

# Summer – Fall 2016 Course Guide

*You must be the change you wish to see in the world. – Mahatma Gandhi*

## Professional development classes for county officials, executives and managers

### Schedule at a Glance

DATE		LOCATION	PAGE
<b>JULY</b>			
7 (TH)	A Primer on County-Tribal Relationships	SAC	6
14 (TH)	20 Things to Know About Medi-Cal 2020	SAC	7
21 (TH)	Communicating and Presenting Complex Information	SAC	1
21 (TH)	Labor Relations and Negotiations in Local Government	MARTINEZ	4
28 (TH)	Intergenerational Leadership	SAC	3
29 (F)	The Maturity Factor + Emotional Intelligence	SAC	6
<b>AUGUST</b>			
4 (TH)	IT Risk and Portfolio Management	SAC	4
5 (F)	Polishing the Presentations: Advanced Practices	SAC	6
11 (TH)	Effective Use of Social Media and Electronic Communications	SAC	2
18 (TH)	County 101: Duties, Authorities, Responsibilities	MARTINEZ	2
25 (TH)	Preparing for the Single Audit	SAC	5
<b>SEPTEMBER</b>			
1 (TH)	Local Governance in California: All Those Local Agencies!	SAC	5
8 (TH)	<i>Emerging Issues</i> : Shared Economies	SAC	3
9 (F)	Art & Practice of Organizational Leadership	SAC	1
9 (F)	Thinking Strategically in Trying Times	RIVERSIDE	7
15 (TH)	Crafting and Implementing Effective Strategic Plans	MARTINEZ	1
16 (F)	Thinking Strategically in Trying Times	MERCED	7
22 (TH)	Strategy: Clarifying, Building, Implementing and Aligning	SAC	6
<b>OCTOBER</b>			
6 (TH)	IT Enterprise Governance	SAC	4
7 (F)	Engaging Employees for Success	RIVERSIDE	3
14 (F)	County Budgeting and Financial Planning	SAC	2
20 (TH)	Thinking Strategically in Trying Times	MARTINEZ	7
21 (F)	Engaging Employees for Success	SAC	1
21 (F)	Financing California Counties	MERCED	7
27 - 28	<i>Special Workshop</i> : Realignment 101 – 2-Day Workshop	SAC	6
<b>NOVEMBER</b>			
3 (TH)	Managing Conflict (even hostility) in Comfort	SAC	5
4 (F)	Leadership & Change: Practices to Move Organizations	RIVERSIDE	4
10 (TH)	Drama in the Boardroom: Acting Techniques	SAC	2
17 (TH)	<i>Emerging Issues</i> : Evidence-Based Practices	SAC	3
18 (F)	Leading with Emotional Intelligence	MERCED	4
28 - 29	New Supervisors Institute	PALM SPRINGS	5
<b>DECEMBER</b>			
2 (F)	Intergenerational Leadership	RIVERSIDE	3
8 (TH)	IT Budgeting and Service Economics	SAC	3
9 (F)	Leadership & Change: Practices to Move Organizations	SAC	4
15 - 16	<i>Special Workshop</i> : Leading with Emotional Intelligence	SAC	7
16 (F)	Effective Use of Social Media and Electronic Communications	MERCED	2

*Nature and dimensions of leadership in effective organizations*

### The Art & Practice of Organizational Leadership

120

This interactive course designed for both experienced and new senior county managers explores the practical applications of leadership in creating a high performing county organization – especially in the difficult environments counties operate. Participants engage in discussions of key practices in formal and informal leadership, particularly in achieving sustainable change; employee engagement and team-building strategies; leadership when you're not in charge; and techniques for developing a vital workplace culture which supports organizational members.



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

**Friday, September 9, 2016**

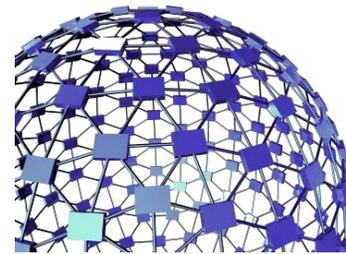
10:00 a.m.–3:30 p.m.

*Sacramento* ♦ \$129/person for counties ♦ 3 credits ♦ Managers/executives

*Effective visual display of complex information*

### Communicating and Presenting Complex Issues and Data

389



Counties present complex and detailed information to decision-makers and the public, and may fall into the trap of overwhelming the audience with too much content or complexity. This course provides strategies and techniques for presenting data, complex issues and analytical information in a way an audience can

understand and apply. Participants explore balancing content with clarity, effective use of tools such as PowerPoint, and determining what evidence to present. Using their own examples, participants examine how to present statistical data, key elements of visual design, and creation of presentations which communicate multifaceted ideas in a clear manner.

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

**Thursday, July 21, 2016**

10:00 a.m.–3:30 p.m.

*Sacramento* ♦ \$129/person for counties ♦ 3 credits ♦ Managers/Executives

Exactly what are California counties responsible to do?

**County 101: Duties, Authorities and Responsibilities of Counties** 157

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

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

**Thursday, August 18, 2016** 10:00 a.m.–3:30 p.m.  
Martinez ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Overview of county budgeting and financial management

**County Budgeting and Financial Planning** 116



Counties have complex systems for budgeting and financial management. 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 in the budget process.

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

**Friday, October 14, 2016** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Managers/Executives

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.

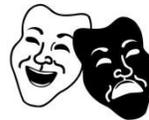
Instructor: Angela Antenore, M.Ed. is an experienced strategic facilitator, agency board member and university instructor.

**Thursday, September 15, 2016** 10:00 a.m.–3:30 p.m.  
Martinez ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

"All the world's a stage" – including California counties

**Drama in the Board Room: Acting techniques to improve your county performance** 350

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



Instructors: Stacy Corless is a Mono County Supervisor and founding member of Sierra Classic Theatre in Mammoth Lakes; John Gioia is a Contra Costa Supervisor and Chair of CSAC Institute Governing Board.

**Thursday, November 10, 2016** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

The 211 on Social Media 101 to Avoid a Communications 911

**Effective Use of Social Media and Electronic Communications** 353

Confused about social media, which platforms are right for your county, how to find time to manage it, what to post? In this high-energy, fast-moving workshop, former Sacramento County communicator-turned-social-media-specialist Kerry Shearer will help you understand what to focus on, how to implement it, and ways to quickly create compelling content using the latest photo, audio and video techniques! He'll give you updates on current popular social media sites and upcoming platforms to watch, while giving you concrete tips, tools, apps, and hands-on interaction in an engaging way that will help you become a social media Ninja (or at least have a lot more confidence!). Kerry's background as a public information officer, broadcaster, and social media guru means he can help even those who don't consider themselves to be social media- or tech-savvy to come away from the class with newly developed knowledge, skills and techniques to begin implementing immediately. This will be valuable whether you're a social media newbie or a seasoned practitioner.



Instructor: Kerry Shearer is former Sacramento County Public Information Officer and a consultant and teacher specializing in social media.

**Thursday, August 11, 2016** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Friday, December 16, 2016** 10:00 a.m.–3:30 p.m.  
Merced ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

## EMERGING ISSUES

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



These unique seminars provide county decision-makers an opportunity to explore emerging trends and issues with colleagues and experts in the field. Brief presentations examine facets of the issue and allow ample opportunity for discussions. The conversations look at interrelationships along with resources, capacity and authority available for counties to work toward solutions. Options are examined for counties to consider in working towards sustainable solutions in their communities.

*Policy and governance in the emerging era of shared economies*

### Emerging Issues: Shared Economies 405

The shared economy is breaking the mold for the way goods and services are provided by private companies in our state. In doing so, it's challenging existing models for county business licenses, tax collection, land use designation, and other county ordinances seeking to protect public health and safety. This session will review how vehicle, residential units, office space, and other shared economy services are helping or hurting the bottom line. Case studies will be offered to illustrate how counties are tackling the problems and finding ways to make the shared economy work for their benefit in county service delivery.

**Thursday, September 8, 2016** 10:00 a.m.–3:30 p.m.  
*Sacramento* ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*Getting results from proven practices in criminal justice*

### Emerging Issues: Evidence-Based Results 404

California's paradigm shift with 2011 realignment in the criminal justice system has encouraged different agencies to communicate and work together to provide efficient and effective solutions to the criminal justice population. The shift not only brought more offenders, but it brought the need for counties to provide more services in and out of custody. How does a county know which programs to fund? How does a county determine if its investment was effective? This conversation will look at how counties can invest in programs that will produce the best outcomes for residents and the highest rate of return on the investments. It will help bridge the gap between research, data collection and county concerns.

**Thursday, November 17, 2016** 10:00 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

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.



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

**Friday, October 7, 2016** 10:00 a.m.–3:30 p.m.  
*Riverside* ♦ \$129/person for counties ♦ 3 credits ♦ Managers/Executives

**Friday, October 21, 2016** 10:00 a.m.–3:30 p.m.  
*Sacramento* ♦ \$129/person for counties ♦ 3 credits ♦ Managers/Executives

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

### Intergenerational Leadership 129

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



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

**Thursday, July 28, 2016** 10:00 a.m.–3:30 p.m.  
*Sacramento* ♦ \$129/person for counties ♦ 3 credits ♦ Managers/Executives

**Friday, December 2, 2016** 10:00 a.m.–3:30 p.m.  
*Riverside* ♦ \$129/person for counties ♦ 3 credits ♦ Managers/Executives



## Information Technology Courses for IT Managers and Directors

CSAC Institute and the California County Information Services Directors Association have partnered together to offer a series of professional development courses for managers and executives in county technology. The courses are part of the requirements for the *California County Technology Executive Credential*. For more information on the IT Credential, please visit: [www.ccisda.org](http://www.ccisda.org).

*Devise budgets that demonstrate IT's value to the organization*

### IT Budgeting and Service Economics 345

While IT's mission is to enable the delivery of government services, paradoxically IT is often viewed as a cost center rather than a value creator. Good IT leaders focus on reframing budget conversations

from the perspective of the value their departments create. Great IT leaders go a step further by instituting programs which share the cost of IT service delivery across the organization, and build processes that keep costs down so IT can remain competitive in the face of proliferating cloud service options. In this course, county IT leaders will explore the methods, tools, and templates required to devise budgets that demonstrate IT's value to the organization, establish a service-based costing model which ensures costs are understood and can be charged back to the organization.

**Thursday, December 8, 2016** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • IT Managers/Executives

*Leverage complex enterprise architecture practices to enable informed, optimized decision-making*

**IT Enterprise Governance** 344

The various parts of county government are united by a simple, powerful goal: improving community welfare. However, aligning to a unified vision becomes an increasingly complicated management exercise as organizations grow and decision-making power decentralizes. The most unified organizations leverage complex enterprise architecture practices to act as systems which provide unprecedented levels of



organizational resource awareness, and enable informed, optimized decision-making. Getting to this point is a daunting undertaking and requires involvement of a wide variety of organizational stakeholders – and more often than not IT leaders do not know where to begin. With this course, county IT leaders will be guided through the variety of options for achieving enterprise architecture with the goal of identifying an approach that makes sense for their organization. Participants will also learn about universally accepted enterprise architecture principles, and how to institute a program that overcomes organizational resistance, and bridges the gap between organizational needs and IT capabilities.

**Thursday, October 6, 2016** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • IT Managers/Executives

*Strategies to protect organizational assets and processes*

**IT Risk and Portfolio Management** 343

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

**Thursday, August 4, 2016** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • IT Managers/Executives

*Employees are every county's largest budget item*

**Labor Relations and Negotiations in Local Government** 153

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

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

**Thursday, July 21, 2016** 10:00 a.m.–3:30 p.m.  
 Martinez • \$129/person for counties • 3 credits • Staff/Elected Officials

*Create customer satisfaction in a county setting*

**Leading with Emotional Intelligence** 128

What characteristics and practices distinguish great from good performers? What evidence based practices should be part of your daily routine to be a high performer? We will answer these questions from a 30 year data base and research of top performance as we dive into the four areas of Emotional Intelligence (EI): 1) Understanding Yourself, 2) Managing Yourself, 3) Understanding Others and 4) Managing Others. You will take an assessment to determine your EI strengths. Hands on tools to enhance your EI will be explored. Emotional Intelligence is a prime factor to one's success when compared to Intelligence Quotient (IQ) and technical expertise. Business simulations, practices sessions, videos and group discussions will help participants enjoy, engage and learn more.

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

**Friday, November 18, 2016** 10:00 a.m.–3:30 p.m.  
 Merced • \$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

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

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

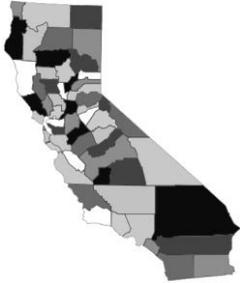
**Friday, November 4, 2016** 10:00 a.m.–3:30 p.m.  
 Riverside • \$129/person for counties • 3 credits • Staff/Elected Officials

**Friday, December 9, 2016** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$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.

**Thursday, September 1, 2016** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$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.

**Thursday, November 3, 2016** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*Premier learning experience for every newly elected supervisor – Hit the ground running*

## New Supervisors Institute

110

So you've just been elected as County Supervisor. Now what? This series of three sessions is designed to help you hit the ground running. The series examines the basics of county governorship. Hear tips and tricks from other supervisors on establishing your office, roles and responsibilities, ten top questions to ask of staff, legal obligations and much more. The first session of this in-depth

seminar is held just before the beginning of the CSAC Annual Meeting. The first seminar provides the unique opportunity to develop a network amongst new supervisors that will last through your career.

Instructors: Mike McGowan is former long-time Supervisor from Yolo County and former CSAC President; Bill Chiat is Dean of the CSAC Institute and experienced executive in local government service.

**Monday-Tuesday, November 28-19, 2016** 8:00 a.m.  
Palm Springs ♦ 6 credits ♦ Newly Elected Supervisors

*Be ready for this rigorous federal audit of federal grants and funds*

## Preparing for the Single Audit

385



Counties receiving federal grants or subgrant funds are frequently subjected to audits of those funds. The audit could be a Single Audit conducted under the provisions of OMB Circular A

133, a specific program audit or an audit conducted by a government agency. This course is designed to assist the recipients of federal grants to be prepared for any type of grant fund audit. It focuses on designing and implementing internal controls, complying with federal regulations, preparing adequate documentation, and correcting prior audit findings. Participants examine common audit finding areas and how to avoid them, and how to best prepare for the audit. *Eligible for 6 CPE credits for CPAs.*

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

**Thursday, August 25, 2016** 9:30 a.m.–3:30 p.m.  
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Managers/Auditors

*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 straight-forward presentation model helps participants build their self-confidence and overcome the common mistakes which turn off audiences. Use of graphics and presentation tools are also examined. Through a lab, participants work on improving one of their own presentations.

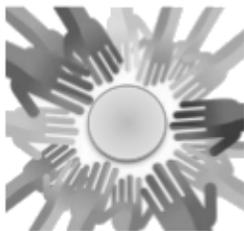


Instructor: Bill Chiat is Dean of the CSAC Institute and an accomplished presenter with city, county and state governments.

**Friday, August 5, 2016** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Managers/Executives

Build cooperative intergovernmental relationships which benefit all communities

**A Primer on County-Tribal Relations** 332



California is home to over 100 federally recognized Indian tribes and numerous other Native American tribes recognized by the State of California, all which reside in California's 58 counties. The United States and California's complex and varied history with Indian tribes provides a difficult to understand and sometimes challenging environment in which counties interface with these sovereign nations. This course

will provide a thorough review of important historical milestones in national tribal law and relationships and discuss how the existing federal and state statutory and regulatory framework is relevant to counties today. Further, the course will explore the ways in which counties interface with tribes outside of federal and state requirements and have been building cooperative intergovernmental relationships for the mutual benefit of tribes and counties.

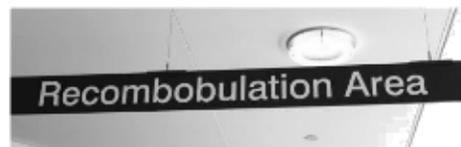
Instructors: Professor Katherine Florey, UC Davis Law School and an expert on the history of Tribal Law plus experts on building effective intergovernmental relationships with recognized tribes in California.

**Thursday, July 7, 2016** 9:30 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.

**Thursday, September 22, 2016** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

How your emotions impact behavior, relationships and results

**The Maturity Factor + Emotional Intelligence: How to become emotionally agile for success** 393

Behavioral sciences research is less than 50 years old. Yet in that short period we have uncovered many useful ideas and models for contemporary leadership practice. It now seems obvious to any manager or leader that emotional intelligence and psychological maturity are essential elements of success. This workshop reviews the core elements of both EQ and the Maturity Factor. It then explores best practices of effective managers and leaders in using their emotions for the greater good. Emotional agility and flexibility gives rise to opportunities to interact on complex problems and situations in new and unique ways. The class provides participants the information and best practices needed to become more masterful and flexible.



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

**Friday, July 29, 2016** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

**SPECIAL TWO-DAY INTENSIVE WORKSHOP**

Context, structure and funding of realignment in California

**Realignment 101: The Basics of 1991 and 2011 Realignments** 307  
 EVERYTHING YOU NEED TO KNOW



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

Instructors: Diane Cummins, special advisor to the Governor on state and local realignment; Andrew Pease, Finance Director, San Diego County Health and Human Services Agency; and Robert Manchia, San Mateo County Human Services Agency.

**Thursday - Friday, October 27-28, 2016** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$258/person for counties • 6 credits • Staff/Elected Officials/Analysts

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, September 9, 2016** 10:00 a.m.–3:30 p.m.  
Riverside ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Friday, September 16, 2016** 10:00 a.m.–3:30 p.m.  
Merced ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Thursday, October 20, 2016** 10:00 a.m.–3:30 p.m.  
Martinez ♦ \$129/person for counties ♦ 3 credits ♦ Managers/Executives

Opportunities for Counties with the new Medicaid Waiver

**Twenty Things to Know About Medi-Cal 2020** 320



California's recently approved Section 1115 Medicaid Waiver will provide over \$6 billion in federal funds to California through 2020. This class will explore the policy and funding opportunities presented to counties by the Medi-Cal 2020 Waiver. Hear from the

expert faculty on the current issues and opportunities for counties associated with Waiver implementation.

Instructor: Kelly Brooks-Lindsey, is a partner with Hurst Brooks Espinosa LLP and a long-time advocate for counties in the areas of health and human services policy.

**Thursday, July 14, 2016** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Earn your Institute Credential**

*Demonstrate your commitment to professional development*



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The context of county-state revenue relationships

**Financing California Counties: A History** 151

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

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

**Friday, October 21, 2016** 10:00 a.m.–3:30 p.m.  
Merced ♦ \$129/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**SPECIAL TWO-DAY INTENSIVE WORKSHOP**

*Do you have the emotional agility to thrive in today's world?*

**Workshop on Leading with Emotional Intelligence** 128

As the world has changed, so have the requirements for leaders to leverage a new set of operating principles: self awareness, self-management, motivation, collaboration, authenticity, empathy, adaptability, influence and resilience, in other words Emotional Intelligence. In this engaging 2 day workshop you will discover the power of emotional intelligence and how it impacts leadership effectiveness and performance. The workshop utilises the latest research and techniques from neuroscience, emotional Intelligence



and mindfulness to assist participants in building their leadership impact, optimise positive relationships, effectiveness, enhance decision-making, influence, and wellbeing; all primary success factors of a great leader. Participants will be introduced to the fundamentals of EQ, its importance in leadership, and how to apply EQ competencies and techniques to specific workplace situations. Participants will complete a EQ profile to gain insights into leadership behaviours and personal impact and will learn how EQ can be developed through practical tools and techniques: which will be integrated into an Action Plan to continue their personal growth beyond the workshop.

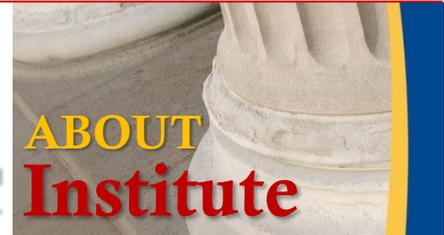
**Instructor:** Angela Giacomis is a leading trainer, speaker, coach and consultant in Emotional Intelligence, working with individuals and organisations to better understand and leverage EQ capabilities to optimise leadership impact and performance.

**Thursday - Friday, December 15-16, 2016** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$258/person for counties ♦ 6 credits ♦ Staff/Elected Officials

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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. Over 3,600 county staff and elected officials have taken courses. The Institute is supported by CSAC, the California Counties Foundation (a 501(c)(3) charity), grants from organizations and foundations, and course registration fees.

#### Course Locations

**Sacramento** – Courses are held in downtown Sacramento at the Sacramento Masonic Temple (1123 J Street).

**Riverside** – Courses are hosted by the County of Riverside and held at the County Administrations Center (4080 Lemon Street) in downtown Riverside.

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

**Martinez** – Courses are hosted by the County of Contra Costa and held at the Department of Conservation and Development (30 Muir Road) in Martinez.

#### 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 Partners and Primer 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. Regular registration fee 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 with the 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.

#### Contact Us

**Institute Dean** - Bill Chiat [bchiat@counties.org](mailto:bchiat@counties.org)

**Institute Training Program Coordinator** – Jenai Wyatt [jwyatt@counties.org](mailto:jwyatt@counties.org)

916/327-7500

**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.



### 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](http://www.csacinstitute.org) for:

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

