

Winter-Spring 2019 Course Guide



Learning without thought is labor lost; thought without learning is perilous. – Confucius

Exceptional professional development for county elected officials, executives and managers

Schedule at a Glance

DATE		LOCATION	PAGE
JANUARY			
10 (TH)	Leadership by Values: Success in Public Service	Shasta/Tulare	4
11 (F)	Crafting and Implementing Effective Strategic Plans	Orange	2
17 (TH)	Storytelling and Other Practices in the Art of Persuasion	Santa Cruz	7
18 (F)	Financing California Counties	Tulare	3
24 (TH)	Leadership and Change: Practices to Move People	Sacramento	4
25 (F)	Reengineering County Business Processes	Sacramento	1
31 (F)	When Bad Things Happen: Managing the Media in Crises	Sacramento	7
FEBRUARY			
7 (TH)	IT Business Analysis	Sacramento	3
8 (F)	Polish Your Writing: Make the Case!	Sacramento	6
8 (F)	Service Excellence through Process Improvement	Orange	6
14 (TH)	Practitioners Guide to Hiring, Retaining Great Employees	Sacramento	6
14 (TH)	Local Governance in California	Shasta/Tehama	5
15 (F)	Negotiations and Collaboration in Complex Environments	Tulare	5
15 (F)	Subrecipient Monitoring – Building Relations with CBOs	Sacramento	7
21 (TH)	Leadership by Values: Strategies for Success	Santa Cruz	4
MARCH			
1 (F)	Make Your County Seen: Marketing and Branding	Sacramento	5
8 (F)	State Budget 101	Orange	7
14 (TH)	Making an Impression: Working with the Media	Sacramento	5
14 (TH)	Art & Practice of Organizational Leadership	Shasta/Tehama	2
14-15	2-Day Class Realignment 101: Basics of 1991 and 2011	Orange	6
15 (F)	County Budgeting and Financial Planning	Tulare	2
21 (TH)	Art & Practice of Organizational Leadership	Santa Cruz	2
28 (TH)	Financing California Counties	Sacramento	3
APRIL			
4 (TH)	IT Define an IT Strategy and Roadmap	Sacramento	3
5 (F)	Negotiations and Collaboration in Complex Environments	Sacramento	5
11 (TH)	Intergenerational Leadership	Shasta/Tehama	3
12 (F)	Local Governance in California	Orange	5
18 (TH)	State Budget 101	Santa Cruz	7
14-15	2-Day Class Leading with Emotional Intelligence Master	Sacramento	4
19 (F)	Talent Development and Succession Planning	Tulare	7
26 (F)	Thinking Strategically in Trying Times	Sacramento	7
MAY			
9 (TH)	Leading with Emotional Intelligence	Shasta/Tehama	4
10 (F)	Art & Practice of Organizational Leadership	Sacramento	2
10 (F)	Intergenerational Leadership	Orange	3
16 (TH)	How to Be Human at Work	Santa Cruz	3
17 (F)	Local Governance in California	Tulare	5
17 (F)	Manage Conflict (Even Hostility) with Comfort	Sacramento	5
23 (TH)	Emerging Issues Making it Count in the 2020 Census	Sacramento	3
24 (F)	Technology for Nontechnology Officials – Bridge the Gap	Sacramento	1
JUNE			
7 (F)	Drama in the County: Acting Techniques for Leadership	Sacramento	2
13 (TH)	IT Manage IT Stakeholder Relations	Sacramento	4
13 (TH)	Financial Reporting for Nonfinancial Professionals	Shasta/Tehama	2
14 (F)	Storytelling and Other Practices in the Art of Persuasion	Sacramento	7
14 (F)	Negotiations and Collaboration in Complex Environments	Orange	5
20 (TH)	Service Excellence through Process Improvement	Santa Cruz	6
21 (F)	Advanced Practices in Negotiations	Sacramento	5
21 (F)	Thinking Strategically in Trying Times	Tulare	7

NEW FOR THIS SEMESTER

Identify opportunities to reimagine processes and reduce resource use **Reengineering County Business Practices** 355

Business Processing Reengineering (BPR), as defined by Michael Hammer, is the fundamental re-thinking and redesign of business processes to bring about dramatic improvements in critical measures of performance, such as cost, quality, service and speed. With the continued integration of technology into county operations, BPR provides an opportunity for counties to rethink their existing business processes. This course explores the need for a business process focus, the essential steps for evaluating and reengineering business processes, and critical success factors for making the effort successful. It provides a practical framework for business process improvement and examines practical process improvement concepts and techniques to introduce process changes effectively, to get the most from your process improvement effort.

Instructor: Bill Chiat is the Dean of CSAC Institute and brings extensive experience working with local governments to improve processes.

Friday, January 25, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

TAKE THIS CLASS WITH LEADERSHIP AND CHANGE ON JANUARY 24

Integrate technology into the governance and operation of the county **Technology for Nontechnology Executives and Officials: Bridge the Gap** 323



“Always connected” is the new normal for counties as advances in information technologies and public expectations for service quickly evolve. Yet often there is a gap in communication and understanding between IT, county and department management, and Board governance of technology.

Discussion explores steps to insure IT is not an isolated discipline, but rather an integral component of the overall organizational governance and operations. Designed for Board Members and senior executives, topics explored include: best practices in IT integration into county and department strategy, governance policies, management of IT projects, manage the risks of a digital world, leverage enabling capacity of technology while balancing costs of investments, and how to avoid the failures of technology. Strategies are shared to help build policies, cultures and systems to bridge gaps to make real connections happen.

Instructors: Stephen Monaghan is the Chief Information Officer of Nevada County; Monica Nemo is the County Administrator of San Joaquin County.

Friday, May 24, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

For registration please visit www.csacinstitute.org

LEARN . GROW . ACHIEVE



California State Association of Counties
California Counties Foundation, Inc.

Updated 1 November 2018

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

Thursday, March 14, 2019 10:00 a.m.–3:30 p.m.
Shasta/Tehama ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Thursday, March 21, 2019 10:00 a.m.–3:30 p.m.
Santa Cruz ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

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

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, March 15, 2019 10:00 a.m.–3:30 p.m.
Tulare ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

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: Laura Lindal, CPA, is an experienced auditor and an instructor for the California CPA Education Foundation.

Thursday, June 15, 2019 10:00 a.m.–3:30 p.m.
Shasta/Tehama ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Make strategic planning mean something

Crafting and Implementing Effective Strategic Plans 123

Most counties and 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 agency operations and decision-making. Discussion highlights tips for structuring an effective strategic workshop.

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

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

“All the world’s a stage” – including California counties

Drama in the County: Acting techniques to improve leadership 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 techniques 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 Vice Chair of the California Counties Foundation and founding board member of CSAC Institute.

Friday, June 7, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials



EMERGING ISSUES

Exploring trends in policy issues

These seminars offer county decision-makers an opportunity to explore emerging trends with colleagues and experts. Brief presentations examine facets of the issue and provide foundation for discussions on how counties can work towards solutions.



A complete county count really matters

Making it Count in the 2020 Census 406

Counties are at the forefront of a statewide effort to ensure an accurate and complete count of the total population – the results of which determine federal funding levels, political representation, and much more. The landscape for 2020 U.S. Census is markedly different than prior years with unique challenges that include a heavy reliance on on-line participation, language barriers, and underlying sentiments of mistrust in some areas. In addition to these obstacles, California is home to a large “hard to count” population which necessitates greater outreach and attention. The conversation will focus on the work being done on the local level to avoid an undercount, innovative solutions and partnerships, and maximizing returns on funding opportunities.

Facilitators: Dorothy Johnson and Tracy Sullivan, CSAC Legislative Representatives, and policy experts from around the state.

Thursday, May 23, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Elected Officials/Staff

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.

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

Thursday, March 28, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

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.

Thursday, May 16, 2019 10:00 a.m.–3:30 p.m.
Santa Cruz ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Juggling a workforce with teens to seniors – leadership for everyone

Intergenerational Leadership 129

For the first time in history we find ourselves working with people from five 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 teaches in MBA programs across the globe, and is author of *The Maturity Factor – Solving the Mystery of Great Leadership*.

Thursday, April 11, 2019 10:00 a.m.–3:30 p.m.
Shasta/Tehama ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

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

Gather the right information to design the best solution

IT Business Analysis 340

In today’s world, technology drives organizational innovation. For county leaders this new reality means constantly finding innovative ways technology can advance their interests. County IT leaders must proactively create IT services that enable this innovation. This capability starts with effective requirements gathering, and is further enabled by high-quality project management programs and processes that focus on tracing business needs from initial request to final output to ensure nothing is lost in translation. This facilitative course is designed to equip county IT leaders with the knowledge and skills necessary to optimize requirements gathering in a way that drives the most organizational value. Participants will also have access to provide practical tools and templates that help to automate IT’s requirements gathering and project management activities, ensuring projects that deliver on expectations and avoid unnecessary rework.

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

Thursday, February 7, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ IT Managers/Executives

How to figure out where you are going

IT Define an IT Strategy and Roadmap 339

Most IT departments struggle to develop a strategic IT plan that aligns with their organization, is understood outside of IT, and demonstrates ROI and the value that IT provides. This course will look at a visual approach to developing an IT strategy. One based on mandate and organizational context; that will ensure IT meets the

rapidly changing needs of the organization and articulated in terms the organization understands.

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

Thursday, April 4, 2019 10:00 a.m.–3:30 p.m.
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ IT Managers/Executives

Bridge the gap between IT services and IT customers

IT Manage IT Stakeholder Relations 337

NEW! Stakeholders are the critical arbiters of value for IT organizations, driving the requirements and success criteria for successful delivery of IT products and services. Unfortunately, not all IT organizations fully understand their stakeholders and their needs. This session will look at approaches for stakeholder management, focused on how to properly identify, prioritize, understand, engage and communicate with them in order to drive IT success and stakeholder understanding of IT's value.

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

Thursday, June 13, 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 35 years he has worked with hundreds of local agencies in crafting change.

Thursday, January 24, 2019 10:00 a.m.–3:30 p.m.
 Sacramento ♦ \$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.

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

Thursday, February 21, 2019 10:00 a.m.–3:30 p.m.
 Santa Cruz ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Enhance interpersonal leadership skills

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*.

Thursday, May 9, 2019 10:00 a.m.–3:30 p.m.
 Shasta/Tehama ♦ \$149/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?

Emotional Intelligence – A Leadership Master Class 180

As the world changes, so do the requirements for leaders to leverage a new set of operating principles: self-awareness, self-management, motivation, collaboration, authenticity, empathy, adaptability, influence and resilience ... 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 utilizes the latest research and techniques from neuroscience, emotional Intelligence and mindfulness to assist participants in building their leadership impact, optimise positive relationships, decision-making, influence, and wellbeing; all primary success factors of a great leader. Participants examine the fundamentals of EQ, its importance in leadership, and how to apply competencies to specific workplace situations. Participants complete a EQ profile and learn how EQ can be developed through practical tools and techniques.

Instructors: Angela Giacomis is CEO of Careerlink, and works at the nexus of business and neuroscience; John Dare transforms organizations to thrive as a Silicon Valley entrepreneur.

Thursday - Friday, April 18-19, 2019
 10:00 – 4:30 p.m. Thursday and 8:30 – 3:00 p.m. Friday
 Sacramento ♦ \$298/person for counties ♦ 6 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.

Thursday, February 14, 2019 10:00 a.m.–3:30 p.m.
Shasta/Tehama ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Friday, April 12, 2019 10:00 a.m.–3:30 p.m.
Orange ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Friday, May 17, 2019 10:00 a.m.–3:30 p.m.
Tulare ♦ \$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.

Friday, May 17, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Create and communicate your county brand

Make Your County Seen: Marketing and Branding Advice You Can Use 399



How do you craft a “county brand” and market your county? Learn how to reach your customers through a well-defined brand platform, a creative marketing strategy and effective executional tactics. Explore best practice strategies from other counties and industries, identify your

specific needs and get a head start on your own marketing plan. Class is designed to help counties initiate and manage a marketing and branding effort. All in one productive day.

Instructor: Ram Kapoor is the Chief Marketing Officer for the University of California, Berkeley.

Friday, March 1, 2018 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 Burkhart is the Communications and Outreach Manager for the City of Walnut Creek.

Thursday, March 14, 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.

Friday, February 15, 2019 10:00 a.m.–3:30 p.m.
Tulare ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Friday, April 5, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Friday, June 14, 2019 10:00 a.m.–3:30 p.m.
Orange ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

TAKE NEGOTIATION SKILLS TO NEXT LEVEL WITH ADVANCED CLASS

Negotiation practices in difficult situations and with difficult people

Advanced Practices in Negotiations 384

This advanced course is designed to enhance and deepen the skills of those with negotiations experience. Whether applied in labor relations, conflict resolution, contracts, intergovernmental agreements and hundreds of other situations – this advanced course takes your negotiation practices to the next level. The class focuses on understanding and applying the 21st century framework for negotiation success even in very difficult situations and with very

difficult people. Participants will explore and apply tools in typical negotiation challenges including scarce resources, rigid timeframes, emotionally charged issues, power struggles and multiple negotiators. Practical strategies and tools for difficult people and complex situations will highlight the class discussions. Participants will have hands-on experience with advanced tools and how to develop their “going forward” plan in a variety of situations. *Prior completion of 356 Negotiations class required.*

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

Friday, June 21, 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

NEW 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.

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

Use the C-S-A-C method to hire, train, evaluate, praise, and promote

**Practitioner’s Guide to Hiring, Developing
 and Retaining Great Employees** 127

This course is designed to help drastically reduce personnel problems with a systematic approach to hiring, retaining and rewarding the very best employees. Additionally, the course will review the best practices to identify and remove people that don’t meet the needs of the department or public. After attending this course; participants will have the tools to make personnel problems a thing of the past. Executives and managers will be able to “see the future,” recognize personnel problems at their earliest onset, and then take the appropriate action. This session will help every manager make better personnel decisions based on four key points: Character, Skills, Aptitude, and Commitment. Following these C-S-A-C principles will drastically improve every aspect of the human resource element in organizations regardless of the agency size or complexity of mission.



Instructor: John Mineau is Chief Deputy Sheriff of Monterey County and Corrections Operations Bureau Chief, and a community college instructor.

Thursday, November 9, 2017 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Improve customer and employee satisfaction ... and reduce costs

**Service Excellence through
 Process Improvement: Championship** 374



When counties look to create efficiencies, process improvement is a valuable tool. It can help maximize value, reduce wasteful activities, and improve service delivery. Hear case examples of how Ventura County has significantly improved service quality and performance while reducing costs. This hands-on course engages managers in techniques to identify current service delivery processes and

find opportunities to improve. Tools are shared for both identifying process problems and engaging the process participants in crafting solutions. Participants apply the tools in simulations and explore how to use them in a process improvement opportunity at home. Objectives include: 1) identify what a process is and define process improvement; 2) understand and apply the plan-do-check-act cycle; 3) know how and when to apply various improvement tools; and 4) create an improvement plan for a selected process.

Instructor: Paul Stamper is manager of the Ventura County Service Excellence Program.

Friday, February 8, 2019 10:00 a.m.–3:30 p.m.
Orange ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Thursday, June 20, 2019 10:00 a.m.–3:30 p.m.
Santa Cruz ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

SPECIAL TWO-DAY INTENSIVE WORKSHOP

Context, structure and funding of realignment in California

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

NOW IN ORANGE COUNTY 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, 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, March 14-15 2019
 10:00 – 4:30 p.m. Thursday and 8:30 – 3:00 p.m. Friday
Santa Ana ♦ \$298/person for counties ♦ 6 credits ♦ Staff/Analysts

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, March 8, 2019 10:00 a.m.–3:30 p.m.
Orange ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Thursday, April 18, 2019 10:00 a.m.–3:30 p.m.
Santa Cruz ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

Storytelling is one of life's most powerful skills

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.

Thursday, January 17, 2019 10:00 a.m.–3:30 p.m.
Santa Cruz ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Friday, June 14, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Build collaborative relationships with county contractors and CBOs

Subrecipient Monitoring 397

In California, state agencies receive federal grants for social services and make subawards to California counties. Counties, in turn, frequently make subawards to nonprofit organizations that provide the services. The Uniform Grant Guidance requires counties to actively monitor their subrecipient activities and report on them. If the auditee has not complied with the requirements, there could be significant impacts: financially; ability to provide services; grantee's reputation; or access to future grants. This course identifies the federal requirements for subrecipient monitoring; how to determine the Single Audit requirements for subrecipient monitoring; strategies to build collaborative relationships with subrecipients through monitoring; and the recommended steps to conduct the monitoring. *Eligible for CPE credits for CPAs and MCLE credits for members of the bar.*

Instructor: Sefton Boyars, CPA, CGFM, CFS, is a former federal auditor general and an instructor for the California CPA Education Foundation.

Friday, February 15, 2019 9:30 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Managers/Analysts

Build organizational capacity from within the county

Talent Development and Succession Planning 380

This interactive course will confront the "retirement wave" of baby-boomers leaving local government and explore strategies and best practices to create effective leadership development and succession planning programs in county government. The course includes case examples, small group discussions as well as presentations. Discussion highlights: workforce demographic challenges facing county government; why talent development and succession planning are key to building organizational capacity, especially in tough times; steps to get started; and best practices and lessons learned from leadership development and succession planning programs.

Instructors: Dr. Frank Benest, former city manager of Palo Alto and a noted expert in succession planning. Donna Vaillancourt is the former Human Resources Director for San Mateo County.

Friday, April 18, 2019 10:00 a.m.–3:30 p.m.
Tulare ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

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, June 21, 2019 10:00 a.m.–3:30 p.m.
Tulare ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

Friday, April 26, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$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, January 31, 2019 10:00 a.m.–3:30 p.m.
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

COURSE SCHEDULE INDEX

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374	Service Excellence through Process Improvement	6
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Celebrating 10 Years as an Exceptional Resource for County Succession Planning and Executive Development

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

www.csacinstitute.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.

Orange – Courses are hosted by Orange County and held at the Orange County Waste & Recycling Department Community Room, 300 North Flower Street, 4th floor, Santa Ana.

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 – 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.csacinstitute.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 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 10% with these options.

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.

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