

Winter/Spring 2014 Course Guide



"The only things worth learning are the things you learn after you know it all." – Harry S. Truman

LEADERSHIP PRACTICES

Working well with those whom you'd rather not work with

112 Getting Things Done: Working Effectively Outside Comfort Zones

To get things done you work with a range of county staff, elected officials and community members ... some of whom may not agree with your goals. What techniques and tools exist to help you pursue your objectives? This course examines practices that improve the likelihood of achieving desired objectives. It examines the elements which contribute to success, from interpersonal relations to building a system of monitoring and a culture of accountability. Participants look at themselves and the values that underlie ethical behavior and trustworthiness. Other components address coalition building, collaboration and setting expectations.

Instructor: David Landis is a former long-time Nebraska state senator, an award-winning teacher and a skilled negotiator in the public arena.

Friday, May 30, 2014 10:00 a.m. – 3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

Schedule at a Glance

January

17 (F)	388	Strategy: Clarifying, Building, Implementing and Alignment
24 (F)	153	Labor Relations and Negotiations in Local Government
30 (TH)	123	Crafting and Implementing Effective Strategic Plans
31 (F)	115	Leadership at the Intersection of Politics and Policy

February

7 (F)	307a	Realignment 301: Fund Flows in Public Safety Realignment
21 (F)	307	Realignment 101: Basics of 1991 and 2011 Realignment
27-March 1		Executive Leadership Symposium

March

7 (F)	369	County Financial Reporting for Nonfinancial Experts
20 (TH)	375	Coping with Ambiguity: Leadership in Challenging Times
27 (TH)	374	Customer Service Excellence through Process Improvement
28 (F)	381	Creative Budget Solutions and Innovative Service Redesign

April

10 (TH)	151	Financing California Counties: A History of Funding Sources
11 (F)	156	The California Environmental Quality Act: A Policy Overview
25 (F)	372	Stakeholder Engagement: Does it always have to be so messy?

May

15 (TH)	389	Communicating and Presenting Complex Issues and Data
16 (F)	378	Storytelling and Other Leadership Practices in Persuasion
29 (TU)	311	Water in California: Politics, Distribution and the Future
30 (F)	112	Getting Things Done: Working Effectively Outside Comfort Zone

June

12 (TH)	351	Chairing and Managing Effective Meetings
20 (F)	150	Local Governance in California: All those agencies!
26 (TH)	390	Optimizing Effectiveness: Managing Organizational Crises

Integrate practical politics, personal leadership and effective governance

115 Leading at the Intersection of Politics and Policy

E pluribus unum – Out of many, one. Public officials serve as trustees of the people. You come with expectations, values, principles, and anticipated means to achieve desired ends. Boards deliberate with many voices, but must govern as one. This class is an energetic discussion of the balance governing board members must maintain at the intersection of politics and policy. Conversation topics include strategies for expressing and encouraging dissent in board discussions, civility in public debate, handling intense passion or political pressure, surviving a split vote, how to work with those who oppose your interests, representing board decisions in which you disagreed ... and other leadership challenges. Ideal for County Supervisors, elected officials and all those who serve on or for boards.

Instructors: Dr. Ken Yeager is the District Four County Supervisor in Santa Clara County. Matt Rexroad is the District Three County Supervisor in Yolo County.

Friday, January 31, 2014 10:00 a.m. – 3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Elected officials/Execs

Make strategic planning mean something

123 Crafting and Implementing Effective Strategic Plans

Most counties and county departments create strategic plans. Sometimes they provide clear guidance to decision makers and staff; sometimes they don't. This course examines how to make the plan a living document ... and have it mean something to those affected. Participants examine: 1) how to craft a strategic plan with the Board of Supervisors or other governing board; 2) engagement of the community and staff in the process; 3) tips to prepare an actionable plan; 4) communication of the plan; and 5) putting a plan into action. Best practices and case examples are used to explore integration of the plan into the operations and decision-making of the organization. Discussion highlights tips for structuring an effective strategic workshop, including selection of a facilitator, participants and preparation.

Instructor: Angela Antenore, M.Ed. is an experienced strategic facilitator, agency board member and university instructor.

Thursday, January 30, 2014 10:00 a.m. – 3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

Bring order to chaos and value to time spent together

351 Chairing and Managing Effective Public Meetings

Dread the thought of chairing – or attending – another meeting? Supervisors and executives spend a lot of resources at meetings. This class will help you make Board, public, staff or just about any meeting more constructive. Whether you are the chair or a participant this course will provide techniques and tips for making effective use of meetings: preparation, moving the agenda,



engaging participants, managing distractions and dealing with difficult situations and people. Compliance with the Brown Act and other laws is examined along with strategies to encourage public and participant participation yet avoid meetings which go on and on and on and on. Whether an experienced chair or a meeting novice, you will leave with practical tools to manage your meetings. *Eligible for MCLE credits.*

Instructors: Michael Colantuono, Esq. is a partner of Colantuono & Levin, PC and serves as legal counsel to local governments. Bill Chiat is Dean of the CSAC Institute.

Thursday, June 12, 2014 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

How to create complex decision-making processes that work

372 Stakeholder Engagement: Does it always have to be so messy?

Most of us have experienced decision-making as a single-step process—*just do it!* There is much more to effective problem solving and decision-making. In this best practice course you'll learn how to design and lead effective decision-making processes with multiple stakeholder groups. Participants explore tips and best practices - and the messy traps to avoid. This is a key, but elusive, skill necessary for all managers in today's fast-moving environment. It reveals both the fundamental systems at work in high-performing organizations, as well as the specific day-to-day things leaders can do to sustain high levels of success for themselves and their organizations.



Instructor: Eric Douglas is an author, entrepreneur and facilitator who's designed and led stakeholder processes in many sectors, including water, health care, energy, and public safety.

Friday, April 25, 2014 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

Improve customer satisfaction; employee performance – and reduce costs

374 Service Excellence through Process Improvement: Championship

When counties look to create efficiencies, process improvement is a valuable tool. It can help maximize value, reduce wasteful activities, and improve service delivery. Hear case examples of how Ventura County has significantly improved service quality and performance while reducing costs. This hands-on course engages managers in techniques to identify current service delivery processes and find opportunities to improve. Tools are shared for both identifying process problems and engaging the process participants in crafting solutions. Participants apply the tools in simulations and explore how to use them in a process improvement opportunity at home. Objectives include: 1) identify what a process is and define process improvement; 2) understand and apply the plan-do-check-act cycle; 3) know how and when to apply various improvement tools; and 4) create an improvement plan for a selected process.

Instructors: Elaine Crandall is Ventura County Assistant CEO. Paul Stamper is manager of the Ventura County Service Excellence Program.

Thursday, March 27, 2014 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Executives/managers

Tools for tackling unprecedented challenges

375 Coping with Ambiguity: Leadership for Challenging Times

Counties operate in complex and changing environments. Within these unpredictable economic contexts and unprecedented

challenges, county leaders find themselves trying to make past practices and models fit current realities. But that may be a mistake in coping with ambiguity. This class provides a new way to think about applying leadership practices – at both elected and executive levels – to help your county organization and community find new realities and ways of effectively working in uncertain times. Discussion topics include: 1) understanding the concept of “emergent” processes and environments; 2) tools for managing uncertainty; 3) the mental discipline and the rational analysis of situations; and 4) communication tools for managing ambiguous situations.

Instructor: Dr. Laree Kiely is president of the Kiely Group; organizational effectiveness consultants, and a professor at the USC Marshall School of Business.

Thursday, March 20, 2014 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

Storytelling is one of life's most powerful skills

378 Storytelling and Other Leadership Practices in the Art of Persuasion

Persuasion has been identified as an attempt to evoke a voluntary change in the attitude or behavior of another person. Effective leaders are able to tell stories that speak to others and markedly influence their behaviors. Through hands-on activities the class explores elements of story-telling and how to construct and use stories in the practice of leadership. Participants examine case studies and experiences to develop their own stories. Other practices examined include metaphors, humor, reciprocation, contrast and conformity. These tools are placed in the context of enhancing the transaction between leader and follower and authentically hearing the needs of listeners.

Instructor: Bill Chiat is Dean of the CSAC Institute and has been a practitioner of leadership (and storytelling) for 35 years.

Friday, May 16, 2014 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

Resourceful solutions to pressing challenges

381 Creative Budget Solutions and Innovative Service Design

Given mandated services, citizen expectations and the continuing and lasting scope of the economic meltdown, counties cannot simply cut their way out of their deep budget challenge. This interactive course explores the paradoxes and dilemmas of typical budget cutbacks, a menu of creative budget solutions, practical tools, and leadership approaches. Class highlights innovative approaches to redesigning service delivery. Case studies from the CSAC Challenge Awards are examined for strategies of innovations-in-practice. Course participants will also contribute case examples of service redesign as well as effective tools.

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

Friday, March 28, 2014 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Executives/managers

Discover your strategic intent – build your strategic agility

388 Strategy: Clarifying, Building, Implementing and Ensuring Alignment

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 wasteful activity of creating a strategic plan when indeed they have NO strategy. In this world of



POLICY AND GOVERNANCE

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

150 Local Governance in California: All those agencies!

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 and former executive director of the California Association of Local Agency Formation Commissions.

Friday, June 20, 2014 10:00 a.m. – 3:30 p.m.
 Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

Understand context of county-state revenue relationships

151 Financing California Counties: A history of revenue sources

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 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.

Thursday, April 10, 2014 10:00 a.m. – 3:30 p.m.
 Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

Employees are the foundation of county services

153 Labor Relations and Negotiations in Local Government

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.



Instructors: Richard Whitmore and Richard Bolanos are partners with Liebert Cassidy Whitmore; Dr. Rhonda Albey is principle analyst in the Los Angeles County Administrators Office.

Friday, January 24, 2014 10:00 a.m. – 3:30 p.m.
 Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

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; organizational effectiveness consultants, and a professor at the USC Marshall School of Business.

Friday, January 17, 2014 10:00 a.m. – 3:30 p.m.
 Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

Help your county avoid financial cost and unpleasant publicity

389 Communicating and Presenting Complex Issues and Data

Counties often present complex and detailed information to decision-makers and the public, and fall into the trap of overwhelming the audience with too much content or complexity. The charts and statistics become overwhelming for the audience and they are unpersuaded. 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. Techniques for assessing the audience are considered. With practical 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. Participants use their own examples to improve how the data and issues are presented.



Instructor: Dr. Mary Kirlin is an associate professor in Public Policy and Administration at CSU-Sacramento.

Thursday, May 15, 2014 10:00 a.m. – 3:30 p.m.
 Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Executives/managers

Don't let crises chaos take control of your organization

390 Optimizing Effectiveness: Managing Crises within Organizations

Unexpected events occur frequently in organizations. Whether a change in management, change in structure, budget cut, new technology or other emergency ... organizations can quickly evolve into chaos. This course offers managers the basics in identifying, preventing and controlling organizational crisis situations. It examines crisis management basics, from preparation and identifying symptoms to understanding the stages of a crisis and appropriate leadership practices to employ to optimize through the crises. The importance of communication and making effective decisions is covered, as are a variety of typical organizational scenarios and options for responses. The course concludes with guidance on damage control and stakeholder relations, restoration of confidence in an agency or management team, and strategies to prevent and to respond quickly to organizational crises.



Instructor: Bill Chiat is Dean of the CSAC Institute and an expert in organizational development.

Thursday, June 26, 2014 10:00 a.m. – 3:30 p.m.
 Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Executives/managers

Nearly every activity seems subject to it – so what is CEQA?

156 The California Environmental Quality Act – A Policy Level Overview

The California Environmental Quality Act (CEQA) is among the most significant in affecting county land use planning, projects and development. This course provides a broad overview of the law, its intent, principles and how they apply to county projects and decisions. It examines the steps in the process, county roles and responsibilities, and key decision points. Participants discuss when CEQA applies to a project, when an Environmental Impact Report (EIR) is required, EIR preparation issues, determination of a negative declaration and what that means, environmental impacts and mitigation, and how CEQA integrates with other environmental laws. The course provides decision-makers and county managers with a solid background on the law and its implications. Discussion also highlights recent case law and the latest changes to the state CEQA guidelines and legislation.

Instructor: James Moose is a senior partner with Remy Moose Manley, LLP and co-author of *Guide to the California Environmental Quality Act*.

Friday, April 11, 2014 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Electeds/executives

Context and structure of realignment in California

307 Realignment 101: The Basics of 1991 and 2011 Realignments

You hear about realignment nearly every day. The funding streams are complex and it's hard to understand what and why programs are included. What is realignment, where did it come from and how does it work? This course examines the history and rationale for establishing it in 1991, why programs were included, what was learned, and the 2011 expansion of realignment. Participants 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 2011 realignment – including AB 109 – is explored with an emphasis on public safety programs. Details on the realigned programs, changes to 1991 realignment services, implementation, and funding are all discussed.

Instructors: Diane Cummins, special advisor to the Governor on state and local realignment; Graham Knaus, Assistant Director of Health and Human Services, Placer County; and Karen Pank, Executive Director, Chief Probation Officers of California.

Friday, February 21, 2014 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

Detailed overview of public safety realignment funding streams

307a Realignment 301: Fund Flows in Public Safety Realignment

This course covers in-depth the law enforcement accounts from the 2011 realignment. It includes a review of: statutory changes; actual revenue results; the “base” calculations for each account; how base and growth amounts are distributed to each state level account; how amounts are distributed to counties; and the formulas and the data behind the formulas. Important lessons about the dynamics of realignment from Health and Social Services Realignment 1991 and 2011 are shared. Tools are introduced to project and track county revenues and examine what county staff should consider when budgeting for these accounts in the coming years. The course includes



discussions on the risks and opportunities of realignment for law enforcement and the strategic investments counties have undertaken. Participants examine what's next, including possible legislative changes to realignment for law enforcement.

Instructors: Dorothy Thrush, Public Safety Group Finance Director, San Diego County; Elizabeth Howard Espinosa, Senior Legislative Representative, CSAC; and county experts.

Friday, February 7, 2014 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

California's future lies in a sustainable water supply

311 Water in California: Politics, Distribution and the Future

California has a long history of water politics. This course provides the policy overview, history and current plans to address this complex issue in an interactive and practical manner. Participants explore water law and its role in the foundation of California's water systems. The course examines current issues affecting water supply and distribution, including the Delta Stewardship Council's Delta Plan, the Bay Delta-Conservation Plan (BDCP), proposed alternatives to the BDCP and financing options. The future of water supply and availability is studied in light of recent trends in above – or below – average rainfalls. Discussion highlights scenarios for the future of California's water supply, how climate change may affect supply, the crisis in the Delta, and other pressures affecting water supply. Discussion identifies how these decisions could affect water availability for counties.

Instructors: Dr. John Kirlin, former professor of public administration at USC and University of Indiana, and former executive director of Delta Vision and the Delta Vision Foundation; plus experts in water policy in California.

Thursday, May 29, 2014 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

Overview for decision-makers, elected officials and managers to understand and interpret county financial reports

330 County Financial Reporting and Budgeting for Nonfinancial Experts

This course provides the tools for nonfinancial experts to understand government budgets and financial statements. Participants discuss budgets, financial statements and the audit, and at the 30,000' level what each of those is saying (or not saying!). Participants should bring questions about terms or concepts they have encountered as part of their interaction with county and government financial reporting. The discussion reviews terms and definitions used with government financial reporting and strategies on how to read financial statements and auditor reports to identify critical information. Participants explore an approach to use with budgets to identify assumptions they include.

Friday, March 7, 2014 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected officials

Registration fee includes instruction, materials and lunch

Course schedule and descriptions subject to change.
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