

Semester: Fall 06**Online syllabi:**

Course number: pa6342.ol1

Course Title: Local Economic Development

Instructor: Wendy Hassett.

Comparison syllabi:

Course number: UP 655 (winter 2004) – Wayne State University

Course Title: Urban Economic Development

Instructor: Laura Reese - laura.reese@wayne.edu

Narrative:

The online/distance ed course, Local Economic Development (PA 6342), is quite rigorous and is comparable to traditional classroom based courses because it contains the same content and learning objectives as the traditionally delivered course.

A traditional course has three important components, which are lecture, class discussion (interaction: lecturer with students and student with other student) and project/assignments. Weekly lectures are delivered via PowerPoint presentations. The course includes threaded discussions throughout the semester where students are required to explore and cite course readings while engaging in a week-long class discussion or academic debate centered around an instructor-assigned topic. Another important component of the course is a comprehensive case study project in which the students select a city and create a research-based, professional presentation that 1.) presents all economic development-related aspects of the city as detailed in the Syllabus; and 2.) analyzes the city's economic development efforts in light of the course readings, offers recommendations for future efforts, and suggests some lessons each student learned through the project.

In fact, course evaluations received from students who successfully completed the course in past semesters have routinely commented that this course is actually more rigorous and requires more time and effort on their part than their other classes that are based in a traditional classroom due to the extensive reading assignments, graded online discussions on course topics, composition of reading summaries based on the required readings, and other course assignments.

UP 655
URBAN ECONOMIC DEVELOPMENT

Winter 2004
Dr. Laura Reese
Office: 226.1 State Hall
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and by appointment
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Course Objective: This course will focus on urban economic development policy and policy-making. It will explore not only the policies pursued by local governments to attract, retain, and create the economic base, but will also examine the political, economic, and social context in which the enterprise of economic development is embedded. Particular consideration will be given to issues related to the economic development policy-making process, planning for economic development, and the evaluation of economic development strategies and mechanisms.

Texts: Koven and Lyons "Economic Development: Strategies for State and Local Practice," 2003: ICMA Publications; Blair and Reese, "Approaches to Economic Development," 1999: Sage Publications. The books are available at the University Bookstore (Barnes and Noble). Additional material will also be distributed in class as needed.

Course Assignments: There will be two take-home exams consisting of several essay questions. Each exam is worth 30% of the final grade. Due dates are indicated on the course outline. Take-home exams must be typed. There will also be a term project with both written and oral presentation components comprising another 40% of the course grade. Instructions for the project will be distributed in class.

Course Outline

Date	Topic	Assignment
Jan. 14	Introduction: The Urban Crisis; Powers and Limits of Local Governments; Paper Discussion	
Jan. 21	Theories of Economic Development	Chpt. 1; B&R #1, #2; Mier & Bingham-HO; Blair and Premus-HO
Jan. 28	The Politics of Local Economic Development: Power and Policy-making	Chpt. 6 B&R #17, #18
Feb. 4	Brownfield Redevelopment	Gold Room C Oakland Center Building Oakland University
Feb. 11	Research Project Discussion; Literature Review Exercise; Snow Hangovers	Handouts

Feb. 18	Policy Analysis and Planning for Local Economic Development: Making Policy Decisions; Cost-benefit Exercise; Guest Speaker	B&R #20
Feb. 25	Federalism and Local Economic Development: Vertical Relationships Exam 1 Distributed	Boyle-HO; B&R #13, #14
March 3	Governmental Fragmentation and Local Economic Development; Horizontal Relationships; Exam 1 Due	Bingham & Kimble- HO; Bowman-HO; B&R #9, #10, #11, #15
March 10	Evaluation of Local Economic Development Policies;	B&R #19
March 17	“Spring” Break	
March 24	Economic Development Strategies and Mechanisms: The Supply-Side	Chpts. 2, 3 Eisinger-HO; B&R #6; Sternberg-HO
March 31	Economic Development Strategies And Mechanisms: The Demand-Side Exam 2 Distributed	Chpts. 4, 5; Eisinger-HO; B&R #3, #4, #5, #7 #12 Elkins-HO; Reese-HO
April 7	Practitioners	
April 14	Research Presentations Exam 2 Due	
April 21	Research Papers Due Research Presentations	

Comparison Syllabi:

PUBA224Syl2004.doc

SYLLABUS
PUBA 224
PRODUCTIVITY IMPROVEMENT IN LOCAL GOVERNMENT
Fall 2004

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Class Location:

Knapp-Sanders 3301

COURSE OBJECTIVES

This course is designed to acquaint students with many of the concepts associated with productivity and productivity improvement, the importance of productive service delivery in the public sector, principal techniques used to improve productivity in local government, and barriers to productivity improvement initiatives. In addition, the course will prepare students to conduct productivity analyses and to design realistic strategies for productivity improvement in local government operations.

CLASS SCHEDULE AND WEEKLY ASSIGNMENTS

August 25 Introduction/Defining Productivity

September 1 In Pursuit of Efficiency & Service Improvement: Scientific Management, Professionalism, Economies of Scale, and Performance Management

Assignment

- Schachter, H. L., "Frederick Winslow Taylor and the Idea of Worker Participation," *Administration & Society*, 21 (May 1989), pp. 20-30.
- Ammons, "Urban Services," pp. 254-282 in John P. Pelissero (ed.), *Cities, Politics, and Policy* (Washington, D.C.: CQ Press, 2003).
- Greenblatt, A., "Anatomy of a Merger," *Governing* (December 2002), pp. 20-25.

September 8 Analytic Techniques for Evaluating and Improving Services I

- Ammons, *Tools for Decision Making*, pp. 1-106.
- King, N. R., "Manage Demand, Not Supply," *Governing* (September 1996), p. 13.
- Reykdal, C. and M. Owens, *Orange County Emergency Medical Services*, UNC/MPA Program, December 9, 1998.
- Ammons, "Development Administration," pp. 64-91 in *Municipal Benchmarks* (Thousand Oaks, CA: Sage, 2001).

September 15 Analytic Techniques for Evaluating and Improving Services II

- Ammons, *Tools for Decision Making*, pp. 107-222.
- Administrative analysis assignment is distributed.

September 22 Performance Measurement I

- Ammons, "Introduction" (pp. 1-14) and "Performance Measurement in Local Government" (pp. 15-32). In *Accountability for Performance* (Washington, D.C.: ICMA, 1995).
- Ammons, "Overcoming the Inadequacies of Performance Measurement in Local Government: The Case of Libraries and Leisure Services," *Public Administration Review*, 55, No. 1 (January/February 1995), pp. 37-47.
- Ammons, "Raising the Performance Bar . . . Locally," *Public Management*, 79, No. 9 (September 1997), pp. 10-16.
- Ammons, "Streets, Sidewalks, and Storm Drainage," pp. 406-419 in *Municipal Benchmarks* (Thousand Oaks, CA: Sage, 2001).
- **Administrative analysis assignment is due.**
- Get organized for October 6: Form four groups, each assigned one of the October 6 readings. (You will read all four, but will present only your assigned analysis.) Make a positive presentation to the class on that day, as if you had conducted the analysis. The rest of the class will critique the analysis (positive and negative comments, as appropriate). Then, after first defending "your" analysis, your group will offer its own critique of the work.

NOTE: Although our focus in this class is productivity improvement in local government, students with nonprofit interests will be interested in a short publication on performance measurement and nonprofits: <http://www.trianglecf.org/static/pdf/Sawhill-Measuring%20What%20Matters.pdf>

September 29 Performance Measurement II

- Green, Cynthia, "The Way to a Better Budget," *New York Times* (August 4, 2003).
- Walters, J., "Performance and Pain," *Governing* (June 1997), pp. 26-31.
- Walters, J., "The Buzz Over Balance," *Governing* (May 2000), pp. 56-62.
- Perlman, E., "Measure for Measuring," *Governing* (July 2003), p. 49.
- Barrett, K. and R. Greene, "Poisoned Measures," *Governing* (May 1998), p. 60.
- Ammons, "Performance Measurement and Managerial Thinking," *Public Performance & Management Review*, 25 (June 2002), pp. 344-347.
- **Oral status reports on term projects.**

October 6 Analysis of Municipal Operations

- City of Kansas City, *Kansas City, Missouri, Police Department Patrol Deployment: Blackout Analysis*. Kansas City, MO: Office of the City Auditor, January 1998.
- City of Kansas City, *Performance Audit: Revenue Division Document Processing Unit*. Kansas City, MO: Office of the City Auditor, May 2001. Available at <http://www.kcmo.org/auditor/00-01audits/revenue.pdf>
- Davis, Jerry, Roseann Kuhns, and Douglas J. Watson, "Evaluating Emergency Medical Services."
- Watson, D. J., W. L. Hassett, J. Davis, and R. E. Thomas, "Use of Industrial Engineering in Measuring Police Manpower," *Public Performance & Management Review*, 26 (2) (December 2002), pp. 132-147.

October 13 Privatization & Managed Competition: Issues and Operational Considerations

- Maturo, *Experiments in Reinventing Government*, pp. ix-81.

- Ammons, “Taking a Pragmatic View of Privatization,” *Popular Government*, 62, No. 3 (Spring 1997), pp. 12-18.
- Goldsmith, S., “Creative Unions” and “Strategic Tools,” pp. 45-73 in Goldsmith, *The Twenty-First Century City* (Washington, D.C.: Regnery, 1997).
- U.S. General Accounting Office, *Privatization: Questions State and Local Decisionmakers Used When Considering Privatization Options* (GAO, April 1998). Available at www.gao.gov/special.pubs/gg98087.pdf

October 20 Class canceled

- Use this time wisely. “Quick study” due next week.

October 27 Facing the Facts: The Need for Productivity Improvement and 8:30-9:45 a.m. a Tighter Focus on Priorities and Results

- Osborne & Hutchinson, pp. xii-93.
- Ammons, “Productivity Barriers in the Public Sector,” pp. 139-163 in M. Holzer and S. Lee (eds.), *Public Productivity Handbook*, second edition (New York: Marcel Dekker, 2004).
- “Quick Study” version of term paper is due. See special instructions.

November 3 Strategic Reviews, Rightsizing, Gainsharing, and Other Management Strategies

- Osborne & Hutchinson, pp. 97-223.
- Risher, H. “Can Gain Sharing Help to Reinvent Government?” *Public Management* (May 1998), pp. 17-21.
- Swope, C., “Paying for Performance,” *Governing* (November 1998), pp. 75-79.
- Walters, J., “Civil Service Tsunami,” *Governing* (May 2003), pp. 34-40.

November 10 Getting Managers & Elected Officials On Board: Flexibility, Accountability, Support Systems, TQM, Re-engineering, and Focus on Results

- Osborne & Hutchinson, pp. 227-336
- “Understanding High-Performance Organizations” and “Mastering the Politics of Change,” pp. 11-22 and 38-46 in Popovich, M. G. (ed.), *Creating High-Performance Government Organizations* (Jossey-Bass, 1998).
- Cohen, S. and W. Eimicke, “Is Public Entrepreneurship Ethical?” *Public Integrity*, 1 (Winter 1999), pp. 54-74.

November 17 Exam

- Bring a blue book.

November 24 Oral Presentation of Term Projects

December 1 Oral Presentations continued

December 8 Deadline for Written Term Projects: 9 a.m.

Texts

Osborne & Hutchinson, *The Price of Government* (Basic Books, 2004); Ammons, *Tools for Decision Making* (CQ Press, 2002); Maturo, *Experiments in Reinventing Government* (1st Books Library, 2002).

Regarding Assigned Readings

Keep up with assigned readings. In fact, you may find it beneficial to read ahead, because the assignments for some weeks are lengthier than others. Be prepared to participate in class discussions.

STUDENT REQUIREMENTS & BASIS FOR GRADE

Student requirements include informed participation in all class discussions, completion of an administrative analysis assignment, an exam, and oral and written presentations of analysis and conclusions from a term project. Grades will be based on the following weights:

10% Class participation

Students should arrive at class fully prepared and should contribute perceptive, insightful comments. Perfect attendance is expected.

10% Administrative Analysis assignment

10% "Quick study" version of term paper

30% Exam

40% term project

100%

Term Project

The term project topic for this class will focus on the Building Inspections operation of the Town of Carrboro. Class members will work as teams on various components of an overall project that will evaluate the Building Inspections operation and offer recommendations for improvement, if warranted. Student work will be presented in the following manner:

- oral status reports every week;
- "quick study" version of paper;
- final oral presentation;
- final written paper.

"Quick study" version. Near mid-semester, each student will submit a paper with his or her preliminary analysis/conclusion/recommendations for the project component(s) to which they have been assigned. This will reveal your preliminary conclusions, based on a "quick study" under shorter time constraints. *This is not merely a status report on a project in progress.* You are expected to draw conclusions and make recommendations, as if this were the final deadline. However, because a second report with a more generous deadline will in fact be prepared, your "quick study" paper should include an appendix of not more than two pages describing any plans for additional data collection and analysis, if warranted, prior to preparation of the final report.

Be sure to describe the current operations in Carrboro in sufficient detail, but do not assume that description is more important than analysis. Well-reasoned analysis is the key objective. (*Suggestion: Take an early look at the assigned readings for October 6 and the paper by Reykdal & Owens. They probably will give you some ideas for tackling your project.*)

Except in possible rare exceptions, you will tackle your assignment as teams. Bear in mind, however, that group projects will be held to a higher standard of thoroughness than would individual projects in accordance with the number of contributors. Furthermore, all team members will probably receive the same grade for a given project, unless relative contributions of participants become easily apparent.

Style of Term Paper. Style of the final paper (endnotes, reference citations, etc.) should conform to the style used by *Public Administration Review*. **Length requirements or restrictions will not be imposed. A lengthy paper is not the objective; a thorough analysis with well-reasoned conclusions is the objective.** A thorough yet concisely written report is desired.

Late Assignments or Papers

Assignments or papers submitted late will be penalized half a letter grade per day. No assignment or paper will be accepted more than one week late or beyond the conclusion of the university's announced period for final exams, whichever occurs first.