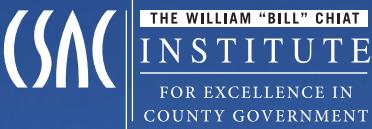




Course Guide Summer-Fall 2022



California Counties
FOUNDATION



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Exceptional professional development for county
elected officials, executives and managers

		Page
July		
7/15	371 Strengths-Based Leadership	1
7/22	135 Finding the Blind Spots	1
7/28	129 Intergenerational Leadership	1
7/29	380 Talent Development & Succession Planning	2

		Page
August		
8/11	335 IT Driven Organizational Change MGMT	2
8/11	369 County Financial Reporting & Budgeting	2
8/12	115 Adaptive Leadership	2
8/19	137 Initiating, Navigating, Negotiating Change	3
8/25	396 State Budget 101	3
8/26	129 Intergenerational Leadership	3

		Page
September		
9/09	159 Essential IT Leadership for Non-IT Professionals	4
9/15	141 Living and Leading in Chaotic Times	4
9/23	116 County Budgeting and Financial Planning	4
9/29	119 Collaboration: A Way Through Crisis	4
9/30	137 Initiating, Navigating, Negotiating Change	5

		Page
October		
10/6-7	307 Realignment 101: The Basics of 1991 & 2011	5
10/07	360 Manage Conflict (Even Hostility) in Comfort	5
10/13	340 IT Business Analysis	6
10/20	352 Making an Impression: Working with Media	6
10/21	377 Building & Maintaining a Strong Work Team	6
10/21	363 Thinking & Acting Strategically in Uncertainty	7
10/27	363 Thinking & Acting Strategically in Uncertainty	7

		Page
November		
11/3-4	325 Strengths in Leadership	7
11/18	116 County Budgeting and Financial Planning	8
11/18	324 How to be Human at Work	8

		Page
December		
12/08	345 IT Budgeting and Service Economics	8
12/09	126 Engaging Employees for Success	8
12/16	396 State Budget 101	9
12/16	356 Negotiations & Collaboration in Complex Envi.	9

*Education is the most powerful weapon which you
can use to change the world. — Nelson Mandela*

July

371 Strengths-Based Leadership: Building and Maintaining a Team Culture**Friday, July 15th / 10am-3:30pm {Fresno}**

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. Strategies, tools and resources are shared along with team leadership practices, and how to transition to a team culture. Participants will discover and explore their personal talent themes and then 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. This session will address how to build a team culture in hybrid/virtual team settings. This session includes the CliftonStrengths assessment Strengths-Based Leadership Book, developed based on years of research by Gallup, Inc.

INSTRUCTOR:

Lucy Hernandez, CEO & Principal Strategist at Lucy Hernandez Consulting, and former Director of Operations & Development at Community Action Partnership Sonoma County (CAPSC).

135 Finding the Blind Spots: Personal & Organizational Best Practices & Strategies for Countering Implicit Bias**Friday, July 22nd / 9am-1:30pm {Virtual}**

Hard won gains of the civil rights movement stand as one of the defining aspects of the United States as a nation. Despite these gains, significant gaps remain when we look at outcomes in education, health, employment and wealth on the basis of race, gender, sexual orientation, disability and other demographics. So, what's going on?

In this session we will look at how implicit bias, the way we unconsciously exhibit judgements towards other individuals and groups, may also impact organizations, institutions and systems where fairness is critical. This session will focus on finding these blind spots and identifying both individual and organizational best practices and strategies that support an equitable approach to service provision.

INSTRUCTOR:

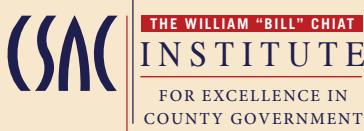
Adèle James, M.A., Certified Professional Coach and has over 20 years of experience in the nonprofit and philanthropy sectors and has commissioned and/or facilitated grant programs totaling \$173 million throughout California.

129 Intergenerational Leadership**Thursday, July 28th / 9am-1:30pm {Virtual}**

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, teaches in MBA programs across the globe, and is the author of The Maturity Factor – Solving the Mystery of Great Leadership.



Cost-Effective Solution for County Succession Planning and Executive Development
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.

380 Talent Development and Succession Planning

Friday, July 29th / 9am-1:30pm {Virtual}

This interactive course will address the urgent need to attract, retain and develop talent, especially as counties transition from the pandemic. The course will 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, employee engagement and succession planning are key to building organizational capacity, especially in the post-pandemic era; the need to enhance the employee experience in county government even in time of constrained resources; steps to get started; and best practices and lessons learned from leadership development and talent development programs.

INSTRUCTORS:

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

August

335 IT Driven Organizational Change Management

Thursday, August 11th / 9am-2:30pm {Virtual}

As municipalities continuously improve the services they deliver to constituents, county staff are constantly confronted with (and must adapt to) modifications in existing processes, required contribution in ongoing projects, and the introduction of wholly new programs. These changes are highly disruptive and will create chaos in a hurry if not properly managed. Fortunately for organizations, the majority of today's continuous improvement initiatives are powered in some way by technology, which makes IT departments the ideal candidate to centralize organizational change efforts; including standardizing the "change process", optimizing over time, and driving home the benefits realized to specific stakeholders. By taking this course, municipal IT leaders will gain the skills and tools necessary to identify their county's current change management performance quality, issues and pain points that must be addressed, and best-practice processes, projects, and programs that make the most sense to standardize on, with particular focus given to tracing intended benefits from start to finish – and ensuring cultural and behavioral factors are considered along the way.

INSTRUCTOR:

Nate Greenberg is the Director of Information Technology in Mono County.

369 County Financial Reporting and Budgeting for Nonfinancial Professionals – Pop-up Class

Thursday August 11th / 10am-3:30pm {Fresno}

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!

INSTRUCTORS:

Robert Bendorf, retired Yuba County CAO and Leanne Link, Assistant CAO at Sutter County.

115 Adaptive Leadership

Friday August 12th / 10am-3:30pm {Sacramento 1}

Adaptive leadership is a practical approach to solving business issues throughout organizations. The process guides leaders at all levels on how to identify and focus on the what's important when facing changes or challenges in their business environment. The Adaptive Leadership theory was introduced by Harvard professors Marty Linksy and Ronald Heifetz, with the belief that businesses are constantly changing and adapting to these changes involves diagnosing, interrupting, and innovating as a means of creating capabilities that align with the aspirations of an organization. The model allows leaders to go beyond simply addressing issues by finding creative ways to solve them utilizing the skills and talents of all employees throughout all levels of an organization. This course is a combination of pre-work, live content delivery, and workshops.

INSTRUCTOR:

BJ Snowden is the Dean of the West Sacramento Center at the Sacramento City College and is part of the 2021 Board of Director sat the American Leadership Forum.

137 Initiating, Navigating, and Negotiating the Dynamics of Change in County Government**Friday, August 19th / 10am-3:30pm {Fresno}**

This course focuses on changing policy and administrative approaches in county government. The course discussion explores a six-part framework developed from change processes in children's services, health services, homelessness, and other issues for underserved or vulnerable communities challenging county governments in California. The class experience is highly interactive, with participants applying to change model steps to their specific challenges. The discussion specifically addresses moving from current path dependencies and problem identification, with processes for redesigning institutions, policies, and organizational structures. The course is applied not theoretical; county focused, not general. The course has two parts: one, individually, prior to class, watching a one-hour documentary that was broadcast on PBS on the career of a county supervisor which will be discussed in part two, as a group, meeting for a three-hour class. The material includes worksheets for participants. The course intends to help participants to initiate, as well as navigate and negotiate the dynamics of change in county government.

INSTRUCTOR:

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

396 State Budget 101: What Counties Need to Know**Thursday, August 25th / 9am-1:30pm {Virtual}**

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. Learn about who influences – and how they do it – the state budget process, policy and politics. It's an inside look at a complex process which influences virtually every aspect of county operations. Learn about how to find and interpret budget information and a few tips about influencing the budget decisions.

INSTRUCTORS:

Diane Cummins former Special Advisor to Governor Brown for state and local finances and has worked in both the executive and legislative branches on the budget and Justin Garrett CSAC Senior Legislative Representative in the area of Human Services.

129 Intergenerational Leadership**Friday, August 26th / 9am-1:30pm {Virtual}**

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, teaches in MBA programs across the globe, and is the author of The Maturity Factor – Solving the Mystery of Great Leadership.



September

159 Essential IT Leadership for Non-IT Professionals

Friday, September 9th / 9am-2:30pm {Virtual}

“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 the 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.

141 Living and Leading in Chaotic Times: Leadership and Change

Friday, September 16th / 9am-1:30pm {Virtual}

This course shows participants how to process their emotions, experiences, and reactions generated by this global pandemonium. Participants explore the tools and best practices to increase calm and centeredness in the face of change and chaos. The course highly experiential and focuses upon each participant's individual experience.

INSTRUCTOR:

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

116 County Budgeting and Financial Planning

Friday, September 23rd / 10am-3:30pm {Fresno}

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 the 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. The class is a must for everyone involved in the budget process.

INSTRUCTORS:

Robert Bendorf, retired Yuba County CAO and Mona Miyasato, is the current County Executive Officer of Santa Barbara County.

119 Collaboration: A Way Through Crisis

Thursday, September 29th / 9am-3:30pm {Virtual}

Recently, local agencies have been forced to rethink how they conduct business in order to effectively serve their public (as driven by issues such as COVID-19, homelessness, and fires). As counties, our resiliency and ability to deliver appropriate solutions requires interdisciplinary, interdepartmental, and interjurisdictional collaboration. Bringing together multiple organizations and jurisdictions - each with their diverse interests, perspectives, and experiences - can be challenging. However, when collaboration is done strategically, the results often lead to better outcomes for everyone.

This course will examine the techniques and practices of building effective collaborations with a focus on the critical aspects of communication needed for people to work together effectively. Through interactive group discussions and exercises, staff and elected officials will be offered the tools to build efficient collaborations. Learn from county leaders who have successfully established bridges between organizations and diverse communities of interest.

INSTRUCTORS:

Scott DeMoss is a County Administrative Officer of Glenn County, and Nate Greenberg is the Director of Information Technology in Mono County.

20
22

4

137 Initiating, Navigating, and Negotiating the Dynamics of Change in County Government**Friday, September 30th / 9am-1:30pm {Virtual}**

This course focuses on changing policy and administrative approaches in county government. The course discussion explores a six-part framework developed from change processes in children's services, health services, homelessness, and other issues for underserved or vulnerable communities challenging county governments in California. The class experience is highly interactive, with participants applying to change model steps to their specific challenges. The discussion specifically addresses moving from current path dependencies and problem identification, with processes for redesigning institutions, policies, and organizational structures. The course is applied not theoretical; county focused, not general.

The course has two parts: one, individually, prior to class, watching a one-hour documentary that was broadcast on PBS on the career of a county supervisor which will be discussed in part two, as a group, meeting for a three-hour class. The material includes worksheets for participants. The course intends to help participants to initiate, as well as navigate and negotiate the dynamics of change in county government.

INSTRUCTOR:

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

October

307 Realignment 101: The Basics of 1991 and 2011 Realignments**Thursday-Friday, October 6-7th / 10am-4pm day 1 / 8:30am-3pm day 2 {Fresno}**

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 Governor Brown for state and local finances and has worked in both the executive and legislative branches on the budget; Robert Manchia, San Mateo County Chief Financial Officer; Ardee Apostol, Acting Assistant Finance Director, San Diego County Health and Human Services Agency; Monica Bentley, Assistant Director of Finance, Riverside County Department of Public Social Services; and CSAC Staff Legislative Representative.

360 Manage Conflict (Even Hostility) in Comfort**Friday, October 7th / 9am-1:30pm {Virtual}**

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.



340 IT Business Analysis**Thursday, October 13th / 9am-2:30pm {Virtual}**

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:

A representative from Info Tech.

352 Making an Impression: Working With the Media**Thursday, October 20th / 10am-3:30pm {Sacramento 3}**

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 previously served as 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.

377 Building and Maintaining a Strong Work Team in the New Normal**Friday, October 21st / 9am-1:30pm {Virtual}**

Concerned about staff morale and productivity? Want to improve confidence levels and ownership of work products? Curious about how to strengthen trust and respect among team members? A great team is not just a group of great individuals but, more importantly, how they work together. A cohesive team can make the difference not only between success and failure to achieve organizational goals, but also between a work environment where staff take pride or feel resigned. Creating a sense of team has never been more challenging resulting from a combination of dramatic changes in the work setting due to COVID19, unprecedented job losses, the impact of the national racial reckoning and polarized political environment, leaving many feeling isolated and uncertain even when employed. This workshop will help you to work with staff in: identifying and building on their own strengths; setting a vision and purpose to achieve a clear sense of teamwork; creating a safe environment where team members feel comfortable and confident enough to take risks and learn from mistakes. The session is designed around an asset-based approach and will support team leaders in employing coaching strategies towards building a cohesive group.

INSTRUCTOR:

Lucy Hernandez, CEO & Principal Strategist at Lucy Hernandez Consulting, and former Director of Operations & Development at Community Action Partnership Sonoma County (CAPSC).

363 Thinking and Acting Strategically in Conditions of Uncertainty

Friday, October 21st / 10am-3:30pm {Fresno}

This seminar discusses key features for thinking and acting strategically: staff, external environmental and existing policy. The interactive exercises and discussions identify the challenges of managing in uncertainty. The course includes suggestions for best practices for leading in uncertainty as well as for developing agility to address current and enduring problems counties face. The session facilitates participants' focus on current county challenges. The seminar helps participant create new possibilities and leverage assets for problem solving. Participants and applying concepts of creative and strategic thinking to find different paths to solutions. The conversations provide approaches 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.

363 Thinking and Acting Strategically in Conditions of Uncertainty

Thursday, October 27th / 9am-1:30pm {Virtual}

This seminar discusses key features for thinking and acting strategically: staff, external environmental and existing policy. The interactive exercises and discussions identify the challenges of managing in uncertainty. The course includes suggestions for best practices for leading in uncertainty as well as for developing agility to address current and enduring problems counties face. The session facilitates participants' focus on current county challenges. The seminar helps participant create new possibilities and leverage assets for problem solving. Participants and applying concepts of creative and strategic thinking to find different paths to solutions. The conversations provide approaches 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.

November.....

325 Strengths in Leadership

Thursday-Friday, November 3rd-4th / 10am-3:30pm {Sacramento 3}

Do you know how to maximize your leadership potential? Do you know how your top strengths work together so you can maximize your leadership potential? Strengths in Leadership is a two-day course designed to enhance personal growth and leadership development, strengthen internal communication among teams and launch organizational change. Participants will discover and explore their personal talent themes through interactive, virtual sessions, then explore how understanding the four domains of leadership (executing, influencing, relationship building and strategic thinking) can improve team outcomes and strengthen organizations. This session includes the CliftonStrengths assessment and Strengths-Based Leadership Book, developed based on years of research by Gallup, Inc.

INSTRUCTOR:

Adrian Ruiz is a Gallup Certified Strengths Coach at Gallup Inc.



116 County Budgeting and Financial Planning

Thursday, November 17th / 9am-1:30pm {Virtual}

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 the 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. The class is a must for everyone involved in the budget process.

INSTRUCTORS:

Robert Bendorf, retired Yuba County CAO and Mona Miyasato, is the current County Executive Officer of Santa Barbara County.

324 How to be Human at Work

Friday, November 18th / 9am-1:30pm {Virtual}

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 program, 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 professor at the USC Marshall School of Business.

December

345 IT Budgeting and Service Economics

Thursday, December 8th / 9am-2:30pm {Virtual}

While IT's mission is to enable the delivery of government services, paradoxically IT is often viewed as a cost center rather than a value creator. Good IT leaders focus on reframing budget conversations from the perspective of the value their departments create. Great IT leaders go a step further by instituting programs which share the cost of IT service delivery across the organization and building processes that keep costs down so IT can remain competitive in the face of proliferating cloud service options. In this course, county IT leaders will explore the methods, tools, and templates required to devise budgets that demonstrate IT's value to the organization, establish a service-based costing model which ensures costs are understood and can be charged back to the organization.

INSTRUCTOR:

Liza Massey, Chief Information Officer for Marin County.

126 Engaging Employees for Success

Friday, December 9th / 9am-1:30pm {Virtual}

In times of disruptive change and scarce resources, it is critical that employees from all levels of the organization are fully productive and engaged in adapting to change and addressing new challenges. This interactive workshop discusses the business case for employee engagement, the conditions fostering active engagement, and simple steps for supervisors, managers and co-workers to promote engagement.

INSTRUCTOR:

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

396 State Budget 101: What Counties Need to Know**Friday, December 16th / 9am-1:30pm {Virtual}**

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. Learn about who influences – and how they do it – the state budget process, policy and politics. It's an inside look at a complex process which influences virtually every aspect of county operations. Learn about how to find and interpret budget information and a few tips about influencing the budget decisions.

INSTRUCTORS:

Diane Cummins former Special Advisor to Governor Brown for state and local finances and has worked in both the executive and legislative branches on the budget and Justin Garrett CSAC Senior Legislative Representative in the area of Human Services.

356 Negotiations and Collaboration in Complex Environments**Friday, December 16th / 9am-1:30pm {Virtual}**

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:

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



LEARN . GROW . ACHIEVE

CSAC William "Bill" Chiat Institute
for Excellence in County Government

About CSAC William "Bill" Chiat Institute

CSAC William "Bill" Chiat 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). Over 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 Registration and Fees

REGISTRATION - Course registration may be completed on-line. Advance registration is required. To register for a class please visit www.csacinstiute.org.

FEES - Course tuition includes instruction, materials, and certificate. All county staff and officials are eligible for the special county rate of \$175/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.

REGISTRATION FEES INCLUDE PROFESSIONAL INSTRUCTION,
COURSE MATERIALS, AND CERTIFICATE.

Cancellations and Substitutions

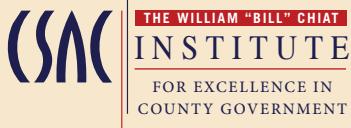
Substitutions may be made at no charge. Registrations may be cancelled by logging into your account, e-mail or calling up to seven days in advance of the class. Refunds are subject to a \$20 handling fee. There are no refunds or credits for cancellations within seven days of a class or no-show the day of the class.

Contact Us

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(916) 327-7500 or info@csacinstiute.org



www.csacinstiute.org

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



20
22

Course Schedule Index / Courses by Topic

LEADERSHIP COURSES

Page

115	Adaptive Leadership	2
116	County Budgeting & Financial Planning	8
119	Collaboration: A Way Through Crisis	4
126	Engaging Employees for Success	8
129	Intergenerational Leadership	1
129	Intergenerational Leadership	3
135	Finding the Blind Spots	1
380	Talent Development & Succession Planning	1
115	Adaptive Leadership	2
137	Initiating, Navigating, Negotiating Change	3
137	Initiating, Navigating, Negotiating Change	5
141	Living and Leading in Chaotic Times	4
159	Essential IT Leadership for Non-IT Professionals	4
324	How to be Human at Work	8
325	Strengths in Leadership	7
356	Negotiations & Collaboration in Complex Environm.	9
363	Thinking & Acting Strategically in Uncertainty	7
363	Thinking & Acting Strategically in Uncertainty	7
371	Strengths-Based Leadership	1
377	Building & Maintaining a Strong Work Team	6

POLICY & GOVERNANCE COURSES

Page

116	County Budgeting & Financial Planning	4
116	County Budgeting & Financial Planning	8
307	Realignment 101: The Basics of 1991 & 2011	5
335	IT Driven Organizational Change MGMT	2
340	IT Business Analysis	6
345	IT Budgeting and Service Economics	8
352	Making an Impression: Working with Media	6
369	County Financial Reporting & Budgeting	2
396	State Budget 101	3
396	State Budget 101	9

Campus Locations

Sacramento Campus 1
California Museum
1020 O Street | Sacramento, CA 95814

Sacramento Campus 2
Capitol Event Center
1020 11th St | Sacramento, CA 95814

Sacramento Campus 3
Tsakopoulos Library Galleria
828 I Street | Sacramento, CA 95814

Fresno Campus
Fresno County Plaza Building [Plaza Ballroom]
2220 Tulare Street | Fresno, CA 93721