

*Public Sector*

# LEADERSHIP ACADEMY

*A collaboration and partnership between local Cities and the County of San Mateo*

A close-up photograph of a computer keyboard. The focus is on a single key that has the word "Leadership" printed on it in a dark, sans-serif font. The key is light-colored, possibly white or light grey, and is surrounded by other keys that are out of focus. The lighting is soft, creating a slight shadow on the right side of the key.

Leadership

*Your opportunity to learn from those  
who lead in our community*

**August – November 2013**

## I. Public Policy

**Speakers:** **Clay Holstine**,  
City Manager, Brisbane  
**Susan Loftus**,  
City Manager, San Mateo

**Date/Time:** August 29, 2013, 8:30AM-12PM

**Purpose:** Understand the components and criteria for recommending good public policy, including but not limited to:

- Good data
- Economic feasibility
- Public input
- Political sensitivity and competing values
- Viable options

## II. Public Sector Principles and Leadership

**Speakers:** **Pat Martel**,  
City Manager, Daly City  
**Frank Benest**,  
Consultant & Retired City Manager,  
Palo Alto

**Date/Time:** September 5, 2013, 8:30AM-12PM

**Purpose:** Learn the leadership competencies required to address the big challenges facing local government agencies and understand the context of local government and the guiding principles that make good public policy, including:

- Transparency
- Accountability
- Social equity
- Environmental responsibility
- Community as partner

## III. Civic Engagement

**Speaker:** **Ed Everett**,  
Consultant & Retired City Manager,  
Redwood City

**Date/Time:** September 19, 2013, 8:30AM-12PM

**Purpose:** Understand the skills and dynamics of civic engagement, including but not limited to:

- What civic engagement is and is not
- Benefits
- Obstacles
- Necessary behavior changes in staff, elected officials and citizens
- Methods

## IV. Performance Management: From Vision to Results

**Speakers:** **Matt Bronson**,  
Assistant City Manager, San Mateo  
**Reyna Farrales**,  
Deputy County Manager,  
San Mateo County

**Date/Time:** October 3, 2013, 8:30AM-12PM

**Purpose:** Learn about best practices in community priority-setting, and the skills needed to create a line of sight from employee goals to community goals and results. The following elements of a collaborative performance management system will be covered:

- Visioning and strategic planning
- SMART goal-setting
- Relationship between supervisor and direct reports
- Operational Goals vs. Development Goals
- Ongoing coaching and feedback
- Performance dashboards

## Purpose of the Academy:

The Academy was designed to give public sector management employees the opportunity to hear the newest and most innovative concepts and practices from top leaders in our community.

Participants will have the opportunity to hear and learn the dynamics and context of leading and managing in the public sector in order to be more strategic and effective in the development and implementation of quality public policy. Speakers for the Academy are current and retired local City and County Managers.

## Academy Design:

There are eight sessions on various topics which are important to up-and-coming leaders in the public sector. Each session provides the opportunity to hear diverse perspectives and experiences. The sessions are in the mornings and will be held in Belmont starting in August and ending in November.

## V. Human Resources: Building Workforce Capabilities

**Speakers:** **Shawwna Maltbie**,  
Director of Human Resources,  
Daly City  
**Donna Vaillancourt**,  
Director of Human Resources,  
San Mateo County

**Date/Time:** October 17, 2013, 8:30AM-12PM

**Purpose:** Understand the strategic role that Human Resources needs to play in an effective organization, including but not limited to:

- Employee engagement
- Building talent from within
- Trends in Human Resources

## VI. Ethics

**Speakers:** **Ken Hampian**,  
Consultant & Retired City Manager,  
San Luis Obispo  
**Deborah Linden**,  
Consultant & Retired Police Chief,  
San Luis Obispo

**Date/Time:** October 31, 2013, 8:30AM-12PM

**Purpose:** Despite years of training and literature to promote good ethics, ethical failures continue to plague our public and private institutions. This interactive session will address:

- What “ethical” means
- Institutionalizing ethical behavior
- The moral compass
- When things get fuzzy (case studies)
- Lessons learned (e.g. in Bell, California)

## VII. Future Trends and Leadership Skills

**Speakers:** **Jim Keene**,  
City Manager, Palo Alto  
**Ed Everett**,  
Consultant & Retired City Manager,  
Redwood City

**Date/Time:** November 7, 2013, 8:30AM-12PM

**Purpose:** Understand what managers and leaders must know to be successful in the next five years, including but not limited to:

- The new normal requires government to do different things, not the same old things differently
- Community Building: It is the most important piece of infrastructure you can build
- Civic Engagement: Citizens are changing and demanding more say
- Sustainability: If we get this wrong then nothing else matters

## VIII. Stump the “Chumps”

**Date/Time:** November 14, 2013, 8:30AM-12PM

**Panel Members:**

**Reyna Farrales**  
**Clay Holstine**

**Jim Keene**  
**Pat Martel**

**Purpose:** This session is an opportunity for participants to ask questions of the panel members and hear responses from panelists based on their wide variety of experiences.

## Target Audience:

**This Academy offering is targeted to local city and county management employees interested in leading in the public sector.**

## Academy Cost:

**Training Consortium Members:**  
**\$25/session**

**Non-Members: \$50/session**

**Your organization will be billed following your attendance of a session. Registrants must withdraw at least 2 weeks prior to a scheduled session to avoid being billed. All “No-shows” will be charged \$50 for the missed session(s).**

This Academy is being offered by the Regional Training and Development Consortium for Public Agencies. Special recognition goes to the following leaders and Cities/County for their individual contributions and session(s) development:

**Frank Benest,**

*Consultant and Retired City Manager, Palo Alto*

**Matt Bronson,**

*Assistant City Manager, San Mateo*

**Ed Everett,**

*Consultant and Retired City Manager, Redwood City*

**Reyna Farrales,**

*Deputy County Manager, San Mateo County*

**Ken Hampian,**

*Consultant & Retired City Manager, San Luis Obispo*

**Clay Holstine,**

*City Manager, Brisbane*

**Jim Keene,**

*City Manager, Palo Alto*

**Deborah Linden,**

*Consultant & Retired Police Chief, San Luis Obispo*

**Susan Loftus,**

*City Manager, San Mateo*

**Shawonna Maltbie,**

*Director of Human Resources, Daly City*

**Pat Martel,**

*City Manager, Daly City*

**Donna Vaillancourt,**

*Director of Human Resources, San Mateo County*

## How to Apply:

*Seating is limited, don't delay!*

**Participants may enroll in individual sessions; those who attend all eight sessions will be awarded a certificate of completion.**

**When expressing interest, you must provide your job title, name of organization, e-mail address, and the specific session(s) you are interested in attending.**

**City employees:** please contact your HR Department to apply.

**County employees:** please e-mail Noel Coloma at [NColoma@smcgov.org](mailto:NColoma@smcgov.org)

**For questions about the Academy, you can call Noel Coloma at (650) 363-4948.**



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