

# Fall 2015 Course Guide

*"Being ignorant is not so much a shame, as being unwilling to learn." – Benjamin Franklin*

**Professional development in leadership, policy and governance for county officials, executives and managers**

## SEMESTER HIGHLIGHTS

- \* New series of **Emerging Issues** courses to provide an opportunity to explore issues with colleagues and experts (pg 2)
- \* Intensive workshop on performance measurement (pg 4)
- \* Seminar for future County Administrators (pg 7)

## Schedule at a Glance

DATE		Course	Page
<b>SEPTEMBER</b>			
10 (TH)	<b>Emerging Issues:</b> Protecting Children in Our Community	401	2
11 (F)	Thinking Strategically in Trying Times – <b>SAN DIEGO</b>	363	6
17-18	<b>Special Seminar:</b> So You Want to Be A CAO?		7
18 (F)	Thinking Strategically in Trying Times – <b>MERCED</b>	363	6
24 (TH)	Leveraging Customer Relationships	354	3
25 (F)	State Budget 101: What Counties Need to Know	396	5
<b>OCTOBER</b>			
1-2 (TH-F)	Performance Measurement & Management Workshop	370	4
9 (F)	Art & Practice of Organizational Leadership – <b>SAN DIEGO</b>	120	1
15 (TH)	Art & Practice of Organizational Leadership	120	1
16 (F)	Local Governance in California – <b>MERCED</b>	150	3
23 (F)	<b>Emerging Issues:</b> Fostering Collaborative Mental Health and Public Safety Services	402	2
29 (TH)	Purpose, Outcomes and Intentionality: Make Things Happen in Your Agency	113	5
<b>NOVEMBER</b>			
6 (F)	Manage Conflict (Even Hostility) with Comfort	360	4
12 (TH)	Intergovernmental Collaboration	114	5
13 (F)	Leveraging Customer Relationships – <b>SAN DIEGO</b>	354	3
19 (TH)	Leadership by Values: Strategies for the Public Sector	122	3
20 (F)	Financing California Counties – <b>MERCED</b>	151	1
30 (M)*	<b>Emerging Issues:</b> Long-Term Impacts of the Drought	403	2
<b>DECEMBER</b>			
3 (TH)*	Interpersonal Relations: <i>Why won't they change for me?</i>	140	3
10 (TH)	When Bad Things Happen: Managing Public Relations During Crises	357	6
11 (F)	Realignment 301: How and Where the HHS Funds Flow	307	5
11 (F)	Local Governance in California – <b>SAN DIEGO</b>	150	3
17 (TH)	Practitioners Guide to Hiring, Developing and Retaining Great Employees	127	4
18 (F)	Labor Relations and Negotiations – <b>MERCED</b>	153	3

NOTE: \* course in Monterey at CSAC Annual Meeting

## Course Descriptions and Schedule

*Nature and dimensions of leadership in effective county 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 organizational leadership and management.

**Friday, October 9, 2015** 10:00 a.m. – 3:30 p.m.  
San Diego ♦ \$129/person for counties ♦ 3 credits ♦ Managers/executives

**Thursday, October 15, 2015** 10:00 a.m. – 3:30 p.m.  
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Managers/executives

*The context of county-state revenue relationships*

### Financing California Counties: A history of revenue sources

151

Have you found yourself overwhelmed trying to understand the county revenue sources and funding stream? And how we ended up with this complex system? This course provides an in-depth



examination of county revenue sources and how they have evolved. Exploring the context of county funding decisions by Legislative and the 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. You'll leave with a clearer appreciation and understanding of county revenues.

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

**Friday, November 20, 2015** 10:00 a.m. – 3:30 p.m.  
Merced ♦ \$129/person for counties ♦ 3 credits ♦ Managers/executives



## EMERGING ISSUES

*A new series of courses exploring trends in major long-term policy issues*

Each of these three classes provides county decision-makers with an opportunity to explore emerging trends and issues with colleagues and experts in the field. Brief presentations examine various facets of the issue and allow ample opportunity for policy-level discussions. The conversations look at interrelationships amongst the facets along with the resources, capacity and authority available for counties to work toward solutions. Options are discussed along with opportunities and barriers, and the types and consequences to policy decisions counties may need to address for sustainable solutions.

Classes engage participants with subject experts in a conversation about the emerging issues: what is known, unclear, and presumed; current and potential impacts on counties; county authority or opportunity for involvement; hear mini-case studies; and share perspectives and insights. Outcomes include a summary brief on *What We Learned* and *What We Think Needs to Happen*.

### Emerging Issues #1

#### Protecting Children in Our Community 401

Counties have the responsibility for protecting children who have suffered from abuse or neglect. New challenges in child welfare and safety are emerging which affect all counties. Among the topics to be examined: human trafficking of children and the impacts both in urban and rural areas and the corridors traveled by traffickers; addressing the needs of older children as they transition from the foster care system and those who have run away from the system; efforts to reform group home and foster family agency rates and services provided to foster and probation youth; system and services provided to foster and probation youth; and efforts by the justice and law enforcement systems to work with child welfare services to divert children from the criminal justice system and break the cycle of involvement with county systems.



**Facilitators:** Yolo County Supervisor Matt Rexroad and Ventura Supervisor Kathy Long

**Thursday, September 10, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

### Emerging Issues #2

#### Fostering Collaborative Mental Health and Public Safety Services 402

Counties recognize the interrelationships of untreated mental illness with enduring community challenges such as homelessness, crime, substance abuse, recidivism, child protection, education and overall community health. The conversation in this class will explore jail diversion programs, access to mental health programs in jail and justice populations, outcomes from collaborative courts, increasing access, enrollment and participation in treatment programs, mental health services for veterans; implementation and effectiveness of Laura's Law and the Mentally Ill Offended Crime Reduction grants; decreasing juvenile dependency on county services; managing mental health crises in the county; and intersections between mental health services and Proposition 47. The focus is on how to foster access and expand capacity of mental health and law enforcement services in the county to address root causes of the challenges faced by the community.



**Facilitators:** San Diego Supervisor Dave Roberts and former Marin Supervisor Dr. Susan Adams.

**Friday, October 23, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

### Emerging Issues #3

#### Long-Term Impacts of the Drought 403

The extensiveness and duration of the drought is posing long-term policy decisions for counties related to land use, economic development, and human services. The conversation will explore how State and local policy decisions could have long term impacts on agriculture and ranching; sale or transfers of ag water to urban uses; loss or conversion of ag lands; and how drought-caused changes may impact the food availability. The broader economic and employment impacts to communities and to county human services programs will also be discussed. Local



perspectives beyond the immediate water shortages will be examined to assess the potential consequences and responses to of these and other drought-related impacts.

**Facilitators:** Napa County Supervisor Diane Dillon and San Luis Obispo County Supervisor Bruce Gibson.

**Monday, November 30, 2015** 10:00 a.m.–3:30 p.m.  
*Just before the CSAC Annual Meeting*  
Monterey ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Better understand yourself and your reactions to others

**Interpersonal Relations - Why won't they change for me!? 140**

The key to interpersonal effectiveness - and improving your interaction with others - is to better understand yourself. Effective elected officials and senior managers have discovered the more they understand their reactions to others, know how to capitalize on their personal strengths, are able to exude an air of confidence, and have the ability to adopt their behavior to meet the needs of others - the more effective they become in achieving results. Learn how in this lively and insightful class. Course features the DiSC personal profile instrument.

**Instructor:** Bill Chiat, Dean of the CSAC Institute and an expert in organizational development with over 35 years of experience in city, county and state governments.

**Thursday, December 3, 2015 2:00 – 5:00 p.m.**  
*In conjunction with CSAC Annual Meeting*  
 Monterey ♦ \$89/person for counties ♦ 2 credits ♦ All staff/elected officials

*Employees are the foundation of county services*

**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.*



**Instructors:** Richard Whitmore and Richard Bolanos are partners with Liebert Cassidy Whitmore.

**Friday, December 18, 2015 10:00 a.m.–3:30 p.m.**  
 Merced ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*What are your core values and how do they affect your leadership?*

**Leadership by Values: Strategies for Success in Public Service 122**

Understanding the relationship of values to decisions can be a helpful decision-making tool. Focusing on commonly held (although sometimes competing) values underlying difficult policy dilemmas can help leaders bridge differing perspectives—either while policies are being debated or after difficult decisions have been made and need to be explained. In addition, clearly articulated organizational values provide staff with important information on an organization's priorities. This course explores the role values play in both



personal and organizational leadership, strategies to consider in modeling organizational values, and approaches to making and explaining difficult decisions.

**Instructor:** John King, Founding Partner and CEO of Cultural Architecture, Inc, is nationally recognized as a senior teacher, coach, author and program leader.

**Thursday, November 19, 2015 10:00 a.m.–3:30 p.m.**  
 Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Managers/Electeds

*Create customer satisfaction in a county setting*

**Leveraging Customer Relationships: Balancing Satisfaction with Priorities 354**

This policy level course will help county managers and elected officials explore ways to create and enhance a customer service culture in their organization. Participants will explore how to balance good customer service with county and state regulations and requirements. The conversation will focus on what defines good customer service and a service culture. Lively small and large group discussions will give you tools to assess where you are, what the gaps are to be more service oriented, and how to get there. Participants discuss the elements of structure and process which support and recognize effective customer service, even in difficult regulatory situations. You will be able to network and brainstorm with your peers as well as learn practical strategies. Barriers to good customer service are examined along with service and performance measurements.

**Instructors:** Dr. Marilyn Manning, CEO, The Consulting Team, LLC, has consulted on customer service, strategic planning, communications and cultural changes with multiple local governments; and Liz Kniss, Palo Alto City Council Member and former Santa Clara County Supervisor.

**Thursday, September 24, 2015 10:00 a.m.–3:30 p.m.**  
 Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Friday, November 13, 2015 10:00 a.m.–3:30 p.m.**  
 San Diego ♦ \$129/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, October 16, 2015** 10:00 a.m.–3:30 p.m.  
 Merced ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Friday, December 11, 2015** 10:00 a.m.–3:30 p.m.  
 San Diego ♦ \$129/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, organizational effectiveness consultants, and a professor at the USC Marshall School of Business.

**Friday, November 6, 2015** 10:00 a.m.–3:30 p.m.  
 Sacramento ♦ \$129/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

Every supervisor and manager deals with personnel issues daily. 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

**CSAC INSTITUTE**  
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 for county officials and staff**

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 for class schedules and registration

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 the Undersheriff of Lassen County and community college instructor.

**Thursday, December 17, 2015** 10:00 a.m.–3:30 p.m.  
 Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

**SPECIAL TWO-DAY WORKSHOP**

*Performance measurement and management can affect organizational behavior and drive organizational value creation*

**Performance Measurement and Management: Accountability for Results**

370

World-class organizations 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 driving individual and agency decision-making toward desired public value creation. These leadership tools are at the core of any agency; they also help managers assign and utilize resources effectively, especially when they are scarce.



Because the public is now demanding accountability from government, the role of performance measurement as a discipline is critical for managers so they can better understand and manage outcomes not just activities.

The focus of this seminar is to learn how to design and/or review your current performance measurement system so you can provide even more effective leadership. Participants will be given new and practical approaches, techniques and tools to design, implement, use and analyze performance measurement systems in order to manage and improve agency and county performance while at the same time better communicating your value to the community and its constituents. Hands-on exercises will focus on real issues and the necessary criteria for measurement selection and allow participants to develop balanced, outcome-based measures for their agencies.

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

**Thursday-Friday, October 1-2, 2015**  
 10:00 – 4:30 p.m. Thursday and 8:30 – 3:30 p.m. Friday  
 Sacramento ♦ \$259/person for counties ♦ 6 credits ♦ Managers/Executives

*Fostering relationships across boundaries and communities*

**Intergovernmental Collaboration** 114

Local elected officials and staffs of counties, cities, special districts and schools have a unique and important role in the development, resilience and success of their communities. As agencies seek innovative methods to address complex social and economic issues in their communities and to maximize their agency's economic and human resources,



collaborations in the form of shared services, staffing, joint use and planning yield results greater than any one single agency could achieve on its own. As officials recognize and understand the constraints and opportunities which other community leaders operate in, clarity prevails in leveraging and maximizing finite resources. Participants will hear from local leaders about best practices and lessons learned in building and furthering collaborations. Discussion will highlight:

- ◆ When and how to pursue collaborative opportunities
- ◆ Who participates in a collaborative process and how to adjust to leadership transitions
- ◆ What to do when starting and scaling up a collaborative
- ◆ How to design, evaluate, and maintain a collaborative relationship over time and through challenges.

**Instructors:** Martin Gonzalez, Director of the Institute for Local Government and practitioners in public engagement and intergovernmental collaboration.

**Thursday, November 12, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

*Intentionality: tying together activities to build performance*

**Purpose, Outcomes and Intentionality: Make Things Happen in Your Agency** 113



You have a goal, a strategy, an objective – now how do you achieve it? This course is designed to help participants map all the opportunities available to make things happen. Participants come to class with 2-3 goals they want to work on. Through the day we work on skills at mapping

strategies, identifying roadblocks, deciding on sequencing of steps, identifying stakeholders and allies, and developing a flexible plan to move them towards their goals. Along the way we will practice “logic checking”: Do you have the right strategy in mind? Have you kept the public value in mind? And how do you measure performance? We will provide you with new takes on some proven tools and integrate the learning so you leave with specific plans you can use in your work setting.

**Instructor:** Mary Kirlin is associate professor and department chair in public policy at California State University - Sacramento.

**Thursday, October 29, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

*Detailed overview of realignment accounts and funding streams*

**Realignment 301: Where and How the HHS Funds Flow** 307

*Updated with 2015 Changes to 1991 and 2011 Realignment Formulas!* This advanced course focuses on the funding and financial elements of 1991 and 2011 realignment updated with 2014 changes, including new legislation which modifies 1991 funding formulas. Detailed discussions examine specifics of fiscal issues: structure and allocation of local funds; flow of funds in human services, health, behavioral health, and other programs; forecasting and tracking realignment, VLF and Prop 172 funds; fund growth; and other fiscal issues. Among the featured topics:

- ◆ Forecasting and projection models and tools with 2015 formula changes
- ◆ Funding details for all the health and support services linked to 1991 and 2011 realignment accounts
- ◆ Detailed resource materials
- ◆ County best practices and policies

A basic understanding of realignment is recommended for participants in this class. This course focuses on the health and human services programs.

**Instructors:** Andrew Pease, Finance Director, San Diego County Health and Human Services Agency; and Robert Manchia, San Mateo County Human Services Agency.

**Friday, December 11, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/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 it 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 Assistant to the Governor for state and local finances and has worked in both the executive and legislative branches on the budget; Jean Hurst is Principal with HBE Advocacy and a long-time legislative advocate on local government finance.

**Friday, September 25, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/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 and chair of public administration at the University of San Francisco. He brings practical experience working with elected officials in leadership practices.

**Friday, September 11, 2015** 10:00 a.m.–3:30 p.m.  
San Diego • \$129/person for counties • 3 credits • Staff/Elected Officials

**Friday, September 18, 2015** 10:00 a.m.–3:30 p.m.  
Merced • \$129/person for counties • 3 credits • Staff/Elected Officials

*Prepare for organizational scandals and crises*

## When Bad Things Happen: Managing Media and Public Relations During Crises

357



Counties are prepared for natural disasters ... but what about federal and state investigations, embezzlement of county funds, arrest or death of an official, program failure, scandals uncovered and other unexpected situations. Are you prepared? This course focuses on the communications principles required to properly anticipate and respond to organizational crises. Case studies are analyzed to identify successful and unsuccessful agency responses. A specific set of steps are examined to prepare a communications

response, including role assignments, strategies and tactics which

target affected audiences, key messages which tell the county's story, and delivering the response via the media and other communications vehicles. Techniques are shared for response options, sample messages, understanding media perspective and how to avoid common pitfalls and missteps.

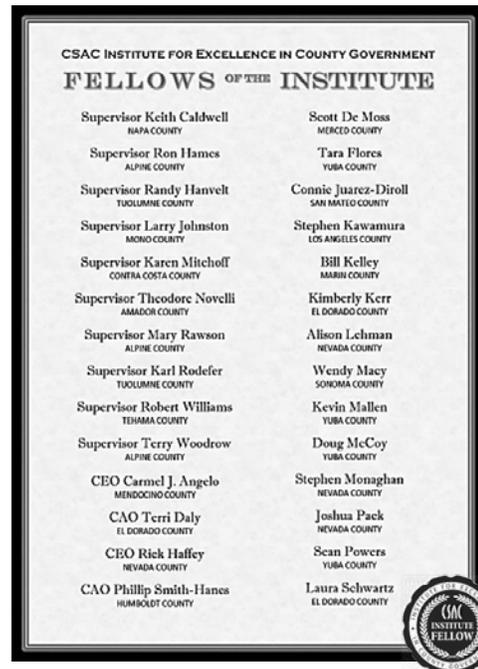
**Instructors:** Sheri Benninghoven, APR is President of SAE Communications. Scott Summerfield is an expert in public agency strategic communications.

**Thursday, December 10, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

## CSAC Institute Fellows

Institute Fellows provides credentialed supervisors and senior executives with an advanced engagement in their continuing education. Fellows complete additional courses, share their expertise as a member of the faculty, and participate in the unique Fellows Seminar. Fellows also provide ongoing input on Institute courses and content.

For information on Fellows, please visit [www.csacinstitute.org](http://www.csacinstitute.org).



## Earn the CSAC Institute Credential



*Join the more than 190 County Supervisors and senior managers who have earned their credential.*

The credential recognizes individual commitment to continued professional development for those who complete 30 credits or more of Institute courses.

Learn more at [www.csacinstitute.org](http://www.csacinstitute.org) or at any CSAC Institute class.

*Preparing the next generation*

# So You Want to be the County CAO?

## A Career Development Workshop for Senior County Executives

An intensive workshop designed exclusively for senior county executives who are considering advancement to a CAO or CEO position as a next step in their career development.

### ***Learn from Experienced Chief Executives***

- ✓ Career Paths to the Executive Office
- ✓ Skill Sets Needed
- ✓ Leadership Practices as a CAO
- ✓ Challenges of Moving to the CAO Role
- ✓ Board-Executive Relationships
- ✓ Preparing for Advancement

### ***Build Practical Skills***

- ✓ Individual Coaching to Create Personal Development Plan
- ✓ Interpersonal Effectiveness

### ***Hear Insights from Executive Recruiters***

**September 17-18, 2015**

**Sacramento 🌀 \$125/person**

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## Six Questions for Effective Performance Measures

1. **What activity or initiative should be measured?**
  - ◆ Linked to key personal – department – organizational strategies
  - ◆ Show progress in strategic themes
  - ◆ Show progress in building organizational capacity (knowledge, process improvement, technology changes, cultural/behavioral change)
2. **How will different perspectives be considered in determining the activity to be measured?**
  - ◆ Customers (immediate, intermediate, ultimate)
  - ◆ Affected employees, supervisors and managers
  - ◆ Other stakeholders (other departments, policy-makers, those who may be affected)
3. **What breadth and level of analysis will be done?**
  - ◆ Ease, time and cost to collect data
  - ◆ Employee, team, department or organization-level performance
  - ◆ Type of data to be collected
  - ◆ Relevancy or unintended consequences – what gets measured gets done
  - ◆ Limit to the vital few – what you need to make better decisions
4. **To what will the performance measures be compared?**
  - ◆ Meaningful, respected benchmarks or standards
  - ◆ Comparisons: internal, external, previous performance
  - ◆ Positively communicate with employees
5. **How will measure be used to help determine allocation of resources?**
  - ◆ Financial, personnel, technology
  - ◆ Weight given to each measure
  - ◆ Value in inspiring management and leadership thinking
6. **Will measure help identify and eliminate inefficiencies?**
  - ◆ Customer value
  - ◆ Eliminate barriers to success or create performance improvement
  - ◆ Facilitate collaboration between teams or departments
  - ◆ Avoid unintended consequences



*Want to learn more about creating and using effective performance measures?*

**Plan on attending the new two-day intensive workshop  
Performance Measurement and Management:  
Accountability for Results**

October 1-2, 2015

## Fall 2015 Course Schedule Institute Courses by Topic

DATE		Course	Page
<b>LEADERSHIP</b>			
Sep 11	Thinking Strategically in Trying Times – <b>SAN DIEGO</b>	363	6
Sep 18	Thinking Strategically in Trying Times – <b>MERCED</b>	363	6
Oct 1-2	Performance Measurement & Management Workshop	370	4
Oct 9	Art & Practice of Organizational Leadership – <b>SAN DIEGO</b>	120	1
Oct 15	Art & Practice of Organizational Leadership	120	1
Oct 29	Purpose, Outcomes and Intentionality: Get Results in County Organizations	113	5
Nov 6	Managing Conflict with Comfort	360	4
Nov 19	Leadership by Values: Strategies for Success	122	3
Dec 3*	Interpersonal Relations: <i>Why won't they change for me?!</i>	140	3
Dec 17	Practitioners Guide to Hiring, Developing and Retaining Great Employees	127	5
Sep 17-18	<i>Special Seminar:</i> So You Want to Be A CAO?		7
<b>POLICY and GOVERNANCE</b>			
Sep 10	<i>Emerging Issues:</i> Protecting Children in Our Communities	401	2
Sep 24	Leveraging Customer Relationships: Balancing Satisfaction with Priorities	354	3
Sep 25	State Budget 101: What Counties Need to Know	396	5
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**NOTE:** \* course in Monterey at CSAC Annual Meeting



### COST-EFFECTIVE SOLUTION FOR COUNTY ELECTED OFFICIALS AND SENIOR STAFF PROFESSIONAL DEVELOPMENT

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

Course schedule and descriptions subject to change.  
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- \* Up-to-date schedule and course information
- \* Special class and workshop additions
- \* Institute Credential Programs
- \* Institute Fellows
- \* Tuition discounts and scholarships



## ABOUT CSAC Institute

CSAC Institute for Excellence in County Government is a professional, practical continuing education program for county staff and 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 is a program of the California State Association of Counties (CSAC) and established in 2008. 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 Capitol Event Center (formerly CSAC Conference Center – 1020 11<sup>th</sup> Street) or nearby location.

**San Diego** – Courses are hosted by the County of San Diego and held at the County Operations Center (Overland Avenue and Claremont Mesa Boulevard) in San Diego.

**Merced** – Courses are hosted by the County of Merced and held at the Child Support Services training room (3368 North Highway 59) in Merced.

### 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](http://www.csacinstitute.org). Please contact Institute Registrar with any registration questions or problems.

**Fees** – Course tuition includes instruction, materials, certificate and lunch (for 3-credit classes). All county staff and officials are eligible for the special county rate of \$43/credit. Staff from county-partnered CBOs, CSAC Corporate Members and CSAC Affiliate Members are also eligible for this special registration rate. On a space-available basis, courses are open for others to attend. The regular registration fee for non-counties is \$117/credit.

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

The Institute is developing an additional package for counties to save on registration fees. Soon counties can purchase a bulk package of course registrations at a discount to distribute to staff. For more information please contact the Institute Dean.

### Host CSAC Institute Courses in Your County

The Institute partners with counties to offer Institute classes at county sites. For information on hosting a series of classes in your county, please contact the Institute Dean.

### Contact Us

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