

ABOUT THE DIRECTOR



Frank Vram Zerunyan, J.D. is a Senior Fellow and Director of Executive Education at the University of Southern California Sol Price School of Public Policy. His key areas of expertise include Local Governments, Public Private Partnerships, Civic Leadership, Land Use, Regulation and Executive Education. He teaches graduate courses on Intersectoral Leadership, Business and Public Policy, International Issues in Public Policy as well as International Laboratory.

Frank was elected to the Rolling Hills Estates City Council in 2003 and re-elected in 2007 and 2011. He served as Mayor in 2007-2008 and on various regional boards, including law enforcement, sanitation, technology and transit. Frank's public service on various policy committees extends statewide with the California League of Cities, California Contract Cities Association and Southern California Association of Governments. In 2008, Frank was elected and assumed a leadership role as the 49th President of California Contracts Cities Association, the second largest municipal organization in the state of California with approximately 70 member cities and 10 million residents.

As a gubernatorial appointee under Governor Schwarzenegger, Frank was a state regulator serving on the Medical Board of California. His responsibilities on the Medical Board included the promulgation of regulation, professional discipline and the sixty million dollars plus budget of the Medical Board.

Frank has more than 25 years of comprehensive and multi sectorial experience as a lawyer, consultant, director, not for profit board member and public official. Frank earned his Juris Doctor degree from Western State University College of Law and his Bachelor of Arts degree from California State University, Long Beach. He also completed his advanced legal studies in Corporate Taxation at the University of Southern California Law Center. He is a graduate of California League of Cities' Leadership Institute.

Learn more about **Executive Education Forum** at

www.usc.edu/price/exed

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USC Price
Sol Price School of Public Policy

Executive Education Forum for Policy - Application

Application Process: To apply or for details on program dates please visit www.usc.edu/price/exed or complete, scan and email application to frank.zerunyan@usc.edu

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

Please list the degrees you hold, along with the academic institutions you have attended (for both degree and non-degree programs).

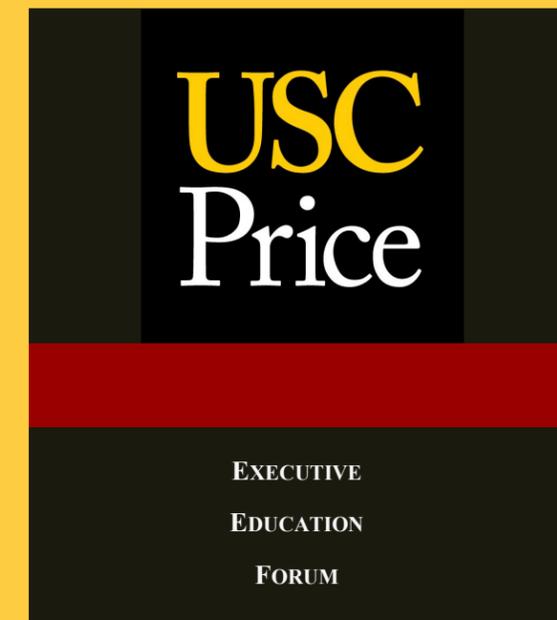
Please list any similar programs, trainings, workshops and/or seminars you have attended.

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?



LOCAL LEADERS PROGRAM CURRICULUM

2012-2013

USC Price Executive Education Forum for Policy (EXED)

LOCAL LEADERS PROGRAM

The Local Leaders program is designed to give elected and appointed officials a firm substantive grounding on important policy issues facing decision-makers. Typically taught in a series of modules over two days, the program's goal is to help officials make smarter decisions by using information presented in a rich local context.

THE CURRICULUM

Housing Policy

In this module, we focus on providing a flavor of the issues communities face regarding housing policy. After a quick review of where the market stands, the session begins 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 then turns to the challenges that remain in the marketplace – with a particular emphasis on challenges faced by western states and Los Angeles – and engages 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 highlights the important role that state and federal policies play in facilitating the functioning of the housing market. The session concludes 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 we hope will spark a discussion about possible ways forward.



Raphael Bostic

Professor
Judith and John Bedrosian Chair in Governance and the Public Enterprise

Demographics

In this module, we 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.



Dowell Myers

Professor
Director, Population Dynamics Research Group

Public Ethics

This module focuses on ethical decision-making in an organizational context. In this session we begin with some basic vocabulary and concepts related to ethical decision making. We introduce a proprietary ethical decision-making model developed by our faculty. We ask you 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. Through case studies we generate a dialogue on key concepts in ethical decision making.



Terry L. Cooper

Professor
The Maria B. Crutcher Professor in Citizenship and Democratic Values

Moving Freight

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.

Cost Management and Control

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.

Effective Governance

To have an efficient and effective local government organization, constituency, firm, or household, rules must be relevant for solving problems and are indeed followed by the people to whom the rules apply. Obviously, no organization or constituency can ensure one hundred percent rule compliance from its members all the time; it is always a matter of degree by which an organization or a constituency is truly rule-ordered.

This module emphasizes that although most people tend to think first about the deployment of financial and human resources when considering solutions to public policy and management problems, rules are often equally, if not more, important for getting problems solved. Based on contemporary literature on institutional analysis, in this model we explore ten practical and useful principles for effective governance. After a brief study of the ten principles, participants engage in small group discussions and exercises to understand (1) how the ten principles can be put into action to tackle specific governance, policy, and management problems; (2) what types of issues may arise when one tries to apply these principles; and (3) how different principles can be used in support of each other.



Genevieve Giuliano

Professor
Margaret and John Ferraro Chair in Effective Local Government
Senior Associate Dean



Dale R. Geiger

Clinical Professor
USC Leventhal School of Accounting



Shui Yan Tang

Professor
Frances R. and John J. Duggan Distinguished Professor in Public Administration



Frank V. Zerunyan

Senior Fellow
Director, Executive Education



Daniel Mazmanian

Professor
Director of New Initiatives, USC Center for Sustainable Cities

Intersectoral Leadership

This module focuses on governance as forms of interactions across public, nonprofit, and for-profit sectors, with analysis and applications. An important focus of the USC Sol Price School of Public Policy is recognition that the effective dialogue on various complex social problems and opportunities requires the combined strengths of the public, for profit, philanthropic, and nonprofit sectors. Of particular interest are the varied mechanisms in play across sectors and placed-based approaches, not only in the United States, but also globally. In this module we explore various governance models as well as delivery methodologies. The case discussions are examples of public contracting, public private partnership, lease and lease back models along with finance implications.

The Sustainability Challenge

In this module we focus on a key dimension of the sustainability challenge that directly affects every local community; meeting the expectation and goals of SB375 "California's Sustainable Communities and Climate Protection Act of 2008." Topics covered include how designing sustainable communities as envisioned under SB375 is connected to California's climate change mitigation policy, but so too the reduction of traffic congestion, smart but compact development, and a new region-level comprehensive approach to the design of our cities; the necessity of reaching across communities in new ways to achieve these goal, and; the centrality of local leaders in embracing and communicating the expectations and promises of both SB375 and climate policy. The sustainable communities plan being developed for the Los Angeles region is highlighted in addressing the issues raised by the plan and the important role of local communities the implementation of the plan if it is to be realized.

The learning objectives for the module include understanding the dimensions of California's climate change and sustainable communities policies, appreciating the centrality of cities coming together at the regional level to achieve goals of the new policies and the tensions involved in balancing competing values and perspectives as both local representatives and stewards of the future of our communities.

“Our Goal is to deliver an outstanding curriculum to build capacity among our Local Leaders.”

Frank V. Zerunyan, J.D.

*Senior Fellow and Director of Executive Education
USC Sol Price School of Public Policy*