

Summer – Fall 2017 Course Guide

The beautiful thing about learning is nobody can take it away from you. – B.B. King

Professional development classes for county officials, executives and managers

Schedule at a Glance

DATE		LOCATION	PAGE
JULY			
6 (TH)	<i>Emerging Issues</i> The Crisis of Housing	Sacramento	3
13 (TH)	Enable and Energize: An Environment for People to Excel	Sacramento	3
14 (F)	Maturity Factor + Emotional Intelligence	Sacramento	5
20 (TH)	Leading with Emotional Intelligence	Contra Costa	5
28 (F)	Making an Impression – Effective Media Relations	Sacramento	5
AUGUST			
4 (F)	Fiscal Health Diagnosis and Practice for Counties	Sacramento	3
10 (TH)	IT-Focused Contracting with Cloud/Hosted Providers	Sacramento	4
11 (F)	Polish the Presentation – Advanced Practices	Sacramento	6
17 (TH)	Polish the Presentation – Advanced Practices	Contra Costa	6
24 (TH)	State Budget 101: What Counties Need to Know	Sacramento	7
SEPTEMBER			
8 (F)	County Budgeting and Financial Planning	Sacramento	2
8 (F)	Leadership & Change: Practices to Move Organizations	San Bernardino	4
14-15	<i>Two Day Class</i> Realignment Workshop: 1991 and 2011	Sacramento	7
15 (F)	Leadership & Change: Practices to Move Organizations	Merced	4
21 (TH)	Building and Maintaining a Team Environment	Contra Costa	2
21-22	<i>Two Day Class</i> Performance Measurement Workshop	Sacramento	6
29 (F)	County 101: Duties, Roles and Responsibilities	Sacramento	2
OCTOBER			
5 (TH)	IT Risk and Portfolio Management	Sacramento	4
6 (F)	Communication with Influence	Sacramento	2
13 (F)	Art & Practice of Organizational Leadership	San Bernardino	1
13 (F)	Manage Conflict (even hostility) in Comfort	Sacramento	5
19 (TH)	Negotiation and Collaboration in Complex Environments	Contra Costa	6
20 (F)	Financing California Counties: The History	Sacramento	3
20 (F)	Thinking Strategically in Trying Times	Merced	7
26 (TH)	Strategy: Clarifying, Building, Implementing, Alignment	Sacramento	7
27 (F)	Communicating Complex Data and Information	Sacramento	2
NOVEMBER			
3 (F)	Thinking Strategically in Trying Times	Sacramento	7
9 (TH)	Practitioners Guide to Hiring, Developing and Retaining	Sacramento	6
16 (TH)	Leadership & Change: Practices to Move Organizations	Sacramento	4
17 (F)	Leading with Emotional Intelligence	Merced	5
17 (F)	Financing California Counties: The History	San Bernardino	3
27 (F)	Bridging Contentious Communities: Catalytic Leadership	Sacramento	1
DECEMBER			
1 (F)	Drama at the County – Acting Techniques for Leadership	Sacramento	2
8 (F)	Labor Relations and Negotiations	Sacramento	4
8 (F)	Local Governance in California	San Bernardino	5
14 (TH)	IT Executive Cybersecurity	Sacramento	4
15 (F)	Intergenerational Leadership	Sacramento	3
15 (F)	Talent Development and Succession Planning	Merced	7

Nature and dimensions of leadership in effective organizations

The Art & Practice of Organizational Leadership

120



This interactive course designed for both experienced and new senior county managers explores the practical applications of leadership in creating a high performing county organization – especially in the difficult environments counties

operate. Participants engage in discussions of key practices in formal and informal leadership, particularly in achieving sustainable change; employee engagement and team-building strategies; leadership when you're not in charge; and techniques for developing a vital workplace culture which supports organizational members.

Instructor: Dr. Frank Benest is former city manager of Palo Alto and a noted expert in organizational leadership and management.

Friday, October 13, 2017

10:00 a.m.–3:30 p.m.

San Bernardino ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Tools for engagement and conversations in divisive times

Bridging Contentious Communities: Fostering Catalytic Leadership in Counties

112

Join former Nebraska State Senator Dave Landis for this engaging and entertaining discussion of how to work with others to solve community and organizational problems, particularly in this era of divisiveness. This course examines a variety of problem solving and negotiation practices which will improve the likelihood of achieving your desired objectives. Case examples demonstrate application of ideas and challenge participants to consider alternative approaches in dealing with community problems and opportunities. Participants gain hands-on experience with using the tools and exploring application to real world situations. This is a class and instructor you will not forget.



Instructor: David Landis is a former long-time Nebraska state senator who has successfully brought together opposing sides to find common ground on difficult policies and issues.

Monday, November 27, 2017

10:00 a.m.–3:30 p.m.

Preceding the CSAC Annual Meeting

Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials



Deployment and leadership of high performance teams

Building and Maintaining a Team Environment 371

Counties use teams as a method to get work done. It takes a certain organizational culture to support teams. This course examines the culture and attributes of high-performing teams in the public sector. Hands on simulations demonstrate team strategies. Strategies, tools and resources are shared along with team leadership practices, and how to transition to a team culture. Participants examine the group dynamics required for team success, define team responsibilities and accountability, how to evaluate team performance against mission, and the leadership practices to lead and sponsor teams.

Instructor: Dr. Jerry Estenson is Professor of Organizational Behavior at CSU, Sacramento.

Thursday, September 21, 2017 10:00 a.m.–3:30 p.m.
 Contra Costa ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Effective visual display of complex information

Communicating and Presenting Complex Issues and Data 389

Counties present complex and detailed information to decision-makers and the public, and may fall into the trap of overwhelming the audience with too much content or complexity. This course provides strategies and techniques for presenting data, complex issues and analytical information in a way an audience can understand and apply. Participants explore balancing content with clarity, effective use of tools such as PowerPoint, and determining what evidence to present. Using their own examples, participants examine how to present statistical data, key elements of visual design, and creation of presentations which communicate multifaceted ideas in a clear manner.



Instructor: Dr. Mary Kirlin is Associate Professor of Public Policy and Administration at CSU-Sacramento.

Friday, October 27, 2017 10:00 a.m.–3:30 p.m.
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

“Emotions drive people...people drive performance” – Josh Freedman

Communication with Influence 130



The ability to have quality conversations, including techniques to engage stakeholders at all levels and build relationships, depends upon one’s ability to communicate effectively. The class explores your preferred communication style and its impact on others to improve your ability to communicate with clarity, impact and confidence. The highly interactive day will enhance your ability to have quality conversations with individuals, teams and key stakeholders. You will learn how to identify people’s preferred communication style and how to relate to differing styles to build rapport, create and lead conversations with maximum impact and effectiveness.

Instructors: Angela Giacomis is CEO of Careerlink, and works at the nexus of business and neuroscience; John Dare transforms organizations to thrive in accelerating change as a Silicon Valley entrepreneur.

Friday, October 6, 2017 10:00 a.m.–3:30 p.m.
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Exactly what are California counties responsible to do?

County 101: Duties, Authorities and Responsibilities of Counties 157

Counties have very broad authorities and responsibilities. Federal and state laws along with county-adopted policies and ordinances frame how each of the 58 counties implement those duties. With such broad responsibilities it is difficult for county officials and staff to be aware of all the duties and mandates across all departments. This class examines each county responsibility area and, at a policy level, highlights what is mandated, required and/or discretionary, and the roles and authority counties have for that service. It would also look at the history of counties in California.

Instructor: Bill Chiat is CSAC Institute Dean, former executive director of the California Association of Local Agency Formation Commissions and CEO of Napa County.

Friday, September 29, 2017 10:00 a.m.–3:30 p.m.
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Overview of county budgeting and financial management

County Budgeting and Financial Planning 116

Counties have complex systems for budgeting and financial management. This course provides a comprehensive overview of the ins and outs of county budgeting and the budget process. Discussion includes a review of the County Budget Act, a year in the county budget cycle, key elements of a budget, and integration of strategic plans into the annual budget. Participants will also examine county revenue sources, sales and property tax allocation, General Fund and special funds, creating and integrating department-recommended budget components, and public involvement in the budget process. The class will also explore key elements in longer-term county financial planning and management. Class is a must for everyone involved in the budget process.

Instructors: Patrick Blacklock is County Administrator of Yolo County, and Robert Bendorf is County Administrator of Yuba County.

Friday, September 8, 2017 10:00 a.m.–3:30 p.m.
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

“All the world’s a stage” – including California counties

Drama at the County: Acting techniques to improve your county performance 350

Leadership and acting have a lot in common. Both crafts require practitioners to be aware of and manage their emotions and those of people around them. They evoke different emotions — leaders generally don’t try to get people to cry and actors generally don’t get people to work through difficult workplace changes — but their crafts overlap nonetheless. In this lively, interactive class, participants learn and practice classic theatrical training techniques they can apply to their work as county leaders. Learn how to add passion and meaning to your communication.



Instructors: Stacy Corless is a Mono County supervisor and founding member of Sierra Classic Theatre in Mammoth Lakes; John Gioia is a Contra Costa supervisor and Vice Chair of the California Counties Foundation and founding board member of CSAC Institute.

Friday, December 1, 2017 10:00 a.m.–3:30 p.m.
 Following the CSAC Annual Meeting
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Practical tools to foster top performance from every employee

Enable and Energize:

Create an Environment for People to Excel 131

In their trusted book, *The Leadership Challenge*, authors Kouzes and Posner share their research and the five leadership practices, critical in today's workplace. This class examines two of the practices – Enable Others to Act and Encourage the Heart. While straightforward, most managers find the exercise of these exemplary practices much more difficult. Through practical exercises participants study the building of trust, facilitation of relationships and practices to develop capacity in others. Recognizing one cannot motivate others, but can create an environment in which every employee feels motivated, the class looks at tools for recognizing contributions and commitments to shared values.



Instructor: Bill Chiat, Dean of CSAC Institute. For the last 35 years he has facilitated executive leadership development with agency managers and executives, and served in senior executive roles.

Thursday, July 13, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

EMERGING ISSUES

Exploring trends in policy issues

These seminars provide county decision-makers an opportunity to explore emerging trends with colleagues and experts. Brief presentations examine facets of the issue and allow ample opportunities for discussion on the resources, capacity and authority available for counties to work toward solutions.



Solutions to increase affordability and availability of housing

Emerging Issues: The Crisis of Housing 406

California has reached a crisis point regarding both the availability of housing and its affordability. The average price of a home in the state is two-and-a-half times the average national price and rents are fifty percent higher than the rest of the country. According to the Legislative Analyst's Office, major changes to local government land use authority, local finance, CEQA, and other major policies are likely necessary to address California's high housing costs and limited availability. This course will focus on statewide and locally-driven policy solutions emerging through legislation and local policy changes, as well as case studies.

Thursday, July 6, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Elected Officials/Staff

The context of county-state revenue relationships

Financing California Counties: The History 151

Have you found yourself overwhelmed trying to understand the county revenue sources and funding streams? And how we ended up with this complex system? This course provides an in-depth examination of the history of county revenue sources and how they have evolved over decades. Exploring the context of county funding decisions by the legislature and administration over the last 40 years is critical in understanding the current state-county funding and revenue relationships. The class examines the history and consequences of major elements in county revenues including: Proposition 13, 172, 1A,

Vehicle License Fees, Realignment, ERAF, property tax allocations, current year State budget and more.

Instructor: Diane Cummins is Special Advisor to the Governor on State and Local Realignment.

Friday, October 20, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Friday, November 17, 2017 10:00 a.m.–3:30 p.m.
San Bernardino ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Best practices to assess and communicate county financial health

Fiscal Health Diagnosis and Practice for Counties 322

Today, California counties face an economic recovery among the longest since WWII. The recovery has brought moderate fiscal stability and strength, threatened by an inevitable economic downturn, high pension costs and State and Federal budget problems. This course provides practical information and tools to identify, manage and communicate fiscal challenges. Understand the need for long-term financial analysis and planning to gain stability in services, staffing and messaging to the media and other stakeholders. Discuss indicators of financial distress, gimmicks and short-term fixes often employed to mask that distress, and long-term best financial practices to understand and mitigate threats. A hands-on practical exercise is featured, using the recently developed **California County Financial Health Diagnostic** tool (pre-course homework is assigned!), with participants walking away with a five-year financial forecast of county General Fund and/or special revenue funds, indicators of the health of those funds, and practical advice on how to communicate results.

Instructors: Martin Polt is the Deputy County Executive Officer and CFO of Nevada County; Christina Rivera is Deputy County Administrator of Sonoma County.

Friday, August 4, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Analysts/Managers/Execs

Today's county workforce has people in their 70's, in their teens and everywhere in between

Intergenerational Leadership 149

For the first time in history we find ourselves working with people from five generations. In today's workplace we have to understand, communicate and interact with people from different eras, different values and habits, and fundamentally different ideas about life! This class focuses on understanding and practicing how to integrate deeper generational insights into practice. Participants do self-assessments of their eras and their own values. They profile their work environments to discern the complexity of the generational mix. Most importantly they learn a unique set of skills and processes to employ when encountering people whose values, habits and business practices may be at odds with their own. This workshop provides participants skills to blend generations to get the best from everyone.



Instructor: Larry Liberty, Ph.D. works with Fortune 500 companies and teaches in MBA programs across the globe, and is author of *The Maturity Factor – Solving the Mystery of Great Leadership*.

Friday, December 15, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Information Technology Courses for IT Managers and Directors



CSAC Institute and the California County Information Services Directors Association have partnered together to offer a series of professional development courses for managers and executives in county technology. The courses are part of the requirements for the *California County Technology Executive*

Credential. For more information on the IT Credential, please visit: www.ccisda.org.

Information security is no longer just about technology, it's about securing the sustainability of the organization

IT Executive Cybersecurity 346

The technology of today has completely unleashed information in terms of volume, variety, and velocity, and as a result, information has become more critical than ever to competitive, strategic, operational, and even personal decision-making. This also means an organization's information is that much more attractive to someone on the outside, and many outsiders have malicious intent. Advanced persistent threats are already here, and the increasing numbers and use of mobile devices and cloud storage only heightens exposure by increasing the number of potential attack points. This course provides county IT leaders with knowledge and tools to achieve a comprehensive understanding of where counties are at risk for security threats and attacks, how to prioritize and build out security initiatives, the technology available to establish end-to-end protection, and how to ensure compliance from the weakest link in any security system – the human user.



Thursday, December 14, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ IT Managers/Executives

It takes a sophisticated contract administration system to take full advantage of external services

IT-Focused Contracting with Cloud/Hosted Providers 348

External services are attractive. They enable organizations to tap into economies of scale – and with the advent of cloud/hosted deployments, IT services can be procured at exponentially cheaper rates. However, entering into complicated agreements with multiple vendors requires an equally sophisticated contract administration system to manage procurement, negotiate (and renegotiate) terms, take advantage of promotional pricing and licensing, and coordinate payment schedules. Without proper vendor management, organizations miss out on potential cost savings to be realized within their contracts, and in a county government a dollar saved on service agreements is an additional dollar to create municipal services. This course examines concepts and tools to establish a process to govern the selection of vendors and subsequent management of vendor relationships, risk and performance.

Thursday, August 10, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ IT Managers/Executives

Strategies to protect organizational assets and processes

IT Risk and Portfolio Management 343

Issues such as privacy, fraud, security and organizational accountability mean every organization should have process in place to monitor and mitigate organizational risks. Because the organization tasks IT with protecting assets and processes, risk management often falls on its broad shoulders as well. However, the value of risk management is not inherently understood by county leaders, and more often than not IT departments find they must convince the organization to take it up in a formal capacity. This challenge is exacerbated in cases where IT leaders lack a fundamental understanding of what matters most to the organization. In this course, IT leaders will learn the questions to ask of peers to identify areas of critical importance to organizational risk management, the knowledge required to build a formal risk management process, and best practices for mitigating risks identified.

Thursday, October 5, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ IT Managers/Executives

Employees are every county's largest budget item

Labor Relations and Negotiations in Local Government 153

The class examines the basics of labor relations in the county environment. Laws and regulations affecting public-sector employment and labor relations in California are examined along with techniques to build and maintain effective and productive relationships with employee groups. The class explores the various roles in labor relations and labor negotiations along with pitfalls to avoid in working with labor representatives. Techniques are examined for maintaining productive relationships with employee organizations during difficult times. *Eligible for MCLE credits for members of the Bar.*



Instructors: Richard Whitmore and Richard Bolanos are partners with Liebert Cassidy Whitmore and work extensively with local governments on labor relations

Friday, December 8, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Why change efforts fail - and how to remove those barriers

Leadership & Change: Practices to Move People and Organizations 124

County officials and managers discuss the need for change in their organizations, yet struggle when change is difficult to accomplish within the depths of the organization. This course helps participants move past technical solutions to the practices for approaching adoptive challenges. Discussion highlights why some changes happen relatively quickly while others are stymied. Participants explore change from the perspective of those whom the change affects. Practical discussions focus on design of a change process; practices to diagnose, interpret and select interventions; barriers; and



creating an environment in which people can expand their capacity to address adaptive change.

Instructor: Bill Chiat, Dean of CSAC Institute. For the last 35 years he has worked with hundreds of local agencies in crafting change.

Friday, September 8, 2017 10:00 a.m.–3:30 p.m.
San Bernardino ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Friday, September 15, 2017 10:00 a.m.–3:30 p.m.
Merced ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Thursday, November 16, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Enhance interpersonal leadership skills

Leading with Emotional Intelligence 128

What characteristics and practices distinguish great from good performers? What evidence based practices should be part of your daily routine to be a high performer? We will answer these questions from a 30 year data base and research of top performance as we dive into the four areas of Emotional Intelligence (EI): 1) Understanding Yourself, 2) Managing Yourself, 3) Understanding Others and 4) Managing Others. You will take an assessment to determine your EI strengths. Hands on tools to enhance your EI will be explored.

Emotional Intelligence is a prime factor to one's success when compared to Intelligence Quotient (IQ) and technical expertise. Business simulations, practices sessions, videos and group discussions will help participants enjoy, engage and learn more.

Instructor: Relly Nadler, Psy.D. is founder of True North Leadership, Inc., and author of *Leading with Emotional Intelligence*.

Thursday, July 20, 2017 10:00 a.m.–3:30 p.m.
Contra Costa ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Friday, November 17, 2017 10:00 a.m.–3:30 p.m.
Merced ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*JPA-Special Districts-MPO-LAFCo-COG-Cities-CSA-MAC:
 What do they all do?*

**Local Governance in California:
 All Those Agencies!** 150

California has a complex system of providing services through local governments. This course provides an overview of local government structure and responsibilities in California. You'll learn the basics of all the local agencies and how they interrelate with county responsibilities. A brief history of California governance is followed by a review of the roles and responsibilities of the state, cities, counties, special districts and an alphabet soup of other local agencies. Discussion highlights the authority and responsibilities of the county as it relates to other agencies through a county case study on the interrelationships of all these local agencies.

Instructor: Bill Chiat, CSAC Institute Dean, former executive director of the California Association of Local Agency Formation Commissions and experienced executive in county, district and city governments.

Friday, December 8, 2017 10:00 a.m.–3:30 p.m.
San Bernardino ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Hands-on workshop in media relations

Making an Impression: Effective Media Practices 352

Every call from the news media for an interview presents both risk, and an opportunity to make a positive impression. This course helps seasoned professionals and elected officials understand the news media, how it works and why it works the way it does. The course will also help polish interviewing skills, staying on message and bridging back to main messages. The course covers practical strategies for planning, preparing and delivering interviews that get your message across in a way that can be retained by the audience. Participants build their skills for live, taped and phone interviews. Hands-on work includes practice labs, videos and constructive critiques from media professionals.



Instructors: David Liebler is the CSAC Director of Public Affairs and Members Services and a former journalist; Betsy Burkhart in the Communications and Media Director for Contra Costa County.

Friday, July 28, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Facilitate conflict constructively

Manage Conflict (Even Hostility) in Comfort 360

Conflicts and disagreements are a fact of life. They can contribute to better outcomes or can lead to an escalating situation. Transform the most difficult circumstances into a satisfying experience for all involved. This course helps County elected officials and executives identify constructive approaches to positively managing conflict whether from the dais, in a meeting, or one-on-one. Participants analyze their own response to conflict and develop tools to quickly assess and respond to difficult situations and create practical, positive outcomes.

Instructor: Dr. Laree Kiely is president of the Kiely Group and a professor at the USC Marshall School of Business.

Friday, October 13, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

How your emotions impact behavior, relationships and results

**The Maturity Factor + Emotional Intelligence:
 Become emotionally agile for success** 393



Behavioral sciences research is less than 50 years old. Yet in that short period we have uncovered many useful ideas and models for contemporary leadership practice. It now seems obvious to any manager or leader that emotional

intelligence and psychological maturity are essential elements of success. This workshop reviews the core elements of both EQ and the Maturity Factor. It then explores best practices of effective managers and leaders in using their emotions for the greater good. Emotional agility and flexibility gives rise to opportunities to interact on complex problems and situations in new and unique ways. The class provides participants the information and best practices needed to become more masterful and flexible.

Instructor: Larry Liberty, Ph.D. works with Fortune 500 companies and teachers in MBA programs across the globe. He is author of *The Maturity Factor – Solving the Mystery of Great Leadership*.

Friday, July 14, 2017 10:00 a.m.–3:30 p.m.
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Achieve outcomes in everyone's best interest

Negotiations and Collaboration in Complex Environments 356

Negotiation is “a back and forth interaction among two or more people who wish to arrive at a mutually agreeable outcome where the parties have some interests in common and some that are opposed.” This definition from Fisher and Ury’s book *Getting to Yes* describes most “Public Good” negotiations. Solution-Based Negotiation teaches participants how to achieve the most beneficial outcomes for all negotiating parties while ensuring the outcomes are in the best interest of the public while the negotiating parties’ relationships end positively. This course covers the most current tried and tested behaviors in the field of negotiation and gives you tools that will be immediately useful in your work. Best of all, it can help you serve your constituents in the best possible ways without needless compromise.

Instructor: Dr. Laree Kiely is president of the Kiely Group, and professor at the USC Marshall School of Business.

Thursday, October 19, 2017 10:00 a.m.–3:30 p.m.
 Contra Costa ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

SPECIAL TWO-DAY INTENSIVE WORKSHOP

Performance measurement influences organizational behavior and drives organizational performance

Performance Measurement and Management: Accountability for Results 370

World-class public agencies recognize the critical role of performance management and measurement in helping define the strategy, public value and performance expectations of the organization as well as aligning individual and agency decision-making toward desired public value creation. They also help managers assign and use resources effectively. Because the public is demanding accountability and transparency from government, performance measurement is a leadership practice for county managers to better plan and manage outcomes and not just activities. The workshop focuses on designing effective and realistic performance measurement systems. Participants explore practical approaches, techniques and tools to create, implement and analyze measurements to improve county performance and better communicate outcomes to the community. Hands-on exercises examine criteria for measurement selection, with time for participants to develop balanced, outcome-based measures for their agencies.

Instructors: Laree Kiely, Ph.D. is president of the Kiely Group and professor at the USC Marshall School of Business; Bill Chiat is Dean of CSAC Institute and former CEO of Napa County.

Thursday-Friday, September 21-22, 2017
 10:00 – 4:30 p.m. Thursday and 8:30 – 3:00 p.m. Friday
 Sacramento ♦ \$298/person for counties ♦ 6 credits ♦ Staff/Officials

For experienced presenters wanting to ‘up’ their presentations

Polish Your Presentation: Advanced Practices in Communication 125



This intense class helps senior managers and elected officials better present their ideas with conviction, control and poise — and without fear. The course covers specific skills and advanced techniques for delivering professional presentations that get results. Participants examine

their presentation style, learn to use tools to organize their presentation and communicate their thoughts, and handle difficult situations. A straightforward presentation model helps participants build their self-confidence and overcome the common mistakes which turn off audiences. Use of graphics and presentation tools are also examined. Through a lab, participants work on improving one of their own presentations.

Instructor: Bill Chiat is Dean of the CSAC Institute and an accomplished presenter with city, county and state governments.

Friday, August 11, 2017 10:00 a.m.–3:30 p.m.
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Thursday, August 17, 2017 10:00 a.m.–3:30 p.m.
 Contra Costa ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Use the C-S-A-C method to hire, train, evaluate, praise, and promote

Practitioner’s Guide to Hiring, Developing and Retaining Great Employees 127

This course is designed to help drastically reduce personnel problems with a systematic approach to hiring, retaining and rewarding the very best employees. Additionally, the course will review the best practices to identify and remove



people that don’t meet the needs of the department or public. After attending this course; participants will have the tools to make personnel problems a thing of the past. Executives and managers will be able to “see the future,” recognize personnel problems at their earliest onset, and then take the appropriate action. This session will help every manager make better personnel decisions based on four key points: Character, Skills, Aptitude, and Commitment. Following these C-S-A-C principles will drastically improve every aspect of the human resource element in organizations regardless of the agency size or complexity of mission.

Instructor: John Mineau is Chief Deputy Sheriff of Monterey County and Corrections Operations Bureau Chief, as well as a community college instructor.

Thursday, November 9, 2017 10:00 a.m.–3:30 p.m.
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

SPECIAL TWO-DAY INTENSIVE WORKSHOP*Context, structure and funding of realignment in California***Realignment 101: The Basics of 1991 and 2011 Realignments**

307

This two-day course examines the history and rationale for establishing it in 1991, why programs were included, what was learned, and the expansion to realignment in 2011 – all updated with program and funding changes through 2016. Participants first examine the establishment and programs of the 1991 realignment. Discussion details health and human services and mental health programs. Participants explore individual programs, how they work, funding and current status. The course examines the 2011 realignment – including AB 109 – with an emphasis on public safety programs. Details on the realigned programs, changes to 1991 realignment services, implementation, funding and how counties are implementing the 2011 realignment are all discussed. The second day features a detailed examination of fiscal issues: structure and allocation of local funds; flow of funds in human services, public safety, health, behavioral health, and other programs; forecasting and tracking realignment, VLF and Prop 172 funds; fund growth; and other fiscal issues.

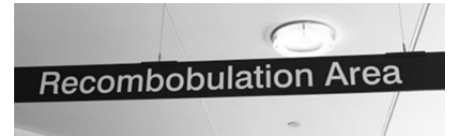
Instructors: Diane Cummins is Special Advisor to the Governor on State and Local Realignment; Andrew Pease, Finance Director, San Diego County Health and Human Services Agency; and Robert Manchia, San Mateo County Human Services Agency.

Thursday - Friday, September 14-15, 2017

10:00 – 4:30 p.m. Thursday and 8:30 – 3:00 p.m. Friday

Sacramento ♦ \$298/person for counties ♦ 6 credits ♦ Staff/Analysts

wasteful activity of creating a strategic plan when indeed they have NO strategy. In this world of unpredictability, high velocity, rapid change, and citizens counting on us to do the right thing, we MUST start by creating and clarifying our strategy. In this session we cover how to construct a solid yet adaptable strategy for your organization, ensuring strategic thinking and alignment to strategy from everyone, understanding how all other organizational elements and processes fit within the context of "strategy," and determining how to take these concepts back to your environment to make a positive difference.



Instructor: Dr. Laree Kiely is president of the Kiely Group and a professor at the USC Marshall School of Business.

Thursday, October 26, 2017

10:00 a.m.–3:30 p.m.

Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*Build organizational capacity from within the county***Talent Development and Succession Planning**

380

This interactive course will confront the "retirement wave" of baby-boomers leaving local government and explore strategies and best practices to create effective leadership development and succession planning programs in county government. The course includes case examples, small group discussions as well as presentations. Discussion highlights: workforce demographic challenges facing county government; why talent development and succession planning are key to building organizational capacity, especially in tough times; steps to get started; and best practices and lessons learned from leadership development and succession planning programs.

Instructors: Dr. Frank Benest, former city manager of Palo Alto and a noted expert in succession planning. Donna Vaillancourt is the Human Resources Director for San Mateo County.

Friday, December 15, 2017

10:00 a.m.–3:30 p.m.

Merced ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*New ways to think and work through enduring problems***Thinking Strategically in Trying Times**

363

This intense seminar discusses the challenges of strategic agility with the critical, enduring problems counties face. The focus is on the art of possibilities. Participants examine separating probabilities (what's likely to happen) from possibilities (what could happen) and applying concepts of creative and strategic thinking to find different paths to solutions. The conversation provides strategies to question assumptions; identify the environmental issues; distinguish strategies from tactics; use team resources, and structure learning from experience.



Instructor: Dr. Rich Callahan is associate professor of management at the University of San Francisco.

Friday, October 20, 2017

10:00 a.m.–3:30 p.m.

Merced ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Friday, November 3, 2017

10:00 a.m.–3:30 p.m.

Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*We depend on it ... How does that state budget process work??***State Budget 101:****What Counties Need to Know**

396

Did you ever wonder how the Governor made that budget decision or why it changed in May? Or do you want to find out how the Legislature changes the Governor's proposal or how counties can influence either the Governor or the Legislature? This is the class where you can learn the budget basics and answers to those questions and so much more. Learn about who influences – and how they do it – the state budget process, policy and politics. It's an inside look at a complex process which influences virtually every aspect of county operations. Learn about how to find and interpret budget information and a few tips about influencing the budget decisions.



Instructors: Diane Cummins is Special Advisor to the Governor on State and Local Realignment; Jean Hurst is Principal with HBE Advocacy and long-time legislative advocate on local government finance.

Thursday, August 24, 2017

10:00 a.m.–3:30 p.m.

Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*Discover your strategic intent – build your strategic agility***Strategy: Clarifying, Building, Implementing and Ensuring Alignment**

388

A seminal article was published recently called "The Strategic Plan is Dead. Long Live Strategy." It's staggering when we realize how many public entities focus on the time-consuming and often

COURSE SCHEDULE INDEX

Institute Courses by Topic

COURSE	LEADERSHIP COURSES	PAGE
112	Bridging Contentious Communities: Fostering Catalytic Leadership	1
120	Art & Practice of Organizational Leadership	1
124	Leadership and Change: Practices to Move Organizations	4
125	Polishing the Presentation: Advanced Practices in Communication	6
128	Leading with Emotional Intelligence	5
130	Communication with Influence	2
131	Enable and Energize: Create an Environment for People to Excel	3
149	Intergenerational Leadership	3
350	Drama in the County – Acting Techniques to Improve Performance	2
356	Negotiations and Collaboration in Complex Environments	6
360	Manage Conflict (even hostility) in Comfort	5
363	Thinking Strategically in Trying Times	7
380	Talent Development and Succession Planning	7
370	<i>Two Day Class</i> Performance Measurement Workshop	6
371	Building and Maintaining a Team Environment	2
389	Communicating Complex Data and Information	2
393	The Maturity Factor + Emotional Intelligence	5
POLICY & GOVERNANCE COURSES		
116	County Budgeting and Financial Planning	2
127	Practitioners Guide to Hiring, Developing and Retaining Employees	6
150	Local Governance in California: All those local agencies!	5
151	Financing California Counties: The History	3
153	Labor Relations and Negotiations in Local Government	4
157	County 101: Duties, Authorities and Responsibilities of Counties	2
307	<i>Two Day Class</i> Realignment Workshop: 1991 and 2011 Realignments	7
322	Fiscal Health Diagnosis and Practice for Counties	3
343	IT Risk and Portfolio Management	4
346	IT Executive Cybersecurity	4
348	IT-Focused Contracting with Cloud/Hosted Providers	4
352	Making an Impression – Effective Media Practices	5
396	State Budget 101: What Counties Need to Know	7
406	<i>Emerging Issues</i> The Crisis of Housing	3



COST-EFFECTIVE SOLUTION FOR COUNTY SUCCESSION PLANNING AND EXECUTIVE DEVELOPMENT

*Registration fees includes professional instruction,
course materials, certificate and lunch*

Course schedule and descriptions subject to change.
Visit www.csacinstitute.org for:

- * Up-to-date schedule and course information
- * Special class and workshop additions
- * Institute Credential Programs
- * Institute Fellows



ABOUT CSAC Institute

CSAC Institute for Excellence in County Government is a professional, practical continuing education program for senior county staff and elected officials. Its goal is to expand capacity and capability of county elected officials and senior staff to provide extraordinary services to their communities. The Institute was established in 2008 and is a component of the California Counties Foundation, Inc. and the California State Association of Counties (CSAC). Over 4,000 county staff and elected officials have taken courses. The Institute is supported by CSAC, the California Counties Foundation (a 501(c)(3) charity), grants from organizations and foundations, and course registration fees.

Course Locations

Sacramento – Courses are held in downtown Sacramento at the Capital Event Center at the M.A.Y. Building, 1020 11th Street.

Contra Costa – Courses are hosted by Contra Costa County and held at the Department of Conservation and Development building, 30 Muir Road, Martinez.

Merced – Courses are hosted by Merced County and held at the Child Support Services training room, 3368 North Highway 59, Suite I, Merced.

San Bernardino – Courses are hosted by San Bernardino County and held at the Department of Behavioral Health Administration Building, 303 East Vanderbilt Way, Room 109, San Bernardino.

Course Registration and Fees

Registration – Course registration is done on-line. *Advance registration is required.* Because of limited class size we cannot accommodate registration at the door. To register for a class please visit www.csacinstitute.org. Please contact the Institute Program Coordinator with any registration questions or problems.

Fees – Course tuition includes instruction, materials, certificate and lunch. All county staff and officials are eligible for the special county rate of \$149/class day. Staff from county-partnered CBOs, CSAC Partners and Premier Members, and CSAC Affiliate Members are also eligible for this special reduced rate. On a space-available basis, courses are open for others to attend. Regular registration fee is \$351/class day.

Discounts – Reduced tuition is available to county staff and officials when registering for three or more classes at the same time or with the purchase of the Credential Package. Save at least 15% with these options.

The Institute is developing additional packages for counties to save on registration fees, including bulk packages of course registrations at a discount to distribute to staff. For more information, please contact the Institute Program Coordinator.

Contact Us

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www.csacinstitute.org Visit the Institute website for updated information, course schedules and resource materials, including materials from many of the Institute's most popular classes.