

# Summer/Fall 2011 Course Schedule



## LEADERSHIP AND MANAGEMENT

### 352 Making an Impression: Media Interviewing

Every opportunity to address a group or appear with the media is a chance to make an impression. But what kind of impression? This course, designed for seasoned professionals and elected officials, helps polish those presentations and strengthen delivery skills whether you are talking to the media, at a board meeting or any public setting. The course covers practical strategies for planning, preparing and delivering presentations that get your message across and retained by the audience. Hands-on work includes practice labs, videos and constructive critiques from presentation professionals. Participants receive the Media Survival Pocketbook.



#### Objectives

- ◆ Process for effective presentations and strong delivery skills
- ◆ Identify key messages as foundation of successful communications
- ◆ Receive feedback from a live practice lab
- ◆ Explore techniques for effective body language, stage presence, and use of visual aids

**Instructor:** Marty Boyer is principal of Communication Advantage, a communications consulting firm. She has worked with many counties and cities specializing in media relations, crisis management and long term communications planning.

**Thursday, 14 July 2011** 10:00–3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

### 377 Facilitation Practices for Managers

How many times have you found yourself trying to bring parties together to find common ground on an agreement, application, policy or study? County staff can play an important facilitative role to encourage local agencies, community groups, neighborhoods and others to have a conversation to address differences and seek solutions together. Whether you facilitate team, inter-departmental or public meetings this workshop will be of value. Facilitation requires a specific set of skills. This course provides hand-on practices and techniques in effective facilitation.

#### Objectives

- ◆ Understand the facilitative process
- ◆ Roles and responsibilities of the facilitator
- ◆ Techniques to guide discovery, discussion and agreement
- ◆ Practices to handle conflict, resistance and stalls

**Instructor:** Bill Chiat is the Manager of the CSAC Institute. For the last 30 years he has conducted hundreds of facilitations, from intergovernmental task groups and interdepartmental conflict resolution, to community problem-solving town halls.

**Thursday, 21 July 2011** 10:00–3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

### 307 Realignment 201: Working in a New Era?

You hear about realignment at every budget hearing. The formulas make your eyes glaze over yet you know it's critical in funding county safety net services. What is realignment, where did it come from and how does it work? This course examines the history and rationale for establishing it and why programs were included or added over the years. Participants examine the mechanics and what programs realignment funds today. Particularly challenging issues are addressed such as IHSS, mental health services, Prop. 53 care decisions, and California Children's Services. Building on an understanding of the current 1991 realignment, the course then examines new realignment programs under consideration, their implementation, funding and how counties are preparing. Details on the programs and county options will be overviewed.

**Instructors:** Diane Cummins, special advisor to the Governor on state and local realignment; Bruce Wagstaff, Administrator, Sacramento County Countywide Services Agency; Graham Knaus, Placer County Budget & Finance Operations Manager; and Dr. Sandra Naylor Goodwin, President and CEO of the California Institute for Mental Health.

**Friday, 29 July 2011** 10:00–3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

### 113 Coalition Building: Creating Consensus

It is no easy task to bring together diverse groups of people to build coalitions and create consensus. However when consensus is achieved the results tend to be more sustainable over time. This course examines the techniques and practices of negotiations and creating consensus within diverse groups. It highlights practice tips for elected officials and staff who have a leadership role in building coalitions. Whether it is an interdepartmental project team, a community group, or an intergovernmental collaboration, this course provides hands-on skills in creating and leading coalitions, helping them keep on track and reach consensus on critical issues.

**Instructor:** Dr. Mary Kirlin is an associate professor in Public Policy and Administration at CSU-Sacramento.

**Thursday, 11 August 2011** 10:00–3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

### 114 Public Engagement – Involving the Community in Decisions

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 effectiveness of public forums, hearings, town halls and other forms of community engagement. Participants examine techniques to 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

- ◆ Discuss the purpose and desired outcomes of public forums

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

**Presented by:** The Institute for  
Local Government



**Friday, 12 August 2011** 10:00–3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

## 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
- ◆ Identify techniques for building strong teams and developing a vital workplace culture

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

**Thursday, 1 September 2011** 10:00–3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

## 378 Storytelling and Other Practices in the Art of Persuasion

Persuasion has been identified 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, reciprocation, contrast and conformity. These tools are placed in the context of enhancing the transaction between leader and follower and authentically hearing the needs of listeners.

**Instructor:** Bill Chiat is the Manager of the CSAC Institute. He has taught leadership practices for over 30 years as well as served in leadership roles in city, county and state government.

**Friday, 23 September 2011** 10:00–3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

## 370 Performance Measurement

Performance measurement is an emerging best practice in county organizations to better manage resources and explain to the community how county resources are used. Organizations such as *California Forward* emphasize the use of performance measures to

encourage more effective use of public resources. This class provides an overview to performance measurement and its techniques to measure and share with community on what citizens are getting for their money. Discussion highlights the benefits and costs of performance measurement, how it can be of value to counties, how to design and implement a measurement system and the pitfalls to avoid.

### Objectives

- ◆ Key elements in the design and implementation of a performance measurement system
- ◆ How to use a system to effectively monitor performance and use the results
- ◆ Practical application of the performance cycle.

**Instructor:** Dr. Mary Kirlin is an associate professor in Public Policy and Administration at CSU-Sacramento.

**Thursday, 10 November 2011** 10:00–3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

## 372 To Do or Not To Do: Leadership in Decision Making

Most of us have experienced decision-making as a one-step process—*just do it!* There is much more, however, to leadership in effective problem solving and decision-making. This best practice course examines how values and past experience guides one in perceiving facts when engaged in decision making and ways to apply problem solving and decision making techniques. The course introduces a step-by-step approach to problem solving and introduces participants to some handy decision making tools.

### Objectives

- ◆ How to manage decisions vs. make them – a quantum leap in thinking
- ◆ Reframe your role as a manager and leader
- ◆ Give you new vocabulary to communicate clearly about decision-making

**Instructor:** Eric Douglas is president and founder of Leading Resources Inc. His book, *Leading at Light Speed* describes what leaders must do to build successful organizations.

**Monday, 28 November 2011** 11:00–4:30  
**At the CSAC Annual Meeting in San Francisco**  
San Francisco ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

## 380 Talent Development and Succession Planning

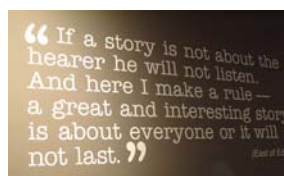
This interactive course will confront the “retirement wave” of baby-boomers leaving local government and explore strategies and best practices to create effective leadership development and succession planning programs in county government. The course includes case examples, small group discussions as well as presentations.

### Objectives

- ◆ Understand the workforce demographic challenges facing county government
- ◆ Why talent development and succession planning are key to building organizational capacity, especially in tough times
- ◆ Learn steps to get started
- ◆ Learn 10 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, 2 December 2011** 8:30–Noon  
**At the CSAC Annual Meeting in San Francisco**  
San Francisco ♦ \$50/person for counties ♦ 2 credits ♦ Board/Execs



## COUNTY GOVERNANCE

### 151 Financing California Counties: A 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, 172, 1A
- 👉 VLF
- 👉 Realignment
- 👉 CalWORKS
- 👉 ERAF and more ERAF
- 👉 State Budget collapse

#### Objectives

- ◆ Understand the legislative context and history of major county funding streams
- ◆ Describe to constituents county revenues, and impacts of state and federal program cuts on county programs
- ◆ Discuss current issues related to state funding streams

**Instructor:** Diane Cummins is Special Advisor to the Governor on State and Local Realignment. For over 30 years she served in key Senate and gubernatorial advisory roles on budget and fiscal issues that shape the county-state financial relationship.

**Friday, 16 September 2011** 10:00–3:30

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

### 366 Detecting Fraud in Governmental and Non-Profit Environments: What a Steal!

Boards of Supervisors, county executives/administrators and auditors have a fiduciary responsibility to oversee the financial operations of the county. This course identifies the seven most common instances of fraud in local governmental entities through an interactive discussion and review of several recent headlined fraud cases. It examines conditions within entities that leave them susceptible to fraud. Highlighted topics include: personal fraud, fraudulent charging of expenses, overriding purchasing controls, personal use of public assets, kickbacks, and control weaknesses.

#### Objectives

- ◆ Ascertain specific conditions in policies and procedures that can lead to fraud before it occurs in seven common instances
- ◆ Key elements of sound policies and procedures in purchasing, payroll, disbursement and collections
- ◆ Understand how to specifically revise policies and procedures in order to stop these kinds of frauds from occurring

From CalCPA  
Eligible for 6  
CPE credits

**Instructor:** Dr. Peter Mark Hughes from the California Certified Public Accountants (CalCPA) Education Foundation.

**Thursday, 27 October 2011** 9:30–3:30

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

### 365 Joint Use of Facilities: Partnering with Others for Public Facilities and Services

In this difficult fiscal environment, a number of local agencies are exploring ways to partner with one another to provide vital community services and facilities. By coordinating activities and sharing resources, local agencies are working to stretch public dollars in service to their shared constituencies. This course will examine the range of options for joint use of facilities and service provision, along with the processes that resulted in successful collaborations and lessons learned that will contribute to the

success of future collaborations. Other topics include legal and risk management issues, as well as governance and communications frameworks. A series of case studies will illustrate options.

#### Objectives

- ◆ Understand the range of options for counties to collaborate with other local agencies to provide services and facilities
- ◆ Examine the processes that contribute to successful efforts to develop joint efforts
- ◆ Learn from and connect with those involved in such collaborative efforts.

**Presented by:** The Institute for Local Government and the Cities-Counties-Schools Partnership

**Thursday, 1 December 2011**

1:30–5:00

At the CSAC Annual Meeting in San Francisco

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

### 306 County Pensions and Pension Reform

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 of pension reform and reducing costs.

#### Objectives

- ◆ Describe the major components of retirement and other post employment benefits
- ◆ Understand projections and reporting requirements
- ◆ Explore options for pension reform

**Instructor:** John Bartel is president of Bartel Associates, LLC. He has over 35 years experience in pension and retiree healthcare consulting, serving over 250 California public sector clients.

**Tuesday, 29 November 2011**

8:30–Noon

At the CSAC Annual Meeting in San Francisco

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

### 154 County Finances: It's Yet Again a 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, and master lease agreements are discussed. The course culminates with emerging ways to address debt management. Instructors share best practices.

#### Objectives

- ◆ Understand the purposes of debt financing and questions to ask to determine if debt financing is right for the county
- ◆ Discuss the current options for financing projects or debt
- ◆ Describe the legal framework and fiduciary responsibilities for debt management
- ◆ Discuss new ways on the horizon for debt management

**Friday, 15 December 2011**

10:00–3:30

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

**Presented by:** The CSAC Finance Corporation



## POLICY DEVELOPMENT

### 311 Water in California: Politics, Distribution and the Future II

California has a long history of water politics. This course provides the policy overview, history and current plans to this complex issue in an interactive and practical manner. Participants explore water law and its role in the foundation of California's water systems. The course examines current issues affecting water supply and distribution, including the 2009 Delta Package, the Delta Stewardship Council's Delta Plan, BDCP and financing options. The future of water supply and availability is studied in light of this year's above average rainfall. Discussion highlights scenarios for the future of California's water supply, how climate change may affect supply, the crisis in the Delta, and other pressures affecting water supply. Discussion identifies how these decisions could affect water available for counties.

**Instructors:** Rita Schmidt Sudman is Executive Director of the Water Education Foundation, Tim Quinn is Executive Director of the Association of California Water Agencies, and Martha Lennihan is an attorney specializing in California water law.

**Thursday, 15 September 2011** 10:00-3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

### 314 Stimulating the Economy: Jobs, Economic Development and Redevelopment

Many counties have established or are considering an investment in economic development or redevelopment as a means to support and create jobs, expand and retain businesses and boost county revenues. At the same time, resources for economic development investment are severely limited, and the use of redevelopment is controversial. This policy-level course provides an overview of how counties can create policies and use economic development tools to stimulate their economies. The current status of redevelopment agencies and county roles is discussed. Participants examine principles of economic development, policy questions to consider and financing methods for project planning and development. Discussion emphasizes economic development opportunities in rural counties.

#### Objectives

- ♦ Describe basic outcomes of economic development
- ♦ Weigh the strengths and weaknesses of an economic development plan
- ♦ Identify policy issues to consider in creating an economic development strategy in their county

**Thursday, 13 October 2011** 10:00-3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

### 318 The New Face of Community Corrections – Juvenile Programs

The world of juvenile corrections continues to evolve. As the state phases out juvenile institutions and realigns juvenile services and funding to counties, county policy makers are examining how to best approach correctional programs in their communities. This course overviews trends in community corrections for juveniles, options for counties under juvenile realignment, and new ways to think about youth correction, rehabilitation and probation. Participants examine case studies of counties that use cost effective alternatives to incarceration. The evolving county-court relationship, working with the faith-based community, regional solutions and other strategies are highlighted.

#### Objectives

- ♦ Prepare county policies related to juvenile offenders and custody of county juveniles

- ♦ Understand 2011 juvenile justice realignment shifts, funding formulas, implementation timeline and county requirements
- ♦ Strategies for cost-effective alternatives to incarceration and approaches for juvenile parole and probation

**Friday, 21 October 2011** 10:00-3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

### 319 The New Face of Community Corrections – Adult Programs

The world of adult corrections continues to evolve, particularly with the realignment to counties for low-level offenders. This course provides an overview of the realigned responsibilities, introduction to community corrections, new approaches to corrections strategies and local community corrections partner-ships. Through interactive discussion and case studies participants explore the range of adult corrections issues such as alternative approaches to incarceration, parole and probation, changing relationships with the courts, and use of faith-based community groups. Participants explore community corrections programs such as day reporting centers, halfway houses, work release, and community programs with the multiple goals of offender accountability, delivering rehabilitation services, ensuring community security and achieving fiscal efficiency.

#### Objectives

- ♦ Prepare county policies related to adult custody, parole and probation populations under 2011 realignment shifts
- ♦ County requirements and opportunities under the Post-Release Community Supervision Act of 2011
- ♦ Examination of proven effective and economic approaches to adult parole and probation

**Thursday, 17 November 2011** 10:00-3:30  
Sacramento ♦ \$75/person for counties ♦ 3 credits ♦ Board/Execs

## Course Schedule

### At a Glance

#### July

- 14 (Th) 352 Making an Impression: Media Interviewing
- 21 (Th) 377 Facilitation Practices for Managers
- 29 (F) 307 Realignment 201: Working in a New Era?

#### August

- 11 (Th) 113 Coalition Building: Creating Consensus
- 12 (F) 114 Public Engagement: Involving the Community

#### September

- 1 (Th) 120 Art & Practice of Organizational Leadership
- 15 (Th) 311 Water in California: Politics, Distribution, Future II
- 16 (F) 151 Financing California Counties
- 23 (F) 378 Storytelling and the Art of Persuasion

#### October

- 13 (Th) 314 Stimulating the Economy
- 21 (F) 318 Community Corrections – Juvenile Programs
- 27 (Th) 366 Detecting Fraud in Governments and Non-Profits

#### November

- 10 (Th) 370 Performance Measurement
- 17 (Th) 319 Community Corrections – Adult Programs

#### At the CSAC Annual Meeting – San Francisco

- 28 (M) 372 To Do or Not Do: Leadership in Decision Making
- 29 (Tu) 365 County Pensions and Pension Reform

#### December

- 1 (Th) 306 Joint Use of Facilities: Partnering with Others
- 2 (F) 380 Talent Development and Succession Planning

#### December

- 15 (Th) 154 County Finances: It's Yet Again a New World

**Please Note:** Class schedules and content may change. For current course schedules and descriptions – as well as materials from select courses – visit the Institute website at [www.csacinstitute.org](http://www.csacinstitute.org).