

Summer/Fall 2010 Course Schedule

LEADERSHIP AND PUBLIC ENGAGEMENT

114 Public Engagement: Involving the Community in Decision Making

Community involvement is a key to idea generation, effective decision-making and public acceptance of decisions. But how can you engage the fullest participation and encourage a clear, civil and informed exchange of views? This course explores practical tips to maximize the effectiveness of public forums, hearings, town halls, and other forms of community engagement. Participants examine techniques that help the public take into account the hard choices and trade-offs in decisions, and how to demonstrate that public ideas and recommendations are taken seriously.

Objectives

Upon completion of this course, participants will be able to:

- ◆ Discuss the purpose and desired outcomes of public forums
- ◆ Design the appropriate public forum to ensure participation and useful outcomes
- ◆ Apply techniques that encourage clear, civil and reasoned exchange of ideas and views

Thursday, 17 June 2010

10:00–3:30

Sacramento • \$75/person for counties • 3 credits • Board/Execs

Presented by: The Institute for
Local Government



371 Building and Maintaining a Team Culture

Counties use teams as a method to get work done. Teams can be project-focused, operational, interdepartmental or intergovernmental. 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.



Objectives

Upon completion of this course, participants will be able to:

- ◆ Identify the organizational culture and group dynamics required for team success
- ◆ Define team roles, responsibilities and accountability
- ◆ Use effective leadership practices to lead and sponsor teams
- ◆ Identify team mission and goals, and evaluate team performance against mission

Thursday, 16 September 2010

10:00–3:30

Sacramento • \$75/person for counties • 3 credits • Board/Execs

Instructor: Dr. Jerry Estenson

120 The Art and Practice of Organizational Leadership

This interactive course explores the art and practice of leadership in creating a high performing county organization – especially in tough financial times. Topics include key practices in formal and informal leadership, particularly in promoting change; employee engagement and team-building strategies; leadership when you're not in charge; and techniques for developing a vital workplace culture that supports organizational members.

Objectives

Upon completion of this course, participants will be able to:

- ◆ Understand the nature and dimensions of leadership (as opposed to management) in effective county organizations
- ◆ Identify and appreciate an array of key roles for leaders in creating a high-performing organization
- ◆ Explore strategies to engage organization members and create organizational commitment, especially in “fractured” county organizations led by elected as well as appointed executives
- ◆ Identify techniques for building strong teams and developing a vital workplace culture in order to accomplish organizational goals

Friday, 24 September 2010

10:00–3:30

Sacramento • \$75/person for counties • 3 credits • Board/Execs

Instructor: Dr. Frank Benest

375 Coping with Ambiguity: Leadership for Challenging Times

Counties operate in complex and changing environments. Within these unpredictable economic contexts and unprecedented challenges, county leaders find themselves trying to make past practices and models fit current realities. But that may be a mistake in coping with ambiguity. This class provides a new way to think about applying leadership practices – at both elected and senior executive levels – to help your county organization and community find new realities and ways of effectively working in uncertain times.

Objectives

Upon completion of this course, participants will be able to:

- ◆ Understand the concept of “emergent” processes and environments
- ◆ Learn and practice tools for managing uncertainty
- ◆ Learn and practice mental discipline and the rational analysis of situations
- ◆ Learn and practice communication tools for managing ambiguous situations

Thursday, 14 October 2010

10:00–3:30

Sacramento • \$75/person for counties • 3 credits • Board/Execs

Instructor: Dr. Laree Kiely

110 New Supervisors Institute - Session I

So you've just been elected as County Supervisor. *Now what?* This series of three sessions is designed to help you hit the ground running. The series examines the basics of county governorship. Hear tips and tricks from other supervisors on establishing your office, roles and responsibilities, ten top questions to ask of staff, legal obligations and much more. The first session of this in-depth seminar is held just before the beginning of the CSAC Annual Meeting. The first seminar provides the unique opportunity to develop a network amongst new supervisors that will last through your career. Course accredited by CSU-Sacramento.

Objectives

Upon completion of this course, participants will be able to:

- ◆ Describe roles, responsibilities and legal obligations of a county supervisor
- ◆ List ten questions to ask the CAO/CEO and department directors
- ◆ Understand the supervisor's role and the CAO/CEO's role in county governance and management
- ◆ Appreciate the dynamics of Board interaction and strategies for accomplishing goals
- ◆ Effectively approach the first 90 days in office
- ◆ Build a lasting network of peer new supervisors to consult with and share ideas



New Supervisors Class of 2008

Mon-Tues, 15-16 November 2010

10:00-3:30

At the CSAC Annual Conference in Riverside

Riverside ♦ \$325/person (covers cost for all three sessions – can also register as a package price with the CSAC Annual Meeting) ♦ 6 credits ♦ Newly elected Supervisors

140 Interpersonal Effectiveness

The key to interpersonal effectiveness – and improving your interaction with others – is better understanding yourself. Effective elected officials and senior executives have discovered that the more they understand their reactions to others, know how to capitalize on their personal strengths, are able to exude an air of confidence, and have the ability to adopt their behavior to meet the needs of others – the more effective they become in achieving results with others. Learn how in this lively and insightful class.

Objectives

Upon completion of this course, participants will be able to:

- ◆ Explain the group dynamics and interpersonal relations skills of successful supervisors and executives
- ◆ Identify techniques for improving interpersonal relations
- ◆ Understand personal strengths, weaknesses, and hot buttons
- ◆ Apply self knowledge of personal behavior to better understand and provide effective leadership for others

Thursday, 18 November 2010

1:30-4:00

At the CSAC Annual Conference in Riverside

Riverside ♦ \$50/person for counties ♦ 2 credits ♦ Board/Execs

Instructor: William Chiat, CSAC Institute Manager

Visit www.csacinstitute.org for information about becoming a



California Credentialed County Supervisor
California Credentialed County Senior Executive
Institute Fellow



363 Thinking Strategically in Trying Times: New Ways to Think and Work through Enduring Problems

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.

Objectives

Upon completion of this course, participants will be able to:

- ◆ Separate possibilities from probabilities
- ◆ Employ creative approaches to address enduring problems
- ◆ Expand their capacity for strategic agility
- ◆ Approach tough problems with fresh strategies

Friday, 19 November 2010

8:30-11:30

At the CSAC Annual Conference in Riverside

Riverside ♦ \$50/person for counties ♦ 2 credits ♦ Board/Execs

Instructor: Dr. Richard Callahan

COUNTY GOVERNANCE

306 Retirement and OPEB: Keeping the County Afloat

This course examines county retirement systems and other post employment benefits and their impact on county finances. It covers both PERS and 1937 Act programs, how they originated, the benefits, and how they are funded. Reporting requirements and county liabilities are also discussed. It unveils the mysteries of understanding costs and projections and explores options and case examples to reduce county costs.

Objectives

Upon completion of this course, participants will be able to:

- ◆ Describe the major components of retirement and other post employment benefits
- ◆ Understand projections and reporting requirements
- ◆ Explore options for reducing costs and exposure
- ◆ Identify how retirement and OPEB costs are included in budgets

Thursday, 12 August 2010*

10:00-3:30

Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

151 Financing California Counties: The History of Funding Sources

Have you found yourself overwhelmed trying to understand the financial reports from county programs? Or worse yet, trying to explain county finances and revenues to your constituents?

This course provides an in-depth examination of the federal, state and local county funding sources and how those funds are typically spent. The class examines the history and consequences of major elements in county funding streams including:

- 👉 Proposition 13
- 👉 Realignment

- 👉 VLF
- 👉 CalWORKS



* Please note date change

Financing California Counties (continued)

- 👉 Proposition 172
- 👉 ERAF and more ERAF
- 👉 Prop. 1A
- 👉 State Budget collapse

Objectives

Upon completion of this course, participants will be able to:

- ◆ Identify the major sources of county funding
- ◆ Understand the legislative context and history of major county funding streams
- ◆ Describe to constituents the revenues, expenses and issues with: Proposition 1A, 13 and 218; ERAF and realignment; and the impacts of state and federal program cuts on county programs
- ◆ Discuss current issues related to state funding streams

Friday, 6 August 2010 10:00–3:30
Sacramento • \$75/person for counties • 3 credits • Board/Execs

Instructor: Diane Cummins, former Chief Policy Advisor to Senate President pro tem

374 Service Excellence through Process Improvement: Championship

When counties look at creating efficiencies process improvement is an important tool. It can help counties maximize value while removing wasteful activities and practices. Hear case examples of how counties have significantly improved service quality and performance while at the same time reducing costs. This hands-on course is designed for the champions – senior executives who sponsor process improvement activities in the county. It engages participants in techniques to identify current processes and find opportunities to improve them. 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

Upon completion of this course, participants will be able to:

- ◆ Identify what a process is and define process improvement
- ◆ Define the seven steps in the process improvement storyboard
- ◆ Understand and apply the plan-do-check-act cycle
- ◆ Know how and when to apply various improvement tools
- ◆ Create an improvement plan for a selected process.

Friday, 29 October 2010 10:00–3:30
Sacramento • \$75/person for counties • 3 credits • Board/Execs

Instructors: Elaine Crandall, Ventura County Deputy CEO and William Chiat, CSAC Institute Manager

154 County Finances: It's A Whole New World

The world of financing California counties continues to change dramatically. Some traditional methods remain, others are less productive and new methods are becoming available. This class unravels mysteries of bonds, securitization, trans, notes, credit swaps, derivatives, pension obligation bonds and ARRA; examines where counties should be concerned; how markets and options changed; and what's in the future for county financing. Participants explore past and current options

for financing projects and operations and their strengths and weaknesses in the current economy. Specific areas of interaction with rating agencies, private placements, master lease agreements and many others are discussed. The course culminates with an examination of emerging ways to address debt management. Instructors share their best practices and warning flags in selecting tools and in managing post issuance compliance.

Objectives

Upon completion of this course, participants will be able to:

- ◆ Understand the purposes of debt financing and the questions to ask to determine if debt financing is right for the county
- ◆ Describe typical county debt policy components and ability to evaluate county debt policy
- ◆ Discuss the current options for financing county projects or debt
- ◆ Identify the members and responsibilities of those included in a financing team
- ◆ Describe the legal framework and fiduciary responsibilities for debt management
- ◆ Examine the financing process counties can follow
- ◆ Discuss new ways on the horizon to address debt management

Thursday, 9 December 2010 10:00–3:30
Sacramento • \$75/person for counties • 3 credits • Board/Execs

Presented by: The CSAC Finance Corporation



POLICY DEVELOPMENT

314 Understanding County Social Services

Counties are the vehicle for providing most social services in California. Counties are under intense pressure to continue providing these “safety net” services despite cuts in state and federal funds. Many argue that cuts to these programs now result in significantly higher costs to counties and the community later. This course examines social service program history and the current requirements, programs, and funding streams for these programs. Discussion focuses on the outcomes from the programs and how to measure progress. Case studies highlight innovations and alternatives for county programs. Participants explore how to achieve desired outcomes with severely limited resources.

Objectives

Upon completion of this course, participants will be able to:

- ◆ Describe county social service programs and the intended goals of those programs
- ◆ Understand unintended consequences of reducing or eliminating programs
- ◆ Evaluate impacts and benefits of specific county programs
- ◆ Explore options and alternatives for social service programs
- ◆ Understand funding streams for programs

Friday, 20 August 2010 10:00–3:30
Sacramento • \$75/person for counties • 3 credits • Board/Execs

Instructors: Grantland Johnson, former California HHS Secretary, and Chet Hewitt, President and CEO of Sierra Health Foundation

301 Legislative Policy and the County Legislative Process

How do Boards and staff develop, validate and implement county policy? This course examines processes, roles and responsibilities for creating and implementing local policy. Discussion examines both policies which affect the community and internal operating policies. Do you seek extensive stakeholder involvement, or implement it in the 'dark of night?' A variety of alternative strategies are explored and criteria for selection discussed. Case studies examine the factors of both successes and failures. Participants discuss how to achieve a balance of input and involvement with making a decision. Good policy doesn't just happen; it's planned.

Objectives

Upon completion of this course, participants will be able to:

- ◆ Discuss the role of staff and the governing board in creating policy
- ◆ Describe the elements of crafting good policy
- ◆ Better involve constituents and stakeholders in policy review
- ◆ Understand various options for creating policy and the criteria for selecting strategies

Friday, 17 September 2010 10:00–3:30
 Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

Instructor: Elisabeth Kersten, MPP

152 Shaping the Landscape: Land Use, Transportation and Environmental Stewardship

Some of the most important policy decisions local officials make relate to how their communities will develop and redevelop. This course examines the principles of stewardship and how to integrate transportation, environmental and land use goals into a comprehensive approach to community stewardship. Discussion examines county legal requirements, but goes far beyond in looking at the implications of current decisions on future generations. Case studies and rich discussions help participants balance differing values and needs with resource stewardship. Current topics, such as the new Regional Transportation Plan requirements from SB 375 are also reviewed.



Objectives

Upon completion of this course, participants will be able to:

- ◆ Understand the basics of land use and planning
- ◆ Describe the relationships of the general plan and various plan elements to responsibilities of stewardship
- ◆ Describe strategies for community involvement in land use, transportation and environmental policy decisions
- ◆ Balance competing values and perspectives in stewardship decisions

Friday, 1 October 2010 10:00–3:30
 Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

Instructor: Dr. Daniel Mazmanian

NOTE: Course schedule updated 24 June 2010 and subject to change and additions. Please visit website for current information.

COMMUNICATIONS

353 Effective Electronic Communications and Media Relations

Information is flowing faster than ever, and it seems like every day another tool becomes available for electronic communications. With the speed and access of electronic communications comes the increased opportunity for communications with the community and constituents, and the increased chance of sending a wrong message. E-mail, Twitter, websites, Facebook, blogs ... the class explores all of these and examine strengths and weaknesses. Advantages to take and mistakes to avoid. In the context of a world of e-communications and virtually instant news, participants discuss media relations and fostering effective relations with media. The conversation includes definitions of who is considered media in the e-world, techniques for getting your message out, and how to deal with media in difficult situations.

Objectives

Upon completion of this course, participants will be able to:

- ◆ Evaluate various e-communication tools and their strengths and weaknesses in communications with constituents and the community
- ◆ Apply strategies for effective use of electronic media tools, and what to avoid
- ◆ Describe key elements of an effective relationship with the news media
- ◆ Handle a news conference through various media
- ◆ Apply practices to handle difficult questions and keep on message

Thursday, 15 July 2010 10:00–3:30
 Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

Instructor: Holly Heyser, CSU Sacramento

Course Schedule

At a Glance

		June	
17	(Th) 114	Public Engagement: Involving the Community in Decision Making	
		July	
15	(Th) 353	Effective Electronic Communications and Media Relations	
		August	
6	(F) 151	Financing California Counties	
12	(Th) 306	Retirement and OPEB: Keeping the County Afloat*	
20	(F) 314	Understanding County Social Services	
		September	
16	(Th) 371	Building and Maintaining a Team Culture	
17	(F) 301	Legislative Policy and the Legislative Process	
24	(F) 120	The Art and Practice of Organizational Leadership	
		October	
1	(F) 152	Shaping the Landscape: Land Use, Transportation and Environmental Stewardship	
14	(Th) 375	Coping with Ambiguity: Leadership for Challenging Times	
29	(F) 374	Process Improvement	
		November	
<i>At the CSAC Annual Meeting in Riverside</i>			
15	(M-T) 110	New Supervisors Institute	
18	(Th) 140	Interpersonal Effectiveness	
19	(F) 363	Thinking Strategically in Trying Times: New Ways to Think and Work through Enduring Problems	
		December	
9	(Th) 154	County Finances: It's A Whole New World	

* Date Change