

CALIFORNIA

# SPECIAL DISTRICTS

Volume 17, Issue 3 • May-June 2022

A Publication of the California Special Districts Association



Managing Risk • PAGE 35

## Wildfire Season is Coming - Is Your District Prepared?



Interview • PAGE 22

### Workplace Civility: How to Go Together



*Shola Richards*  
Keynote Speaker at CSDA Annual Conference & Exhibitor Showcase



Feature • PAGE 20

### Good Anxiety: Learn to Transform Your Response



*Dr. Wendy Suzuki*  
Keynote Speaker at CSDA Annual Conference & Exhibitor Showcase

# Together for Better

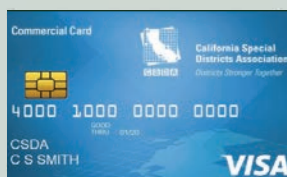


UMPQUA BANK

## ONE POWERFUL BUSINESS TOOL

**Consolidate all the features and benefits  
of purchasing, travel and fleet into one card  
and earn a 1% rebate**

This highly customizable CSDA Commercial Card Program is backed by VISA and designed for your business, so you can manage expenses and payables without needing multiple card programs. You can even create virtual cards.



Ready to streamline your business?

Contact us now and learn more about our virtual cards.

**Vanessa Ryan**  
SVP, Relationship Manager  
916-724-1214  
[VanessaRyan@UmpquaBank.com](mailto:VanessaRyan@UmpquaBank.com)

**Anastasia Efstathiou**  
VP, Client Solutions Manager  
916-774-3923  
[AnastasiaEfstathiou@UmpquaBank.com](mailto:AnastasiaEfstathiou@UmpquaBank.com)



**CSDA**  
ENDORSED  
AFFILIATE

Subject to Credit Approval  
Umpqua Bank | Member FDIC | Equal Housing Lender | SBA Preferred Lender



SPECIAL DISTRICT  
LEADERSHIP FOUNDATION



// 2022 DISTRICT OF DISTINCTION CHALLENGE

# IS YOUR DISTRICT READY TO LEVEL UP?

In a time where proper fiscal management and responsibility in public agencies is paramount and the task of governing these agencies has become even more complex, regulated, and costly, it has become increasingly important to demonstrate to constituents that districts have sound fiscal management policies and practices in place among other areas of importance in district operations.

Complete the District of Distinction application and take the challenge TODAY!

**START THE CHALLENGE TODAY!**

Complete the Districts of Distinction Level Up

Commitment Form: [www.sdlf.org/districts-of-distinction](http://www.sdlf.org/districts-of-distinction)



Interview:  
**Workplace Civility:  
How to Go  
Together**

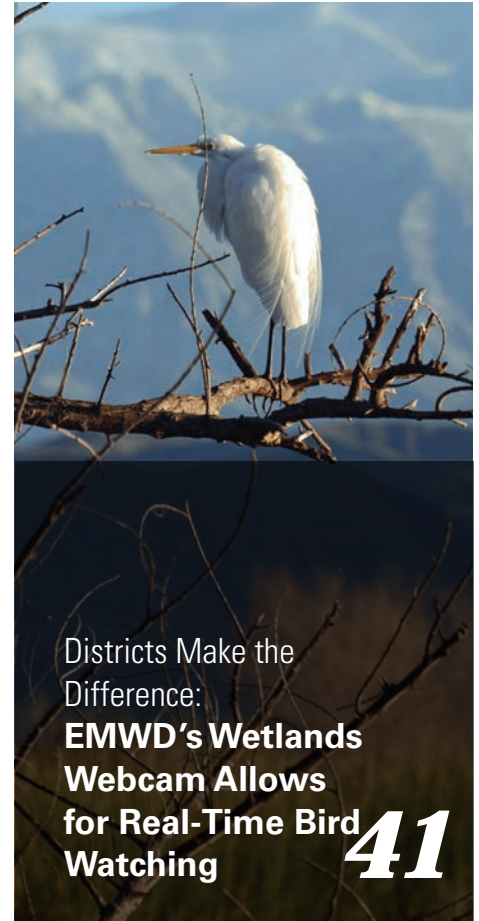
**22**

*Shola Richards*  
Keynote Speaker at CSDA Annual  
Conference & Exhibitor Showcase



Community Connections:  
**Districts Working  
Together: Palmdale  
Water District  
and United Water  
Conservation District  
Share Resources  
to Benefit the  
Community**

**28**



Districts Make the  
Difference:  
**EMWD's Wetlands  
Webcam Allows  
for Real-Time Bird  
Watching**

**41**

**05 President's Message**

**06 Professional  
Development**

**07 CSDA News**

**09 You Ask, We Answer:  
Who Appoints - County  
or Special Districts?**

**10 Legal Brief:  
Local Ballot Measures:  
The Line Between  
Information and  
Campaigning**

**14 SDLF District Spotlight**

**16 Ask the Experts:  
Helping Districts Tell  
Their Story**

**18 Movers and Shakers**

**20 Feature:  
Good Anxiety: Learn  
to Transform Your  
Response**

**26 Solutions and Innovations:  
Port of Stockton and  
Post-Pandemic Port  
Operations**

**31 What's So Special:  
Grant Program Funds  
Park Improvements  
You'll Want to See**

**32 Managers Corner:  
Keeping Your Passion  
and Rediscovering Your  
Purpose**

**34 Take Action**

**35 Managing Risk:  
Wildfire Season Is  
Coming - Is Your  
District Prepared?**

**42 Money Matters:  
Retirement Funding  
Strategies for Past and  
Future Costs**

For editorial inquiries, contact CSDA Communications Specialist  
Vanessa Gonzales, at 877.924.2732 or [vanessag@csda.net](mailto:vanessag@csda.net).

For advertising inquiries, contact CSDA at 877.924.2732 or  
[advertising@csda.net](mailto:advertising@csda.net).

# Coming Back to Connection

Now that social life is returning somewhat to 2019 levels, I often find myself again in social situations explaining what a special district is. I typically begin with noting a familiar local



**Ryan Clausnitzer, CSDM**  
CSDA Board President

special district as an example. Then, I mention that most special districts have the same authority, granted by the state, of cities and counties (except for land use). With that established, I then promote how wonderful special districts are in providing

efficient and effective locally controlled essential services. With the amazing work you all do, special districts really sell themselves. But, will we ever see special districts achieve the same level of name recognition shared by cities and counties? That goal is where we as CSDA members come in.

The vision of CSDA is to *be the essential statewide network for all special districts*. If you've ever worked to develop your district's vision statement, you know that a vision is where you WANT your district to be. The vision of CSDA is becoming closer to reality through our continued growth in online communities, local chapters, membership, training opportunities, advocacy efforts, and business partners.

Thankfully, each of you have an upcoming opportunity to connect and learn more about these successes. During late August, please join us all in Palm Desert for our Annual Conference & Exhibitor Showcase and remember, it's only a "dry heat". CSDA staff did an amazing job pulling off a successful conference last year in Monterey, so I expect a well-organized and engaged event with relevant content once again. I love reading Aesop's Fables to my children and recently had an excuse to reference the Bundle of Sticks story to some 1st graders regarding the importance of friendship. If memories of 2020's isolation still make you shudder like they do me, we can agree that what we missed most was community and the power of being stronger together. Help us make CSDA's motto of *Districts Stronger Together* a reality. 🇺🇸

## CSDA Board and Staff

### Officers

RYAN CLAUDSNIETZER, CSDM, PRESIDENT, *Alameda County Mosquito Abatement District*  
ELAINE MAGNER, VICE PRESIDENT, *Pleasant Valley Recreation & Park District*  
ARLENE SCHAFER, SECRETARY, *Costa Mesa Sanitary District*  
JERRY L. GILMORE, TREASURER, *Truckee Sanitary District*  
GREG ORSINI, PAST PRESIDENT, *McKinleyville Community Services District*

### Members of the Board

DON BARTZ, CSDM, *Phelan Pinon Hills Community Services District*  
STANLEY CALDWELL, *Mt. View Sanitary District*  
CHAD DAVISSON, CSDM, *Ironhouse Sanitary District*  
VINCENT FERRANTE, *Moss Landing Harbor District*  
PETER KAMPA, CSDM, *Groveland Community Services District*  
JO MACKENZIE, *Vista Irrigation District*  
NOELLE MATTOCK, *El Dorado Hills Community Services District*  
PATRICK OSTLY, *North of River Sanitary District #1*  
STEVE PEREZ, CSDM, *Rosamond Community Services District*  
LORENZO RIOS, *Clovis Veterans Memorial District*  
FRED RYNESS, *Burney Water District*  
KIMBERLEE SENEY, *Gold Mountain Community Services District*



California Special Districts Association  
1112 I Street, Suite 200, Sacramento, CA 95814  
toll-free: 877.924.2732 • www.csda.net

### Staff

NEIL MCCORMICK, *Chief Executive Officer*  
MEGAN HEMMING, *Professional Development Director*  
KYLE PACKHAM, *Advocacy & Public Affairs Director*  
CASSANDRA STRAWN, *Member Services Director*  
RICK WOOD, *Finance & Administration Director*  
AARON AVERY, *Legislative Representative*  
EMILY CHA, *Database & Online Communities Specialist*  
MARCUS DETWILER, *Associate Legislative Representative*  
BRENT FARRAR, *Graphic Design/Video Specialist*  
VANESSA GONZALES, *Communications Specialist*  
COLLEEN HALEY, *Public Affairs Field Coordinator*  
LILIA M. HERNANDEZ, *Legislative Assistant*  
MUSTAFA HESSABI, *Deputy General Counsel*  
CHARLOTTE HOLIFIELD, *Public Affairs Field Coordinator*  
ROSARIO CORTÉS KAPPELLER, *Senior Legislative Representative*  
COLE KARR, *Cole Karr, Public Affairs Field Coordinator & Federal Advocacy Coordinator*  
MICHAEL MEYER, *Member Services Specialist*  
CHRIS NORDEN, *Public Affairs Field Coordinator*  
CHRIS PALMER, *Senior Public Affairs Field Coordinator*  
AMBER PHELEN, *Executive Assistant*  
RACHAEL POPPINO, *Professional Development Assistant*  
COLE R. QUERRY, *Legislative Analyst*  
JENNIFER SMITH, *Professional Development Coordinator*  
ERIC SPENCER, *Member Services Specialist*  
DANE WADLÉ, *Senior Public Affairs Field Coordinator*  
JAMES WILFONG, *Design & Websites Manager*  
KRISTIN WITHROW, *Communications Specialist*



**SAVE-THE-DATES!**

**2022 CSDA Conferences**

Register at [csda.net](https://csda.net)!

**General Manager Leadership Summit**

June 19-21, 2022

Coronado

.....

**CSDA Annual Conference & Exhibitor Showcase**

August 22-25, 2022

Sacramento

.....

**Special District Leadership Academy Conference (North)**

September 18-21, 2022

Napa

.....

**Board Secretary / Clerk Conference**

November 7-9, 2022

Monterey

**2022 CSDA**

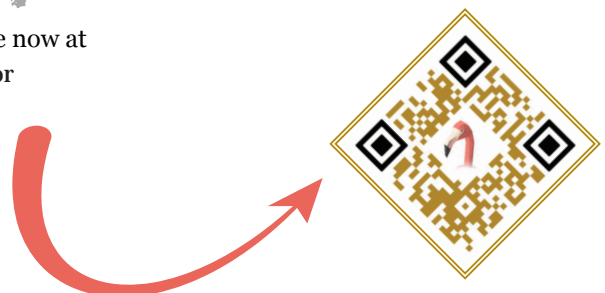
**Annual Conference & Exhibitor Showcase Highlights**

Take your professional development to the next level with one of our pre-conference workshops at Annual Conference! Choose from either Governance Foundations, the first stop in our Special District Leadership Academy curriculum that lays the groundwork for effective governance, focusing on unity, civility, and best practices, or sign up for our “So, You Want to be a General Manager?” Workshop, which helps prepare emerging leaders for the roles and responsibilities of becoming a general manager.

**New this year** a special pre-conference event – The Special District Financial Professionals Forum on Monday, August 22. Watch your *CSDA eNews* or visit [csda.net](https://csda.net) for more information.

And back my popular demand, our “Taste of the City” evening reception this year will be Casino Night! Are you feeling lucky? Whether you boast a poker face or just enjoy the lively atmosphere, you will not want to miss the fun to be had on this special night! Sample local food while enjoying a tasty beverage and listening to your favorite jams played for you by the DJ. Try your luck at a host of casino games and place a bid at our silent auction. There’s something for everyone at this year’s Taste of the City reception! 🍀

Registration available now at [conference.csda.net](https://conference.csda.net) or scan the QR code!





**CSDA Bay Area Network Public Affairs Field Coordinator:**

**COLLEEN HALEY**  
colleenh@cda.net

**CSDA Bay Area Network CHAPTER HIGHLIGHT**

*California Special Districts* is highlighting the seven CSDA affiliated chapters in the Bay Area Network, which happens to have the highest concentration of CSDA Chapters in the State! Here is what each chapter president has said about what their chapter means to them and the districts in which they serve.

**Alameda County Special Districts Association**  
*alamedasda.specialdistrict.org*

“Our CSDA Chapter has a robust and active membership that meets bi-monthly with rotating locations and district hosts. Our district highlights are very popular and allow the membership to hear what their counterparts are working on, which has stimulated great partnerships and learned best practices over the years.”

–*ACSDA Chapter President Roland Williams, general manager, Castro Valley Sanitary District*

**Contra Costa Special Districts Association**  
*contracostasda.specialdistrict.org*

“We are a long-standing CSDA Chapter with a great reputation in the community. In 2023 we will be celebrating our 30th anniversary and throwing a celebration to commemorate our milestone. Our members rely on us to provide timely, thought-provoking topics and speakers at chapter meetings, and we do our best to try and always meet their expectations.”

–*CCSDA Chapter President Chad Davisson, general manager, Ironhouse Sanitary District*

**Marin County Special Districts Association**  
*marinsda.specialdistrict.org*

“The Marin Chapter was reestablished in 2020 with the help of CSDA, and we have hit the ground running. Our attendance grows every meeting and districts now have

REMINDER:  
CSDA BOARD OF DIRECTORS  
**SEAT B VOTING**  
**BALLOTS DUE**  
**JULY 8**



**VOTING BEGINS**  
**JUNE 2, 2022**

Electronic ballots were emailed to the main contact of each member district. The deadline to cast your vote is July 8, 2022.

Want to get involved with your local CSDA chapter?

Learn more at  
[www.cda.net/about-cda/chapters-networks](http://www.cda.net/about-cda/chapters-networks)

**P O R T E R | S C O T T**  
ATTORNEYS

Finding the right answer is not always easy. Porter Scott provides public agencies with the right answer to litigation problems.



[www.PORTERSCOTT.com](http://www.PORTERSCOTT.com)

a forum to discuss local issues that are relevant to them and the community at large. We hope to continue to grow the chapter and be of value to districts for many years to come.”

–MCSDA Chapter President Bill Hansell, general manager, Alto Sanitary District

**San Mateo Chapter of the California Special Districts Association**

[csda.net/about-csda/chapters-networks/chapter-san-mateo](https://csda.net/about-csda/chapters-networks/chapter-san-mateo)

“The San Mateo County Chapter covers one of the most diverse areas of the state, from the coast to the bay, and the mountains ranges in between, with unique environmental and climate impacts. We are also home to many tech giants and fortune 500 companies. Our chapter provides a venue for members to discuss the changing needs of residential and commercial consumers alike, as well as work together to find solutions.”

–San Mateo Chapter President Kati Marin, board president, San Mateo County Mosquito and Vector Control District

**Santa Clara County Special Districts Association**

[sccsda.specialdistrict.org](https://sccsda.specialdistrict.org)

“Our chapter is a gathering place for special districts to connect, as well as an educational forum to expand our members’ knowledge of local government issues through discussions with leaders and policy makers throughout the region. We have hosted presentations on a variety of local and regional issues including housing and homelessness, open space, climate change, wildlife protection, wildfire prevention, drought impacts and responses, and community resilience. SCCSDA also has helped our members build good working relationships with Santa Clara County’s Local Agency Formation Commission, State legislative representatives, and other local elected officials, who are frequent attendees and presenters at SCCSDA Chapter meetings.”

–SCCSDA Chapter President Stephanie Moreno, executive director, Guadalupe-Coyote Resource Conservation District

**Solano County Special Districts Association**

[csda.net/about-csda/chapters-networks/chapter-solano](https://csda.net/about-csda/chapters-networks/chapter-solano)

“The Solano Chapter was founded in 2019 by district representatives who

had a desire to come together to discuss like-minded issues. Since then, the Chapter has continued to grow and adjust to a changing environment. When the pandemic hit, the Chapter didn’t skip a beat and started meeting virtually to accommodate the health crisis. Now in its fourth year, the Chapter is well-established in the community and has been able to attract the interest of some great speakers at the federal, state, and county level.”

–SCSDA Chapter President Gabe Lanusse, general manager, Greater Vallejo Recreation District

**Sonoma County Special Districts Association**

[csda.net/about-csda/chapters-networks/chapter-sonoma-county](https://csda.net/about-csda/chapters-networks/chapter-sonoma-county)

“Our chapter is brand new, as it was just created in April 2022...but we are excited about what’s to come! We’d like to be a catalyst in growing partnerships between the 40 special districts within Sonoma County and our public service counterparts in local, state, and federal government, as well as the Sonoma Local Agency Formation Commission (LAFCo) and community at-large.”

–SCSDA Chapter President Ramona Faith, chief executive officer, Petaluma Health Care District

# STIFEL

## Special Districts Have Special Needs





For the past 26 years, I have developed a niche market, providing advisory services and customizing investment management strategies for over 36 special districts in California.

**Call me today for a complimentary consultation.**



**Sandra Hedstrom Wheeler**  
Vice President/Investments

**(805) 903-1065**  
**(877) 816-1231** Toll-free

**sandra.wheeler@stifel.com**  
**www.sandrahedstromwheeler.com**

4460 Broad Street, Suite 210  
San Luis Obispo, California 93401

Stifel, Nicolaus & Company, Incorporated | Member SIPC & NYSE | [www.stifel.com](http://www.stifel.com)

## 2022 Buyers Guide

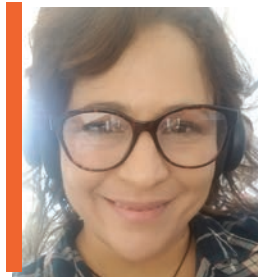
The Buyers Guide helps special districts find the products and services they need to succeed. This directory of CSDA’s Business Affiliates is included in this issue as a resource you can use throughout the year. We also feature an online Buyers Guide on our website at [csda.net](https://csda.net)





A  
&  
Q

## Vacant Director Seat Who Appoints - County or Special District?



### Miriam Rosales

*Administrative General Manager & Secretary of the Board,  
Seeley County Water District*

HELP! Can someone assist me in breaking down these election codes **10515** and **10500 (13)** states “supervising authority” who is that authority? I was told by the NEW election department head that the “County Board of Supervisors” is that authority and not the “Special District Board”? I strongly desire clarification and help. I

understood it was the governing board of a special district that is the authority.

Prior to the terms ending December 31, 2021, I published the vacancies in the newspaper and other areas as required. In January, the only public members present in the crowd interested to run for the vacant seats were the two board members seeking reelection from the governing board, a quorum made of three governing board members voted to appoint the two directors to the seats.

As of right now, the NEW elections department head did not accept the certificate of appointments and the assuming office certificates?



### Rachel Hundley

*Public Law Attorney, Meyers Nave*

Was there an election last year for the seats with expiring terms? If so, then it sounds like there weren't as many people who filed to run for those seats as there were seats. A situation like that is handled different from a vacancy that occurs before a term expires (which your board could fill). If a term expires and there weren't enough candidates, the section you that you shared applies, and the board...



### Christine Crawford

*Executive Officer, LAFCO of Yolo County*

I suggest you look at the State Water Code for water district law to help. I have one water district in my county and the board members are elected. But if the vacant seats are not contested, the BOS can make the appointments on behalf of and at the request of the district. But I'm not an attorney.... 🇺🇸


*Read More on the community board at <https://bit.ly/397Juv7>*

*CSDA Disclaimer: This section is not intended to be legal advice. Members should always seek legal counsel. The information contained here is for general reference purposes only.*



**Engage with your peers  
and ask questions on  
CSDA's Open Forum  
community!**

<https://www.csda.net/communities-home>

A close-up photograph showing a hand placing a ballot into a dark, textured mailbox. The ballot is partially inserted, and the hand is visible from the right side of the frame. The mailbox has a circular opening, and the background is slightly blurred, showing a residential street with houses and a clear sky.

## *Local Ballot Measures:* The Line Between Information and Campaigning

*By Craig Steele<sup>1</sup> and Chelsea A. Straus<sup>2</sup>, Richards Watson Gershon*

Ballot measures can be high stakes occurrences. In special districts, voters may be asked to consider whether to approve tax measures, land use, or policy issues. Even normal special district functions like considering assessments might take the form of a ballot measure.

With so much at stake, public officials often want to participate in public discussions about a ballot measure. But the risks can be high. Laws that control election-related advocacy by local government agencies and officials are more restrictive than laws governing private campaigners.

Courts view the use of public resources to generate support or opposition in an election as “distortion” of the political process.<sup>3</sup> There is a difference between public officials informing constituents about issues in an impartial, factual way, and using public funds to campaign for or against a ballot measure. The latter crosses a legal line that can have significant consequences for the agencies and public officials involved. The exact location of that line is not always clear, and some agencies have nestled up against it in recent years. As public agencies’ use of informational communications has

increased, so has the related scrutiny from regulators like the Fair Political Practices Commission (“FPPC”), and political opponents.

The line starts with two applicable statutes. Government Code Section 54964 prohibits officers, employees, or consultants of local agencies from spending or authorizing the expenditure of public funds to support or oppose a ballot measure or candidate. This statute does not prohibit an “accurate, fair, and impartial” presentation of relevant facts about a ballot measure. Government Code Section 8314 makes it illegal for local officials and staff to use public resources for campaign or personal purposes.

Apart from official ballot arguments and other materials authorized by the Elections Code, there is no law that permits special districts to spend funds to support or oppose a ballot measure or a candidate. However, the California Supreme Court has recognized that public agencies may spend funds for “informational purposes” to provide a fair and impartial presentation of relevant information regarding a ballot measure.<sup>4</sup>

The FPPC has regulations on impermissible election-related communications. FPPC Regulation 18420.1 prohibits the use of public funds on a communication that either “expressly advocates” for or against a candidate or ballot measure, or “unambiguously urges” a particular result in an election.<sup>5</sup> FPPC Regulation 18901.1 contains similar provisions, but it applies to mass mailings financed by public funds.<sup>6</sup>

Some impermissible communications are obvious: words like “vote for” or “vote against” are “express advocacy.”<sup>7</sup> Advertisements, signs, and buttons are campaign items that cannot be paid for with public funds. Public agencies can adopt a position for or against a ballot measure in an open and public meeting of the board.<sup>8</sup> But it is difficult, sometimes, to distinguish communications that “unambiguously urge” an

election result from permitted “informational” activities.

The FPPC has penalized some public agencies recently for using public funds for election advocacy. Those penalties remind us that it can be difficult - but essential - to stay on the right side of the line between information and campaigning. Analyzing some recent FPPC enforcement cases can help special district communicators stay on the information side of this line and avoid prosecution and penalties. The FPPC has associated the following communication characteristics with impermissible arguments or advocacy:

**(1) Out of Sync Schedule:** The communication is published close to an election and *deviates* from the agency’s regular publication schedule. For example, the FPPC determined that a public agency’s special October/November 2016 issue of a bi-monthly newsletter before a November election with information on an upcoming ballot measure was not objective or nonpartisan.<sup>9</sup>

**(2) Style:** The communication is inconsistent with the public agency’s normal communications style. The FPPC found that a city’s magazine ads with narratives explaining the merits and need for a sales tax measure were inconsistent with the city’s prior ads in this magazine, which mostly contained concise language, pictures, and graphics to promote city programs and events.<sup>10</sup> Similarly, digital ads with simple slogans about

a measure and no factual information crossed the line into advocacy.<sup>11</sup>

**(3) Special Appropriation:** The communication is funded from a *special* appropriation related to the ballot measure, such as communications funded by a special \$1 million appropriation for a public education campaign approved outside the normal budget cycle and shortly after the public agency board voted to submit a tax measure to the voters.<sup>12</sup>

**(4) Timing:** The communication is published *after* a public agency votes to place a specific measure on the election ballot or close to the election date. One example is a public agency that placed a sales tax measure on the ballot and then started ballot measure outreach.<sup>13</sup>

Special districts can use forward-thinking strategies to demonstrate their intent to inform rather than advocate. Special districts should plan ahead to provide impartial election-related information as a part of normal agency communications by taking the following kinds of steps:

**(1) Normal Budgeting:** Special districts should incorporate a communications budget into their *normal* budgeting process. Informational communications related to issues that are, or may be, on the ballot should be funded from this normal communications budget, rather than from special appropriations that only come about because there is an election.<sup>14</sup>



**We provide legal solutions**

tailored to the unique needs of  
California public agencies.

**RICHARDS WATSON GERSHON**

Representing California public agencies for over sixty years.

**Greg Stepanicich**  
**Jim Markman**  
**Roxanne Diaz**  
**Ginetta Giovinco**  
**Craig Steele**  
**Dave Fleishman**

Construction  
Eminent Domain  
Energy  
Environmental  
General Counsel

Labor & Employment  
Litigation  
Public Agency Law  
Public Finance  
Real Estate

Special Districts  
Telecommunications  
Transportation  
Waste Management  
Water Law

**888.479.4529**  
[rwglaw.com](http://rwglaw.com)

LOS ANGELES  
SAN FRANCISCO  
ORANGE COUNTY  
TEMECULA  
CENTRAL COAST  
SACRAMENTO

**(2) Early education:** Special districts should try to communicate *before* a related measure is placed on the ballot.<sup>15</sup> Educating constituents about the issues early on related to a future ballot measure is less likely to be seen as campaigning for or against a measure. Once an election is underway, interested parties can access readily available public information, including agency studies or staff reports.

**(3) Regular Publication Timing:** Special districts should include communications within *regularly-timed* publications, such as a periodic newsletter. Communications should not be in special publications that are issued close to an election.<sup>16</sup>

**(4) Standard communications:** Special districts should use their *standard* methods and style of communicating information, including newsletters or presentations at public

meetings. Avoid non-standard communications that could be characterized as campaign “material” or “activity,” such as digital advertising, flashy logos and slogans, or door-to-door canvassing.<sup>17</sup>

Public agency expenditures on election-related communications will continue to be scrutinized. To help ensure that communications are not perceived as impermissible arguments or advocacy, special districts should plan ahead and consider the steps outlined above. A communication is likely permissible if it looks and sounds like a typical, consistent, moderate, and factual communication from a public entity and contains no express advocacy. However, if the communication looks or sounds more like a campaign, either through express advocacy or unusual timing, style or tone, the communication is probably not a permissible use of public resources. 🇺🇸

1 Shareholder, Richards, Watson & Gershon and General Counsel, Nipomo Community Services District.  
 2 Associate, Richards, Watson & Gershon.  
 3 *Stanson v. Mott* (1976) 17 Cal.3d 206, 217.  
 4 *Id.* at 221.  
 5 2 Cal. Code Regs. § 18420.1.  
 6 2 Cal. Code Regs. § 18420.1.  
 7 See, e.g., *Vargas v. City of Salinas* (2009) 46 Cal.4th 1, 8.  
 8 *League of Women Voters v. Countywide Criminal Justice Coordination Comm.* (1988) 203 Cal.App.3d 529, 555.  
 9 *In the Matter of Mesa Water District*, FPPC Case No. 16/19813.  
 10 *In the Matter of City of Fountain Valley*, FPPC Case No. 16/20109.

11 *In the Matter of County of Los Angeles*, FPPC Case Nos. 17/150 and 18/1258; *Settlement Agreement between the Howard Jarvis Taxpayers Association, John Suttie, and the County of Los Angeles* (June 2020).  
 12 *Id.*  
 13 *Id.*  
 14 2 Cal. Code Regs. § 18420.1(d)(1); 2 Cal. Code Regs. § 18901.1(e)(1).  
 15 See 2 Cal. Code Regs. § 18420.1(b)(2); 2 Cal. Code Regs. § 18901.1(c)(2).  
 16 2 Cal. Code Regs. § 18420.1(d)(2); 2 Cal. Code Regs. § 18901.1(e)(2).  
 17 2 Cal. Code Regs. § 18420.1(b)(1); 2 Cal. Code Regs. § 18901.1(c)(1).

**Comprehensive**  
 HR solutions for  
**advanced** organizational  
 performance.



Providing special district consulting services in these key areas:

- Recruitment & Executive Search
- Testing & Selection
- Classification & Compensation
- Training & Development
- HR Outsourcing
- Employee Engagement
- Workforce Planning
- Diversity, Equity, & Inclusion

Contact us today to discuss solutions for your organization.

**CPS HR CONSULTING**

800.822.4277  
 cpshr.us





**Focused Flexible Fast**  
**ENTERPRISE-LEVEL GIS**  
**DESIGNED FOR SPECIAL DISTRICTS**



### Manager Dashboard

DashGIS has a Dashboard option for Managers that want to get straight to the underlying data. Custom searches are built to retrieve the precise data needed at the moment.



### Custom Solutions

DashGIS can make life easier by integrating with existing business systems and databases. With customizable reports and searches, you can view data from existing systems without the need to migrate your data to a new database. Give your users a single portal to view information from a multitude of sources and get their jobs done faster.



### Extendable

DashGIS has extensions that add to your capabilities without increasing the monthly subscription rate. Add modules like CMMS, Sewer CCTV, Gravity Path Tracing, Maintenance Activity, Pressure Line Isolation at any time!



**CSDA**  
**MEMBERS**  
 Get first month  
**FREE**

SCAN TO  
 LEARN MORE



California CAD Solutions  
 dashgis.com  
 800-617-4GIS





## THE SPECIAL DISTRICT LEADERSHIP FOUNDATION RECOGNIZES Contra Costa Resource Conservation District

*The Special District Leadership Foundation (SDLF) recognizes Contra Costa Resource Conservation District (CCRCD) as one of the ten 2021 SDLF Transparency Challenge winners! Contra Costa Resource Conservation District Executive Director Chris Lim shares about the process and the benefits of this transparency recognition below.*

### **Share your experience completing the Transparency Challenge. (What did you learn about your district? How difficult was the application process?)**

Contra Costa Resource Conversation District is happy that we went through the process. We knew that we already had been doing some of the practices on the checklist but gathering all the pieces and developing new ones took us longer than we anticipated. It would have been better for us to get an earlier start to alleviate stress closer to the deadline. It took us several meetings between admin and website staff to coordinate and complete the checklist. We also wanted to make the process as simple as possible for our reviewers, so we spent a good amount of time developing an online checklist. I would not characterize the application process as difficult, but it probably took more time than we originally imagined. I could see the process being more difficult if the organization didn't already have some of the pieces developed.

### **Why was completing the challenge important to your district?**


It was important to our Contra Costa Resource Conversation Board of Directors to complete the challenge. They had known about the challenge for some time, and it

had continued to be on their radar. This was the year that we had the appropriate staff in place to complete the challenge. The CCRCD Board is committed to being a transparent organization and felt this challenge was an excellent way for our organization to think about the different parts of the checklist and, once completed, be able to share that transparency with our constituents.

### **Now that you have earned your SDLF Transparency Certificate, how will you use the recognition to highlight your district's accomplishment to your customers, constituents, and/or other stakeholders?**

We will add the certificate to our website with a brief description of the program, along with why it was important to us, and some insights into our process. We will also explore sending out a blast email to our constituents describing our accomplishment, as well as explore adding it to our email signatures and blast email footer.

### **About Contra Costa Resource Conservation District**

The Contra Costa Resource Conservation District (CCRCD) was formed in 1941. Their service area is consistent with the political boundaries of Contra Costa County and covers 516,191 acres. CCRCD is one of California's 95 Resource Conservation Districts. CCRCD is a non-regulatory special district of the state whose mission is to facilitate conservation and stewardship of the natural resources in Contra Costa County. For more information about Contra Costa Resource Conservation District, visit [ccrcc.org](http://ccrcc.org). 



# THE SPECIAL DISTRICT LEADERSHIP FOUNDATION RECOGNIZES Midpeninsula Regional Open Space District

*The Special District Leadership Foundation (SDLF) recognizes Midpeninsula Regional Open Space District (Midpen) as one of the ten 2021 SDLF Transparency Challenge winners! MidPen shares about the process and the benefits of this transparency recognition below.*

**Share your experience completing the Transparency Challenge. (What did you learn about your district? How difficult was the application process?)**

Midpen has a great number of public documents readily available for members of the public to access on our website at [openspace.org](https://www.openspace.org). As we celebrate the 50th Anniversary of our district this year, we will be vastly expanding the amount of available public documents with the development of a public portal containing 50 years of records. The application process was not difficult.

**Why was completing the challenge important to your district?**

As a public agency dedicated to open space preservation, protection, restoration, access, and education in three counties in the San Francisco Bay Area, Midpen is committed to being open and transparent with our constituents. The challenge was a great way for us to document the many ways we are working to achieve this goal.

**Now that you have earned your SDLF Transparency Certificate, how will you use the recognition to highlight your district's accomplishment to your customers, constituents, and/or other stakeholders?**

We will share the news with our constituents via our website, social media, and e-newsletter — showcasing Midpen's commitment to good governance.

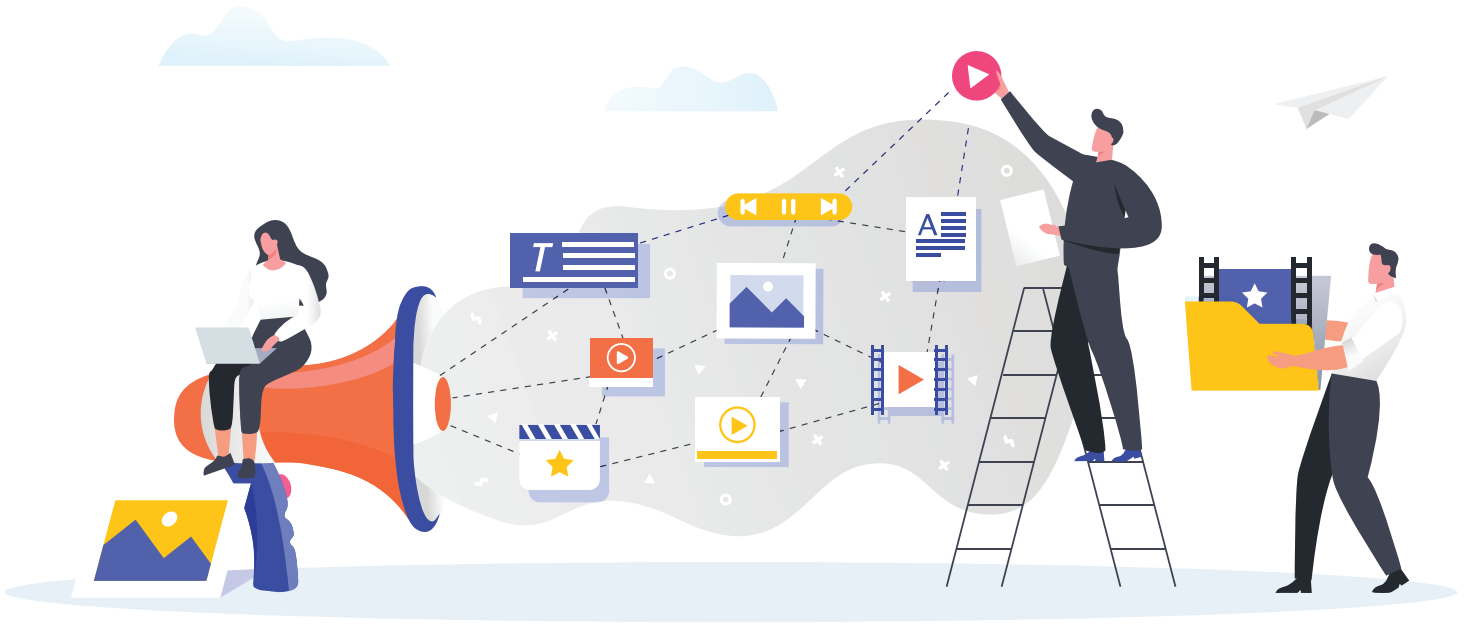
**About MidPen**

Created in 1972, Midpen is an independent special district that helps plants, animals, and people thrive throughout the greater Santa Cruz Mountains region by preserving a connected greenbelt of more than 65,000 acres of public open space. These diverse and scenic landscapes, from bay wetlands to redwood forests and coastal grasslands, host an incredible diversity of life, making our region one of the world's biodiversity hotspots. Midpen's mission is to acquire and preserve a regional greenbelt of open space land in perpetuity, protect and restore the natural environment, and provide opportunities for ecologically sensitive public enjoyment and education. On the Coast, Midpen has an expanded mission to acquire and preserve agricultural land of regional significance, preserve rural character, and encourage viable agricultural uses of land resources. For more information, visit [openspace.org](https://www.openspace.org).



It is now more important than ever for local governments (including special districts) to be open and accessible to the public. The Special District Leadership Foundation's Transparency Challenge showcases the many steps districts take to show they are available and transparent to their constituents and customers.

Learn more at <https://www.sdlf.org/home>



# Helping Districts Tell Their Story

*Tiffany Baca, Municipal Water District of Orange County (MWDOC) Public Affairs Manager and California Association of Public Information Officials (CAPIO) Member and CAPIO 2020 Communicator of the Year*

Communities rely on special districts to provide essential services like water, sanitation, fire protection, and more. Without these services, many important systems would break down, jeopardizing the well-being and safety of our communities and the health of our economy. Yet, despite the critical need for special districts, many organizations don't spend the time needed to effectively tell their stories.

### Connect With Your Audience

If you want your audience to care, you must first understand and respect who they are, both as individuals and as a community. Who is receiving your message, and does it address their needs? Connect with your audience by putting them first. Find common ground and create a mutually beneficial relationship. This is the key to effective communication, whether it's delivering a presentation, creating a brochure or social media post, writing an article or press release, building a website, or developing a campaign.

### Branding

In 2017, I led the charge for the Municipal Water District of Orange County's (MWDOC) brand awareness initiative. At the time, the logo hadn't been updated in 46 years, the website

was outdated, we had very few social media followers, and there was no clear "voice" for the agency. Sound familiar? Most of that year was spent convincing others that branding wasn't just a logo. With virtually no budget,



**JOIN US IN  
SAN DIEGO!**

2022 CAPIO Annual Conference  
August 29 – September 1  
San Diego Mission Bay Resort

 **CAPIO.ORG/  
CONFERENCE**





nearly every brand element was created in-house. From a new logo, website, and social media overhaul to a branding guide that presented a clearly defined voice and outlined “dos and don’ts,” this undertaking created the foundation for every piece of communication produced for internal and external customers. It’s the backdrop for our stories. Today, MWDOC is one of the leading brands in California water.

This is a true story and an all-too-common scenario for special districts. What makes it work is the use of the SAR Method.

### The SAR Method

The art of storytelling takes practice. It is a valuable communications tool that can help businesses connect with their customers on a deeper level. As demonstrated in the paragraph above, the SAR method allows your audience to see themselves in the stories you tell about your organization. This method is the simplest storytelling process I’ve found and is the easiest to follow.

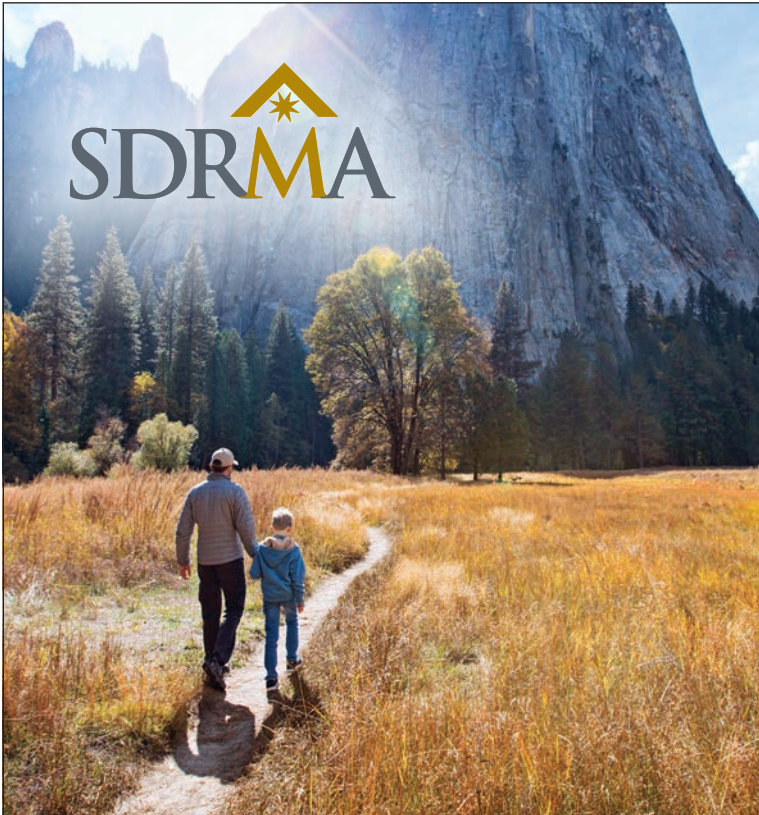
**(S) Situation:** Set the stage. Provide context and background. Introduce a problem that may seem impossible. Insert a hook, such as a question, to hold your reader’s attention.

**(A) Action:** Describe the challenges you face and include the actions you’ve taken to remedy the situation.



**(R) Results:** Present the outcome and include the benefits of resolving the problem. When available, use metrics to drive the point home.

Your story is unique and important to the communities you serve. Keep it simple, be consistent, and add value for your customers when messaging. The time and effort you put into connecting with your audience, building your brand, and creating a toolbox full of interesting, customer-centric stories about your organization, will help secure a loyal, sustainable audience that you can call to action. 🇺🇸



#### SDRMA’s Medical Benefits Program

offers plan options through Kaiser, Blue Shield and Anthem-Blue Cross, including optional coverage for retirees and public officials. Rates are based on region, not on age.

Our **Ancillary Coverages Program** offers a wide variety of plan options through Delta Dental, VSP Vision, MHN Employee Assistance Program, Voya Financial Life and AD&D, Short Term Disability and Long Term Disability.

Agencies can pick and choose what programs and plan options they want to participate in. To learn more about SDRMA’s Health Benefits Program, contact us at: [healthbenefits@sdrma.org](mailto:healthbenefits@sdrma.org) or **800.537.7790**.

SPECIAL DISTRICT RISK MANAGEMENT AUTHORITY \* 800.537.7790 \* [www.sdrma.org](http://www.sdrma.org)

# MOVERS & SHAKERS



**Gregory Reed**

West Basin Municipal Water District Board of Directors announced that **Gregory Reed** will serve as the new general manager of the district. Bringing more than 30

years of public service and executive leadership in the water industry, Reed will support West Basin in achieving its water resiliency goals. Prior to joining the District, Reed served as the Los Angeles Department of Water and Power (LADWP) Assistant Director of Water Engineering and Technical Services. He was responsible for guiding and supervising the long-range planning and development of water system infrastructure renewal and expansion projects including the over \$400 million annual capital improvement program and over 140 projects.



**Brent Byrne**

*“As president of the Quartz Hill Water District (QHWD) Board of Directors, it is a great pleasure to have been able to promote **Brent Byrne** to the general*

*manager position. His 23 years with QHWD and vast knowledge of district operations and business finances made him the perfect person to ensure the continued success of the District and maintain the high standards by which we operate,”* said Sheldon Carter.



**Ivan Monroy**

Valley Sanitary District’s **Ivan Monroy**, an operations team member, was selected by the California Water Environment Association (CWEA) and its Colorado River Basin

Section for exceptional work in 2021. He was named the P3S (Pretreatment, Pollution Prevention, and Stormwater) Person of the Year. Monroy, the CWEA Environmental Compliance Inspector II, has been with the District for three years.

*“Ivan is such a committed public servant who embraces his work,” said Anna Bell, CWEA Lab and Compliance Supervisor. “He always goes above and beyond for his job, whether seeking out training opportunities or presenting about environmental compliance, as he did not too long ago at a CWEA conference.”*



Valley Sanitary District received distinguished recognition for excellent budgeting practices and comprehensive annual financial reporting, thanks to the diligence

of the District’s fiscal team. Sound financial planning helps ensure the agency is serving in the best interest of its customers. The District earned the Certificate of Achievement for Excellence in Financial Reporting for Fiscal Year 2019-2020 and the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada (GFOA).



**Ed Franciosa**

Modesto Irrigation District (MID) Board of Directors recently appointed **Ed Franciosa** to serve as the district’s new general manager,

effective immediately. Franciosa has been MID’s assistant general manager of transmission and distribution

since 2014, overseeing the electric engineering, substation, metering, line construction, line maintenance and trouble departments. He also served as interim general manager in 2020 at the onset of the pandemic. Franciosa has an extensive background in utility operations, understands the challenges of the industry, and will embrace the opportunities ahead for MID.



**Elena Lee Reeder**

Congratulations to **Elena Lee Reeder** of Sacramento who has been appointed to the Central Valley Regional Water Quality Control Board! Lee Reeder has been a trustee of

Reclamation District 1000 since 2019, where she has been vice president since 2020. She was appointed as an alternate to the Sacramento Area Flood Control Agency in 2019 and as a sitting member in 2022. She was a partner at Leeder Strategies LLC from 2017 to 2020, Press Secretary for the Office of State Assemblymember David Chiu from 2016 to 2017, and Press Secretary and Legislative Aide in the Office of State Assemblymember Cristina Garcia from 2013 to 2016. Lee Reeder was the scheduler and legislative aide for the Office of State Senator Leland Yee from 2010 to 2013.

**Do you have movers and shakers in your districts to highlight?**

Send to CSDA Communications Specialist Vanessa Gonzales at [vanessag@csda.net](mailto:vanessag@csda.net) for consideration in this section and in *CSDA eNews*.

## A JOINT POWERS AUTHORITY INVESTMENT POOL

Convenient and User-Friendly Cash Management Solutions Designed  
for California Special Districts

### California CLASS provides Participants the following benefits:

- ✓ Two portfolios designed to enhance your investment program
- ✓ Dedicated client service team committed to districts of any size
- ✓ Securities selected in accordance with California Government Code
- ✓ Transparent governance by Board of Trustees and special district peers
- ✓ Portfolios marked-to-market with NAV and yields posted to website daily

Fund Option	Prime	Enhanced Cash
Portfolio Type	Prime-style fund	Enhanced cash
Purpose	Short-term liquidity	Intermediate liquidity
Intended Rating	'AAAm'	'AAAf/S1'
Min/Max Investment	None	None
Withdrawals	Unlimited	Unlimited
Accounts	Unlimited	Unlimited
Dividend Rate	Applied Daily	Accrue Daily
WAM	≤60 days	>60 days
Net Asset Value (NAV)	Stable \$1.00 per share	Variable \$10.00 per share

Learn more about building an optimal liquidity portfolio for your special district; contact us today.



**Tom Tight**  
Managing Director  
(407) 765-0761



**Brent Turner**  
Regional Director  
(303) 481-0469

Many factors affect performance including changes in market conditions and interest rates and in response to other economic, political, or financial developments. Investment involves risk including the possible loss of principal. No assurance can be given that the performance objectives of a given strategy will be achieved. Past performance is no guarantee of future results. Any financial and/or investment decision may incur losses. California CLASS intends to manage the Prime portfolio in a manner consistent with the 'AAAm' rating guidelines by S&P Global Ratings. A 'AAAm' rating by S&P Global Ratings is obtained after S&P evaluates a number of factors including credit quality, market price exposure, and management. For a full description on rating methodology, please visit [www.spglobal.com](http://www.spglobal.com). Additionally, California CLASS intends to manage the Enhanced Cash portfolio in a manner consistent with the 'AAAf/S1' rating guidelines by FitchRatings. The 'AAAf' rating is Fitch's opinion on the overall credit profile within a fixed-income fund/portfolio and indicates the highest underlying credit quality of the pool's investments. The 'S1' volatility rating is Fitch's opinion on the relative sensitivity of a portfolio's total return and/or net asset value to assumed changes in credit spreads and interest rates. The 'S1' volatility rating indicates that the fund possesses a low sensitivity to market risks. For a full description on rating methodology, please visit [www.fitchratings.com](http://www.fitchratings.com). Ratings are subject to change and do not remove credit risk. More information to come.

# Good Anxiety

## Learn to Transform Your Response

By Kristin Withrow, CSDA Communications Specialist

**F**oreboding. Angst. Apprehension. These are all synonyms for anxiety, which the Oxford dictionary defines as “the state of feeling nervous or worried that something bad is going to happen.” As defined, anxiety is a feeling every human on the planet experiences. Such a common emotion, yet according to the National Institute of Mental Health, an estimated 31.1% of U.S. adults experience an anxiety disorder some time in their lives. The list of clinically defined disorders is long, including post-traumatic stress, panic, generalized anxiety or social anxiety, and specific phobias. Clinically diagnosed anxiety disorders require professional care and treatment.

But what about the everyday anxiety that people deal with every day. The anxiety that comes from due dates stacking up, financial worries, social commitments, speaking in public, clutter – the list of anxiety-inducing situations is endless and variable. We each have our triggers and methods for tamping down the anxiety. How we deal with anxiety has deep effects on our personal and professional lives.

In an exploration of this topic, California Special Districts Association is featuring Dr. Wendy Suzuki at the Annual Conference and Exhibitors Showcase in Palm Desert this August. Dr. Suzuki is a professor of neural science and psychology at the Center for Neural Science at New York University. At the conference, she will discuss the effects of “everyday anxiety” on the brain. Her most recent book, *Good Anxiety: Harnessing the Power of the Most Misunderstood Emotion*, introduces the idea of anxiety as a possible motivator for action and change in our lives. She explores the science

behind the transformation occurring in an anxious brain and the steps to change from an anxious mind to a more balanced mind. And she busts that myth that the adult brain can’t change. Science has proven the brain does respond to changes in our lifestyle and outlook.

*Without the rain, there would be no rainbow.*

~ G.K. Chesterton

Americans tend to view anxiety as a purely negative emotion. We push it away or find coping mechanisms to ignore it. But anxiety is the catalyst for an extremely necessary component of functional life: **resilience.** According to Dr. Suzuki, building resilience provides a “stress inoculation.”

Yet simply telling someone to be resilient is as helpful as saying “get over it” in an argument. It isn’t helpful at all. It might even inflame **the situation.** That doesn’t **make resilience** inaccessible, it just means you need **the tools to create that resilience.** You can literally transform your brain’s plasticity, or flexibility, to be more resilient and less prone to anxiety that rages out of control.

Dr. Suzuki outlines three phases to progress in stressful moments that drive anxiety. To build your stress inoculation, you’ll need to consider and take action Before, During, and After to adapt your response.



**Dr. Wendy Suzuki**

**Before** involves acknowledging things that cause you stress. By facing the reality that certain situations cause you stress and being willing to acknowledge them, you can plan a strategy for those inevitable moments. Seek mentors whose attitudes you aspire to. It may be a co-worker, relative or friend, or someone you know of, such as the Dalai Lama. Ask yourself “who do you want to be” in your response to those moments, and plan ahead. Find a deep breathing method that works for you and practice it in your calm moments to use when you are in a stress mode.

**During** involves activating your desired attitude. If you are working with a difficult coworker or handling a customer who is upset, start by finding a connection point. Acknowledging their emotion “I hear you” “we both want to find a way to make this situation better” are statements that can set common ground.

**After** involves decompressing. To drain adrenaline and feel calm, you need to switch out of your fight or flight mode and activate your parasympathetic nervous system. This is your “rest and digest” mode. This is when your deep breathing practice is helpful. Another option may be to take a break: walking for 10 minutes has been clinically shown to decrease anxiety and depression.

Dr. Suzuki defines six benefits of anxiety in her book. She calls these the superpowers of anxiety. Understanding the superpowers will allow you to reap the benefits of anxiety, including building the resilience we need for everyday anxiety. Transforming your relationship to anxiety includes transforming your perception of yourself as someone who is capable of success.

“This lens through which we interpret and process our experience and, most important, our belief in our own competence is called mindset,” said Dr. Suzuki. “An important part of being able to “flip” one’s experience of anxiety from all negative to something neutral or even positive relies on a conscious decision to



do so. I refer to this conscious choice as an **activist mindset.**”

Dr. Suzuki will explore these ideas with the audience at the Annual Conference. The steps she outlines to achieve a growth mindset in which you perceive “failure” as a learning tool, or a re-route, include:

1. Identify when your inner voice says you’ve hit a limit
2. Choose to listen to the voice OR recognize you have control over your response
3. Actively talk back to the negative, limiting voice -- be affirmative to yourself, attitude of ‘I’ll try another tactic and know I’ll find a way’
4. Choose a new route and take action

Her CSDA Annual Conference keynote presentation will be an interactive exploration of the audience’s anxiety response and a demonstration of useful ways to dispel anxiety and begin to transform to a positive outlook. *Good Anxiety* includes actionable tips to “calm, flip, and channel your anxiety,” including self-evaluation quizzes, strategies for self-soothing in positive ways, tools to evaluate your emotion regulation, ways to fuel your brain and hack your sleep. Lastly, the science of smiling: where deep breathing helps calm your stress response, even a fake smile has been proven to calm the body away from a ‘fight or flight’ response and toward a ‘rest and digest’ response in your nervous system.

Learning to harness your anxiety as a positive force in your life may include reading the book (or listening to the audible version that is performed by Dr. Suzuki personally) and starting with a smile. 🌟



**Missing the bullseye isn't an option.**

We have been hitting the target with focused legal strategies for clients throughout California for 80 years. Are you ready to take your shot?

 **NOSSAMAN** LLP

nossaman.com

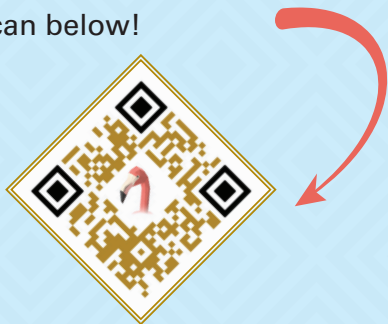


# Workplace Civility How to Go Together: Shola Richards

By Vanessa Gonzales, CSDA Communications Specialist

## REGISTER NOW!

**2022 CSDA Annual Conference & Exhibitor Showcase** opening keynote speaking on “The Courage to Go Together: Three Questions to Change How You Work, Live and Lead.” Don’t miss this opening keynote on Tuesday, August 23, register at [conference.csda.net](https://conference.csda.net) or scan below!



Shola Richards is an author, keynote speaker, and consultant whose focus is on workplace civility, how we treat each other in the workplace. He also focuses on key areas outside of civility like resilience, how we show up after tough times, especially after two years of COVID on our world. Shola is passionate about diversity, equity, and inclusion, and how this affects how people show up for work. Whatever can help colleagues show up with kindness, dignity, and respect for their fellow colleagues is what he is about!

Over 16 years ago, Shola worked for a very toxic work environment. It was a challenging time, but it helped him understand the importance and need of this movement. “When I came out of this,” Shola said, “I realized that no one was effectively addressing issues of toxicity in the workplace, and if there were people who were addressing it, I certainly wasn’t aware of them. After complaining out loud about why people aren’t doing anything about ending toxic behaviors in the workplace, a friend of mine said, ‘Hey, you’re someone. Why don’t you do it?’ That question started me on this journey.” 65 million Americans are dealing with toxic work environments – that’s more than the population of 14 states. It’s not okay to deal with someone who is actively harassing, bullying, or marginalizing you. Shola shared that these are not victimless crimes; this suppressive work environment will hurt you and the work of your districts and organizations.

Shola Richards created the Go Together Movement, a transformational roadmap of mindset, behaviors, and tools that transform workplace cultures and drive results. This movement is based on the idea from an ancient African proverb: “If you want to fast, go alone. If you want to far, go together.” Shola reminds people to see each other through the lens of our shared humanity. Show up in the way you can be proud of if your kids, loved ones, and those you respect are watching you. “I often operate as if there is a hidden camera and footage is being taken that will be shown to my daughters when they’re older,” Shola shared. “It is a reminder of how I show up in moments of conflict, when I am treated a certain way, and during challenging times when I am exhausted. I want to make sure I behave in a way that is positive and meaningful. We must take some action now to heal the world so that our future generation

will be proud of what we’re leaving them.” “The illusion that we are separate from each other, more different than similar, is eroding our ability to work, live, and lead effectively,” says Shola. He suggests focusing on the powerful idea of ubuntu instead. While there is not a one-to-one equivalent in the English language for this word, Shola explained that ubuntu is a transcendent African philosophy that means *I am because we are*. It’s the height of human connectiveness, human compassion, and human kindness. “If I could add to the words in my book [*Go Together: How the Concept of Ubuntu Will Change How You Live, Work, and Lead*], I’d add that ... ‘And, our differences should still be okay,’” said Shola. “If someone is coming to the table and they are autistic, black, or trans, we should be able to look at people that are different and think ‘hey, there is a lot that binds us together and the things that are different are still



cool.’ I feel we should start looking at the world through these lenses, instead of using our differences as excuses to separate. We can do powerful things in looking at this from a place of not only are we similar, but we have differences, and those differences are okay.”

*continued on page 24*



## Survival Guide for Local Officials

Best Best & Krieger LLP’s Government Survival Guide for Local Officials offers four of our most popular – and **most crucial** – trainings in one curriculum, including sessions on defining **roles**, the Brown Act, **ethics** and sexual harassment avoidance. And because the training suite is available **on-demand**, it can be accessed **anytime**, anywhere.



[BBKLAW.COM](http://BBKLAW.COM)

Shola shared that psychological safety is a crucial component to a positive workplace. We are dealing in a time that is polarized and divided with the pandemic still lingering around, and it is often exhausting to show up to work. “Having a positive workplace that encompasses psychological safety is one that at the very least employees can figuratively raise their hand to their colleagues or boss and say, ‘I’m struggling with this,’ or ‘I’m burned out,’ or ‘I need help’ without fear of being shamed or humiliated for doing so. People should be able to share what their challenges are in a meaningful way.” said Shola. “Part of what gets in the way of a positive work environment is that people don’t feel they can communicate freely about what’s really going on so they’re forced to pretend or to hide information because the boss will get upset. An environment of honesty and respect allows people to do to their best work and to be engaged in their work.” For example, an employee can share that they struggled with a presentation, and their boss will listen, give feedback, and the opportunity for improvement. Psychological safety is a baseline of what a positive work environment looks like.

There will be more coming at the CSDA Annual Conference that Shola will share on what makes a positive workplace, such as: handling conflict, communication, accountability, the attitude you bring to work, the ability to recognize others, the support of others, and the ability to build trust. Psychological safety is one thing that is powerful to help people be real and to really share what’s going on in the workplace.

*‘ Don’t be afraid to ask for help. ’*

Other important topics Shola will cover at the CSDA Annual Conference & Exhibitor Showcase is how to bring civility back to the work we do, how to create trust in the communities we serve, and how we keep going when things get really exhausting. It can be hard to do the right thing, especially when exhausted. Shola will bring inspiration, but more importantly will share practical, actionable tools districts can implement to improve the workplace. His goal is for individuals to walk away with something that will make their districts and communities a better place

and ultimately a better California and a better world in the process.

*California Special Districts* asked Shola Richards to share one piece of advice to our readers. His response was: “Don’t be afraid to ask for help.” Some folks are really struggling right now because they are in leadership roles, such as running a department, or being a parent, teacher, or coach. They feel like they are not supposed to struggle because of their role and the need to keep moving. “I can’t say enough about the willingness to ask for help is probably what differentiates the successful people who are able to thrive versus the ones who are struggling or on a fast track to some sort of physical ailment. Some don’t want to appear weak, but being weak is pretending that you’re strong when you’re not,” said Shola. “Being strong is asking for help. Own it, get strengthened, and it can also be an example for others to do the same.” Regarding mental health specifically, Shola shared that “it’s okay to not be okay,” and that the first step to bring the best to work is to get help.

In conclusion, Shola shared that he had the opportunity to testify as a civility expert on Capitol Hill in front of the Select Committee at Congress last September. They brought in three individuals to share: a leadership expert, a teamwork expert, and a civility expert. They sought real tangible advice about how to bring more civility to Congress and how to get people to communicate better. People at highest levels are dealing with this, including our national government and elected officials. Naturally, we are dealing with this in our districts, our workplaces, and our kids are dealing with these same things. It’s time to think about what we are doing to create a better world. Take this as a teaser for content Shola Richards will be sharing in his keynote at the CSDA Annual Conference & Exhibitor Showcase on how we can go together. He can’t wait to dive into this with us in August! 🇺🇸



**GovDeals**<sup>®</sup>  
Online Government Surplus Auctions

Special Districts  
are our  
Specialty.

California Special District  
agencies have sold  
2,400 items on GovDeals  
for over \$4.2 million.

Learn more at [govdeals.bid/csda](https://govdeals.bid/csda)  
or contact your local GovDeals representative:  
**Samarra Dalrymple**  
909-238-1067 | [sdalrymple@govdeals.com](mailto:sdalrymple@govdeals.com)






# TAKE ADVANTAGE OF HISTORICALLY LOW RATES AVAILABLE NOW. GET A QUOTE FOR YOUR NEXT FINANCING NEED.

[www.csdafinance.net](http://www.csdafinance.net)



CSDA  
Finance Corporation

The CSDA Finance Corporation is part of the California Special Districts Alliance which is a collaborative partnership between the California Special Districts Association (CSDA), CSDA Finance Corporation, and Special District Risk Management Authority (SDRMA).

 Contact us at (916) 442-7887



# Port of Stockton and Post-Pandemic Port Operations

**W**hen you hear the name Stockton, if you are even slightly familiar with California geography, you don't picture a coastal city. While you may not know exactly where Stockton is, you would be correct in mentally placing the city inland in northern California. Certainly, the last thing you imagine is a thriving port welcoming ships 900 feet long with 2 miles of dock space.

The port specializes in bulk and break bulk shipping. These are not container ships. The deep-water inland port can accommodate ships with up to a 35-foot draft (or depth). Bulk and break bulk refers to goods that are commonly packaged in 1-ton sacks, pallets, or other non-containerized goods. Products like steel, fertilizers, cement, animal feeds, auto parts and food grade oils all arrive in the Port of Stockton to be

offloaded and distributed into the U.S.

The process of unloading these ships requires a workforce comprised of International Longshore and Warehouse Union (ILWU) members who hand off to Port of Stockton tenants. The port handles roughly 5 million tons of goods in a typical year, which translates to \$1.4 billion in goods. All this commerce means the port is an economic engine for the economy, resulting in the overall employment of over 10,000 people and \$630 million in income to the area.

*California Special Districts* reached out to the Port of Stockton Port Director Kirk DeJesus to find out how port operations were affected in 2021 by the pandemic. The nation witnessed photos of massive container ships stuck in the Pacific last fall, unable to reach their destination due to workforce shortages, and threatening to delay the merriment of the holidays and bring the economy to a screeching halt. DeJesus said the Port of Stockton not only avoided the traffic jam, but they also helped to alleviate the problem.

"Some suppliers began changing their shipping methods to bypass the ports in southern California and Oakland at that time. There were non-container ships that were able to come up to our port, unload, and get back out to sea before the container ships waiting offshore were even docked," said DeJesus. Suppliers who used container ships realized they could change their methods and get goods to market quicker.

This change in operations is something the Port of Stockton hopes will become permanent. Some Asian markets have recognized the efficiency in shipping

ENJOY CLEANER, SAFER WATERWAYS

## Welcome to the Port of Tomorrow

At the Port of Stockton, we're working hard today to ensure our waterways thrive tomorrow and for years to come.

By oxygenating local waterways, rebuilding a new storm ditch to naturally filter pollutants, and using safe drains that prevent spills, we continuously strive to improve water quality for a healthier future.



**Port of Stockton**  
CALIFORNIA

Chair Anthony Barkett, Vice-Chair Michael Patrick Duffy  
Commissioners R. Jay Allen, David B. Atwater,  
Gary Christopherson, Stephen Griffen, William Trezza  
Port Director Kirk DeJesus

For more information:  
Call 209-946-0246  
[portofstockton.com/port-of-tomorrow](http://portofstockton.com/port-of-tomorrow)

through Stockton. Perishable goods that have an inland destination arrive faster starting their land journey in Stockton instead of LA or Oakland.

Agricultural exports that originate in the valley can get to sea quicker through Stockton than through the next large port in Oakland. This shorter truck and rail route also reduces traffic between Stockton and Oakland. Additionally, the reduction in traffic translates to a reduction in air and noise pollution in the heavily populated bay area.

DeJesus said, “we are hopeful some of the changes we’ve seen will have a long-term effect on how business is done because there are also benefits to the environment that come from reducing traffic and congestion.” The Port of Stockton has been Green Marine certified since 2018 and takes their responsibility as stewards of the environment seriously.

The most popular, and visible, branch of their environmental outreach is their Owl Cam. When old buildings needed to be replaced, the resident owls needed to have new housing options. The port installed 20 nest boxes that have become home to the owls who provide nightly pest control services in the area. There are six owl cams in operation for the public to enjoy. Other environmental stewardship programs include a tree plotter program to monitor trees in the area, water quality protection programs to reduce pollutants and



**A barn owl leaves one of the twenty nest boxes that were placed to provide homes to owls.**

promote the balance between nature and commerce, air quality programs including zero emission forklifts, trucks, and other large equipment considerations to limit their carbon footprint.

The pandemic brought many upheavals and challenges to everyone, but it was also the catalyst for some changes that will be beneficial moving forward. Special districts like the Port of Stockton welcome the opportunity to leverage change borne of adversity to advance efficiency in their operations for their community. 🇺🇸

My Streamline

- Meetings
- Compliance
- Menus
- Content
- Submissions
- Payments
- Engage
- Users
- Preferences
- Support
- Sign Out

# STREAMLINE

Edit

Technology
Resources
Education
About Us

## Technology for Special Districts

**Website**

**Email**

**Intranet**

**Payments**

Streamline's **Special District Platform** has the tools you need for transparency, accessibility, compliance, website content management, email marketing, online payments, and more... easy-to-use & all in one place.

www.getstreamline.com  
(916) 900-6619

POWERED BY STREAMLINE | SIGN IN



## Districts Working Together: Palmdale Water District and United Water Conservation District Share Resources to Benefit the Community

*By Palmdale Water District and United Water Conservation District*

*Photo Caption: (l-r): PWD AGM Adam Ly, PWD GM Dennis D. LaMoreaux, UWCD Associate Engineer Adrian Quinonez, UWCD Reservation Coordinator Taylor Sabia, UWCD Chief Park Ranger Clayton Strahan and UWCD Park Ranger Peter Witman. The UWCD team was visiting the Littlerock Dam to lend its expertise on operating a recreational area at a lake, a project of the two agencies working together.*

Following nearly a year of exploratory meetings, Palmdale Water District (PWD) and United Water Conservation District (UWCD) have signed a Memorandum of Understanding (MOU) to share resources and work on large-scale projects that are of mutual benefit. It marks the official start of the two water districts embarking on collaborations that will benefit the communities they serve.

The projects outlined in the agreement include the coordinated development and use of water resources, recreation areas, intern and apprenticeship programs, and advanced water treatment.

“I am extremely pleased that our boards have agreed to formally enter into a partnership,” said PWD Board President Gloria Dizmang. “UWCD is a highly regarded agency with an exceptionally talented and educated staff. I am confident that both districts will benefit tremendously from each other.”

“Thanks to the foresight of both agencies’ General Managers, our respective Boards and management teams were able to identify solutions and opportunities for mutually resolving many of the challenges our agencies now deal with,” added UWCD Board President Bruce Dandy. “There are many advantages to United Water District and Palmdale Water District sharing specific expertise, knowledge and experiences, and this Memorandum of Understanding simply acknowledges the potential benefits.”

Both PWD and UWCD boards of directors voted unanimously at their meetings to approve the MOU. Presidents Dizmang and Dandy have been part of the ad hoc committee that has been meeting to solidify the partnership, an idea proposed by Bill Mathis, a consultant for both districts. The other members of the committee are PWD Director Kathy Mac Laren-Gomez and UWCD Directors Mike Mobley and Daniel Naumann.

“When (PWD General Manager) Dennis LaMoreaux and his management staff first visited our District, it was immediately apparent that each team excelled in specific areas of water management that could be of benefit to the other. Engaging our respective Boards in these discussions helped to expand the identification of numerous shared opportunities, including a collaborative regional water-related internship

*continued on page 30*

*Learn more from these districts at the CSDA Annual Conference & Exhibitor Showcase breakout session “Best in Class: Collaborations of Individual District’s Strengths Forge Regional Excellence” on Tuesday, August 23, 2022. Register at [conference.csda.net/](http://conference.csda.net/)*

# Business Affiliate Special Acknowledgements

## BUSINESS AFFILIATE DIAMOND LEVEL

CSDA Finance Corporation www.csdafinance.net
Special District Risk Management Authority www.sdrma.org
California CLASS program launches in June

## BUSINESS AFFILIATE PLATINUM LEVEL

Atkinson, Andelson, Loya, Ruud & Romo www.aalrr.com	Richards Watson Gershon http://www.rwglaw.com
Best Best & Krieger www.bbklaw.com	Umpqua Bank www.umpquabank.com
Liebert Cassidy Whitmore www.lcwlegal.com	

## BUSINESS AFFILIATE GOLD LEVEL

Actuarial Retirement Consulting, LLC www.awenarc.com	CPS HR Consulting www.cpsshr.us	Nossaman, LLP www.nossaman.com
Aleshire & Wynder, LLP www.awattorneys.com	Eide Bailly CPAs www.eidebailly.com	Redistricting Partners www.redistrictingpartners.com
AllPaid, Inc dba GovPayNet www.allpaid.com	Five Star Bank www.fivestarbank.com	SitelogiQ www.sitelogiq.com
Brown Armstrong Accountancy Corp. www.bacpas.com	Granicus www.granicus.com	Slovak Baron Empey Murphy & Pinkney LLP www.sbemp.com
Burke, Williams & Sorensen, LLP www.bwslaw.com	Kutak Rock, LLP www.kutakrock.com	Streamline www.getstreamline.com
California CAD Solutions, Inc. www.calcad.com	Laserfiche www.laserfiche.com	Townsend Public Affairs www.townsendpa.com
CalTRUST www.caltrust.org	Mann, Urrutia, Nelson CPAs & Associates www.muncpas.com	Tripepi Smith www.tripepismith.com
Centrica Business Solutions www.centricabusinesssolutions.com	National Demographics Corporation (NDC) www.ndcresearch.com	Tyler Technologies, Inc. www.tylertech.com
Cole Huber, LLP www.colehuber.com	NBS www.nbsgov.com	Vasquez & Company LLP www.vasquez.cpa
Complete Paperless Solutions www.cps247.com	Nigro & Nigro, PC www.nncpas.com	



Eide Bailly is a CPA firm supporting special districts with consulting services for 100+ years. They provide ongoing accounting and finance functions, budget and cash flow preparation, and interim staffing. They also serve as the outsourced finance department for special districts throughout California. They prepare the annual budget and cash flow projections, journal entries and reconciliations, monthly financial board packages, and audit preparation. They also have a special team of consultants that assists with employee benefit taxation rules, payroll processing and reporting, and CalPERS reporting. They can assist with IRS, EDD, and CalPERS audits too!

and apprenticeship program that will be instrumental in developing the next generation of best-in-class water professionals. This is an expansive collaboration in the truest sense of the word,” said United Water District General Manager Mauricio E. Guardado, Jr.

Through this partnership, PWD anticipates that UWCD can provide assistance with at least two big projects – the Palmdale Regional Water Augmentation Project (PRWAP) and a potential rebirth of the recreation area at Littlerock Reservoir. UWCD has proven expertise with handling brackish water and operating Lake Piru’s recreation area.

“We are excited about working with UWCD on these initiatives,” LaMoreaux said. “This collaboration is unique and will provide a great benefit to the communities served by both agencies.”

UWCD has proposed a coastal brackish groundwater treatment plant on U.S. Navy Base Point Mugu to provide a sustainable solution to combat seawater intrusion and treat aquifer salinity contamination. The proposal is for the plant to use extracted brackish groundwater for treatment. Similarly, PWD’s plans for the PRWAP is to treat recycled water from the Sanitation Districts of Los Angeles County for reuse purposes. Both programs are critical to each agency’s water sustainability needs.

As for water agencies operating recreational areas at reservoir sites, UWCD has shown it is possible. The agency is the operator of the Lake Piru recreation area, offering overnight camping, fishing, watersports, picnicking and other outdoor activities.

The MOU also calls for engaging in transfers and exchanges of available State Water Project water. Both PWD & UWCD are State Water Contractors.

**About UWCD**

Originally formed in 1927, United Water Conservation District (UWCD) operates the Santa Felicia Dam, Lake Piru Reservoir and the Freeman

Diversion. UWCD serves as a wholesaler, providing water to the cities of Oxnard, Port Hueneme, Ventura, Santa Paula and Fillmore. They also serve the Naval Base Ventura County and several mutual water districts, farms and individual pumpers. For more information about UWCD, visit [www.unitedwater.org](http://www.unitedwater.org).

**About PWD**

Since 1918, the Palmdale Water District has provided high-quality

water at a reasonable cost. PWD pride themselves on providing great customer care; advocating for local water issues that help residents; educating the community on water-use efficiency; and leading their region in researching and implementing emerging technologies that increase operational efficiency. For more information about PWD, visit [www.palmdalewater.org](http://www.palmdalewater.org).



# Grant Program Funds Park Improvements You'll Want to See

**G**roveland Community Services District (GCS D) has received a grant from the Department of Transportation's Clean California Local Grant Program for \$1.02 million for improvements to the Mary Laveroni Community Park. The existing park property includes land that was established as part of a train turnaround station in the early 1900's during the creation of the Tuolumne River Hetch Hetchy water project for the city of San Francisco. The park is still one of the largest in Groveland. The park's namesake was one of the first directors when the special district was formed in 1953. The grant will allow GCS D to make improvements including the replacement of a small, outdated restroom with one that will accommodate the flow of visitors, installation of animal-resistant trash and recycling receptacles, beautification of the area with planters and benches within the park and along the downtown corridor, construction of a covered bus shelter and a shaded picnic area, and the clean-up of a recently acquired 37-acre piece of property purchased with State Per Capita Grant Program funds and designated for recreational use. Pedestrian facilities will be improved by the construction of accessible walking paths connecting amenities in the park, interpretive signage regarding California Water History and the gold mining that took place in the area, as well as a trailhead information and wayfinding kiosk.

"We have also partnered with the local Chamber of Commerce to beautify our Main Street and install benches, planters, and trash and recycling containers in the downtown corridor," said GCS D General Manager Pete Kampa,

highlighting the importance of special districts working in partnership with the community.

Highway 120 runs through the quaint downtown area, with visitors stopping in on their way to the Yosemite Valley. The long-term vision for the park and surrounding area includes teaming up with Tuolumne County Public Works Department's Groveland Vibrant Connections to Public Spaces project that will provide another public restroom, shade trees, and improvements to parking access. In addition, the district is working towards the development of a regional trail network, which includes the development of a 1.7 mile accessible paved multipurpose trail that follows the historic Hetch Hetchy Railroad grade that will link downtown Groveland to Mary Laveroni Park, the new Groveland Community Resilience Center, baseball field and the 3500 lot Pine Mountain Lake residential community.

Located only 26 miles from the northern entrance to Yosemite Park, Groveland is the most convenient gateway for tourists coming from the San Francisco Bay Area, Sacramento, Stockton, or Modesto. The quiet hilltop community has managed to retain much of its old west charm, and still boasts the oldest continuously operating saloon in California. Travelers enjoy playing golf at Pine Mountain Lake's 18-hole golf course, taking in the sun at one of the numerous recreational lakes nearby, fishing, mountain biking, hiking, and of course sightseeing. GCS D's website offers links to ideas for recreation in the area, local businesses, and even some tips on bird watching in the region. Their website, powered by CSDA endorsed affiliate Streamline, can be viewed at [www.gcsd.org](http://www.gcsd.org).

## GROVELAND COMMUNITY SERVICES DISTRICT

**DISTRICT SIZE:** 15 SQUARE MILES

**LOCATION:** GROVELAND

**WEBSITE:** WWW.GCSD.ORG

**POPULATION:** 3,100

**YEAR EST.:** 1955



THE FUTURE DEPENDS  
ON WHAT YOU DO TODAY

# Keeping Your Passion and Rediscovering Your Purpose

By Joshua M. Evans, #1 bestselling author in Leadership and Management Training, a TEDx Programmer, and a leading expert on company culture and organizational engagement

## Purpose Drives People

Joshua is on a mission to **revolutionize the way organizations engage, retain, and empower their people**. He is committed to bringing a fundamental shift to the way we conduct business, and it all centers around identifying and living with true purpose. With over 15 years of experience, Joshua brings an enthusiastic and innovative approach to the future of the working world.

Keeping your passion and rediscovering your purpose sounds like an unreasonable expectation when it comes to work. However, passion is an essential element of a life and career with purpose. There are four key components for finding purpose, one of which is passion.

### Four Elements of Rediscovering your Purpose

The four elements of purpose are:

- Talents aligning with role
- Feeling of contribution
- Meaning in the work
- Passion, emotional investment in work

### Can someone have just some of these elements?

Many people ask if someone can have just some of these elements and still be successful. The answer is absolutely! Purpose and success are not mutually exclusive, nor is one guaranteed if you have the other. Think of it like a square and a rectangle. All squares are rectangles, but not all rectangles are squares. In the working world we often find that most people that are working with a deeper purpose are successful. However, not all successful people are working with a deeper purpose.

### Keeping your Passion

How can you keep and rekindle your passion? First, remember what it was like on your first day of work. Things were exciting and new. You were continually learning and working to understand your role. In the beginning it is so easy to remember that we are part of something bigger than ourselves and to remember what doing a great job means to those that depend on us. Over time we become burdened by the day-to-day minutia. We become fixated on the things that need constant attention and slowly we lose sight of why we were so passionate and excited in the first place.

The good news is that you can reclaim your passion for your work. To do this, you must first take stock of how your efforts impact others.



Ask yourself this question: When I do exceptional work, how does it impact those that depend on me?

Next, do a simple is/does/means exercise. Take a moment and write down what your role is, usually your job title. Then write down what someone in your role does. This will be all the tasks, functions, responsibilities, and job description items. Lastly, write down what doing great work means for your coworkers, your clients or members, your family, your industry, and your community. Use this exercise to think bigger than those immediately impacted.

When we think about how our small actions impact others much like one domino can impact hundreds of other dominos it gives our actions scale.

The small things we do can have a huge impact on the people we come in contact with. This is not always easy to remember when faced with all the small tasks and nuances. However, if we can step back and remember why we are so invaluable to those around us it can help us remember and rekindle our passion for our work. Good luck keeping your passion and finding your purpose.



### Meet Joshua

*Joshua helps people find purpose and fulfillment in their work. While management changes, products and services vary, one thing remains a constant: **the most successful***

**organizations were those where the employees felt purpose behind their efforts.**

*For over 15 years, Joshua worked in corporate America for companies of all sizes from 30 people to 60,000. He believes that for an organization to succeed, they need to know that attitude is far more important than aptitude. Joshua has built his career around the mission to provide leaders and teams with the tools to find their purpose and passion for the work they do. When engagement and the sense of purpose is strong, people thrive as does the ultimate success of an organization.*

*For more inspiring articles and to contact Joshua, visit [joshuamevans.com](http://joshuamevans.com).*

# 2022 CSDA Annual Conference & Exhibitor Showcase

## The Leadership Conference for Special Districts

Come FlaMingle with Your Flock!

SAVE ~~50%~~  
REGISTER ON OR BEFORE JULY 22 FOR EARLY-BIRD DISCOUNT

[conference.csdanet.net](http://conference.csdanet.net)



CSDA is working to advance special districts' advocacy priorities in the State Capitol as the Legislature works to enact a State Budget and hits the midpoint in its legislative policy process.

All bills were required to pass their house of origin (Assembly bills passing the Assembly and Senate bills passing the Senate) by May 27 and now must clear respective policy committees in the second house by July 1. In the meantime, the Legislature faces a June 15 constitutional deadline to pass the 2022-23 State Budget.

With billions of dollars in surplus revenue, Governor Gavin Newsom and Legislators are wrestling with how best to abide by the State Appropriations Limit, known as the Gann Limit. Approved by voters in 1979 as Proposition 4, the Gann Limit attempts to cap state and local government spending at 1978-79 levels with adjustments for inflation and population growth. According to the Legislative Analyst's Office, the Legislature has five options to deal with revenue in excess of the Gann Limit:

1. Issue tax refunds and allocate excess revenues to schools
2. Increase spending on excluded purposes, including subventions to local government
3. Reduce proceeds of taxes and spending
4. Make statutory changes to the State Appropriations Limit
5. Go to the voters

In light of the State Budget circumstances, CSDA, in partnership with cities and counties, is calling upon the Governor and State Legislature to pay-off the \$870 million owed to local governments due to state mandated local programs. Appropriating these reimbursements would fund compliance with the Brown Act and other laws that special districts and other local agencies follow. This expenditure would relieve the State of its constitutionally obligated debt and, as a subvention to local government, alleviate Gann Limit pressure facing policymakers.



**California Special Districts Association**  
*Districts Stronger Together*

## Advocacy Priorities

---

**Funding Climate Adaptation and Resilience**



Confronting the threats and impacts of drought, wildfire, flooding, seawater intrusion and air pollution.

**Supporting the Services Needed to Build Housing**



Enhancing, not limiting, local funding tools for growing communities.

---

**Putting Infrastructure Funding to Work**



Building the most beneficial projects in the most efficient manner.

---

**Equipping a Sustainable and Specialized Workforce**



Ensuring today's frontline workers have the opportunities and skills our communities need now and into the future.

**Safeguarding Our Communities' Assets from Cyber Threats**



Deploying critical cybersecurity resources, tools, and trainings.

For more information or to meet with local service specialists leading the way on these issues of critical statewide concern, contact CSDA's Advocacy and Public Affairs Team at [advocacy@cstda.net](mailto:advocacy@cstda.net).

# TAKE ACTION

## Seasons of Advocacy: Summer

- **Request** a meeting with your legislators in their district offices while the Legislature is on summer recess.
- **Set up** a meeting or facilities tour for your local news reporter or editor.
- **Participate** in CSDA Calls to Action and submit letters in support or opposition on significant bills affecting special districts.

# Wildfire Season Is Coming Is Your District Prepared?

By Enriqueta (Henri) Castro, CSP, Safety/Loss Prevention Manager, Special District Risk Management Authority

**T**he California Department of Forestry and Fire Protection's (CAL FIRE) 2022 forecast confirms California will continue to experience longer wildfire seasons. This year, extended dryness with little perception will leave most of the state in moderate to extreme drought conditions which will increase the potential for wildland fire activity.

We don't know where the wildfires will hit, but we do know they are coming. What steps can your district take to mitigate the effects of wildfires? How can your district become resilient during this ever-changing exposure? Read on for guidance on detecting your district's vulnerabilities, the importance of planning ahead, and what to do after a fire disaster.

## Evaluating Your District's Risk Of Wildfires

Existing law requires CAL FIRE to identify "very high fire hazard severity zones" in the state, based on specified criteria. It also requires agencies, located in the high-hazard severity zones, to have an elevated defensible space program.

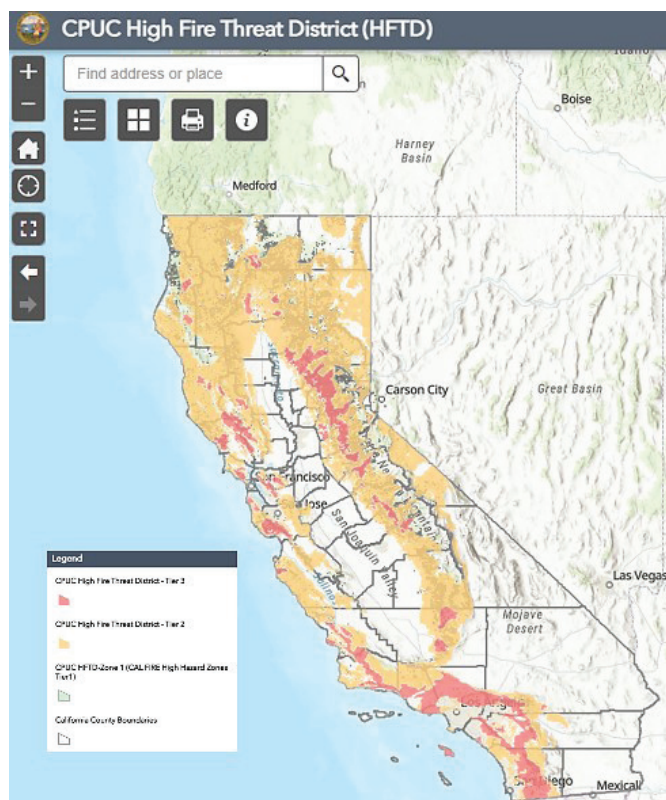
We all know wildfires can spread throughout the state, but it would be useful to determine if your district is located within an established high hazard severity zone. The California Public Utilities Commission (CPUC) has developed a searchable map where users can select their location or enter an address to identify their fire threat. Go to [cpuc.ca.gov](http://cpuc.ca.gov) and search 'Fire Threat Maps and Fire Safety Rulemaking' and select the HFTD Map – GIS web app viewer link. Note: This tool was last updated August 29, 2021, and it is not considered an official CAL FIRE map.

Even if your district is not considered to be in the high-hazard zone, it is still recommended to implement the following strategies.

## PLAN AHEAD

### Protecting Property and Buildings

Protecting your property and buildings is a key consideration in mitigating wildfire losses. Evaluating your vulnerabilities will help you identify actions prior to a wildfire.



*Creating defensible space around your property*

Defensible space is meant to slow the spread of wildfires. It is a buffer created between a building and the landscape or wildland area surrounding it. CAL FIRE outlines the defensible space zones at [readyforwildfire.org](http://readyforwildfire.org). Remember to check your local government and fire agencies for any additional defensible space or weed abatement ordinance requirements. Please note, the outlined information is a condensed version of CAL FIRE’s defensible space zone criteria. Refer to the [readyforwildfire](http://readyforwildfire.org) website for additional details.

- **Zone 1 – Lean, Clean and Green Zone** - Extends **30 feet** from buildings, structures, and decks, or the property line, whichever is closer. Remove all dead foliage, such as plants, grass, weeds, leaves, and pine needles. Also remove leaves and pine needles from building roofs and rain gutters. Trim trees to keep branches at least 10 feet from other trees and remove branches that hang over the roof. Remove or prune flammable plants, especially near windows. If there is a chimney, keep dead branches 10 feet away and relocate wood piles to Zone 2. Contact CAL FIRE for additional clearance requirements if your district has commercial gas storage tanks or other flammable materials storage buildings.

- **Zone 2 – Reduce Fuel Zone** - Extends from 30 feet to 100 feet out from buildings, structures, decks, etc. or to the property line, whichever is closer. Ensure grass is cut to more than 4 inches and remove fallen leaves, needles, twigs, bark, cones, and small branches. It is critical to have adequate spacing between grass, shrubs, and trees to reduce the spread of wildfire. Spacing is determined by the type and size of plants and trees as well as the slope of the land. Review the CAL FIRE guidance on horizontal and vertical plant and tree spacing. Ensure exposed wood piles have at least 10 feet of clearance in all directions.
- **Zone 0 (Coming in 2023)** - Assembly Bill 3074 requires a third ember-resistant zone within 0-5 feet of buildings. The Bill requires the Board of Forestry and Fire Protection to develop the regulation by January 1, 2023. The ember-resistant is designed to keep fire or embers from igniting materials that can spread the fire directly to buildings.

Consider fire smart landscaping as an added measure of protection. CAL FIRE urges the use of “fire-resistant plants that are strategically planted to resist the spread of fire to your buildings”. Fire resistant plants are often drought tolerant, as well. Additional information is available at [readyforwildfire.org](http://readyforwildfire.org).

**SBEMP**  
ATTORNEYS  
Slovak Baron Empey Murphy & Pinkney

• DISTRICT GENERAL COUNSEL • LABOR AND EMPLOYMENT • HUMAN RESOURCES • COLLECTIVE BARGAINING • UTILITY RATE SETTING  
• PROPOSITIONS 218 AND 26 • PUBLIC CONTRACTING • TORT LIABILITY DEFENSE • PREMISES LIABILITY • LITIGATION

760.322.2275 | [sbemp.com](http://sbemp.com)



### Hardening your buildings against wildfires

There are generally three ways your buildings can be exposed to wildfire; direct flames from a wildfire or other neighboring burning buildings, radiant heat from nearby burning plants or structures; or flying embers. Flying embers from a wildfire can destroy buildings up to a mile away and are responsible for the destruction of most homes during a wildfire.

- **Roofs** - Wood or shingle roofs are at high risk of being destroyed during a wildfire. Materials such as composition, metal, clay, or tile are recommended. Remove vegetative debris from roofs and keep rain gutters clear or enclose rain gutters to prevent accumulation of plant debris.
- **Vents** – Cover vent openings with tightly woven metal mesh to reduce openings for flying embers. Consider ember and flame-resistant vents such as Wildland Urban Interface (WUI) vents.
- **Windows** – Wildfire heat can cause windows to break even before the building is on fire which allows flying embers to enter the building. Single-paned and large windows are particularly vulnerable. Consider dual-paned windows to reduce of breakage. Installing screens may also reduce embers from entering the building. Remember to keep plants trimmed near windows.

CAL FIRE provides additional guidance on fire resistant materials for walls, decks, and other areas at [readyforwildfire.org](http://readyforwildfire.org).

### Conducting an asset inventory

Make certain your interior and exterior assets are documented, preferably with photos and/or videos. Document information such as building names, values, content values, GPS coordinates, property descriptions, serial numbers, purchase and replacement cost values, etc. Make duplicates and store this information in a secure location.

### Developing Emergency Response Programs and Procedures

Planning ahead includes developing emergency response procedures to guide your district when an emergency event occurs. Taking the time to develop customized plans is essential; however, it's equally important to train, test, and practice the procedures to ensure they are effective. If you already have procedures in place, it's a good time to ensure they are up to date.

### Continuity of Operations Plan (COOP)

Public entities today face challenges unlike any that have been seen before. In addition to natural causes, such as wildfires and floods, man-made causes such as civil unrest,



## Making Public Sector Payments Safe and Secure

AllPaid (formerly GovPayNet) is honored to be selected as CSDA's Endorsed Affiliate for Payment Services/Merchant Services. AllPaid's payment platform provides CSDA and its members a secure industry leading payment solution with exceptional customer service and support. These services are available at below market, pre-negotiated rates, exclusively for CSDA members.

### AllPaid Key Features and Benefits:

- PCI Level 1 Security
- Robust Reporting
- Multiple Payment Options: Onsite, Online, By Phone
- 24/7/365 Call Center
- Guaranteed Payments - No Charge Backs for CSDA Members
- No Cost to CSDA Members



For more information please contact David Meibert at: [david.meibert@allpaid.com](mailto:david.meibert@allpaid.com) 775-527-8939

terrorism, transportation accidents, technology failures, and disease pandemics have triggered major service disruptions to both public and private operations.

Continuity of operations planning is part of the fundamental mission of public entities. The changing threat environment and the severity of natural and man-made disasters highlight the need for careful continuity of operations planning that enables agencies to continue their essential functions across a broad spectrum of emergencies disrupting normal operations.

The COOP process focuses on two questions, (1) what operations performed by the district are critical and essential? and (2) what resources are required to continue those essential operations during an emergency or disruption. FEMA has identified the following elements the COOP should cover:

- Essential Functions and Services
- Orders of Succession
- Delegation of Authority
- Devolution (transfer of authority)
- Continuity Facilities (alternate locations)
- Communications
- Vital Records Management
- Human Capital (critical staff to the essential functions and services)

- Training, testing, and exercises
- Reconstitution (pathway to returning to daily operations)

Development resources are available at [fema.gov](http://fema.gov). FEMA has developed a Continuity Resource Toolkit to provide agencies at all levels of government, with tools, templates, and resources to help develop and maintain a successful continuity program.

#### *Wildfire Emergency Recovery Assistance Plan*

The optimum time to identify emergency recovery resources is before a wildfire incident occurs. Research local, state, and federal resources available to your district as well as your employees and develop an action plan that will be ready if needed. Resources:

- FEMA Assistance for Governments and Private Non-Profits After a Disaster [fema.gov/assistance/public](http://fema.gov/assistance/public)
- FEMA Hazard Mitigation Grant Programs Post Fire [fema.gov/grants/mitigation/post-fire](http://fema.gov/grants/mitigation/post-fire)
- The California Office of Emergency Services (OES) [wildfirerecovery.caloes.ca.gov](http://wildfirerecovery.caloes.ca.gov).

A Pre-Fire Planning guide is available from the US Fire Administration/FEMA at [usfa.fema.gov/blog/ci-102220.html](http://usfa.fema.gov/blog/ci-102220.html)



# Manage Your Billing **BETTER.**

► Water    ► Cable    ► Electric    ► Trash    ► Sewer

Software that effectively manages your billing and cash.

Schedule a  
**FREE demo today.**  
801.850.5085 • [pww@caselle.com](mailto:pww@caselle.com)



*Emergency Action Plan – CCR Title 8, 3220*

Cal/OSHA requires California employers to have an Emergency Action Plan (EAP) in place. The purpose of the EAP is to establish emergency response procedures to safeguard employees and on-site visitors in the event of an emergency. It outlines evacuation procedures, shelter-in-place procedures, emergency kits, emergency shelter in place supplies, and other relevant procedures based on potential emergencies that may occur.

In addition to general procedures, the EAP should include procedures for specific types of emergencies, such as building fires, earthquakes, floods, utility outage, etc. In addition to your building fire procedures, it is recommended that you add procedures on wildfire response, for example:

- A system to monitor wildfire incidents near your district. You can sign up to receive current information about active wildfires near you through the [readyforwildfire.org](http://readyforwildfire.org) site.
- Identifying your local emergency response contacts and evacuation centers. As well as information on evacuation routes and other pertinent information.
- Ensuring enough water and non-perishable supplies are available to last up to three days.
- Determining early employee evacuation conditions designed to allow employees to return home and manage

their personal wildfire planning. We encourage you to share the CAL FIRE resources with your employees so they can have a wildfire plan in place.

*Fire Prevention Plan – CCR 3221*

Cal/OSHA also requires California employers to have a Fire Prevention Plan (FPP). The FPP is different than an EAP because it focuses on the fire control equipment and systems in place. Procedures must be developed to identify potential fire hazards, ignitions sources, and control measures.

*Wildfire Smoke - CCR Title 8, 5141.1*

During a wildfire incident your district may require employees to work outdoors, which may expose them to unhealthy air. Cal/OSHA has adopted the Wildfire Smoke Standard to help protect employees under these conditions. The standard applies to worksites where the current Air Quality Index (AQI) for airborne particulate matter (PM2.5) is 151 or greater and where it is reasonably anticipated employees could be exposed to wildfire smoke. When the standard applies, employers are required to do conduct the following:

- Check the AQI - In the event of a wildfire, employers must check the current AQI for PM 2.5 periodically throughout each shift. An [Airnow.gov](http://Airnow.gov) app is available. If the trigger of 151 is ever exceeded employers must conduct training



**Supporting  
California  
Special Districts  
Since 1980.**

Litigation  
Negotiations  
Labor Relations  
Preventative Training  
Business & Construction  
Personnel Evaluation  
Employment Law  
Wage & Hour  
Retirement

**LCW**  
[www.lcwlegal.com](http://www.lcwlegal.com)

- outlined Cal/OSHA's Section 5141.1 Appendix B.
- Reduce the exposure - Employers must identify ways to lower employee exposure to wildfire smoke, where feasible. Such as:
    - Locate work indoors or in vehicles where the air is filtered
    - Change procedures to allow work to be moved to a location where the AQI is lower
    - Reduce work time in areas without filtered air
    - Increase time and frequency of breaks in filtered air
    - Lower the physical intensity of work to lower breathing and heart rates
  - Provide respiratory protection - Employers must provide or require respirators for employees working outdoors depending on the PM 2.5 airborne levels.
    - Voluntary Use - If the employee exposure cannot be reduced to an AQI of 151 or less of PM 2.5, then employees must be provided with respirators, such as N95 masks for voluntary use.
    - Required Use - Respirator use is mandatory or required when the AQI exceeds 500 for PM 2.5. Employees must receive a medical clearance, respirator fit testing and training prior to wearing a respirator under these conditions.
  - Note: The following workplaces and operations are exempt from this standard:
    - Enclosed buildings or structures where the air is filtered by a mechanical ventilation system
    - Enclosed vehicles where the air is filtered by a cabin air filter
    - The AQI for PM2.5 is below 151
    - Employees who are exposed to a current AQI for PM2.5 of 151 or greater for a total of one hour or less during a shift

- Firefighters engaged in wildland firefighting

## DURING THE WILDFIRE

When advised by emergency authorities to evacuate, do so immediately and follow your EAP evacuation procedures; modifications may be needed based on the conditions. If ordered not to evacuate follow, your EAP shelter-in place procedures. Make sure employees and on-site guests are accounted for and safe. If you have any injured employees or guests, call 911. If it's safe to do so monitor boilers and check for pipe breakage, fires, and other damages. Call emergency responders if warranted.

## RECOVERY

After the wildfire consider the following:

- If your district's property has been damaged by a wildfire incident, contact your property & liability provider. They will provide direction on the next steps, including mitigating additional damage, remedial actions to take, submitting a claims process, and other guidance.
- Review your COOP to ensure your district's plan to continue essential operations during this disruption is operational. Make adjustments as warranted.
- If you have employees who are required to work outdoors during this time, ensure you are providing the proper personal protective equipment and continue to monitor the Air Quality index.
- If approved to return to your property be aware of potential hazards, such as gas leaks, broken glass, damaged electrical wiring, etc. If in doubt have your building inspected by a qualified inspector before entering.
- Review your Wildfire Recovery Assistance Plan and take action. 🇺🇸

## SDRMA Board and Staff

### Officers

MIKE SCHEAFER, PRESIDENT *Costa Mesa Sanitary District*  
 SANDY SEIFERT-RAFFELSON, VICE PRESIDENT,  
*Herlong Public Utility District*  
 ROBERT SWAN, SECRETARY, *Groveland Community Services District*

### Members of the Board

DAVID ARANDA, CSDM, *Stallion Springs Community Services District*  
 TIM UNRUH, CSDM, *Kern County Mosquito & Vector Control District*  
 JESSE CLAYPOOL, *Honey Lake Valley Resource Conservation District*  
 THOMAS WRIGHT, *Clovis Veterans Memorial District*

### Consultants

JAMES MARTA, CPA, *James Marta & Company, LLP*  
 LAUREN BRANT, *Public Financial Management*  
 DEREK BURKHALTER, *Bickmore Actuarial*  
 CHARICE HUNTLEY, *River City Bank*  
 FRANK ONO, *ifish Group, Inc.*  
 ANN SIPRELLE, *Best Best & Krieger, LLP*  
 KARL SNEARER, *Apex Insurance Agency*  
 DOUG WOZNIAK, *Alliant Insurance Services, Inc.*

### Staff

LAURA S. GILL, ARM, ARM-P, CSDM, *Chief Executive Officer*  
 ELLEN DOUGHTY, ARM, *Chief Member Services Officer*  
 DEBBIE YOKOTA, AIC, ARM, *Chief Risk Officer*  
 JENNIFER CHILTON, CPA, ARM, *Chief Financial Officer*  
 WENDY TUCKER, AU, *Member Services Manager*  
 ALANA LITTLE, *Health Benefits Manager*  
 HENRI CASTRO, CSP, *Safety/Loss Prevention Manager*  
 DANNY PENA, *Senior Claims Examiner*  
 HEIDI SINGER, *Claims Examiner II*  
 ASHLEY FLORES, *Management Analyst/Board Clerk*  
 MICHELLE LAVELLE-BROWN, *Health Benefits Specialist II*  
 TERESA GUILLEN, *Member Services Specialist II*  
 MARGARITO CRUZ, *Accountant*  
 CANDICE RICHARDSON, *Member Services Specialist I*  
 RYAN CORP, *Accounting Technician*



Special District Risk Management Authority  
 1112 I Street, Suite 300, Sacramento, CA 95814  
 tel: 800.537.7790 • www.sdrma.org



# EMWD's Wetlands Webcam Allows for Real-Time Bird Watching

The Eastern Municipal Water District's (EMWD) 60-acre Wetlands Facility, featuring lush habitat for migratory fowl, shore birds and raptors along the Pacific Flyway, can now be accessed worldwide with the help of a newly installed, high-resolution webcam. Viewers can enjoy the sights of local and visiting birds taking a swim, building a nest, or catching a meal.

"EMWD is always looking to expand its opportunities to engage the public in ways that are convenient and utilizing new technologies," says EMWD Board President Phil Paule. "The webcam was no different in that approach."

President Paule proposed the webcam concept initially to serve as a substitute for EMWD's popular bird-watching tours which were suspended in the face of COVID-19. As one of its most public-facing facilities, the Wetlands play an integral role in the community's awareness of environmental stewardship. The webcam has provided a platform to continue to bring awareness to the Wetlands and the critical topic of water, wastewater, and recycled water.

"The idea was simple: To give our customers a live view of our wetlands to enjoy in the privacy of their own home," explains Paule. "The result has been a well-received addition to EMWD's expanded online offerings that help educate our customers about our role in the community."

The webcam has continued to grow in popularity with birdwatchers, teachers, the community, and media. "Beyond the number of people that have viewed the Wetlands Webcam, the most surprising aspect has been the attention it has received," says Kevin Pearson, a Public Affairs Officer at EMWD. It is regularly used in classrooms as an educational tool supporting EMWD's nationally recognized educational programs, which serve more than 60,000 students annually.

On birdwatchers, Paule comments, "it provides yet another resource and reaffirms our commitment to transparency and environmental sustainability."

EMWD is the water, wastewater service and recycled water provider to nearly one million people living and working within a 558-square mile service area in western Riverside County, California.

EMWD remains committed to environmental partnership, and the Wetlands facility remains a pillar of that commitment. Bird tours are available on a regular basis as well as educational programs including field trips. The webcam is easily accessible at [emwd.org/wetlands](http://emwd.org/wetlands).

## Purified Water Replenishment

A future local drinking water supply



This program is under development to blend advanced treated recycled water (purified water) with tertiary treated recycled water. After an additional natural filtration and blending process, it would eventually become part of our local drinking water supply.

[emwd.org/gwrplus](http://emwd.org/gwrplus)





# Retirement Funding Strategies for Past and Future Costs

By Ian Berg, CPA, Special Districts Consulting Senior Manager, Eide Bailly

It's no secret that most government pension plans are underfunded throughout California. With fewer assets than liabilities, these underfunded pension plans are not projected to fulfill benefits that have been promised to plan members. So, what is the best way to address these underfunded pension plans? Many agencies see pension liabilities grow on their balance sheet year after year and recognize sizable pension expense as a result. The reality is that pension costs can't be stopped and can only hope to be contained.

However, fiscally responsible strategies can be implemented to reduce past and future retirement costs. Many factors involved in pension liability calculations are unable to be controlled, but with proper action, the time value of money can be turned into an advantage. There is no one-size-fits-all answer, but below are some general guidelines to assist in addressing each unique situation.

## **Review your agency's Unfunded Accrued Liability (UAL) annually.**

If your agency contracts with the California Public Employee Retirement System (CalPERS) you are probably familiar with UAL. This is the difference between current plan assets that CalPERS holds on your behalf and the estimated future benefits previously earned by plan members. On average, most agencies are around 70% funded, meaning that plan assets are underfunded by 30%.

**Understand interest costs associated with carrying the UAL over time.** CalPERS requires minimum payments annually to pay down the UAL over a period of 24 years. Think of this like a minimum payment on a credit card each month. Paying only the minimum payment on a credit card results in higher interest costs. Correspondingly, a higher UAL balance over a longer period of times results in higher interest costs for a pension plan.

CalPERS currently charges 6.8% on shortfalls of plan assets.

## **Determine potential savings by funding the pension plan directly.**

CalPERS releases an annual valuation for your agency, and it displays a 24-year amortization schedule with associated payments. It also projects interest savings over time using 10 and 15-year periods. Agencies can lock into a "hard fresh start" with CalPERS by moving to a 10-year or 15-year amortization period. Recent valuations have shown that an agency with a \$2.8 million UAL could save an estimated \$1.1 million in interest costs by moving to a 10-year period. Agencies can also mirror shorter amortization periods without locking into a schedule by making Additional Discretionary Payments (ADPs) for payment differences between the required period and a shorter period. This method is known as a "soft fresh start" with CalPERS because it is voluntary, and ADPs can be discontinued. Strategize to fund ADPs with onetime windfalls or excess cash reserves. Contact your CalPERS actuary to understand available options and savings.

## **Establish a UAL funding target.**

UAL is constantly changing, and the goal is not actually to become 100% funded with assets in a pension plan. Money sent into CalPERS is locked into the plan. Agencies should target anywhere

from 90-95% funding. This range eliminates unreasonable interest costs while allowing room for investment performance or actuarial assumptions to make up the 5-10% difference. Becoming over 100% funded in CalPERS becomes frozen capital as it cannot be withdrawn or used for another purpose.

**Establish a 115 Pension Trust Fund (115 Trust).** Pension trusts are a funding vehicle used to prefund future retirement costs. Once funds are deposited into this irrevocable trust, they can only be withdrawn for funding retirement benefits. Investments in the trust grow over time and can be used as a rainy-day fund for retirement costs during challenging economic times. Benefits of a Section 115 trust include but are not limited to:

- Voluntary contributions can be adjusted in amount and frequency by the agency.
- Investment flexibility and risk diversification. Trust assets can be invested in higher-yielding instruments when compared to conventional investments such as LAIF or County pools.
- Smooths annual budgeting by absorbing future pension cost volatility due to market fluctuations or changes in assumptions.
- Selection of asset allocation strategy to match agency risk tolerance and investment time horizon.

- Flexibility to access trust assets if used to pay employer pension costs, including normal costs and UAL payments (rainy-day retirement fund).

Of course, all investment vehicles carry the risk of losing principal in a down market – consult your CPA on whether a trust is right for your agency.

**Source funding for pension plan payments.** Where will the money come from to make ADPs into CalPERS and fund a 115 Pension Trust? There are a few options available.

- Excess cash reserves otherwise invested in LAIF or another investment vehicle with lower yield.
- One-time windfalls of cash due to the sale of assets, or unexpected revenue rebates.
- Unexpected excess revenues over expenses.
- Pension obligation bonds (POBs) during periods of low interest rates. If CalPERS is charging 6.8% on shortfalls of plan assets and POBs can be issued at 2-3% then interest savings are possible. However, there is always risk involved because proceeds are placed into pension plan investments. If CalPERS investments

perform poorly, it will be difficult to recover. The agency’s financial position could be worse than before issuing the bonds in some scenarios.

**Develop an Unfunded Accrued Liability (UAL) Pension Management Policy.** Agencies should identify goals, strategies, and various funding options for retirement costs. The policy should address a pension plan funding target, ensure that pension funding decisions protect current and future stakeholders, and create transparency as to how and why the pension plan is being funded.

**Review the UAL Pension Management Policy annually.** Ensure compliance with the adopted policy and be sure to update annually with changing conditions. A properly designed UAL policy tailored to your agency helps defray growing retirement liabilities and conveys a sense of fiduciary duty to stakeholders.

**In short, it is crucial to review and understand costs associated with retirement plans, establish funding goals, and develop policies to address liabilities over the long-term. Start developing a fiscally responsible strategy that works for your agency today.**

## In the Works: Over \$60MM in Special District Financing

CSDA Finance Corporation consultants are working diligently to close financings totaling over \$60 million. These include funding for water and sewer system improvements, building construction, real estate acquisitions, heavy equipment purchases, and more.

Even with interest rates on the rise, special districts are finding low-cost, competitive financing solutions through the CSDA Finance Corporation. Visit [www.csdafinance.net](http://www.csdafinance.net) to submit a quote request online.

## CSDAFC Board and Staff

### Officers

JO MACKENZIE, PRESIDENT, *Vista Irrigation District*  
 VINCE FERRANTE, VICE PRESIDENT, *Moss Landing Harbor District*  
 ARLENE SCHAFER, SECRETARY, *Costa Mesa Sanitary District*  
 GLENN LAZOF, TREASURER, *Regional Government Services Authority*

### Members of the Board

GEORGE EMERSON, *Goleta Sanitary District*  
 PAUL HUGHES, CSDM, *South Tahoe Public Utilities District*  
 MATTHEW MCCUE, *Coachella Valley Cemetery District*

### Consultants

RICK BRANDIS, *Brandis Tallman, a Division of Oppenheimer & Co. Inc.*  
 WILLIAM MORTON, *Municipal Finance Corporation*  
 ALBERT REYES, *Kutak Rock LLP*  
 NICOLE TALLMAN, *Brandis Tallman, a Division of Oppenheimer & Co. Inc.*

### Staff

NEIL MCCORMICK, *Chief Executive Officer*  
 CATHRINE LEMAIRE, *Coordinator*  
 AMBER PHELEN, *Executive Assistant*  
 RICK WOOD, *Finance & Administrative Director*



CSDAFC

CSDA Finance Corporation  
 1121 I Street, Suite 200,  
 Sacramento, CA 95814  
 tel: 877.924.2732  
[www.csdafinance.net](http://www.csdafinance.net)



## Accounting support the right way.

- Budget Preparation and Assistance
- Complete Finance Department Assessment
- Outsourced and Interim Accounting and Finance Functions
- Long-Range Financial Planning and Modeling
- Financial and Utility Billing Systems Implementations
- Finance Department and Internal Control Assessments

[eidebailly.com](http://eidebailly.com)



**allpaid**  
an avertiv company

**Payment Services & Merchant Services**

CSDA Endorsed Affiliate

- ✓ Easier Member Payments
- ✓ Below Market Rates

allpaid.com 888-604-7888 © AllPaid, Inc.



**The Power of One Card**

The CSDA Commercial Card from Umpqua Bank.

umpquabank.com

Member FDIC Equal Housing Lender  
SBA Preferred Lender CBC18.136

**Your Full-Service Public Agency Solution**

Nossaman LLP provides full-service legal representation including:

- Eminent Domain
- Environment
- Public Finance
- Public Pensions
- Public Utilities
- Water



LOS ANGELES | SAN FRANCISCO  
ORANGE COUNTY | SACRAMENTO | SAN DIEGO  
WASHINGTON, DC | AUSTIN | SEATTLE

nossaman.com



Contracts & Construction | Disaster Resilience & Funding  
Employee Benefits | Environmental Law | Labor & Employment  
LAFCOs | Public Finance, Rates and Fees | Public Records Act



**BEST BEST & KRIEGER**  
ATTORNEYS AT LAW  
www.BBKlaw.com



"Our customers enjoy a direct relationship with their banker. We are one phone call away. How can we help you?"

Jerry Legg, SVP,  
Government Banking Manager  
916-471-9977  
jlegg@fivestarb.com



Member FDIC

**CPS HR CONSULTING**

HR SERVICES  
MANAGEMENT CONSULTING  
EVALUATION & SELECTION  
EMPLOYEE EXPERIENCE  
LICENSING & CERTIFICATION



**EideBailly**

CPAs & BUSINESS ADVISORS



**Support • Strength • Stability**

SDRMA, one-source for quality coverage and risk management services.

Property/Liability  
Workers' Compensation  
Health Benefits

www.sdrma.org



Integrated Software that works for you! Your Financial, Payroll & Utility Billing Solution!

Wade Walker  
pww@caselle.com  
801-850-5085



Website, email, intranet, and online payment tools for Special Districts



www.getstreamline.com | (916) 900-6619

RICHARDS WATSON GERSON



Providing practical legal solutions tailored to the unique needs of California public agencies.

LOS ANGELES | SAN FRANCISCO | ORANGE COUNTY  
TEMECULA | CENTRAL COAST | SACRAMENTO

888.479.4529 Since 1954 | rwglaw.com



www.lcwlegal.com



### Pick And Choose Your Plan

- Medical
- Dental
- Vision
- Short/Long Term Disability
- MHN
- Life and AD&D

[www.sdrma.org](http://www.sdrma.org)



Slovak Baron Empey Murphy & Pinkney

- DISTRICT GENERAL COUNSEL • LABOR AND EMPLOYMENT
- HUMAN RESOURCES • COLLECTIVE BARGAINING
- UTILITY RATE SETTING • PROPOSITIONS 218 AND 26
- PUBLIC CONTRACTING • TORT LIABILITY DEFENSE
- PREMISES LIABILITY • LITIGATION

760.322.2275 | [sbemp.com](http://sbemp.com)

## STIFEL

For the past 26 years, I have developed a niche market, providing advisory services and customizing investment management strategies for over 36 special districts in California.

**Sandra Hedstrom Wheeler**  
Vice President/Investments

(805) 903-1065  
[sandra.wheeler@stifel.com](mailto:sandra.wheeler@stifel.com)  
[www.sandrahedstromwheeler.com](http://www.sandrahedstromwheeler.com)



Stifel, Nicolaus & Company, Incorporated



Special District  
Leadership Foundation

## Get Recognized.

[www.sdlf.org](http://www.sdlf.org)



Cash Management  
Solutions Designed for  
California Special Districts

Learn more about building an optimal liquidity portfolio for your special district.

Contact us: [info@californiaclass.com](mailto:info@californiaclass.com)

## Your ad here.

For advertising inquiries,  
contact CSDA  
at 877.924.2732 or  
[advertising@csda.net](mailto:advertising@csda.net).



Connecting CSDA  
members with  
consultants that offer  
**exclusive benefits &  
services.**



## Consultant Connection

CSDA's Consultant Connection™ gives our members access to a pool of experts who provide exclusive discounts and special benefits for a variety of services.

Visit [www.csda.net/consultant-connection](http://www.csda.net/consultant-connection) for details.



## Your Community. Your Services. Your District!

This campaign is centered on the concept that special districts go beyond providing important services to their communities. They make a difference in the lives of their residents and help our state thrive. The goal is to bridge the gap between special districts and the essential services that millions of people value.

The first step is to visit [DistrictsMakeTheDifference.org](http://DistrictsMakeTheDifference.org). The website features a simple-to-use toolkit filled with public awareness videos, web banners, posters, fact sheets, and other materials that can be easily downloaded.

Follow, like, subscribe, share!



**DISTRICTS**  
MAKE  
THE **DIFFERENCE**

[DistrictsMakeTheDifference.org](http://DistrictsMakeTheDifference.org)



## Steady as you go.

When your team and ours all pull together, you get the sure-footed stability you need to proceed with confidence. As an extension of your staff, we are always at the sidelines delivering service and expertise. For everything from Workers' Compensation and Property/Liability coverages to Health Benefits options available throughout California, we are here to keep you going strong. For more information, visit [sdrma.org](http://sdrma.org).





California Special Districts Association  
1112 I Street, Suite 200  
Sacramento, CA 95814

PRSR STD  
U.S. Postage  
**PAID**  
Permit No. 316  
Sacramento, CA



Jerry Legg, SVP,  
Government Banking Manager  
(916) 471-9977  
jlegg@fivestarkbank.com

**Five Star Bank assists special districts throughout California by cutting fees, increasing interest earning and simplifying the banking experience.**

**Visit our booth at the GM Summit in Coronado in June!**

---

[www.fivestarkbank.com](http://www.fivestarkbank.com)



Member  
**FDIC**  
EQUITY POWER  
LENDER