

Class Objectives

- Students will become familiar with a variety of contemporary pressures facing urban and local government, and we will try to place these issues in a larger historical context
- Students will identify the sources of authority for the operation of local government and analyze how city charters shape the administrative environment
- Students will identify a variety of options for urban service organization
- Students will gain hands-on experience in designing a citizen survey to evaluate some local government programs
- Students will discuss the role of citizens in local governance, including mechanisms for citizen complaint and structures for neighborhood governance
- Students will use online resources, academic journals, and other resources to investigate current policy initiatives in cities around the U.S.

Books and Readings

Three books are required for this class. They are available at the SFSU bookstore. You can also find used copies through online retailers.

Morgan, David R., Robert E. England, and John P. Pelissero. 2007. *Managing urban America*. 6th ed. Washington, DC: CQ Press. ISBN: 978-1568029306

Savas, Emanuel S. 2005. *Privatization in the city: successes, failures, lessons*. Washington, DC: CQ Press. ISBN: 978-1568029573

Savitch, H. V. 2008. *Cities in a time of terror: Space, territory, and local resilience*. Armonk, NY: M.E. Sharpe. ISBN: 978-0765616845

Other articles will be available on iLearn or through e-reserve. To access e-reserve, go to <http://eres.sfsu.edu>. Click on electronic reserves, and locate this class under the department listing (Public Administration) or the instructor (Zeemering). You will need the password for this class: _____. While electronic resources may take an extra step to download and print, they provide us with access to a variety of case studies and up-to-date articles from the research literature. If you have any questions about accessing electronic material, do not hesitate to contact the instructor or library personnel for assistance.

Grading Scale

100-94%	A	79.9-77%	C+	63.9-60	D-
93.9-90%	A-	76.9-74%	C	< 60%	F
89.9-87%	B+	73.9-70%	C-		
86.9-84%	B	69.9-67%	D+		
83.9-80%	B-	66.9-64	D		

Assignments

Assignment	Percent of Final Grade	Due Date
City Reflection Memos (6)	35% (5% for each memo; 5% for contributions to class discussion)	See the assignment sheet
Book Reaction Memos (2)	20% (10% Each)	October 6, 2009 November 10, 2009
In-Class Survey Design Exercise	10%	September 29, 2009
Class Project Participation	15%	December 8, 2009
Final Take-Home Examination	20%	December 15, 2009 at 7:00 PM

Assignments for this class are summarized below. **Detailed assignment sheets covering expectations and grading criteria will be posted on iLearn.** Assignment sheets will not be printed and distributed in class, but your questions are always encouraged and welcome.

City Reflection Memos: Our discussion of city administration will be more rich and detailed if each student is responsible for investigating administrative conditions in one major U.S. city. During our first class meeting, students will select a city to study as their "subject" for a series of six memos on administrative and policy issues in city government. The assignment sheet outlines a specific question for each memo, as well as due dates. Memos are due at the beginning of class. Students will be expected to share examples from their subject city during class discussions.

Book Reaction Memos: I have selected two in-depth studies of important urban government issues. One deals with privatization initiatives in New York City. The other is a comparative study of city responses to terrorism. Each student will prepare a short reaction memo (not book report) for each book. The memo should offer your analysis and critique.

In-Class Survey Design Exercise: On September 29, 2009, we will begin our design of a citizen "intercept survey." The survey will be designed to evaluate city residents' perspectives on program importance and program reductions. Small groups will work together on one survey theme and submit a report on their work at the end of the class session. Participation in this in-class exercise is critical, so avoid being absent on this date!

Class Project Participation: The aforementioned survey will be implemented by this class. We will be working with the Daly City Parks and Recreation Department. The original information generated by students in this class will have the potential to help inform city officials. We will hear from staff at the Parks and Recreation Department before we begin this project, and we will summarize our results on December 1, 2009. The details and logistics for this project will be discussed in class.

Final Take-Home Examination: The final examination for this class will be posted on iLearn on Monday, December 7, 2009 and will be due on Tuesday, December 15 at 7:00 PM. I view the final exam as an opportunity to synthesize and apply ideas about urban administration that we have discussed throughout the semester. The exam will contain four questions. Students will select two questions to answer.

NOTE REGARDING STATE BUDGET CLOSURE DAYS

Operations in the California State University (CSU) system and at San Francisco State University have been significantly impacted by the state budget crisis. During the current academic year, members of the faculty are required to observe "State Budget Closure Days," or furloughs. Some dates are set by the University and others are set by the individual instructor, with approval of the University. The nine State Budget Closure Days that I will observe for the Fall 2009 semester are posted on iLearn and my office door. Because I must certify that I am not working on these dates, I will be unavailable for office hours and other forms of consultation through personal meetings, telephone, and email. For PA 780, two regular class meetings have been canceled due to State Budget Closure Days. I am very disappointed that we are unable to take advantage of our full potential time together this semester, and I apologize for any inconvenience these closures cause for students.

ACADEMIC EXPECTATIONS

The University's expectations of you as a student are outlined in the 2007-2008 Bulletin and other University publications. All of the University's expectations for your conduct as a student apply in this class. Please keep several requirements in mind:

Turn off all cellular phones, pagers, electronic and noise-making devices while you are in the classroom.

Late Assignments: Serious penalties exist for turning in an assignment after the due date. If the assignment is turned in one day to one week after the due date, the grade will be reduced by two full letter grades. If the assignment is beyond one week late, no credit will be granted. *No late final exams will be accepted.*

Class Discussion: Please participate respectfully and positively. Also, make sure everyone has an opportunity for input. We are interested in each person's contribution, so please understand if I ask for brevity or a conclusion to a chain of discussion.

Academic misconduct: Cheating, plagiarism, and all forms of academic misconduct will not be tolerated. The California State University has established procedures for disciplinary action pursuant to Section 41301 of Title 5 of the California Code of Regulations. Any student may be expelled, suspended, placed on probation, or given a lesser sanction for discipline problems. The Student Discipline Officer, housed in the Dean of Students Office, is responsible for administering the Student Disciplinary Procedures for the California State University and should be contacted for further information.

Plagiarism: When writing, students must take great care in how they reference ideas and information sources. Never use someone else's words or ideas in your writing without proper attribution. The Public Administration program uses Diana Hacker's *A writer's reference: 2003 MLA update* as the style guide for all writing in the MPA program. Consult this book for information on the appropriate use of quotations and how to cite information sources. Indiana University also provides a useful pamphlet to help you better understand plagiarism. The document can be found online at: <http://www.indiana.edu/~wts/pamphlets/plagiarism.pdf>.

Disability access: Students with disabilities who need reasonable accommodations are encouraged to contact the instructor early in the semester. The Disability Programs and Resources Center is available to facilitate the reasonable accommodations process. The DPRC, located in SSB 110, can be reached by telephone at 338-2472 (voice/TTY) or by email at dprc@sfsu.edu.

Communication with the instructor: If you have questions or if there are topics you would like to discuss in greater detail, make use of my office hours or schedule an appointment with me. Email is a useful and speedy form of communication. I have also provided a home phone number at which you may attempt to reach me between the hours of 10AM and 10PM. (Try my office phone first.) Make use of these communication resources.

Religious Holidays: The faculty of San Francisco State University shall accommodate students wishing to observe religious holidays when such observances require students to be absent from class activities. It is the responsibility of the student to inform the instructor, in writing, about such holidays during the first two weeks of the class each semester. If such holidays occur during the first two weeks of the semester, the student must notify the instructor, in writing, at least three days before the date that he/she will be absent. It is the responsibility of the instructor to make every reasonable effort to honor the student request without penalty, and of the student to make up the work missed.

The schedule provided in this syllabus summarizes the instructor's intentions for the semester; however, the instructor reserves the right to make changes. Any changes will be communicated in class or through a posting on iLearn.

SCHEDULE

Week 1: Introduction (August 25, 2009)

- Review syllabus and course requirements
- IN CLASS VIDEO: *Cleveland: Confronting Decline in an American City* from the Lincoln Institute of Land Policy's Making Sense of Place Series

Week 2: The Metropolitan Context of Local Government (September 1, 2009)

- Managing Urban America – Chapter 1 & 2
- Kotkin, Joel and William H. Frey. 2007. The third California: The Golden State's new frontier. Research Brief. Washington, DC: The Brookings Institution. <http://www.brookings.edu/reports/2007/03california_kotkin.aspx>
- Howell-Moroney, Michael. 2008. The Tiebout hypothesis 50 years later: Lessons and lingering challenges for metropolitan governance in the 21st century. *Public Administration Review* 68 (1): 97-109. (E-Reserve)
- Savtich, H. V., Ronald K. Vogel and Lin Ye. 2009. Beyond rhetoric: Lessons from Louisville's consolidation. *American Review of Public Administration* online advance access published on April 8, 2009 as doi:10.1177/0275074009333175. (E-Reserve)

Week 3: STATE BUDGET CLOSURE DAY (September 8, 2009)

- PA 780 is canceled on this date because the instructor is required to schedule a "State Budget Closure Day."

Week 4: Local Government Structure and Management (September 15, 2009)

- Guest Speaker: Edwin Lee, City Administrator, San Francisco
- Managing Urban America – Chapter 3 & 4
- Montjoy, Robert S. and Douglas J. Watson. 1995. A case for reinterpreted dichotomy of politics and administration as a professional standard in council-manager government. *Public Administration Review* 55(3):231-239. (E-Reserve)
- Nalbandian, John. 1999. Facilitating community, enabling democracy: New roles for local government managers. *Public Administration Review* 59 (3): 187-197. (E-Reserve)
- Frederickson, H. George, Gary Alan Johnson and Curtis Wood. 2004. The changing structure of American cities: A study of the diffusion of innovation. *Public Administration Review* 64 (3): 320-330. (E-Reserve)

Week 5: Urban Land Use and Development (September 22, 2009)

- Managing Urban America – Chapter 5
- Fainstein, Susan S. 2000. New directions in planning theory. *Urban Affairs Review* 35 (4): 451-478. (E-Reserve)
- IN CLASS VIDEO: *Phoenix: The Urban Desert* from the Lincoln Institute of Land Policy's Making Sense of Place Series

Week 6: Urban Service Delivery and Evaluation (September 29, 2009)

- Managing Urban America – Chapter 7
- Ammons, David N. and Joshua S. Edwards. 2008. Misrepresentation of staffing standards for police. *State and Local Government Review* 40 (3): 187-194.
- Ammons, David N. and William C. Rivenbark. 2008. Factors influencing the use of performance data to improve municipal services: Evidence from the North Carolina benchmarking project. *Public Administration Review* 68 (2): 304-318. (E-Reserve)
- Ammons, David N. 2009. *Tools for decision making*. 2nd edition. Washington, DC: CQ Press. Chapter 22, pg. 196-203. (E-Reserve)

Week 7: Contracting and Privatization (October 6, 2009)

- Savas, Emanuel S. 2005. *Privatization in the city: successes, failures, lessons*. Washington, DC: CQ Press.

Week 8: Ethics Challenges in City Government (October 13, 2009)

- Speaker: John St. Croix, Executive Director, San Francisco Ethics Commission
- Menzel, Donald C. 1993. The ethics factor in local government: An empirical analysis. In *Ethics and public administration* edited by H. G. Frederickson. Armonk, NY: M. E. Sharpe. Pg. 191-204. (E-Reserve)
- Berner, Maureen and Trina Ozer. 2008. Beer in the firehouse: Case study in public management. *Public Performance & Management Review* 32 (2): 275-289. (E-Reserve)
- Review the ICMA Code of Ethics (<http://icma.org/main/bc.asp?t=0&bcid=40>)

Week 9: Challenges in Local Personnel and Staffing (October 20, 2009)

- Guest Speaker: Laura Allen, City Manager, Town of Colma, CA
- Managing Urban America – Chapter 9
- Freyss, Siegrun Fox. 1995. Municipal government personnel systems: A test of two archetypical models. *Review of Public Personnel Administration* 15(4):69-93. (E-Reserve)
- Hartmann, James K. and Kathryn G. Denhardt. 1998. The human side of privatization. In *Managing local government: Cases in decision making* edited by J. M. Banovetz. Washington, DC: International City/County Management Association. Pg. 173-182. (E-Reserve)
- San Mateo County Civil Grand Jury Report on Employee Costs (iLearn)

Week 10: Challenges in Local Government Finance (October 27, 2009)

- Managing Urban America – Chapter 10
- Hoene, Christopher. 2004. Fiscal structure and the post-proposition 13 fiscal regime in California's cities. *Public Budgeting & Finance* 24 (4):51-72. (E-Reserve)
- Kuffner Hirt, Mary Jane. 1998. Welcome to the new town manager? In *Managing local government: Cases in decision making* edited by J. M. Banovetz. Washington, DC: International City/County Management Association. Pg. 192-199. (E-Reserve)

Week 11: Citizen Participation & Neighborhood Governance (November 3, 2009)

- Fung, Archon. 2001. Accountable autonomy: Toward empowered deliberation in Chicago schools and policing. *Politics & Society* 29 (1):73-103. (E-Reserve)
- Kathi, Pradeep Chandra, and Terry L. Cooper. 2005. Democratizing the administrative state: Connecting neighborhood councils and city agencies. *Public Administration Review* 65 (5):559-567. (E-Reserve)
- Berman, Evan M. 1997. Dealing with cynical citizens. *Public Administration Review* 57(2): 105-112. (E-Reserve)

Week 12: Cities and Terrorism (November 10, 2009)

- Savitch, H. V. 2008. *Cities in a time of terror: Space, territory, and local resilience*. Armonk, NY: M.E. Sharpe.

Week 13: STATE BUDGET CLOSURE DAY (November 17, 2009)

- PA 780 is canceled on this date because the instructor is required to schedule a "State Budget Closure Day."

**** NO CLASS MEETING ON NOVEMBER 24, 2009 – FALL BREAK ****

Week 14: Urban Infrastructure Policy & Management (December 1, 2009)

- Perry, David C. 1995. Building the city through the back door: The politics of debt, law, and public infrastructure. In *Building the public city: The politics, governance, and finance of public infrastructure*, edited by D. C. Perry. Thousand Oaks, CA: Sage. (E-Reserve)
- Pagano, Michael A. 2002. Municipal capital spending during the "boom". *Public Budgeting & Finance* 22 (2):1-20. (E-Reserve)
- Eisinger, Peter. 2000. The politics of bread and circuses: Building the city for the visitor class. *Urban Affairs Review* 35 (3):316-333. (E-Reserve)

Week 15: Class Project Completion and Report (December 8, 2009)

- Conclude Class Project
- Course Evaluations
- Distribute Take-Home Exam

Week 16: Take-Home Examination (December 15, 2009)

- The take-home exam is due in class at 7:00 PM on Tuesday, December 15, 2009.