

Winter/Spring 2015 Course Guide

"Learning is not attained by chance, it must be sought for with ardor and diligence." – Abigail Adams

Professional courses for county elected officials, executives and managers in leadership, policy and governance



Visit www.csacinstitute.org for registration, additional information on CSAC Institute classes and programs, and to download a course schedule.

Schedule at a Glance

DATE		Course	Page
JANUARY			
16 (F)	Groundwater Regulation in California: What's next for counties?	311	4
16 (F)*	Building and Maintaining a Team Culture	371	1
23 (F)	Polishing Your Presentation: Advanced Practices	125	5
29 (TH)	Cost Principles, Reporting and the 'Supercircular'	368	2
30 (F)	Realignment 301a: Where and How the Funds Flow	307a	5
FEBRUARY			
5 (TH)	Communicating and Presenting Complex Issues and Data	389	2
6 (F)	County Legislative Advocacy in Sacramento	334	3
12 (TH)	Realignment 301b: Details of Public Safety Realignment	307b	6
20 (F)*	Leadership and Change: Practices to Move Organizations	124	5
MARCH			
6 (F)	Strategy: Clarifying, Building, Implementing and Alignment	388	6
12 (TH)	Financing California Counties: A History of Funding Sources	151	4
20 (F)	Climate Change & Sustainable Communities: County Practices	304	3
20 (F)*	Labor Relations and Negotiations	153	4
27 (F)	Advanced Practices in Negotiations	384	1
APRIL			
10 (F)	Coping with Ambiguity: Leadership for Challenging Times	375	2
16 (TH)	Realignment 101: The Basics of 1991 and 2011 Realignments	307	5
17 (F)*	Thinking Strategically in Trying Times	363	7
24 (F)	Labor Relations and Negotiations	153	4
MAY			
8 (F)	Danger from Within – Cybersecurity and Governance	394	3
14 (TH)	Preparing for the Silver Tsunami: County Services and Facilities	398	5
15 (F)	Crafting and Implementing Effective Strategic Plans	123	3
29 (F)	Community Problem Solving: Negotiation for Catalytic Leaders	112	4
JUNE			
12 (F)	Engaging Employees for Success	126	4
18 (TH)	Detecting Fraud in Government and Non-Profit Environments	366	3
25 (TH)	County Budgeting and Financial Planning	116	3
26 (F)	Storytelling and Other Practices in the Art of Persuasion	378	6

NOTE: * course in San Diego

Course Descriptions and Schedule

Negotiation practices in difficult situations and with difficult people

Advanced Practices in Negotiations

384

This advanced course is designed to enhance and deepen the skills of those with negotiations experience. Whether applied in labor relations, conflict resolution, contracts, intergovernmental agreements and hundreds of other situations – this advanced course takes your negotiation practices to the next level. The class focuses on understanding and applying the 21st century framework for negotiation success even in very difficult situations and with very difficult people. Participants will explore and apply tools in typical negotiation challenges including scarce resources, rigid timeframes, emotionally charged issues, power struggles and multiple negotiators. Practical strategies and tools for difficult people and complex situations will highlight the class discussions. Participants will have hands-on experience with advanced tools and how to develop their "going forward" plan in a variety of situations.

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

Friday, March 27, 2015

10:00 a.m. – 3:30 p.m.

Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Deployment and leadership of high performance teams

Building and Maintaining a Team Culture

371

Counties use teams as a method to get work done. Teams can be project-focused, operational, interdepartmental or inter-governmental. It takes a certain organizational culture to support teams. This course examines the culture and attributes of high-performing teams in the public sector. 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. He has spent 25 years in executive positions in the public and private sectors.

Friday, January 16, 2015

10:00 a.m. – 3:30 p.m.

San Diego ♦ \$129/person for counties ♦ 3 credits ♦ Managers/Executives



California State
Association of Counties

For registration and additional details please visit www.csacinstitute.org

LEARN . GROW . ACHIEVE

Six years later – SB 375 and sustainable communities

Climate Change and Sustainable Communities: County Practices

304

It has been some time since California enacted two ground-breaking bills addressing climate change. AB 32 established a landmark comprehensive program of regulatory and market mechanisms to achieve quantifiable, cost-effective reductions of greenhouse gases (GHG). SB 375 provided a means for achieving AB 32 GHG target reduction goals from cars and light trucks through long-range transportation plans that now include anticipated land use patterns and planning for housing. These Sustainable Communities Strategies provide for more integrated and holistic regional growth strategies.

This course explores the implementation of these laws and how counties have responded. Participants examine best practices from counties in creating policies and plans to help meet statewide climate goals. Emphasis is placed on the next phase of AB 32, various approaches to sustainable communities and successful regional collaboration on the plans, and best practices at the local level to reduce GHGs outside of transportation.

Friday, March 20, 2015 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Effective visual display of complex information

Communicating and Presenting Complex Issues and Data

389

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.

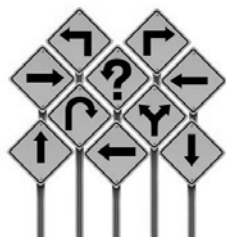
Instructor: Dr. Mary Kirlin is associate professor of Public Policy and Administration at CSU-Sacramento.

Thursday, February 5, 2015 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Tools for tackling unprecedented challenges

Coping with Ambiguity: Leadership for Challenging Times

375



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

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

The Supercircular: OMB's Final Guidance on Federal Grants

Cost Principles, Reporting Requirements ... and the “Supercircular”

368

On December 26, 2013, the U.S. Office of Management and Budget issued new reporting rules referred to as the “Supercircular.” This issuance impacts all general requirements for all entities – including counties and CBOs – which receive federal grants: administrative rules, cost principles and Single Audit requirements. Those new rules go into effect after Christmas, 2014. All persons and agencies who deal with federal grants will need to be aware of and prepared for the coming changes. In addition to the specifics of the Supercircular, the class will cover:

- ♦ **Administrative rules:** when approval is needed for budget changes; the responsibility for equipment remaining when the grant ends, etc.
- ♦ **Cost principles:** criteria for allowability; documentation requirements for salaries and wages, etc.
- ♦ **Single Audit requirements:** changes in the threshold for Single Audits and the required attributes of an audit finding



Course eligible for CPE credits for Certified Public Accountants.

Instructor: Sefton Boyars, CPA, CGFM, CFS from the California Certified Public Accountants (CalCPA) Education Foundation.

Thursday, January 29, 2015 9:30 a.m.–3:30 p.m.
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Managers/Analysts



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for county officials and staff**

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for class schedules and registration

Overview of county budgeting and financial management

County Budgeting and Financial Planning 116

Counties have complex systems for budgeting and financial management. Budgets are the annual planning documents for county operations. 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 or soon to be involved in the budget process.*



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

Thursday, June 25, 2015 10:00 a.m.–3:30 p.m.
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Strategies to get your county heard in Sacramento

County Legislative Advocacy in Sacramento 334

How are laws and rules which affect counties made in Sacramento? How can counties better influence Sacramento lawmakers and rulemakers? How can counties make sure their voice is heard and considered? This class will introduce the basics of state law and rule making processes, and provide tips and contacts for making your county's voice heard in Sacramento. Participants explore best practices counties use to influence legislation and when to employ those strategies ... along with approaches to

avoid. Discussion focuses on collaborative approaches and how to take advantage of the legislative services offered by CSAC.

Instructors: DeAnn Baker is CSAC Director of Legislative Affairs. Jean Hurst is CSAC Senior Legislative Representative. Assemblymember Rich Gordon represents the 24th District in San Mateo County. Plus other experts in legislative and regulatory advocacy in Sacramento.

Friday, February 6, 2015 10:00 a.m.–3:30 p.m.
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Make strategic planning mean something

Crafting and Implementing Effective Strategic Plans 123

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.

Friday, May 15, 2015 10:00 a.m.–3:30 p.m.
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

The greatest threat to your cybersecurity may be employees or vendors

Danger from Within – Cybersecurity and Governance of County Systems 394

Recent research at Oxford University and a 2014 Harvard Business Review article observed cyberattacks involving insiders – employees, vendors, consultants and others connected to the organization's computer system – as pernicious and on the rise ... *accounting for 20% of all cyberattacks*. Further, research indicates that widely used safeguards are ineffective against them. This course examines where counties are most vulnerable and best practices to significantly reduce the risk of unintended release of county data and information. The focus is on establishing effective and practical policies and procedures for reducing vulnerability, and reviewing the governance of county IT systems. Course highlights steps managers, executives and elected officials should consider to ensure security of county and client information. Ideal for managers, executives, elected officials as well as those managing IT systems and system security.

Instructors: Cybersecurity experts from Dell Computer and Pay Per Cloud.

Friday, May 8, 2015 10:00 a.m.–3:30 p.m.
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Fraud is alive and well – learn to detect and prevent

Detecting Fraud in Governmental and Non-Profit Environments: What a Steal! 366

Boards, administrators, auditors and investigators have a fiduciary responsibility to oversee the financial operations of the county and county programs. This course provides a practical approach for uncovering fraud and crafting sound policies and procedures to present fraud. Participants examine the seven most common instances of fraud and the warning signs through an interactive discussion and review of several recent headlined fraud cases. It examines conditions within entities that leave them susceptible to fraud and how to revise policies and procedures to stop these kinds of fraud from occurring. Highlighted topics include: personal fraud, fraudulent charging of expenses, overriding purchasing controls, personal use of public assets, kickbacks, and control weaknesses. *Eligible for CPE credits for Certified Public Accountants.*

Instructor: Dr. Peter Mark Hughes, CPA is Director of Internal Audit for Orange County.

Thursday, June 18, 2015 9:30 a.m.–3:30 p.m.
Sacramento • \$129/person for counties • 3 credits • Staff/Elected officials



*Leadership can't be done alone***Engaging Employees for Success** 126

New Course! In times of disruptive change and scarce resources, it is critical that employees from all levels of the organization are fully productive and engaged in adapting to change and addressing new challenges. This interactive workshop discusses the business case for employee engagement, the conditions fostering active engagement, and simple steps for supervisors, managers and co-workers to promote engagement.

EMPLOYEE
ENGAGEMENT

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

Friday, June 12, 2015 10:00 a.m.–3:30 p.m.
Sacramento • \$129/person for counties • 3 credits • Managers/Executives

*Understand context of county-state revenue relationships***Financing California Counties:
A History of Revenue Sources** 151

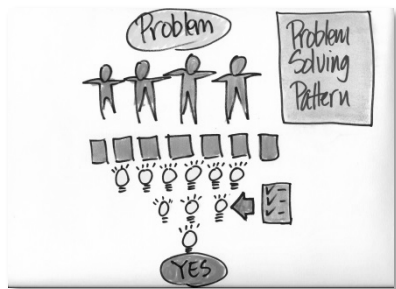
Have you found yourself overwhelmed trying to understand the county revenue sources and funding stream? And how we ended up with this complex system? This course provides an in-depth examination of county revenue sources and how they have evolved. Exploring the context of county funding decisions by 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 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, March 12, 2015 10:00 a.m.–3:30 p.m.
Sacramento • \$129/person for counties • 3 credits • Staff/Elected officials

*Tools for finding joint gain***Community Problem Solving:
Negotiation for Catalytic Leaders** 122

Updated course! 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. This course examines a variety of problems 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, an award-winning teacher and a skilled negotiator in the public arena.

Friday, May 29, 2015 10:00 a.m.–3:30 p.m.
Following CSAC Legislative Conference
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

*How the new groundwater laws affect counties and what to do now***Groundwater Regulation in California: What's
next for counties?** 311

In September 2014 Governor Jerry Brown signed a trio of bills establishing a framework for statewide regulation of California's underground water sources, marking the first time in the state's history that groundwater will be managed on a large scale. This class provides a policy-level overview of the three bills (SB 1168 instructs local agencies to create management plans; AB 1739 establishes when the state can intervene; and SB 1319 postpones state action in certain situations) and what counties should be considering. Participants explore who is affected, the implications of the laws on local agencies, and the state process for adopting regulations. Discussions highlight policy options for counties and a timeframe within which counties should act. Counties and local water entities have until 2017 to establish a groundwater sustainability agency. The class will examine considerations counties should evaluate in reviewing options and developing policies. Several case examples demonstrate authority and decision-making options for counties. *Get your questions answered on this landmark approach for managing California's groundwaters.*



Instructors: Lester Snow, Executive Director of the California Water Foundation and former director of the California Department of Water Resources; Tina Canon-Leahy, Consultant to the Assembly Water, Parks and Wildlife Committee; and other state and local experts in groundwater regulation.

Friday, January 16, 2015 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***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; Dr. Rhonda Albey is principle analyst in the Los Angeles County Administrators Office.

Friday, March 20, 2015 10:00 a.m.–3:30 p.m.
San Diego • \$129/person for counties • 3 credits • Staff/Elected Officials

Friday, April 24, 2015 10:00 a.m.–3:30 p.m.
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Why change efforts fail - and how to remove those barriers

Leadership & Change: Practices to Move Organizations 124

Elected officials and managers alike 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; recognizing barriers; and creating an environment in which people can expand their capacity to address adaptive change.

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

Friday, February 20, 2015 10:00 a.m.–3:30 p.m.
San Diego • \$129/person for counties • 3 credits • Staff/Elected Officials

For experienced presenters wanting to up their presentations

Polish Your Presentation: Advanced Practices in Communication 125



This intensive course 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. He is an accomplished presenter and instructor with over 35 years experience in city, county and state governments.

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

By 2030, almost one of five Americans — some 72 million people — will be elderly, at least by conventional definition

Preparing for the Silver Tsunami: County Services and Facilities 398

New Course! It is projected that by the year 2020, about 25% of the U.S. workforce will be composed of older workers (ages 55 and over). This unprecedented “Silver Tsunami” has many short-term and long-term implications, affecting many areas of county operations and services, including an aging workforce, county health and human services, facilities and community infrastructure. This policy-level course will explore the range of impacts counties should be considering in their policies, planning and decision-making. From land-use decisions and infrastructure

planning to an aging county workforce and impacts on various county services (public health, social services, elder abuse, public safety) this course will examine the range of issues counties should be considering as our population ages and needs and expectations change.



Thursday, May 14, 2015 9:30 a.m.–3:30 p.m.
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Context and structure of realignment in California

Realignment 101: The Basics of the 1991 and 2011 Realignments 307

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 expansion to realignment in 2011. 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.

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.

Thursday, April 16, 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 301a: Where and How the Funds Flow 307a

Updated with 2014 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 2014 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. For details on public safety realignment please see course 307b.

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

Friday, January 30, 2015 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

Realignment 301b: Fund Flows in Public Safety Realignment 307b

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.

Thursday, February 12, 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

Storytelling and Other Leadership Practices in the Art of Persuasion 378

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, reciprocity, 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, June 26, 2015 10:00 a.m.–3:30 p.m.
Sacramento • \$129/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 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; organizational effectiveness consultants, and a professor at the USC Marshall School of Business.

Friday, March 6, 2015 10:00 a.m.–3:30 p.m.
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Earn the CSAC Institute Credential



Join the more than 120 County Supervisors and senior staff 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 or at any CSAC Institute class.

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. He brings practical experience working with elected officials in leadership practices.

Friday, April 17, 2015 10:00 a.m.–3:30 p.m.
San Diego • \$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.



6 Tips for Exceptional Presentations

1 *Speak to your audiences' needs*

To be persuasive, gear your presentation to what the audience wants to hear—not what you want to say. Talk about your subject from the audiences' perspective. What do they understand? What can they do? What do they know or need to know about the subject? The audience is not as passionate or interested in your subject (or your perspective) as you. Balance logic-based arguments with the emotional needs of your audience.

2 *Focus the message*

Keep it simple. Limit it to two or three points. Aim examples, information and stories to the key points you want people to remember. Avoid cramming in too much information.

3 *Plan and prepare*

Good presentations don't just happen, and are never done off the cuff. Take the time to plan and prepare. The shorter the presentation, the more planning you need to do. Draft an outline, write it out, jot down bullets—use any method that works for you, but plan it out.

4 *People see more than they hear*

Research on factors which influence an audiences' perception of a message shows that 55% comes from what they see, 38% from what they hear, and 7% from what is actually said. Understand how you look and how you present yourself. People's impression is strongly based on what you wear, facial expressions, voice and body language. Video yourself and watch how you come across.

5 *Select visuals carefully*

Support materials such as slides, charts and handouts can be an effective supplement. Many people are visual thinkers, so seeing as well as hearing a message will reinforce the points. As with key messages, however, limit the number of materials or the audience will be overwhelmed.

Remember three rules: 1) keep slides simple—large print (<22 point font), few words, limited graphics; 2) use sparingly—enhance your point not be the presentation; 3) provide handouts of detailed graphs so the audience can follow along. *Plan ahead:* Multiply the number of slides by three; that total should never exceed the number of minutes available.

6 *Incite people to action*

Make sure people know what you want them to do as a result of your presentation. Help them see the benefits. Talk in action terms, and make the action doable for the audience.

*Want to learn more to improve
your presentation practice?*

CHECK OUT THESE COURSES:

- * **Polish Your Presentation: Advanced Practices in Communication** – January 23, 2015
- * **Storytelling and Other Leadership Practices in the Art of Persuasion** – June 26, 2015

Fall – Winter 2015 Class Schedule Institute Courses by Topic

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Feb 20*	Leadership and Change: Practices to Move Organizations	124	5
Mar 6	Strategy: Clarifying, Building, Implementing and Alignment	388	6
Mar 27	Advanced Practices in Negotiations	384	1
Apr 10	Coping with Ambiguity: Leadership for Challenging Times	375	2
Apr 17*	Thinking Strategically in Trying Times	363	7
May 15	Crafting and Implementing Effective Strategic Plans	123	3
May 29	Community Problem Solving: Negotiation for Catalytic Leaders	112	4
Jun 26	Storytelling and Other Leadership Practices in Persuasion	378	6
POLICY and GOVERNANCE			
Jan 16	Groundwater Regulation in California: <i>What's next for counties?</i>	311	4
Jan 29	Cost Principles and the 'Supercircular'	368	2
Jan 30	Realignment 301a: Where the Funds Flow	307a	5
Feb 6	County Legislative Advocacy in Sacramento	334	3
Feb 12	Realignment 301b: Details of Public Safety Realignment	307b	6
Mar 12	Financing California Counties: A History of Revenue Sources	151	4
Mar 20*	Labor Relations and Negotiations in County Government	153	4
Mar 20	Climate Change & Sustainable Communities: County Practices	304	3
Apr 16	Realignment 101: Basics of 1991 and 2011 Realignments	307	5
Apr 24	Labor Relations and Negotiations in County Government	153	4
May 8	Danger from Within – Cybersecurity and Governance	394	3
May 14	Preparing for the Silver Tsunami: County Services and Facilities	398	5
Jun 18	Detecting Fraud in Government and Nonprofit Environments	366	3
Jun 25	County Budgeting and Financial Management	116	3

NOTE: * course in San Diego



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.
Visit www.csacinstitute.org for:

- * 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 CSAC Conference Center (1020 11th Street) or nearby location.

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

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 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 when individuals register for three or more classes at the same time or purchase the Credential Package. Save at least 15%/class 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.

Master of Public Administration Degree Program

CSAC Institute has partnered with California State University – Northridge to offer an on-line MPA degree program exclusively for county staff and officials. The two-year program is personalized for counties and the reduced tuition provides a unique opportunity to earn your MPA. **The next cohort begins in August, 2015** with an enrollment deadline in May, 2015. Allow ample time to complete the enrollment process. Contact the Institute Dean for information or visit the Institute website for links to the MPA program.

Contact Us

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