

# Winter-Spring 2018 Course Guide

*It is possible to fly without motors, but not without knowledge and skill. – Wilber Wright*

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

### Schedule at a Glance

DATE		LOCATION	PAGE
<b>JANUARY</b>			
11 (TH)	Thinking Strategically in Trying Times	Shasta	7
12 (F)	To Do or Not To Do: Leadership in Decision Making	San Bernardino	7
12 (F)	Art & Practice of Organizational Leadership	Sacramento	1
18 (TH)	Negotiations and Collaboration in Complex Environments	Contra Costa	5
18 (TH)	Building and Maintaining a Team Environment	Sacramento	1
19 (F)	Managing Conflict with Comfort	Merced	5
25 (TH)	Subrecipient Monitoring	Sacramento	6
26 (F)	County Financial Reporting for Nonfinancial Professionals	Sacramento	2
<b>FEBRUARY</b>			
1 (TH)	IT Performance Metrics and Customer Value	Sacramento	3
2 (F)	Service Excellence through Process Improvement	Sacramento	6
8 (TH)	Intergenerational Leadership	Shasta	3
9 (F)	County Financial Reporting for Nonfinancial Professionals	San Bernardino	2
15 (TH)	Crafting and Implementing Effective Strategic Plans	Contra Costa	2
16 (F)	Financing California Counties: A History	Merced	3
22-23	<b>Two Day Class</b> Leading with Emotional Intelligence Master	Sacramento	4
<b>MARCH</b>			
1 (TH)	Purpose, Outcomes and Intentionality	Sacramento	6
8 (TH)	Local Governance in California	Shasta	5
9 (F)	Talent Development and Succession Planning	San Bernardino	7
9 (F)	Crafting and Implementing Effective Strategic Plans	Sacramento	2
15 (TH)	Managing Conflict with Comfort	Contra Costa	5
16 (F)	Mastering Social Media	Merced	5
22 (TH)	<b>Emerging Issues</b> The Crisis of Housing	Sacramento	3
<b>APRIL</b>			
5 (TH)	IT Define a IT Strategy and Roadmap	Sacramento	3
6 (F)	Storytelling and Other Practices in the Art of Persuasion	Sacramento	6
12 (TH)	Negotiations and Collaboration in Complex Environments	Shasta	5
13 (F)	When Bad Things Happen: Managing the Media	San Bernardino	7
19 (TH)	Leadership & Change: Practices to Move Organizations	Contra Costa	4
20 (F)	Intergenerational Leadership	Merced	3
26 (TH)	Negotiations and Collaboration in Complex Environments	Sacramento	5
27 (F)	Advanced Practices in Negotiations	Sacramento	5
<b>MAY</b>			
10 (TH)	County Financial Reporting for Nonfinancial Professionals	Shasta	2
10 (TH)	Leadership & Change: Practices to Move Organizations	Sacramento	4
11 (F)	Managing Conflict with Comfort	San Bernardino	5
11 (F)	Make Your County Count: Marketing and Branding Advice	Sacramento	5
17 (TH)	Customer Service in the Public Sector	Contra Costa	2
18 (F)	Building and Maintaining a Team Environment	Merced	1
24 (TH)	Financing California Counties: The History	Sacramento	3
25 (F)	Labor Relations in Local Government	Sacramento	4
<b>JUNE</b>			
1 (F)	Survey Design and Analysis	Sacramento	7
7 (TH)	IT Service Management	Sacramento	3
8 (F)	Polishing the Presentation: Advanced Practices	San Bernardino	6
14 (TH)	Leading with Emotional Intelligence	Shasta	4
15 (F)	County 101: Duties, Authorities, Responsibilities	Merced	2
15 (F)	Communication with Purpose	Sacramento	1
21 (TH)	County Budgeting and Financial Planning	Contra Costa	2
22 (F)	Supporting Homeless and At-Risk Youth	Sacramento	7

### 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.

**Friday, January 12, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

### Deployment and leadership of high performance teams

#### Building and Maintaining a Team Environment 371

Counties use teams as a method to get work done. It takes a certain organizational culture to support teams. This course examines the culture and attributes of high-performing teams in the public sector. Hands on simulations demonstrate team strategies. Strategies, tools and resources are shared along with team leadership practices, and how to transition to a team culture. Participants examine the group dynamics required for team success, define team responsibilities and accountability, how to evaluate team performance against mission, and the leadership practices to lead and sponsor teams.

Instructor: Dr. Jerry Estenson is Professor of Organizational Behavior at Sacramento State University.

**Thursday, January 18, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

**Friday, May 18, 2018** 10:00 a.m.–3:30 p.m.  
Merced ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

### Nothing is more fundamental than our ability to communicate

#### Communication with Purpose 132



**NEW!** In confronting organizational problems we often generalize what the issues are. Typically they come in two forms: People problems, and Communications problems. Neither of these is useful to understand how to improve the organizations that we work in. This class looks specifically at

For registration and additional details please visit [www.csacinstitute.org](http://www.csacinstitute.org)

"communications" with an intention of understanding and beginning to enhance our capacity and skill at communicating where we work. It focuses on mastering the fundamentals of interpersonal communication, performance management communication, listening for results and communicating under stress. There are a few things that distinguish humans from other 'intelligent creatures'. None is more fundamental and essential than our ability to communicate.

Instructor: Larry Liberty, Ph.D. works with Fortune 500 companies and teaches in MBA programs across the globe.

**Friday, June 15, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/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, former executive director of the California Association of Local Agency Formation Commissions and CEO of Napa County.

**Friday, June 15, 2018** 10:00 a.m.–3:30 p.m.  
Merced ♦ \$149/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. 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.

**Thursday, June 21, 2018** 10:00 a.m.–3:30 p.m.  
Contra Costa ♦ \$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.

**Friday, January 26, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

**Friday, February 9, 2018** 10:00 a.m.–3:30 p.m.  
San Bernardino ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

**Thursday, May 10, 2018** 10:00 a.m.–3:30 p.m.  
Shasta ♦ \$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.

**Thursday, February 15, 2018** 10:00 a.m.–3:30 p.m.  
Contra Costa ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Friday, March 9, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*Create customer satisfaction in a county setting*

## Customer Service in the Public Sector: Balancing Satisfaction with Priorities 354

This policy level course helps managers and elected officials explore ways to create and enhance a customer service culture in their organization. Participants explore how to balance good 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 discussions provide tools to assess the current environment, gaps are to be more service oriented, and how to get there. Participants examine the structure and process to support and recognize effective customer service, even in difficult regulatory situations. Barriers to good customer service are examined along with service and performance measurements.

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

**Thursday, May 17, 2018** 10:00 a.m.–3:30 p.m.  
Contra Costa ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

## EMERGING ISSUES

### *Exploring trends in policy issues*

These seminars provide county decision-makers an opportunity to explore emerging trends with colleagues and experts. Brief presentations examine facets of the issue and allow opportunities for discussion on resources, capacity and authority available for counties to work toward solutions.



### *Solutions to increase affordability and availability of housing*

#### **Emerging Issues: The Crisis of Housing 406**

California has reached a crisis point regarding both the availability of housing and its affordability. The average price of a home in the state is two-and-a-half times the average national price and rents are fifty percent higher than the rest of the country. According to the Legislative Analyst's Office, major changes to local government land use authority, local finance, CEQA, and other major policies are likely necessary to address California's high housing costs and limited availability. This course will focus on statewide and locally-driven policy solutions emerging through legislation and local policy changes, as well as case studies.

**Thursday, March 22, 2018** 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, February 16, 2018** 10:00 a.m.–3:30 p.m.  
Merced ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Thursday, May 24, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

### *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, February 8, 2018** 10:00 a.m.–3:30 p.m.  
Shasta ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

**Friday, April 20, 2018** 10:00 a.m.–3:30 p.m.  
Merced ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

### *Create better value for – and relationships with – IT customers*

#### **IT Performance Metrics and Customer Value 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, February 1, 2018** 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 5, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ IT Managers/Executives

### *How is IT service delivery positioned in your county? On the mark?*

#### **IT Service Management 341**

IT exists in large measure to support other parts of the county; your internal customers. However, many IT departments do not approach IT delivery through a customer-service lens. Instead they focus on maintaining performance levels and reacting to requests. As cloud services proliferate, county leaders have more options available to



procure IT services. By taking an "order taker" posture, IT functions risk being outsourced altogether, compromising the unique value they can provide the organization. This course will enable county IT leaders to properly position themselves against these external options, by helping them identify their current level of IT customer-service sophistication, and instilling the knowledge, tools, and templates required to institute a proactive IT service management operation.

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

**Thursday, June 7, 2018** 10:00 a.m.–3:30 p.m.  
*Sacramento* ♦ \$149/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. *Eligible for MCLE credits for members of the Bar.*



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

**Friday, May 25, 2018** 10:00 a.m.–3:30 p.m.  
*Sacramento* ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*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, April 19, 2018** 10:00 a.m.–3:30 p.m.  
*Contra Costa* ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Friday, May 10, 2018** 10:00 a.m.–3:30 p.m.  
*Sacramento* ♦ \$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, effectiveness, 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 and techniques 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, February 22-23, 2018**  
 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

*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, practice sessions, videos and group discussions will help participants enjoy, engage and learn more.

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

**Thursday, June 14, 2018** 10:00 a.m.–3:30 p.m.  
*Shasta* ♦ \$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:****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, March 8, 2018**

10:00 a.m.–3:30 p.m.

Shasta ♦ \$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: Dr. Laree Kiely is president of the Kiely Group and a professor at the USC Marshall School of Business.

**Friday, January 19, 2018**

10:00 a.m.–3:30 p.m.

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

**Thursday, March 15, 2018**

10:00 a.m.–3:30 p.m.

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

**Friday, May 11, 2018**

10:00 a.m.–3:30 p.m.

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

*The 211 on social media 101 to avoid a communication 911***Mastering Social Media Basics**

353



Confused about social media, which platforms are right for you, how to find time to manage it, what to post? This class 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! You will explore popular social media sites along with concrete tips, tools, apps and hands-on interaction that will help you become a social media Ninja (or at least have more confidence!). Valuable whether you're a newbie or seasoned practitioner you will go away with knowledge and techniques to implement immediately.

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

**Friday, March 16, 2018**

10:00 a.m.–3:30 p.m.

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

*Create and communicate your county brand***Make Your County Count: Marketing and Branding Advice You Can Use**

399



**NEW!** 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, May 11, 2018**

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, January 18, 2018**

10:00 a.m.–3:30 p.m.

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

**Thursday, April 12, 2018**

10:00 a.m.–3:30 p.m.

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

**Thursday, April 26, 2018\***

10:00 a.m.–3:30 p.m.

Sacramento ♦ \$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, April 27, 2017\*** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

\* Take these two top negotiations classes on back-to-back days!

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.

**Friday, June 8, 2018** 10:00 a.m.–3:30 p.m.  
San Bernardino ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*Intentionality: Tying together activities to build performance*

## Purpose, Outcomes and Intentionality:

### Make Things Happen in Your Agency 113

**NEW!** We all have those nagging problems that lurk in the background, the ones you know you should tackle but never seem to have time. They are often the big hairy ugly ones we really don't want to tackle. 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, reducing roadblocks, sequencing steps, identifying stakeholders and developing flexibility in getting to your goals. 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, March 1, 2018** 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 2, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$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 activities the class explores elements of story-telling and how to construct and use stories in the practice of leadership.

Participants examine case studies and experiences to develop their own stories. Other practices examined include metaphors, humor, reciprocity, contrast and conformity. These tools are placed in the context of enhancing the transaction between leader and follower and authentically hearing the needs of listeners.

Instructor: Bill Chiat is Dean of the CSAC Institute and has been a practitioner of leadership (and storytelling) for 35 years.

**Thursday, April 6, 2018** 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

**new** In California, state agencies receive federal grants for social services and make subawards to California counties. The counties, in turn, frequently make subawards to nonprofit organizations that actually provide the services. The Uniform Grant Guidance requires counties to actively monitor their subrecipients. Further, counties must review the subrecipient monitoring 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.

**Thursday, January 25, 2018** 9:30 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Managers/Analysts





*Innovations in addressing youth homelessness***Supporting Homeless and At-Risk Youth – Collaborative Approaches** 321

Homelessness is a pervasive and complex problem impacting all California communities. As counties across the state are implementing innovative and collaborative solutions to address this issue, they are finding that homeless and at-risk youth are a unique subset of the homeless population and therefore need equally unique approaches and interventions. This class will engage participants in a discussion on many facets of youth homelessness including root causes and identification of homeless youth, school/county partnerships, foster youth, truancy and economic development. Attendees will hear from experts in the field along with lessons learned from counties implementing promising and successful programs.

Instructors: County Supervisors and experts from the Institute for Local Government.

**Friday, June 22, 2018** 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***Survey Design and Analysis** 336

**NEW!** Are you thinking about surveying your employees? Your community? This class will explore the basics of designing a good survey and evaluating the results. We will explore topics such as how do you design questions? What is a good response rate? How do you interpret the responses? Finally, we will look at the features of a popular (and free) online survey tool: Survey Monkey.



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

**Friday, June 1, 2018** 10:00 a.m.–3:30 p.m.  
*Sacramento* ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

*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 Human Resources Director for San Mateo County.

**Friday, March 9, 2018** 10:00 a.m.–3:30 p.m.  
*San Bernardino* ♦ \$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 associate professor of management at the University of San Francisco.

**Thursday, January 11, 2018** 10:00 a.m.–3:30 p.m.  
*Shasta* ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*Tools for engagement and decision making on difficult issues***To Do or Not To Do: Leadership in Decision Making** 372

Join former Nebraska State Senator Dave Landis for this engaging and entertaining discussion of how to work with others to solve community and organizational problems, 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 community and organizational 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.

**Friday, January 12, 2018** 10:00 a.m.–3:30 p.m.  
*San Bernardino* ♦ \$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, April 13, 2018** 10:00 a.m.–3:30 p.m.  
*San Bernardino* ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Official

## COURSE SCHEDULE INDEX

### Institute Courses by Topic

COURSE	LEADERSHIP COURSES	PAGE
113	<b>NEW</b> Purpose, Outcomes and Intentionality	6
120	Art & Practice of Organizational Leadership	1
123	Crafting and Implementing Effective Strategic Plans	2
124	Leadership & Change: Practices to Move Organizations	4
125	Polish the Presentation: Advanced Practices	6
128	Leading with Emotional Intelligence	4
129	Intergenerational Leadership	3
132	<b>NEW</b> Communication with Purpose	1
180	<b>Two Day Class</b> Leading with Emotional Intelligence Master	4
354	Customer Service in the Public Sector	2
356	Negotiations and Collaboration in Complex Environments	5
360	Managing Conflict in Comfort	5
363	Thinking Strategically in Trying Times	7
371	Building and Maintaining a Team Environment	1
372	To Do or Not To Do: Leadership in Decision Making	7
374	Service Excellence through Process Improvement	6
378	Storytelling and Other Practices in the Art of Persuasion	6
380	Talent Development and Succession Planning	7
384	Advanced Practices in Negotiations	5
<b>POLICY &amp; GOVERNANCE COURSES</b>		
116	County Budgeting and Financial Planning	2
150	Local Governance in California	5
151	Financing California Counties: A History	3
153	Labor Relations in Local Government	4
157	County 101: Duties, Authorities, Responsibilities	2
321	<b>NEW</b> Supporting Homeless and At-Risk Youth	7
336	<b>NEW</b> Survey Design and Analysis	7
339	<b>NEW</b> IT Define a IT Strategy and Roadmap	3
341	IT Service Management	3
342	IT Performance Metrics and Customer Value	3
353	Mastering Social Media	5
357	When Bad Things Happen: Managing the Media	7
369	County Financial Reporting for Nonfinancial Professionals	2
397	<b>NEW</b> Subrecipient Monitoring	6
399	<b>NEW</b> Make Your County Count: Marketing and Branding Advice	5
406	<b>Emerging Issues</b> The Crisis of Housing	3



## COST-EFFECTIVE SOLUTION FOR COUNTY SUCCESSION PLANNING AND EXECUTIVE DEVELOPMENT

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

[www.csacinstitute.org](http://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.

## ABOUT CSAC Institute

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 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 Capital Event Center at the M.A.Y. Building, 1020 11<sup>th</sup> Street.

**Contra Costa** – Courses are hosted by Contra Costa County and held at the Department of Child Support Services, Diablo Room, 50 Douglas Drive, Martinez.

**Merced** – Courses are hosted by Merced County and held at the Child Support Services training room, 3368 North Highway 59, Suite I, Merced.

**San Bernardino** – Courses are hosted by San Bernardino County and held at the Department of Behavioral Health Administration Building, 303 East Vanderbilt Way, Room 109, San Bernardino.

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

### 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).

**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.

### Contact Us

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