings.
- 15% Mid-Term: City of Turlock Take Home Exercise
- 5% City of Turlock In-Class Presentation
- 10% Labor Costing Exercise
- 10% Mock Negotiations
- 5% Gallop Q12 Engagement Exercise
- 20% In-Class Final Exam

As this is a graduate level class, a high level of performance is the standard in class presentations and assignments. A “B” grade indicates you are doing acceptable or better graduate level work. An “A” grade is reserved for exemplary performance and product.

To be successful in local government management, you need to show up. Your attendance and promptness also demonstrates the level of respect you have for the instructor, your classmates, and yourself as a student. If you can’t avoid an absence, please advise me in advance if possible.

STUDENTS WITH DISABILITIES

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me (or to TA) as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. Website for DSP and contact information: (213) 740-0776 (Phone), (213) 740-6948 (TDD only), (213) 740-8216 (FAX) ability@usc.edu.

STATEMENT ON ACADEMIC INTEGRITY

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one’s own academic work from misuse by others as well as to avoid using another’s work as one’s own. All students are expected to understand and abide by these principles. SCampus, the Student Guidebook, contains the University Student Conduct Code (see University Governance, Section 11.00), while the recommended sanctions are located in Appendix A.

EMERGENCY PREPAREDNESS/COURSE CONTINUITY IN A CRISIS

In case of a declared emergency if travel to campus is not feasible, USC executive leadership will announce an electronic way for instructors to teach students in their residence halls or homes using a combination of Blackboard, teleconferencing, and other technologies.