



Education is the most powerful weapon which you can use to change the world - Nelson Mandela

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Course Guide

Winter-Spring 2021

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

Exceptional professional development for county elected officials, executives and managers



California Counties
FOUNDATION
1100 K Street, Suite 101 - Sacramento CA, 95814 - 916.327.7500 - www.csac.counties.org

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California State Association of Counties
California Counties Foundation, Inc.

FEBRUARY

Strategies to move technology changes forward

341 IT Service Management

Thursday, February 11, 2021 • 9:00 am - 1:30 pm

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: Steve Monaghan, Chief Information Officer (CIO) for Nevada County.

Collaboration divides the task and multiplies the success

119 Collaboration: A Way Through Crisis

Thursday, February 11, 2021 • 9:00 am - 1:30 pm

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, Nate Greenberg is the Director of Information Technology in Mono County and Sonia De La Rosa is the principal administrative analyst for Fresno County.

We can't control the filters that others choose when they look at us

135 Finding the Blind Spots: Personal & Organizational Best Practices & Strategies for Countering Implicit Bias

Thursday, February 18, 2021 • 9:00 am - 1:30 pm

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 judgments 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: Adele James is founder of Adele James Consulting and adjunct professor of management at the University of San Francisco.

Budgeting = Awareness

381 Creative Budget Solutions and Innovative Service Design

Friday, February 26, 2021 • 9:00 am - 1:30 pm

Given mandated services, citizen expectations and the continuing and lasting scope of the economic meltdown, California counties cannot simply cut their way out of their deep budget challenge. This interactive course will explore the paradoxes and dilemmas of typical budget cutbacks, a menu of creative budget solutions, practical tools for departments, and leadership approaches. Class highlights innovative approaches to redesigning service delivery. Two county case studies are used to identify innovative approaches and lessons learned. Course participants will also contribute case examples of service redesign as well as effective tools.

Instructor: Dr. Frank Benest is former city manager of Palo Alto and a noted expert in organizational leadership and management and Robert Bendorf, former Yuba County CAO.

MARCH

The context of county-state revenue relationships

151 Financing California Counties: The History

Thursday, March 11, 2021 • 9:00 am - 1:30 pm

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 former Special Advisor to the Governor on State and Local Realignment.

2 • To register for classes please visit www.csacinstitute.org

Professional Development for California Counties

Prepare for organizational scandals and crises

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

Friday, March 12, 2021 • 9:00 am - 1:30 pm

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.

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

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

156 California Local Government 101

Thursday, March 18, 2021 • 9:00 am - 1:30 pm

California local governments manage and deliver a vast and complex assortment of public services throughout the state. There are 58 counties, 482 cities, and thousands of special districts that all play a role in public policy and service delivery! Cities, counties, special districts, LAFCo, COG's, JPA's what do they all do? What is the difference between county and city authority and services? It can be difficult to understand or explain the broad responsibilities counties have in providing services to constituents. During this interactive course, you will learn the history, structure, and responsibility of local governments and how the various agencies relate to counties. The use of case studies will provide participants an opportunity to demonstrate understanding of the various local agencies and their relationship to counties.

Instructor: Jason Britt is the County Administrative Officer of Tulare County.

Inclusive leadership is not a destination. It's a journey that requires humility, curiosity and courage. - Thais Compoint

121 Inclusive Leadership

Friday, March 19, 2021 • 9:00 am - 1:30 pm

Inclusion happens one thought, one moment, one conversation, one interaction, and one person at a time. Today's emphasis on Diversity, Equity, and Inclusion (DEI) is not a trend or a short-lived new look at the workforce and leadership. It is a mandate for the 21st century. However, understanding and shifting our mindset is not enough; we also have to figure out what to DO. How do we create a culture of inclusion and make inclusive decisions? How do we interact with our co-workers and the people we supervise and lead? How can we ensure that everyone has access to the opportunities in our organization? The answers to these questions have to become behaviors that can ensure that DEI is actually working in the workplace. This course, "Inclusive Leadership" addresses the third leg of our DEI leadership responsibilities.... The course will focus how to inclusively lead individuals because we are all different, each as unique as our fingerprint. So, leadership asks: "What do I do differently to ensure DEI on my team and in our organization?" This course will reinforce the DE mindset and add to leadership information and knowledge, but it will do more: we will focus on developing new tools, new behaviors, things leadership can actually do to create inclusion and equity in a world of individuals and diversity.

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

Context, structure, and funding of realignment in California

307 Realignment 101: The Basics of 1991 and 2011 Realignments

Thursday, March 25, 2021 • 9:00 am - 1:30 pm

Confused about Realignment and how it all started? This course examines the history and rationale for establishing Realignment in 1991; why programs were included, what was learned, and the expansion to realignment in 2011 – all updated with program and funding changes through 2020. Instructors will present a high-level overview of Realignment by examining the establishment of the 1991 Realignment and discusses details of the impacts on health and human services and behavioral health programs, funding, and the current status of changes. In addition, the course explores the 2011 Realignment, – changes impacting 1991 Realignment, and the funding impacts. For a highly comprehensive study of the mechanics and the inner workings of the 1991-2011 Realignment be sure to register for 307 Realignment 101: The Basics of 1991 and 2011 Realignments - Day 2.

Instructors: Diane Cummins, Special Advisor to the Governor on State and Local Realignment; 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 Josh Gauger, Legislative and Budget Representative, California State Association of Counties.

Context, structure, and funding of realignment in California

307 Realignment 101: The Basics of 1991 and 2011 Realignments

Thursday, March 26, 2021 • 9:00 am - 1:30 pm

This course will dive deeper into the complexities of Realignment in 1991. The day will delve into navigating the dollars, this course requires basic knowledge of the history and structure of Realignment as this section will only focus on the inner workings of Realignment by examining in detail: fiscal issues; structure and allocation of local funds; the flow of funds in human services, public safety, health, behavioral health, and other programs; forecasting and tracking Realignment sales tax, VLF and Prop 172 funds; fund growth; and other fiscal issues. The course takes a viewpoint on budgeting Realignment and opportunities for funding maximization, tools for tracking, monitoring, and forecasting. To learn about the history and structure from a high-level overview of 1991-2011 Realignment be sure to register for 307 Realignment 101: The Basics of 1991 and 2011 Realignments - Day 1

Instructor: Robert Manchia, San Mateo County Chief Financial Officer; Ardee Apostol Acting Assistant Finance Director, San Diego County Health and Human Services Agency; and Monica Bentley, Assistant Director of Finance, Riverside County Department of Public Social Services.

3 • To register for classes please visit www.csacinstitute.org

APRIL

Strive not to be a success, but rather to be of value - Albert Einstein

325 Strengths in Leadership

Thursday, April 1, 2021 and Thursday, April 15, 2021 • 9:00 am - 1:30 pm

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.

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

396 State Budget 101: What Counties Need to Know

Thursday, April 1, 2021 • 9:00 am - 1:30 pm

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 is Special Assistant to the Governor for state and local finances and has worked in both the executive and legislative branches on the budget and Josh Gauger CSAC Legislative Representative in the area of Administration of Justice.

Create better value for – and relationships with – IT customers

342 IT Performance Metrics and Customer Value Management

Thursday, April 8, 2021 • 9:00 am - 1:30 pm

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: Mac Avancena, Jr., Chief Information Technology Officer, Kern County

Facilitate conflict constructively

360 Manage Conflict (Even Hostility) in Comfort

Friday, April 9, 2021 • 9:00 am - 1:30 pm

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 former professor at the USC Marshall School of Business.

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

396 State Budget 101: What Counties Need to Know

Thursday, April 15, 2021 • 9:00 am - 1:30 pm

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 is Special Assistant to the Governor for state and local finances and has worked in both the executive and legislative branches on the budget and Josh Gauger CSAC Legislative Representative in the area of Administration of Justice.

MAY

Transitioning back into the office

326 Reimagining the World of Work

Friday, May 7, 2021 • 9:00 am - 1:30 pm

Resilience is the art of bouncing back. But now, it's time to start leaping forward and be prepared for the next chapter. Or be READY for the next chapter. Or what comes next. Or even what might be coming. Readiness asks us to anticipate and reimagine our new world and be intentional about how to shape it. Focusing first on the human factor and the health and safety of employees, this workshop will examine what counties should consider when they start the complex task of returning virtual employees to the workplace and creating the workplace of the future. Hear from leaders across the state and County practitioners in a moderated discussion with Laree Kiely.

The context of county-state revenue relationships

151 Financing California Counties: The History

Thursday, May 13, 2021 • 9:00 am - 1:30 pm

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 former Special Advisor to the Governor on State and Local Realignment.

Employees are every county's largest budget item

153 Labor Relations and Negotiations in Local Government

Friday, May 14, 2021 • 9:00 am - 1:30 pm

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.

Facilitate conflict constructively

360 Manage Conflict (Even Hostility) in Comfort

Thursday, May 20, 2021 • 9:00 am - 1:30 pm

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 former professor at the USC Marshall School of Business.

Whether you realize it or not, you negotiate every day.

137 Initiating, Navigating, and Negotiating the Dynamics of Change in County Government

Friday, May 21, 2021 • 9:00 am - 1:30 pm

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.

JUNE

Dealing with the ABC's of IT (Attitude, Behavior and Culture)

338 IT Organizational Culture

Thursday, June 10, 2021 • 9:00 am - 1:30 pm

Despite all the expertise, training and consulting developed over the last 20 years, we continue to struggle to implement IT initiatives, adopt activities and processes to achieve business needs. We have challenges creating buy-in, overcoming resistance and embedding changes in organizational behavior and culture. This is due to the ABC's (Attitude, Behavior and Culture) of IT. "ABC is like an Iceberg, much of it hidden beneath the surface yet capable of causing enormous damage." In this session we will discuss how to recognize and address ABC issues within your organization.

Instructor: Steve Monaghan, Chief Information Officer (CIO) for Nevada County.

Quote

379 Beyond Survival: Best Practices for Personal Readiness and Resilience

Friday, June 11, 2021 • 9:00 am - 1:30 pm

This interactive session will be facilitated by two long-standing faculty in the CSAC Institute for Excellence in County Government. The discussion focuses on best practices for working in this COVID-19 environment of uncertainty and ambiguity. The interactive seminar will present relevant knowledge and tools for going beyond merely surviving to thriving in the context of global pandemics, civil protest, outreach to underserved communities, wildfires and the daily challenges of county government. The significant uncertainty in county government calls for a combination of survival skills coupled with connecting to deeply human values. We are, at the very least, human beings being human. The interactive session, with small group discussions, will suggest best practices for "Deep Survival", moving to the concept of being "Antifragile" while staying authentic to our personal values and unique selves. The faculty draw on proven approaches for helping you and those you work with in county government, and the communities you may be working with to:

- identify what staff is looking for
- understand how professionals experience ambiguity
- share information and connect with others
- develop processes for questioning assumptions
- learn self-care, mental discipline tools
- stay effective while working through adversity,
- identify and carry forward lessons learned

The session is designed for participants to develop their own individualized game plan for applying the discussion to their work, as well as to learn from other participants.

Instructor: Laree Kiely, Ph.D. is president and CEO of We Will, Inc. and former professor at the USC Marshall School of Business and Dr. Rich Callahan is associate professor of management at the University of San Francisco.

Together Everyone Achieves More

377 Building and Maintaining a Strong Work Team in the New Normal

Thursday, June 17, 2021 • 9:00 am - 1:30 pm

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: Adele James is founder of Adele James Consulting and adjunct professor of management at the University of San Francisco.

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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.csacinstitute.org.

Fees – Course tuition includes instruction, materials, and certificate. 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.

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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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.