



# CSAC Institute in Central California 2018/2019



Professional development classes for county managers and executives hosted by Tulare County

## Leadership and Change: Practices to Move People and Organizations

Friday, 21 September 2018 124

### Why change efforts fail - how to remove barriers

Explore change from the perspective of those affected. Discussions focus on design of a change process; practices to diagnose, interpret and select interventions; barriers; and creating an environment in which people can address adaptive change. *Bill Chiat* is Dean of CSAC Institute.

Lifelong learning for county staff

## Purpose, Outcome, Intentionality

Friday, 19 October 2018 113

### Tying together activities to build performance

We all have those nagging problems, the ones you know you should tackle but never seem to have time. This class provides an opportunity to take a step back to identify roots of the issues, re-frame them, and identify alternative strategies to reduce roadblocks, sequence steps, identify stakeholders and develop flexibility to get to your goals. *Mary Kirlin*, DPA is a former professor and department chair in public policy at Sacramento State University.

## Art & Practice of Organizational Leadership

Friday, 16 November 2018 120

### Nature and dimensions of leadership

Engage in discussions of key practices in formal and informal leadership, particularly in achieving sustainable change; employee engagement and team-building; leadership when you're not in charge; and techniques for developing a vital workplace. *Dr. Frank Benest* is former city manager of Palo Alto and a noted expert in organizational leadership and management.

## Financial Reporting and Budgeting for Nonfinancial Professionals

Friday, 14 December 2018 369

### Understand and interpret county financial reports

Provides the tools for decision-makers – other than accountants and auditors – who need to understand

government financial reporting statements, and strategies on how to read statements and auditor reports to identify critical information and what it means ... in plain English! *Laura Lindal, CPA*, is an experienced auditor and an instructor for the California CPA Education Foundation.

## Financing California Counties: The History

Friday, 18 January 2019 151

### The context of county-state revenue relationships

An in-depth history and evolution of county revenue sources provides the context for understanding funding decisions by the legislature and administration, and the current state-county funding relationships. Examines major elements in county revenues including: Prop 13, 172, 1A, VLF, Realignment, ERAF, and property tax allocations. *Diane Cummins* is Special Advisor to the Governor on State and Local Realignment.

## Negotiations and Collaboration in Complex Environments

Friday, 15 February 2019 356

### Achieve outcomes in everyone's best interest

Examines the most current tried and tested behaviors in the field of negotiation and gives you tools that will be immediately useful in your work. Best of all, it can help you serve your constituents in the best possible ways without needless compromise. *Dr. Laree Kiely* is president of the Kiely Group and a professor at the USC Marshall School of Business.

## County Budgeting and Financial Planning

Friday, 15 March 2019 116

### Overview of budgeting and budget processes

Discussion reviews 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 examine county revenue sources, tax allocations, General Fund and

Courses open to all county managers and executives

special funds, integrating department-recommended budgets, and public involvement in the budget process. *Patrick Blacklock* is County Administrator of Yolo County, and *Robert Bendorf* is County Administrator of Yuba County.

## Talent Development and Succession Planning

Friday, 19 April 2019 380

### Build organizational capacity from within the county

Confronts the retirement wave of baby-boomers and explores strategies to create effective leadership development and succession planning programs. Highlights steps to get started and best practices to employ. *Dr. Frank Benest*, former city manager and noted expert in succession planning. *Donna Vaillancourt*, Human Resources Director (ret.), San Mateo County.



## Local Governance in California

Friday, 17 May 2019 150

### JPA-Districts-LAFCo-COG-Cities: What do they all do?

An overview of local government structure and responsibilities in California with a focus on roles and responsibilities of cities, counties, special districts and an alphabet soup of other local agencies. *Bill Chiat* is CSAC Institute Dean and former exec. dir. of the CA Association of Local Agency Formation Commissions.

## Thinking and Acting Strategically in Trying Times

Friday, 21 June 2019 363

### New ways to think and work through enduring problems

Discusses the challenges of strategic agility with the critical, enduring problems counties face. The focus is on the art of possibilities. Conversation provides strategies to question assumptions; identify the environmental issues; distinguish strategies from tactics; use team resources, and structure learning from experience. *Dr. Rich Callahan* is professor of management at the University of San Francisco.

All courses held in Visalia from 10:00 am to 3:30 pm. Registration is an affordable \$149/class and includes lunch and materials. Save \$20/class by registering for three or more classes at the same time. Save even more by registering for the entire 10-class Credential series and get a free extra class.

Learn more and register at [www.csacinstitute.org](http://www.csacinstitute.org)



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