

Course Guide

Summer-Fall 2019

A good head and a good heart are always a formidable combination. – Nelson Mandela



Exceptional professional development for county elected officials, executives and managers

Schedule at a Glance

DATE	JULY	LOCATION	PAGE
11 (TH)	Financing California Counties	Shasta/Tehama	3
18 (TH)	Negotiations and Collaboration in Complex Environments	Santa Cruz	5
18-19	Two-Day Class New Supervisors Institute – Session 3	Sacramento	
19 (F)	County Financial Reporting for Nonfinancial Professionals	Tulare	2
AUGUST			
8 (TH)	Facilitation Practices: Basics of Bringing People Together	Sacramento	3
8 (TH)	Customer Service in the Public Sector	Shasta/Tehama	2
15 (TH)	Polish Your Writing	Sacramento	6
15 (TH)	Bridging Contentious Communities	Santa Cruz	2
29 (TH)	Optimize IT Change Management	Sacramento	4
30 (F)	Local Governance in California	Sacramento	5
SEPTEMBER			
5 (TH)	Polish the Presentation	Sacramento	6
12 (TH)	Resiliency: Recover, Adapt and Sustain	Shasta/Tehama	6
13 (F)	GASB Financial Reporting Requirements	Sacramento	3
13 (F)	Leadership and Change: Practices to Move People	San Diego	4
19 (TH)	Resiliency: Recover, Adapt and Sustain	Santa Cruz	6
20 (F)	Leadership and Change: Practices to Move People	Tulare	4
26 (TH)	Capital Improvement Planning and Funding	Sacramento	2
27 (F)	County Budgeting and Financial Planning	Sacramento	2
OCTOBER			
10 (TH)	Managing Conflict with Comfort	Shasta/Tehama	5
10 (TH)	IT Executive Cybersecurity	Sacramento	4
11 (F)	How to Be Human at Work	Sacramento	3
11 (F)	Financing California Counties	San Diego	3
17 (TH)	Making an Impression: Working with the Media	Sacramento	5
17 (TH)	Engaging Employees for Success	Santa Cruz	3
18 (F)	Thinking Strategically in Trying Times	Tulare	7
24-25	Two-Day Class Realignment 101: Basics of 1991 and 2011	Sacramento	6
NOVEMBER			
1 (F)	Engaging Employees for Success	Sacramento	3
8 (F)	World Class Contracting and Purchasing	Sacramento	7
8 (F)	When Bad Things Happen: Media and Public Relations	San Diego	7
15 (F)	State Budget 101	Tulare	7
22 (F)	Storytelling and Other Practices in the Art of Persuasion	Sacramento	7
DECEMBER			
12-13	Two-Day Class Performance Measurement & Management	Sacramento	5
12 (TH)	IT Performance Metrics and Customer Value	Sacramento	4
13 (F)	Tackling Nagging Problems with Purpose	Sacramento	1
13 (F)	Leadership by Values	San Diego	4
19 (TH)	Managing Conflict with Comfort	Sacramento	5
20 (F)	Art & Practice of Organizational Leadership	Tulare	2

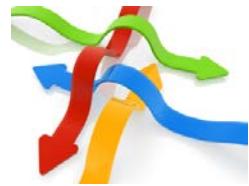
HIGHLIGHTED COURSES

Intentionality: Tying together activities to address tough issues

Tackling Nagging Problems with Purpose, Outcomes and Intentionality

113

REVISED! We all have those nagging problems that lurk in the background, the ones you know you should tackle but never seem to have time. In reality, they are often the ones we really don't want to undertake, or worse, we've made them "unsolvable", working around rather than tackling them. This class provides a much needed break to really examine these issues. Participants take a step back to identify the roots of the issues, re-frame them as necessary, and then identify alternative strategies to reduce roadblocks, sequence steps, identify stakeholders and develop flexibility in addressing tough issues. The class is about creating a mind-set for tackling problems and knowing whether you're making progress or not. Be prepared to be challenged, and encouraged to think in new ways.



Instructor: Mary Kirlin, DPA is a former professor and department chair in public policy at Sacramento State University.

Friday, December 13, 2019

10:00 a.m.–3:30 p.m.

Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

SPECIAL OFFERINGS

Financial Management Series

Capital Improvement Planning and Funding

Thursday, September 26, in Sacramento



County Budgeting and Financial Planning

Friday, September 27, in Sacramento

World Class Contracting and Procurement

Friday, November 8, in Sacramento

Polish Your Communication Series

Polish the Presentation

Thursday, September 5, in Sacramento

Polish Your Writing

Thursday, August 15, in Sacramento

Two-Day Intensive Courses

Realignment 101: The Basics of 1991 and 2011 Realignments

Thursday-Friday, October 24-25, in Sacramento

Performance Measurement and Management

Thursday-Friday, December 12-13, in Sacramento

For registration please visit www.csacinstitute.org

LEARN . GROW . ACHIEVE

Nature and dimensions of leadership in effective organizations

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: David Boesch is a former county administrative officer and city manager.

Friday, December 20, 2019 10:00 a.m.–3:30 p.m.
Tulare ◆ \$149/person for counties ◆ 3 credits ◆ Managers/Executives

Tools for engagement and decision making on difficult issues

Bridging Contentious Communities 112

Join former Nebraska State Senator Dave Landis for this engaging and entertaining discussion of how to work with others to address and bridge community problems, particularly in this era of divisiveness. This course examines a variety of problem solving and decision-making 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 divisive community problems and opportunities. Participants gain hands-on experience with using the tools and exploring application to real world situations.

Instructor: David Landis is a former long-time Nebraska state senator, university instructor and economic development director for Lincoln, NB.

Thursday, August 15, 2019 10:00 a.m.–3:30 p.m.
Santa Cruz ◆ \$149/person for counties ◆ 3 credits ◆ Staff/Elected Officials

Effectively design and manage county capital improvement projects

Capital Improvement Planning and Alternative Approaches to Funding 155



NEW! Does your county have an updated CIP? This class will help you better understand what it is, how it is developed, management of Capital Improvement Program projects, recommended county policies, funding sources, and what questions you should be asking. Participants examine emerging fields of alternative funding options such as Public-Private Partnerships (P3), Design Build Project Delivery and other

alternative funding streams, including benefits, opportunities, and cautions. The session will look at various case studies and lessons learned. Legal issues for protecting county interests are also discussed.

Instructors include: Andy Freeman, Chief Operating Officer, Vanir Construction Management, Inc., county partners and finance experts.

Thursday, September 26, 2019 10:00 a.m.–3:30 p.m.
Sacramento ◆ \$149/person for counties ◆ 3 credits ◆ Staff/Elected Officials

TAKE THIS WITH County Budgeting and Financial Planning ON SEPTEMBER 27

Overview of county budgeting and financial management

County Budgeting and Financial Planning

116

Counties have complex systems for budgeting and financial management. 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 also examine county revenue sources, sales and property tax allocation, General Fund and special funds, creating and integrating department-recommended budgets, and public involvement in the budget process. The class explores 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, September 27, 2019 10:00 a.m.–3:30 p.m.
Sacramento ◆ \$149/person for counties ◆ 3 credits ◆ Staff/Elected Officials

TAKE THIS WITH Capital Improvement Planning ON SEPTEMBER 26

Understand and interpret county financial reports

County Financial Reporting and Budgeting for Nonfinancial Professionals

369

This course provides the tools for decision-makers, elected officials, senior managers – other than accountants and auditors – who want to have an overview understanding of government financial reporting. Participants discuss budgets, financial statements and the audit, and at the 30,000 foot 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 and understand what it means ... in plain English!

Instructor: James Gladfelter, CPA, is an experienced financial manager with community-based organizations and county contractors.

Friday, July 19, 2019 10:00 a.m.–3:30 p.m.
Tulare ◆ \$149/person for counties ◆ 3 credits ◆ Managers/Executives

Create customer satisfaction in a county setting

Customer Service in the Public Sector: Balancing Satisfaction with Priorities

354

Strategies to create and enhance a customer service culture for their agency is the focus of this class for managers and executives. Participants explore how to balance great customer service with county and state regulations and requirements. It focuses on what defines good customer service and a service culture. Lively small and large group conversations provide tools to assess the current environment, gaps to be more service oriented, and how to get there. The structure and process to support and recognize effective customer service are examined -- even in difficult regulatory situations. Barriers to good customer service are discussed along with service and performance measurements.

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

Thursday, August 8, 2019 10:00 a.m.–3:30 p.m.
Shasta/Tehama ◆ \$149/person for counties ◆ 3 credits ◆ Staff/Elected Officials

Leadership can't be exercised 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.



Instructors: Dr. Frank Benest is former city manager of Palo Alto and a noted expert in organizational leadership; Donna Vaillancourt is former San Mateo County Human Resources Director.

Thursday, October 17, 2019 10:00 a.m.–3:30 p.m.
Santa Cruz ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Friday, November 1, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Hands-on practices to facilitate internal & community meetings

Facilitation Skills: The Basics of Bringing People Together

377



County staff can play an important facilitative role to encourage agencies, community groups, neighborhoods and others to have a conversation to problem solve and seek solutions together. Facilitation skills are a powerful leadership practice – particularly when you don't have formal authority to work

through adaptive challenges or difficult problems. Whether you facilitate teams, inter-departmental or public meetings, or any group ... the skills from this class will be of value. This workshop introduces the basics of facilitation and provides participants with a wide range of hands-on practices and techniques.

Instructor: Bill Chiat is Dean of the CSAC Institute and has facilitated hundreds of local government workshops and meetings.

Thursday, August 8, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

The context of county-state revenue relationships

Financing California Counties: The 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 the history of county revenue sources and how they have evolved over decades. Exploring the context of county funding decisions by the legislature and 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.

Thursday, July 11, 2019 10:00 a.m.–3:30 p.m.
Shasta/Tehama ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Friday, October 11, 2019 10:00 a.m.–3:30 p.m.
San Diego ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

The impact of GASB 34 for local governments continues to reverberate

GASB Financial Reporting Requirements

364

GASB 34, Basic Financial Statements – and Management's Discussion and Analysis – continues to change the way counties prepare and review their financial reports. This course will build your understanding of GASB 34, and implementation of recent GASB pronouncements -- including GASB 75, exposure drafts and future agenda items. Participants review key concepts such as basic financial statement formats, reconciliations of government-wide financial statements to the funds financial statements, note disclosures and infrastructure capital assets. The class also highlights accounting, financial reporting and disclosure issues; new pension standards: GASB 67 and 68; and review of the county Comprehensive Annual Financial Report. *Eligible for CPE credits for CPAs and MCLE credits for members of the California Bar.*



Instructor: Kenneth H. Pun, CPA, CGMA is the Managing Partner of the Pun Group Accountants and Advisors.

Friday, September 13, 2019 9:30 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Personal Literacy: The human side of our professional life

How to be Human at Work

324

Until robots take over the world of work, we will still be showing up with all of our "human-ness" every day. Contrary to popular thought, nobody really compartmentalizes or keeps the parts of our lives separate. We bring our best and our baggage. In this class we explore what makes us human, how our emotions impact our work lives, practical advice for managing difficult people and situations, empathy



and its role in the workplace, and what it means to tend to our personal well-being at work. Workshop exercises, assessments, and tools provide new ways of thriving at work and helping others do the same.

Instructor: Laree Kiely, Ph.D. is president and CEO of We Will, Inc. and former professor at the USC Marshall School of Business.

Friday, October 11, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Strategies to move technology changes forward

Optimize IT Change Management 335

NEW! Implementing changes is a constant activity for information technology departments, but doing so in a managed way has remained challenging. During this session we will define the key goals of change management, and work through the design, implementation and improvement of your change approach so that it best suits the needs and velocity of your organization. Discussion will focus on tactics to engage clients in the change efforts and how to overcome resistance to change.

Instructor: Valence Howden is a Research Director in the CIO Advisory Group at Info-Tech Research Group

Thursday, August 29, 2019 10:00 a.m.–3:30 p.m.
Sacramento ◆ \$149/person for counties ◆ 3 credits ◆ IT Managers/Executives

Information security is about sustainability of the county

IT Executive Cybersecurity 346



The technology of today has completely unleashed information in terms of volume, variety, and velocity, and as a result, information has become more critical than ever to competitive, strategic, operational, and even personal decision-making. This also means an organization's

information is that much more attractive to someone on the outside, and many outsiders have malicious intent. Advanced persistent threats are already here, and the increasing numbers and use of mobile devices and cloud storage only heightens exposure by increasing the number of potential attack points. This course provides county IT leaders with knowledge and tools to achieve a comprehensive understanding of where counties are at risk for security threats and attacks, how to prioritize and build out security initiatives, the technology available to establish end-to-end protection, and how to ensure compliance from the weakest link in any security system – the human user.

Instructor: Manish Kothari is a Manager in the CIO Advisory Group at Info-Tech Research Group

Thursday, October 10, 2019 10:00 a.m.–3:30 p.m.
Sacramento ◆ \$149/person for counties ◆ 3 credits ◆ IT Managers/Executives

Create better value for – and relationships with – IT customers

IT Performance Metrics and Customer Value Management 342

County governments create value for citizens through the services they deliver. Doing so effectively and efficiently not only requires a keen understanding of how government service quality is impacted by the internal systems and processes which enable them, but also requires establishing metrics around these systems and processes in order to measure performance - after all if it isn't measured, it isn't managed. This facilitative course is designed to help county IT professionals understand the metrics that matter. By taking a customer-centric approach, participants will understand how to establish metrics across IT services, applications, and infrastructure, optimize performance over time, and communicate the benefits realized to the rest of the organization through a series of interactive discussions, group activities, and individual exercises.

Instructor: Valence Howden is a Research Director in the CIO Advisory Group at Info-Tech Research Group.

Thursday, December 12, 2019 10:00 a.m.–3:30 p.m.
Sacramento ◆ \$149/person for counties ◆ 3 credits ◆ IT Managers/Executives

Why change efforts fail - and how to remove those barriers

Leadership & Change: Practices to Move People and 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 40 years he has worked with hundreds of local agencies in crafting change.

Friday, September 13, 2019 10:00 a.m.–3:30 p.m.
San Diego ◆ \$149/person for counties ◆ 3 credits ◆ Staff/Elected Officials

Friday, September 20, 2019 10:00 a.m.–3:30 p.m.
Tulare ◆ \$149/person for counties ◆ 3 credits ◆ Staff/Elected Officials

Harnessing the power of purpose

Leadership by Values: Strategies for Success in Public Service 122



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

Instructor: Dr. Rich Callahan is professor of management at the University of San Francisco.

Friday, December 13, 2019 10:00 a.m.–3:30 p.m.
San Diego ◆ \$149/person for counties ◆ 3 credits ◆ Staff/Elected Officials

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

Local Governance in California

150



California has a complex system of providing services through local governments. This course provides an overview of local government structure and responsibilities in California. You'll learn the basics of all the local agencies and how they interrelate with county responsibilities. A brief history of California governance is followed by a review of the roles and responsibilities of the state, cities, counties, special districts and an alphabet soup of other local agencies. Discussion highlights the authority and

responsibilities of the county as it relates to other agencies through a county case study on the interrelationships of all these local agencies.

Instructor: Bill Chiat, CSAC Institute Dean, former executive director of the California Association of Local Agency Formation Commissions and experienced executive in county, district and city governments.

Friday, August 30, 2019 10:00 a.m.–3:30 p.m.
Sacramento ◆ \$149/person for counties ◆ 3 credits ◆ Staff/Elected Officials

Hands-on workshop in media relations

Making an Impression: Effective Media Practices

352

Every call from the news media for an interview presents both risk, and an opportunity to make a positive impression. This course helps seasoned professionals and elected officials understand the news media, how it works and why it works the way it does. The course will also help polish interviewing skills, staying on message and bridging back to main messages. The course covers practical strategies for planning, preparing and delivering interviews that get your message across in a way that can be retained by the audience. Participants build their skills for live, taped and phone interviews. Hands-on work includes practice labs, videos and constructive critiques from media professionals.



Instructors: David Liebler is the CSAC Director of Public Affairs and Members Services and a former journalist; Betsy Burkhardt is the Communications and Outreach Manager for the City of Walnut Creek.

Thursday, October 17, 2019 10:00 a.m.–3:30 p.m.
Sacramento ◆ \$149/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: Laree Kiely, Ph.D. is president and CEO of We Will, Inc. and professor at the USC Marshall School of Business.

Thursday, October 10, 2019

10:00 a.m.–3:30 p.m.
Shasta/Tehama ◆ \$149/person for counties ◆ 3 credits ◆ Staff/Elected Officials

Thursday, December 19, 2019

10:00 a.m.–3:30 p.m.
Sacramento ◆ \$149/person for counties ◆ 3 credits ◆ Staff/Elected Officials

Achieve outcomes in everyone's best interest

Negotiations and Collaboration in Complex Environments

356

Negotiation is "a back and forth interaction among two or more people who wish to arrive at a mutually agreeable outcome where the parties have some interests in common and some that are opposed." This definition from Fisher and Ury's book Getting to Yes describes most "Public Good" negotiations. Solution-Based Negotiation teaches participants how to achieve the most beneficial outcomes for all negotiating parties while ensuring the outcomes are in the best interest of the public while the negotiating parties' relationships end positively. This course covers 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.

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

Thursday, July 18, 2019

10:00 a.m.–3:30 p.m.
Santa Cruz ◆ \$149/person for counties ◆ 3 credits ◆ Staff/Elected Officials

TWO-DAY INTENSIVE WORKSHOP

Measurement influences behavior and drives performance

Performance Measurement and Management: Accountability for Results

370

World-class public agencies recognize the critical role of performance management and measurement in helping define the strategy, public value and performance expectations of the organization as well as aligning individual and agency decision-making toward desired public value creation. They also help managers assign and use resources effectively. Because the public is demanding accountability and transparency from government, performance measurement is a leadership practice for county managers to better plan and manage outcomes and not just activities. The workshop focuses on designing effective and realistic performance measurement systems. Participants explore practical approaches, techniques and tools to create, implement and analyze measurements to improve county performance and better communicate outcomes to the community. Hands-on exercises examine criteria for measurement selection, with time for participants to develop balanced, outcome-based measures for their agencies.



Instructors: Laree Kiely, Ph.D. is president and CEO of We Will, Inc. and professor at the USC Marshall School of Business; Bill Chiat is Dean of CSAC Institute and former CEO of Napa County.

Thursday-Friday, December 12-13, 2019

10:00 – 4:30 p.m. Thursday and 8:30 – 3:00 p.m. Friday
Sacramento ◆ \$298/person for counties ◆ 3 credits ◆ Staff/Elected Officials

POLISH YOUR COMMUNICATIONS SERIES

For experienced presenters wanting to 'up' their presentations

Polish Your Presentation:

Advanced Practices in Communication

125



This intense class 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 and an accomplished presenter with city, county and state governments.

Thursday, September 5, 2019

10:00 a.m.–3:30 p.m.

Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Make your case in writing

Polish Your Writing:

Professional Practices in Communication

133

An advanced class designed for anyone who wants to improve their ability to communicate important issues in writing ... to Boards, employees, media, the community. County officials often communicate through written documents. This course will discuss different types of written work (including policy memos, decision memos, and informational writing), tips for communicating clearly in writing, and approaches to making complex topics digestible for lay audiences. We will also discuss when and how to use visuals to enhance the understanding of your written work. Writing is a process of creating a record for someone else and this course will assist you in identifying your audience(s) and writing with them in mind. The course will include samples of writing, opportunities to assess your own writing, and experience editing the work of others.

Instructor: Dr. Mary Kirlin is a consultant with local governments and a former public policy professor at Sacramento State University.

Thursday, August 15, 2019

10:00 a.m.–3:30 p.m.

Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials



Visit www.csacinstitute.org for

- ➔ Current class information
- ➔ Special seminars and professional development opportunities
- ➔ Downloadable resources

TWO-DAY INTENSIVE WORKSHOP

Context, structure and funding of realignment in California

Realignment 101: The Basics of 1991

and 2011 Realignments

307

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 2019. 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, former Special Advisor to the Governor on 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 24-25, 2019

10:00 – 4:30 p.m. Thursday and 8:30 – 3:00 p.m. Friday

Sacramento ♦ \$298/person for counties ♦ 6 credits ♦ Staff/Analysts

Rebound from the untoward effects of adversity and uncertainty

Resiliency: Build an Organization to Recover, Adapt and Sustain

323

Counties operate in a volatile and complex world, where anticipated and unanticipated challenges emerge regularly. The key is to not only survive such events, but to prosper as an organization. Resilience is the ability to cope with the challenges, problems and set-backs organizations and individuals face. This class defines the attributes of resiliency and focuses on strategies to build a culture of resiliency in your organization and employees. Exercises and discussion focus on three traits of resiliency: staunch acceptance and communication of reality; ability to observe and interpret meaning in messy and terrible situations; and the skills to innovate with resources at hand. Course exercises and discussion provide practical tools to build an organizational culture of resiliency.

Instructor: Bill Chiat is Dean of CSAC Institute and has worked with local governments across the West in building organizational capacity.

Thursday, September 12, 2019

10:00 a.m.–3:30 p.m.

Shasta/Tehama ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Thursday, September 19, 2019

10:00 a.m.–3:30 p.m.

Santa Cruz ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

We depend on it ... How does that state budget process work??

State Budget 101: What Counties Need to Know

396

Did you ever wonder how the Governor made that budget decision or why it changed it in May? Or do you want to find out how the Legislature changes the Governor's proposal or how counties can influence either the Governor or the Legislature? This is the class where you can learn the budget basics and answers to those questions and so much more. The class takes an inside look at the state budget process, policy and politics. Learn about how to find and interpret budget information and a few tips about influencing the budget decisions.

Instructors: Diane Cummins is former Special Assistant to the Governor; Jean Hurst is Principal with HBE Advocacy.

Friday, November 15, 2019 10:00 a.m.–3:30 p.m.

Tulare ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Storytelling is one of life's most powerful tools

Storytelling and Other Leadership Practices in the Art of Persuasion

378



Persuasion is interpreted 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 exercises the class explores elements of storytelling 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, November 22, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

New ways to think and work through enduring problems

Thinking Strategically in Trying Times

363

This intense seminar discusses the challenges of strategic agility with the critical, enduring problems counties face. The focus is on the art of possibilities. Participants examine separating probabilities (what's likely to happen) from possibilities (what could happen) and applying concepts of creative and strategic thinking to find different paths to solutions. The conversation provides strategies to question assumptions; identify the environmental issues; distinguish strategies from tactics; use team resources, and structure learning from experience.

Instructor: Dr. Rich Callahan is professor of management at the University of San Francisco.

Friday, October 18, 2019 10:00 a.m.–3:30 p.m.
Tulare ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Prepare for organizational scandals and crises

When Bad Things Happen: Managing the Media in Crises and Emergencies

357

Counties are prepared for natural disasters ... but what about federal and state investigations, embezzlement of funds, arrest or death of an official, program failure, scandals uncovered and other unexpected situations. This course focuses on the communications principles required to respond to organizational crises. Case studies are analyzed to identify successful and unsuccessful responses. A set of steps are presented to prepare a communications response, including role assignments, strategies and tactics which target affected audiences, key messages which tell the county's story, and delivering the response via the media and other communications vehicles. Techniques are shared for response options, sample messages, understanding media perspective and how to avoid common pitfalls and missteps.

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

Friday, November 8, 2019 10:00 a.m.–3:30 p.m.
San Diego ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Manage county resources effectively and efficiently

World Class Contracting, Contract Management and Procurement

392

Every County or public entity requires the effective procurement of goods and services in order to successfully achieve its mission, business objectives and meet the needs of its constituents. This class provides insight into fundamental principles of public contracting and procurement, the role of contracting and procurement within your organization, as well as, best in class strategies which lead to effectively and efficiently meeting your requirements. Discussion will cover the principles and key elements of contract management and procurement process, and will provide participants a broad understanding of various contracting approaches, best practices, and will discuss practical examples of contract monitoring tools and templates. Prior and during this session, participants will be invited to submit specific contracting and procurement situations and questions, which they would like to be discussed during the session.



Instructor: Jack Pellegrino, CPCM is the Director of Purchasing and Contracting for the County of San Diego and an Instructor at San Diego State University. He is a Certified Contracts Manager.

Friday, November 8, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Join over 560 others and earn
your Institute Credential**

COURSE SCHEDULE INDEX

Institute Courses by Topic

LEADERSHIP COURSES	
112 Bridging Contentious Communities	2
113 <i>Revised</i> Tackling Nagging Problems with Purpose	1
120 Art & Practice of Organizational Leadership	2
122 Leadership by Values: Strategies for Success in Public Service	4
124 Leadership & Change: Practices to Move Organizations	4
125 Polish the Presentation	6
126 Engaging Employees for Success	3
133 Polish Your Writing: Make Your Case!	6
323 Resiliency: Recover, Adopt, and Sustain	6
324 How to Be Human at Work	3
356 Negotiations and Collaboration in Complex Environments	5
360 Managing Conflict in Comfort	5
363 Thinking Strategically in Trying Times	7
377 Facilitation Practices: The Basics of Bringing People Together	3
378 Storytelling and Other Practices in the Art of Persuasion	7

POLICY & GOVERNANCE COURSES	
116 County Budgeting and Financial Planning	2
150 Local Governance in California	5
151 Financing California Counties: A History	3
155 Capital Improvement Planning, Financing and Partnerships	2
307 <i>2-Day Class</i> Realignment 101: 1991 and 2011	6
335 <i>New</i> Optimize IT Change Management	4
342 IT Performance Metrics and Customer Value Management	4
346 IT Executive Cybersecurity	4
352 Making and Impression: Effective Media Practices	5
354 Customer Service in the Public Sector	2
357 When Bad Things Happen: Managing Media in Crises	7
364 GASB Financial Reporting Requirements	3
369 County Financial Reporting for Nonfinancial Professionals	2
370 <i>2-Day Class</i> Performance Measurement and Management	5
392 World Class Contracting and Procurement Management	7
396 State Budget 101: What Counties Need to Know	7



Celebrating 10 Years as the Preferred Resource for County Succession Planning and Executive Development

Registration fees include professional instruction, course materials, certificate and lunch

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



CSAC Institute for Excellence in County Government is a professional, practical continuing education program for senior county staff and elected 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 was established in 2008 and is a component of the California Counties Foundation, Inc. and the California State Association of Counties (CSAC). Nearly 6,000 county staff and elected officials have taken courses. The Institute is supported by the California Counties Foundation (a 501(c)(3) charity), CSAC, grants from organizations and foundations, and course registration fees.

Course Locations

Sacramento – Courses are held downtown at the Sacramento Area Council of Governments, 1415 L Street, 3rd floor, or the Sacramento Masonic Center, 1123 J Street.

San Diego – Courses are hosted by San Diego County and held at the San Diego County Operations Center, 5560 Overland Avenue, San Diego.

Santa Cruz – Courses are hosted by Santa Cruz County and held at the Santa Cruz County Sheriff's Community Room, 5200 Soquel Avenue, Santa Cruz.

Shasta/Tehama – Courses are hosted by Shasta and Tehama counties and held in Redding at the Best Western Hilltop Inn, 2300 Hilltop Drive.

Tulare – Courses are hosted by Tulare County and held at the Tulare County Health & Human Services Agency, 4031 West Noble Avenue, Visalia.

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.csacinstiute.org.

Fees – Course tuition includes instruction, materials, certificate and lunch. All county staff and officials are eligible for the special county rate of \$149/class day. Staff from county-partnered CBOs, CSAC Partners and Premier Members, and CSAC Affiliate Members are also eligible for this special reduced rate. Regular registration fee is \$351/class day.

Discounts – Reduced tuition is available with the purchase of the Credential Package.

Cancellations and Substitutions – Substitutions may be made at no charge; substitutions are not allowed for individuals in a credential package. Registrations may be cancelled by logging into your account, e-mail or calling up to seven days in advance of the class. Refunds are subject to a \$20 handling fee. There are no refunds or credits for cancellations within seven days of a class or no-show the day of the class.

Contact Us

Institute Dean - Bill Chiat bchiat@counties.org

Institute Manager – Chastity Benson cbenson@counties.org

Admin. Assistant – Olviya Vataman ovataman@counties.org

916/327-7500 or info@csacinstiute.org