

January 29-31, 2009

Omni Hotel and
Davidson Center at
USC, Los Angeles, CA

Finding Solutions for the Challenges Facing Cities Today



Local
Government
Commission

LEADERSHIP
TRAINING INSTITUTE





City officials are called upon to develop policies, set long range plans, and resolve a wide array of local issues including local economic development, balancing city budgets, addressing foreclosures, affordable housing, transportation, and city infrastructure, along with numerous other challenges facing cities today. Developing a sound policy for effective governance is one of the primary responsibilities of the local governing body.

A strong, diverse, local economy is the backbone of a **thriving community**. Jobs, cost of living, and housing affordability problems for individuals and families will mean social and economic problems for cities across the country. City leaders will be called upon to **find solutions** for residents' questions about looming cutbacks in essential city services such as fire and police, public works projects, libraries, parks, and recreation programs that will certainly arise during the next fiscal year.

Where Local Government Leaders find Help

While no one can definitively answer the question, 'When will the current economy and housing market stabilize?' one thing is for sure—now more than ever—city officials will be strained to balance budgets and forced to make tradeoffs within the cities they govern. Today's city leaders face a multitude of challenges and must be well versed in a wide array of subjects to be an effective community leader. Successful city leaders will find solutions and innovative approaches to deliver the services and quality of life that citizens expect.

Embracing Leadership Challenges in Local Government

Local government by nature is complex and demanding. City officials are regularly called upon to make decisions on highly complex issues that have not only fundamental, but also long range implications in their community. Successful city leaders will work more closely together and become more knowledgeable on the issues facing cities so that successful solutions are found and our local communities continue to thrive.

The Impact on Local Government

The mortgage foreclosure crisis has caused a drop in cities' revenues, a spike in crime, more homelessness and an increase in vacant properties. Wages stagnate, lower-wage jobs are more prevalent, or unemployment moves in and a new wave of affordability problems persists. City officials across the country are seeing a growing strain on basic and essential city services. How can local elected officials grow the local economy, ensure essential city services, strengthen the path to home ownership, stabilize families and address the challenges facing their community?

Meeting the Challenges and Leading Innovation

Broaden your understanding and ability to deal with the greatest challenges facing our communities today. Examine realistic strategies for preventing foreclosures and helping to stabilize affected residents. Uncover new resources to help your community prevent and respond to the rising tide of challenges facing communities across the nation. Gain up-to-date information and knowledge on the issues and challenges facing cities to find successful solutions for your community.

Building Stronger Communities

Communities that are successful have strong, vibrant economies that encourage local businesses, serve the needs of residents and promote stable employment. Cities rely on tax revenue to pay for services and are being forced to cut budgets as property values decline and residents cut back on big purchases, as well as small items like eating out. How can your community stimulate local economic development, grow local business, and provide affordable housing in the midst of today's unstable economic and housing environment?

Join leading scholars, experts and trainers as they guide you through an engaging program that will examine workable solutions for policy development, affordable housing, and local economic growth. Broaden your leadership skills and abilities to help your community thrive. Learn effective tools and strategies to engage all stakeholders and build effective results in your community. Engage in a program that will help you identify the policies and strategies necessary to lead effectively to not only strengthen your community but also your role in local government.

Core Competency:

Competent Practitioner/Catalyst... 8 Credits in the Certificate of Achievement in Leadership program

Seminar Presenters



Henry Cisneros is Executive Chairman of CityView, a community-building company dedicated to producing workforce homes in the central neighborhoods of America's urban areas. From 1992 to 1997, Mr. Cisneros served as Secretary of the U.S. Department of Housing and Urban Development. As a member of President Clinton's Cabinet, he is credited with initiating the revitalization of many of the nation's public housing developments and formulating policies which have contributed to today's record homeownership. In 1981, Mr. Cisneros became the first Hispanic-American mayor of a major U.S. city, San Antonio, Texas. During his four terms as Mayor, he helped rebuild the city's economic base and spurred the creation of jobs through massive infrastructure and downtown improvements. Cisneros served as president of the National League of Cities, chairman of the National Civic League, deputy chair of the Federal Reserve Bank of Dallas, as a board member of the Rockefeller Foundation, and presently serves as National Chairman of the After-School All-Stars. Cisneros also served as President and COO of Univision Communications, a Spanish-language broadcaster.



Dr. Richard F. Callahan is Associate Dean and Director of State Capital and Leadership Programs at the USC State Capital Center in Sacramento, CA. Since 1998, he has directed the delivery of graduate degree programs in Sacramento, with 35 classes annually, as well as directing in the past year six leadership training programs, designed and presented by USC, for: state government executives; newly elected local officials and staff; regional government; nonprofit and county health executives; county mental health executives; and legislative staff from across the United States, working with over 600 executives in leadership programs. He also teaches practices and applied theory in working with the private and public sectors for graduate students in the master degree programs of health, planning, public administration, and public policy. Callahan has over 12 years of local government and county government experience, including 5 years as a township administrator for a \$35 million annual operating budget. He has designed and implemented a range of new local government programs. Dr. Callahan serves on the Editorial Board of Public Administration Review, Board of Directors of Sacramento Healthcare Decisions; the American Congress of Health Care Executives, Sacramento Regent's Advisory Board; and the Executive Council of the Sacramento Chapter of the American Society of Public Administration.



Dr. Raphael Bostic, Ph.D., joined USC's faculty after spending six years on the staff at the Federal Reserve Board of Governors. He enjoyed a successful tenure at the Fed, having quickly attained the rank of Senior Economist and received a Special Achievement Award in 2000 for his work supporting a Congressional mandate. Professor Bostic has done extensive research on consumer banking issues, with a primary focus on mortgage and small business lending, bank branching patterns, and credit scoring and automated underwriting. While at the Fed, he was responsible for studying and advising on fair lending and discrimination issues. His research on financial markets and institutions has focused on banks in community development, the role and effects of regulation in banking, housing and homeownership, urban economic growth, wage and earnings profiles, affordable housing, and policy analysis. He is currently conducting research on the ways in which the Community Reinvestment Act has influenced the behavior of lenders and credit markets.



Jack H. Knott took the reins of the School of Policy, Planning, and Development in August 2005 as the C. Erwin and Lone L. Piper Dean and Professor. Before joining USC, Dean Knott served from 1997 until 2005 as professor of political science and director of the Institute of Government and Public Affairs at the University of Illinois at Urbana-Champaign and Chicago. From 1987 to 1997, Knott was a professor in the Department of Political Science at Michigan State University, where he served as departmental chair and director of Michigan State's Institute for Public Policy and Social Research. Knott is a leading scholar in the fields of political institutions and public policy, health policy, and public management. He has published three books, including *Reforming Bureaucracy: The Politics of Institutional Choice*, and numerous journal articles and book chapters.

John Heilman serves as Council Member for the City of West Hollywood, CA, where he was active in the incorporation of the city and was elected to the city's first City Council in November 1984. Heilman has served continuously on the City Council since and was chosen as the city's second Mayor in 1985; he also served as Mayor in 1990, 1995, 1999, 2001 and 2006. Heilman teaches law at both the University of Southern California





Seminar Presenters (cont.)

Law School and Whittier Law School. Heilman's primary focus is affordable housing where he was instrumental in the establishment of the West Hollywood Community Housing Corporation, a city-funded organization that develops affordable housing. He also helped develop the city's landmark Rent Stabilization Ordinance and inclusionary housing policy, as well as helped create the city's recycling program and Senior Advisory Council. Heilman is an active member of the National League of Cities where he served on the NLC Board of Directors and the California League of Cities board. He is a past board member of the American Civil Liberties Union of Southern California and the Local Government Commission.



Antonio R. Villaraigosa is the 41st mayor of Los Angeles. He was elected on May 17, 2005 and sworn in to office on July 1, 2005. Villaraigosa is known for his exceptional skill at building broad bi-partisan coalitions and is considered one of the leading progressive voices in the country.

His mayoral platform emphasizes finding solutions to the major issues facing Los Angeles including education, transportation, public safety, economic development and ethics. In 1994, Villaraigosa was elected to the California State Assembly; four years later, his colleagues elected him the first Assembly Speaker from Los Angeles in 25 years. While Speaker, Villaraigosa oversaw passage of landmark state legislation including the modernization of public schools, the toughest assault weapons ban in the country, the largest urban neighborhoods parks initiative in America, and the "Healthy Families" program that provides healthcare for over a half a million California children. He also is a past President of the Los Angeles chapter of the American Civil Liberties Union and the American Federation of Government Employees.

Breakout Session Presenters



Sharon Price serves as the Director of Policy at the National Housing Conference (NHC) and is responsible for working with NHC members, partners and staff to formulate, and then advocate for the adoption of, housing policy positions that will better support the

development and preservation of affordable housing nationwide. Price most recently served as program examiner for affordable housing and homeless programs for the Housing Branch of the Office of Management and Budget where she helped to develop policy and budget recommendations through data analysis and discussions with U.S. Department of Housing and Urban Development (HUD) officials

and advocacy groups. Prior to that, she was a presidential management fellow in the Community, Planning and Development division at HUD.



Lynn M. Ross, serves as the Director of State and Local Initiatives for the National Housing Conference and the Center for Housing Policy since 2007. Previously in 2002, Ross joined the American Planning Association research department in Chicago and later became manager of the

Planning Advisory Service. As manager of the Planning Advisory Service, Ross oversaw a staff of seven planners and support staff providing customized planning research to over 1,200 planning agencies, consultants, and educational institutions; she was the assistant program director for the New Directors Institute and the assistant editor of *Planning and Urban Design Standards*, published by John Wiley & Sons in 2006. Ross began her career as an associate with the Savannah, GA-based consulting and training firm of Henry Moore Building Communities, Inc. She is a certified planner and member of the American Planning Association and the American Institute of Certified Planners.



Allyne Winderman is the Director of Housing and Redevelopment for the City of West Hollywood, CA where she is responsible for the administration of the city's housing programs which include rent stabilization, Section 8, affordable housing production and housing policy. As

Deputy Executive Director of its redevelopment agency, she was instrumental in the development of the West Hollywood Gateway retail center which revitalized the east side of the city. Winderman has taught at the Southern California Institute of Architecture where she developed the Affordable Housing and Public Policy course. Winderman is currently the Board Chair of the Los Angeles Community Design Center. Prior to joining the city, Allyne was the Senior Planner for downtown Los Angeles with the Community Redevelopment Agency where she worked on the rehabilitation of over 1,500 SRO hotels, historic preservation projects including the Watts Train Station, and the Downtown Strategic Plan. Winderman has served on the boards of the Los Angeles Conservancy; Los Angeles Community Design Center; Architecture California Editorial Board, the American Institute of Architects, and has published articles and lectured about affordable housing, redevelopment, architecture, and preservation in the U.S. and Japan.



Madalyn Blake has served as the Director of Community Development and Housing for the City of Glendale, CA for 25 years. Under her direction, the city developed its first affordable housing plan, one of the first in the State of California, laying out the goals and strategies for

achieving affordable housing for the City of Glendale. During her tenure, the Department has become instrumental in the revitalization of the city's neighborhoods, using code enforcement, housing assistance and the preservation and development of affordable housing to increase the community standards for quality neighborhoods and to improve the quality of life for the residents of the city. In 1996, she was awarded a Distinguished Leadership Award by the LA Chapter of the American Planning Association for her work with the Neighborhood Task Force.



Mercedes Márquez Mercedes Márquez was appointed General Manager of the Los Angeles Housing Department (LAHD) in January 2004. Under Márquez's leadership LAHD has developed and maintained increased funding for the Affordable Housing Trust Fund, created the city's first Moderate Income Home Buyer Program, and launched the Permanent Supportive Housing Program to house the chronically homeless. In June 2005, the Department received the Innovations in American Government Award from Harvard University for its Systematic Code Enforcement Program (SCEP). More recently, Ms. Márquez has led the effort to establish two land acquisition loan funds for affordable housing in Los Angeles; the first-in-the-nation \$30 million Supportive Housing Fund, and the \$100 million New Generation Fund. Prior to joining the Housing Department, Ms. Márquez was Vice-President of McCormack Baron Salazar, Inc. From 1997-2001, she served in the Clinton Administration as the Senior Counsel to Secretary Andrew Cuomo and Deputy General Counsel for Civil Rights and Fair Housing in the U.S. Department of Housing and Urban Development (HUD) in Washington, D.C.



Katherine Aguilar Perez is the Executive Director for the Urban Land Institute, Los Angeles District Council. Perez is a professional transportation planner with experience in national transportation policy, regional planning and local government. She was recently recognized as an "Outstanding Leader" in Business Life Magazine. Perez was the co-founder and Executive Director of the Transportation and Land Use Collaborative (TLUC) of Southern California; a nationally recognized non-profit that promotes greater civic involvement in planning and development. Perez joined the Urban Land Institute in 2008, after serving as Vice President of Forest City Development. Previously, she worked for Pasadena Mayor William Bogaard as the Deputy to the Mayor where she worked on transportation, planning and Latino constituents' issues. Perez currently serves on the Board of Directors of CORO, a national leadership training organization and is a member of the national Urban Land Institute Executive Council in Los Angeles and is a member of the national ULI Community Development Council.



Walker Wells is Director of the Green Urbanism Program for Global Green USA. Wells works with affordable housing developers, municipalities, and school districts across the country to further green building and sustainable development practices by providing technical assistance, conducting charrettes and workshops, and developing public policy. Wells is an editor and a co-author of the 2007 book *Blueprint for Greening Affordable Housing* and the 2006 publication *Creating Successful Green Building Programs*. Prior to joining Global Green, Wells was a Senior Urban Designer with Gruen Associates in Los Angeles, an Associate Planner with the City of Santa Monica, and an Urban Planner for the City of Malmo, Sweden. Wells is a certified urban planner, a LEED Accredited Professional, an advisor to the AIA National Housing Committee, a member of the US Green Building Council's LEED for Home Committee (representing the affordable housing sector), and a lecturer on Green Urbanism at the Claremont Colleges and UCLA.



Paul Zykovsky manages the Local Government Commission's land use and transportation programs and has been Director of the Commission's Center for Livable Communities since 1995. The Center helps communities be proactive in their land-use planning and encourages the adoption of programs and policies that lead to more livable, sustainable and walkable land use patterns. Zykovsky has experience in land-use, air quality and transportation planning while working at the New York City Economic Development Corporation, the Sacramento Air Quality Management District, and the Sacramento Area Council of Governments. He is co-author of 'Building Livable Communities: A Policymaker's Guide to Transit Oriented Development' and 'Emergency Response: Traffic Calming and Traditional Neighborhood Streets.' In 2006, Zykovsky co-wrote (with Dan Burden of Walkable Communities) the section on "walkability" in the American Planning Association's Planning and Urban Design Standards. He has also edited documents on infill development, street design, traffic calming, traffic safety, smart growth, form-based codes and smart economic development.



Laura Archuleta has guided Jamboree from a small, Irvine-based local housing developer with 750 units into a statewide provider of affordable housing with more than 5,000 units for families and seniors in 35+ communities. Jamboree was one of the first nonprofit housing providers to recognize the important link between housing and onsite resident services. Under Archuleta's leadership, an in-house resident services division was established and in 2004, Housing with HEART became its own 501(c)(3) organization as an affiliate of Jamboree. Archuleta's commitment to enhance the quality of life for residents who live in the communities she serves spans nearly 20 years, resulting in the production/preservation of more than 8,000 housing units being leased or sold to lower-income families and/or seniors. Archuleta co-chaired the State's Proposition 1C Campaign Finance Committee in 2006 – its passage equating to additional funding to increase affordable housing options for California residents.



Glenn Wasserman is the Chief Operating Officer of the Community Redevelopment Agency in the City of Los Angeles since 2006. Previously, he practiced redevelopment and municipal law as counsel to numerous redevelopment agencies, cities and other public entities, as well as non-profit and for-profit housing developers, working on a broad range of significant and complex public-private real estate and affordable housing transactions as a partner in the law firm of Kane, Ballmer & Berkman. He has been a frequent lecturer on redevelopment and affordable housing issues, including teaching Redevelopment Law at the California Redevelopment Association's CRA Institute. At the CRA/LA, Wasserman is responsible for the operations of 32 redevelopment project areas. After being admitted to the California Bar in 1975, Wasserman served as an attorney in the U.S. Department of Transportation's Honors Program for Law Graduates, as a litigator for the U.S. Urban Mass Transportation Administration (UMTA) and as UMTA's regional counsel in New York City.



Jeffrey M. Lubell became the Executive Director of the Center for Housing Policy in January 2006. Lubell served as the Director of the policy development division of the Office of Policy Development and Research at U.S. Department of Housing and Urban Development (HUD), providing guidance to HUD's program offices and leadership on housing and community development issues. Prior to HUD, Lubell worked as a housing policy analyst for the Center on Budget and Policy Priorities (CBPP), a nonprofit and independent authority on programs affecting low-income families. Jeff is a graduate of Harvard Law School and Harvard University.



Renata Simril is senior vice president of Forest City Residential West, a subsidiary of Forest City Enterprises, Inc., which is an owner, developer and manager of a diverse portfolio of premier real estate located throughout the nation, with approximately \$9 billion in total assets. Simril is also an adjunct professor for the graduate program in Real Estate at USC's School of Policy, Planning, and Development, where she teaches a graduate course in Urban Infill Development. Simril has significant experience in revitalizing urban neighborhoods through public/private partnerships. Simril is responsible for managing and implementing Forest City's residential businesses in the Southern California region, which include the development of market-rate, affordable, student, mixed-use and high-density urban housing. Previously, Simril served as Deputy Mayor for Housing and Economic Development in the second largest city in the United States in the Mayor Hahn administration for the city of Los Angeles where she implemented and maintained efficiency by fostering economic investment, land-use policy, housing, workforce development and strategic job growth.



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The preliminary schedule of events (subject to change)

Thursday, January 29, 2009

9:00 am – 5:00 pm

Registration

3:00 pm – 6:00 pm

Opening Session: Omni Hotel

Rising to the Challenges in Local Government

★ The Honorable John Heilman, Councilmember, City of West Hollywood, CA

★ Dean Jack Knott, USC School of Policy, Planning and Development

The Role of Elected Officials in Community Development

★ The Honorable Antonio Villaraigosa, Mayor, City of Los Angeles, CA (*Invited*)

The Role and Responsibilities of Elected Officials in the current housing crisis

★ Henry Cisneros, Chairman, City View; fmr US Sec. Dept. of HUD; Mayor, San Antonio, TX

Developing a Leadership Action Plan for Your City: Solutions for Challenges Facing Cities

★ Rich Callahan, Associate Dean and Director of State Capital and Leadership Programs, USC

6:00 pm – 7:30 pm

Creating a Strategic Plan of Work for Your Local Community

★ Dr. Raphael Bostic, Director, Master of Real Estate Development Program, USC

★ Individual work with USC Students, School of Policy, Planning and Development on your plan

6:30 pm – 8:00 pm

Reception – Omni Hotel

Friday, January 30, 2009

8:00 am – 9:00 am

Board Buses to USC-University of Southern California, Davidson Center

8:00 am – 9:15 am

Continental Breakfast – USC Davidson Center

8:15 am – 9:15 am

Walking Tours of USC Campus – USC Students

9:15 am – 10:00 am

Second Session: Plenary and Concurrent Breakouts – Davidson Center

Keynote: Leading Innovation and Change

10:00 am – 12:00 pm

Concurrent Breakouts – Davidson Center

A: POLICY: Addressing Foreclosures and Stabilizing Affected Families and Communities: What you can do as an elected official

B: AFFORDABLE HOUSING: Developing Strategies that Promote Affordable Housing

C: ECON. DEV: Using Public Private Partnerships to Accomplish Economic & Housing Goals

12:00 noon – 1:00 pm

Lunch

1:00pm – 3:00 pm

Third Session: Concurrent Breakouts

A: POLICY: Creating Green Building and Sustainable Development Standards for Your City

B: AFFORDABLE HOUSING: Housing Market Volatility and the Prospects for Affordable Housing

C: ECON. DEV: Utilizing a Redevelopment Agency to Transform Your Community

3:00 pm – 3:15 pm

Break – Davidson Center

3:15pm – 5:15 pm

Fourth Session: Concurrent Breakouts

A: POLICY: Developing Support for Change and Overcoming Community Resistance

B: AFFORDABLE HOUSING: Strengthening the Path to Homeownership: Case Studies

C: ECON. DEV: Revitalizing Your Community through Mixed-Use Development

5:15 pm

Board Bus for Return to Omni Hotel

6:30 pm – 9:00 pm

Board Bus for Special Evening Event in West Hollywood / Los Angeles

Saturday, January 31, 2009

8:00 am – 8:30 am

Continental Breakfast – Omni Hotel

8:30 am – 11:00 am

Closing Session: Developing a Leadership Action Plan for Your City (conclusion)

11:00 am – 12:30 pm

Mobile Workshop

Tour of Economic Development Neighborhoods, Revitalization and Redevelopment projects, and Affordable Housing in the Cities of Los Angeles, Hollywood, and West Hollywood, CA

12:30 pm – 1:30 pm

Lunch on tour in the City of West Hollywood, CA

1:30 pm – 3:00 pm

Mobile Workshop (continued)

3:00 pm

Return to Omni hotel - Seminar concludes

REGISTRATION FORM:

Don't Delay!! Space is limited. Registration is on a first-come, first-served basis. Scholarships may be available for NLC members; please contact LTI for more information.



JANUARY 29-31, 2009
OMNI LA ★ Los Angeles, CA

Registration Fees (check appropriate boxes below):
The registration fee includes the full two-day training program, and five meal functions (including a reception, two lunches, and two continental breakfasts). The spouse/guest fee includes five meal functions and mobile workshop.

Early Registration (faxed or postmarked by Nov. 1, 2008)
 \$345 Member City \$445 Non-Member City
 \$195 Spouse/Guest Fee

Advance Registration (faxed or postmarked by Dec. 15, 2008)
 \$395 Member City \$495 Non-Member City
 \$245 Spouse/Guest Fee

Late Registration (faxed or postmarked after Dec. 15, 2008)
 \$445 Member City \$545 Non-Member City
 \$295 Spouse/Guest Fee

NLC Member City: Yes No

_____ Total Registration Fees submitted

COPY THIS FORM AS NEEDED FOR ADDITIONAL REGISTRANTS

Name: _____

Title: _____

Representing City of: _____

Spouse/Guest Name: _____

Address: _____

City/State/Zip: _____

Area Code/Phone #: (_____) _____ Fax #: (_____) _____

Participant E-mail: _____

Clerk E-mail: _____

Special Needs: _____

Credit Card Authorization: NLC is authorized to use the credit card below to pay my registration fees.

Amex/Visa/MasterCard Number: _____

Exp. Date: _____

Card Holder Name: _____

Card Holder Signature: _____

HOW TO REGISTER

- 1.) To register by credit card...
 - a. Complete the registration form and include your credit card information
 - b. Fax your registration form to **(202) 626-3043**
- 2.) To register by check or purchase order...
 - a. Fax your completed registration form and a copy of your check or purchase order to **(202) 626-3043**
 - b. Attach a copy of your registration form with a check made payable to **NLC** and mail to...

National League of Cities
Attn: 2009 LTI Seminar – Los Angeles
1301 Pennsylvania Ave., NW – Suite 550
Washington, DC 20004-1763

- 3.) Make your room reservation directly with the **Omni LA Hotel** by calling **(213) 617-3300** or **1-800-The OMNI**
Guest Room Rate:
Single... \$184 before January 4, 2009
Check-in: 3:00 pm Check-out: 12:00 noon
- 4.) Make your travel reservations...
Taxi Cabs are available outside of baggage claim. The Omni LA Hotel is approximately 18 miles, or about 30 minutes, from Los Angeles International Airport.

Registration Cancellation Policy:
All requests to cancel a registration must be submitted by January 1, 2009, to receive a refund. All cancellations **must be submitted in writing** and are subject to a \$75.00 processing fee. Telephone cancellations are not accepted. Submit written cancellation request to Leadership Training Institute c/o NLC.

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For More Information, call (202) 626-3170.

