



BOARD OF DIRECTORS

Steve Pittson, DC, President
Becky Campo, Vice-President
Luis Avila, Secretary
Anne Stokman, RN, Treasurer
Gallo Mac Master, Board Member

PO Box 187, Patterson, CA 95363
Phone (209) 892-8781 Fax (209) 892-3755

BOARD OF DIRECTORS REGULAR MEETING

June 28, 2021 @ 6:30 pm

To be Held In Person ~ 1700 Keystone Pacific Parkway, Bldg B, Conference Room, Patterson

You can join on your computer and/or call in

Screen share at <https://us02web.zoom.us/j/4792915693?pwd=VGVuSUVUbGVrdzErdTZlQnh5WVZtUT09>

If you are unable to join via computer, or do not have speakers or a microphone on your computer, you can dial in for audio.

Call (669) 900-6833 and enter ID 479 291 5693. The meeting password is DelPuerto

Note that everyone will be muted by default.

If you would like to speak during the public comment portion of the meeting, you have the following options:

Online – raise your hand or use the Chat options.

Phone – press *9 to raise your hand, *6 to send a request to be unmuted to submit comments.

The Del Puerto Health Care District welcomes you to this meeting, which is regularly held the last Monday of each month, and your interest is encouraged and appreciated.

PUBLIC COMMENT PERIOD: Matters under the jurisdiction of the Board, and not on the posted agenda, may be addressed by the general public at the beginning of the regular agenda. If you wish to speak on an item on the agenda, you are welcome to do so during consideration of the agenda item itself. If you wish to speak on a matter that does not appear on the agenda, you may do so during the Public Comment period, however California law prohibits the Board from taking action on any matter which is not on the posted agenda unless it is determined to be an emergency by the Board of Directors. Persons speaking during the Public Comment will be limited to five minutes or, depending on the number of persons wishing to speak, it may be reduced to allow all members of the public the opportunity to address the Board. Public comments must be addressed to the board as a whole through the President. Comments to individuals or staff are not permitted.

CONSENT CALENDAR: These matters include routine financial and administrative actions and are identified with an asterisk (*). All items on the consent calendar will be voted on as a single action at the beginning of the meeting under the section titled "Consent Calendar" without discussion. If you wish to discuss an item on the Consent Calendar, please notify the Clerk of the Board prior to the beginning of the meeting or you may speak about the item during Public Comment Period.

REGULAR CALENDAR: These items will be individually discussed and include all items not on the consent calendar, all public hearings and correspondence.

CLOSED SESSION: Is the portion of the meeting conducted in private without the attendance of the public or press to discuss certain confidential matters specifically permitted by the Brown Act. The public will be provided an opportunity to comment on any matter to be considered in closed session prior to the Board adjourning into closed session.

ANY MEMBER OF THE AUDIENCE DESIRING TO ADDRESS THE BOARD ON A MATTER ON THE AGENDA: Please raise your hand or step to the podium at the time the item is announced by the Board President. In order that interested parties have an opportunity to speak, any person addressing the Board will be limited to a maximum of 5 minutes unless the President of the Board grants a longer period of time.

BOARD AGENDAS AND MINUTES: Board agendas and minutes are typically posted on the Internet on Friday afternoons preceding a Monday meeting at the following website: <https://dphealth.specialdistrict.org/board-meeting-agendas>.

Materials related to an item on this Agenda submitted to the Board after distribution of the agenda packet are available for public inspection in the District office at 875 E Street, Patterson, CA during normal business hours. Such documents are also available online, subject to staff's ability to post the documents before the meeting, at the following website: <https://dphealth.specialdistrict.org/board-meeting-agendas>.

NOTICE REGARDING NON-ENGLISH SPEAKERS: Board of Director meetings are conducted in English and translation to other languages is not provided. Please make arrangements for an interpreter if necessary.

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Clerk of the Board at (209) 892-8781. Notification 72 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting.

Del Puerto Health Care District Board of Directors

June 28, 2021

Regular Meeting Agenda

Page 2 of 3

1. **Call to Order** *[Please Note: ~~strike~~ through agenda items postponed to next meeting]*
2. **Pledge of Allegiance**
3. **Board of Directors Roll Call**
4. **Reading of the Mission Statement**
"The District's primary mission is to provide the highest quality health care services through Patterson District Ambulance and Del Puerto Health Center, while continuing to expand healthcare availability to the citizens of the Del Puerto Health Care District."
5. **Public Comment Period** *[Members of the public may address the Board on any issues on the Consent Calendar and items not listed on the agenda that are within the purview of the District. Comments on matters that are list on the agenda may be made at the time the Board is considering each item. Each speaker is allowed a maximum of five minutes. Board members may not comment or acting on items not on the agenda.]*
6. **Declarations of Conflict** *[Board members disclose any conflicts of interest with agenda items]*
7. **Approval of Agenda** **Action**
*[*Directors may request any consent calendar item be moved to regular calendar or change the order of the agenda items.]*
8. **PRESENTATION – City of Patterson Planning Department – Building Grow**
9. **Consent Calendar*** *[Routine committee reports, minutes, and non-controversial items]* **Action**
 - A. * Approve May 24,2021 Board Meeting Minutes
 - ~~B. * Approve May 19 Finance Committee Meeting Minutes~~
 - C. * Health Center Sliding Fee Scale Program Policy Update
 - ~~D. * Finance Policy Updates~~
 - ~~E. * Review and Approve Finance Report and Warrants for May 2021~~
10. **Regular Calendar**
 - A. *Any Consent calendar items moved to regular calendar **Action**
 - B. CA Ambulance Association Stars of Life Nomination – Brandon Cousins **Action**
 - C. Review and Approve NDC Proposal for Election Districting Services **Action**
 - D. Review and Approve FY 2021-22 Budget **Action**
 - ~~E. Review and Approve FY 2021-22 Capital Expenditure Budget **Action**~~
 - F. Health Center Incentive Proposal **Action**
11. **Closed Session** *[Board of Directors may recess to closed session for discussion of certain matters as legally permitted. Any action taken shall be reported in open session.]*
 - A. Gov't Code § 54956.9(b) Conference with Legal Counsel – Anticipated litigation or significant exposure to litigation: One (1) potential case
 - B. Gov't Code section 54957: Public Employment Employee Performance Evaluation
Title: Administrative Director / CEO
12. **Reconvene to Open Session – Report of Closed Session**
13. **Regular Calendar (continued)**
 - G. Review Administrative Director/CEO Compensation & Contract **Action**

Del Puerto Health Care District Board of Directors

June 28, 2021

Regular Meeting Agenda

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14. Reports

A.	<u>Employee Anniversaries & New Hires</u>	<u>May/June</u>	<u>Years</u>
	Ambulance:	Ricardo Guaydacan, Jr.	2
		Kevin Hurd	2
		Lisa Rodriguez	2
		Bryan Santos	2
		Earlene "Brienne" Silva	12
	Health Center:	Corina Clark, PA	New
B.	Community Health Assessment and Needs Results – Director Stokman/K. Hennings		
C.	West Side Health Care Task Force – Director Mac Master		
D.	Legislative Advocacy Committee – Director Avila and Campo		
E.	Ambulance – Director, Paul Willette		
F.	Health Center - Manager, Suzie Benitez		
G.	Administration – Administrative Director/CEO, Karin Hennings		

15. Board Governance Education Session

- A. Community Engagement Discussion
- B. Governance vs. Management Discussion

16. Director Correspondence, Comments, Future Agenda Items

Information

17. Upcoming Regular Board and Standing Committee Meeting Dates

Finance – Wednesday, July 21, 2021 @ 3:00 PM	Board – Monday, July 26, 2021 @ 6:30 PM
Finance – Wednesday, August 25, 2021 @ 3:00 PM	Board – Monday, August 30, 2021 @ 6:30 PM
Finance – Wednesday, Sept 22, 2021 @ 3:00 PM	Board – Monday, Sept 27, 2021 @ 6:30 PM

18. Adjourn



BOARD OF DIRECTORS MEETING

May 24, 2021 @ 6:30 pm

Via Zoom

Board of Directors Minutes

1. **Call to order** @ 6:35 pm. by Director Luis Avila
2. **Pledge of Allegiance**
3. **Board of Directors Roll Call.**

Directors Present: Director, Luis Avila
Director, Anne Stokman
Director, George Galloway Mac Master

Directors Absent: Director, Steve Pittson
Director, Becky Campo

Staff Present: Administrative Director/CEO, Karin Hennings
Ambulance Director, Paul Willette
Accounting Finance Manager, Maria Reyes-Palad
Clerk of the Board, Cheryle Pickle

District Legal Council: Dave Ritchie, Cole Huber, LLP

We have a Quorum

4. **Reading of the Mission Statement**

"The District's primary mission is to provide the highest quality health care services through Patterson District Ambulance and Del Puerto Health Center, while continuing to expand healthcare availability to the citizens of the Del Puerto Health Care District."

5. **Public Comment Period**

Present: None

6. **Declarations of Conflict:** There were no conflicts of interest.

7. **Approval of Agenda:**

Ms. Hennings requested that items 8A and 8B be moved to the regular calendar.

M/S/C To move items 8A and 8B to the regular and to accept the agenda. Director Stokman / Director Mac Master
Ayes: Directors Avila, Stokman, Mac Master
Nays: None
Abstain: None
Passed

8. **Consent Calendar** * [Routine committee reports, minutes, and non-controversial items]

A. **Moved to Regular Calendar**



BOARD OF DIRECTORS MEETING

May 24, 2021 @ 6:30 pm

Via Zoom

Board of Directors Minutes

B. **Moved to Regular Calendar**

C. ***Approve April 2021 Finance Committee Minutes**

M/S/C That the Board of Directors accept the Consent Calendar as presented. /Director Stokman / Director Mac

Masters

Ayes: Directors Avila, Stokman, Mac Master

Nays: None

Abstains: None

Passed

9. Regular Calendar

A. ***Any consent calendar item moved to the regular calendar.**

1. *** Item 8.A Approve April 26, 2021 Board Meeting Minutes**

Ms. Hennings pointed out that Item 10.B indicated that there was no District Wide Community Assessment Report when the Report had been presented as Item 9.C in the Regular Calendar. This correction should be made along with a copy of the slide presentation included in the minutes.

M/S/C That the Board of Directors approve the April 26, 2021 Minutes with the noted correction. /Director Mac Master /

Director Stokman

Ayes: Directors Avila, Stokman, Mac Master

Nays: None

Abstains: None

Passed

9. ***Item 8.B. Accept April 2021 Financial Reports and Warrants.**

Ms. Reyes reviewed the report and warrants for the month of April. She answered all questions.

M/S/C That the Board of Directors Accept the April 2021 Financial Reports and Warrants. /Director Stokman / Director

McMasters

Ayes: Directors Avila, Stokman, Mac Master

Nays: None

Abstains: None

Passed

B. **Adopt Debt Management Policy Resolution**

Ms. Hennings stated that this is a requirement of all Special Districts. The policy comes to the Board by recommendation of the Finance Committee who recommended that an Oversight Committee be appointed. One member of the Finance committee should be appointed to the Oversight Committee. There should be an annual statement of the status of debts.

M/S/C That the Board of Directors adopt Resolution number 2021-05 with the Oversight Committee as recommended by the Finance Committee /Director MacMaster / Director Stokman

Ayes: Directors Avila, Stokman, Mac Master

Nays: None

Abstains: None



BOARD OF DIRECTORS MEETING
May 24, 2021 @ 6:30 pm
Via Zoom
Board of Directors Minutes

Passed

C. Appointment of two Directors to the Del Puerto Hospital Foundation Board

Ms. Hennings stated that the Foundation is active. We need the appointment of two Board members to the Foundation Board. Normally the President of the Board make the appointment. Mr. Ritchie was asked about the appropriateness of proceeding with the appointment with the President absent. He indicated that based on the nature of the request the Board could go ahead and appoint two members to the Foundation Board. Ms. Hennings informed the Board that Director Mac Master was currently serving as President of the Foundation's Board and Director Stokman was serving as Treasurer.

M/S/C That the Board of Directors appoint Directors Gallo and Stokman to the Foundation Board for the remainder of their terms. /Director Mac Master / Director Stokman

Ayes: Directors Avila, Stokman, Mac Master

Nays: None

Abstains: None

Passed

D. CEO Annual Performance Evaluation – Directors Mac Master and Stokman

Director MacMaster explained that they will be using Survey Monkey to survey the Board Members. They will use questions from last year and from the 2019 survey. Director Stokman explained that the previous survey had questions that were more appropriate to Districts with Hospitals. So, they would be combining the survey. Director MacMaster indicated that the Board should expect an email by early June. They could respond to the survey anonymously.

E. Capital Expense – purchase of multi-function copier for Health Center.

Ms. Reyes reviewed the Equipment Lease or Purchase Analysis. She answered all questions.

M/S/C That the Board of Directors approve the capital expenditure expense for the purchase of HC Copier in the amount of \$6,650/Director Mac Master / Director Stokman

Ayes: Directors Avila, Stokman, Mac Master

Nays: None

Abstains: None

Passed by roll call vote.

10.Reports

A.	<u>Employee Anniversaries & New Hires</u>	<u>May</u>	<u>Years</u>
	Health Center:	Suzie Benitez	11
	Administration	Karin Hennings	5

B. District Wide Community Assessment – Director Stokman

Director Stokman referred everyone to the printout she had forwarded prior to the meeting. It is a Summary of the Del Puerto Health Care District 2021 Community Health Assessment and Needs Survey. She will present more in next month's meeting.

C. West Side Health Care Task Force - George Galloway Mac Master



BOARD OF DIRECTORS MEETING

May 24, 2021 @ 6:30 pm

Via Zoom

Board of Directors Minutes

Director Mac Master reported that they had an in person meeting here in Patterson. The meeting was well attended. The focus will be bringing 24-hour Urgent Care to Patterson. He will share when future meetings are scheduled.

- D. **Legislative Advocacy Committee**, Directors Avila and Campo
Director Avila reported that Ms. Hennings has been forwarding information to them. He has been reading the information. Ms. Hennings added that the State has \$56 Billion in Covid Relief funds to distribute. CSDA and ACHD had lobbied for funds to be distributed to Special Districts. Governor Davis has decided to distribute \$26 billion to the counties and cities. The remaining \$30 billion will be placed into the General Funds.
Stanislaus county has decided to use the funds to update infrastructure.
On a side note - We do have a claim with our Business insurance for Revenue Loss.
Ms. Hennings sent out a request that we contact the State Legislature to ask that the funds be allocate to the Special Districts. This correspondence should be sent before June when the budget will be final.
- E. **Ambulance** – Paul Willette, Director of Ambulance Operations
Mr. Willette reviewed the monthly report. It was a busy month. Not all the activity was within the District. Mutual Aid reporting is better. It includes the dispatches where the units are called off before reaching their destination, The Rolling Compliance numbers are not available due to a change in reporting that is being worked out.
- F. **Health Center** - Suzie Benitez, Health Center Manager
Ms. Benitez is out ill. We do not have any of the monthly statistics.
Ms. Hennings referenced a report from Medstatix (included in the packet). This is a report that we are subscribing to. This report indicated that our providers are performing at or above the national average. It indicates that we could use some improvement on the phone. This gives us things to work on at the Health Center.
- G. **Administration** – Karin Hennings, Administrative Director / CEO
Ms. Hennings is working on the Budget for next fiscal year. She reported that at the Health Center they decided to make a change. They are going to switch to 1 family physician and 3 mid-level providers. We are proceeding with the LCSW position.
11. **Board Governance Education Session.**
Ms. Hennings asked the Board what they wanted to do since two members were absent. It was decided that she would send the videos and discussion questions out prior to next months meeting and they would have a discussion at next month's meeting.
12. **Director Comments, Future Agenda Items.** None



BOARD OF DIRECTORS MEETING

May 24, 2021 @ 6:30 pm

Via Zoom

Board of Directors Minutes

13. Upcoming Regular Board and Standing Committee Meeting Dates

Finance – Wednesday, June 23, 2021 @ 3:00 pm. Board – Monday, June 28, 2021 @ 6:30 pm.
Finance – Wednesday, July 21, 2021 @ 3:00 pm. Board – Monday, July 26, 2021 @ 6:30 pm.
Finance – Wednesday, August 25, 2021 @ 3:00 pm. Board – Monday, August 30, 2021 @ 6:30 pm.

14. M/S/C To adjourn meeting/Director Mac Master/Director Stokman

Ayes: Directors Avila, Stokman, Mac Master

Nays: None

Abstains: None

Adjourn @ 7:20 pm.

DRAFT

BOARD OF DIRECTORS OF DEL PUERTO HEALTH CARE DISTRICT

Board Meeting

6C Sliding Fee Scale Flat Rate for Health Center Visits

Page 1 of 2

Department: Finance/Health Center
CEO Concurrence: Yes

Consent Calendar: No
4/5 Vote Required: No

SUBJECT: Sliding Fee Scale Flat Rate for Health Center Visits

STAFF RECOMMENDATION: The Board approve the request to adjust the Sliding Fee Scale from a percentage of charges to a flat rate fee based on Federal Poverty Level.

CONSIDERATIONS: Calculating the percentage of charges that a patient is charged complicates the provision of care. The fixed rate would be as follows:

0-100% FPL	\$30.00
101-200%	\$45.00
201-300%	\$60.00
301-400%	\$75.00

POLICY ISSUE: Fiscal Transparency; Community Service.

FISCAL IMPACT: Minimal

DISTRICT PRIORITY: Access to health care for the un- or under-insured.

STAFFING IMPACT: Processing Sliding Fee Scale Program Applications

CONTACT PERSON: Maria Reyes

ATTACHMENT(S): CY 2021 Sliding Fee Forms

RECOMMENDED BOARD ACTION:

ROLL CALL REQUIRED: NO

RECOMMENDED MOTION: *I move the Board of Directors approves the Sliding Fee Scale Flat Rate for Health Center visits.*

BOARD OF DIRECTORS OF DEL PUERTO HEALTH CARE DISTRICT

Board Meeting

6C Sliding Fee Scale Flat Rate for Health Center Visits

BOARD MEETING ACTION SUMMARY

RECOMMENDED MOTION:

MOTION AMENDED: *YES* *NO*

AMENDMENT: _____

<i>Motion Made By</i>	<i>Motion</i>	<i>Second</i>
<i>Director Pittson</i>		
<i>Director Stokman</i>		
<i>Director Campo</i>		
<i>Director Mac Master</i>		
<i>Director Avila</i>		

VOICE VOTE TAKEN: *YES* *NO*
_____ *Pass* _____ *Fail* _____ *Mixed – take Roll Call Vote*

<i>Roll Call Vote</i>	<i>Aye</i>	<i>No</i>	<i>Abstain</i>	<i>Absent</i>
<i>Director Pittson</i>				
<i>Director Stokman</i>				
<i>Director Campo</i>				
<i>Director Mac Master</i>				
<i>Director Avila</i>				

MOTION IS:
_____ *Approved*
_____ *Denied*
_____ *Approved as amended*
_____ *Other*



2021 SLIDING FEE DISCOUNT PROGRAM

Financial Assistance Available

The Del Puerto Health Care District (DPHCD), which operates Patterson District Ambulance and Del Puerto Health Center recognizes medical care is costly and where ever possible we want to help the people we serve. Based on your family annual income DPHCD can provide a discount to your ambulance service charges, co-pay, and co-insurance.

Sliding Fee Discount

Discounts are determined by total household gross income and number of family members. Family is defined as a group of two people or more (one of whom is the householder) related by birth, marriage, or adoption and residing together; all such people (including related subfamily members) are considered as members of one family. Charges will be adjusted based on the current Federal Poverty Level scale according to number of people in your family and gross income. Please include all income as noted on the enclosed application.

2021 Federal Poverty Levels	100%	200%	300%	400%
1 in family	\$ 12,880	\$ 25,760	\$ 38,640	\$ 51,520
2	\$ 17,420	\$ 34,840	\$ 52,260	\$ 69,680
3	\$ 21,960	\$ 43,920	\$ 65,880	\$ 87,840
4	\$ 26,500	\$ 53,000	\$ 79,500	\$ 106,000
5	\$ 31,040	\$ 62,080	\$ 93,120	\$ 124,160
6	\$ 35,580	\$ 71,160	\$ 106,740	\$ 142,320
7	\$ 40,120	\$ 80,240	\$ 120,360	\$ 160,480
8 in family	\$ 44,660	\$ 89,320	\$ 133,980	\$ 178,640
<i>each additional person, add</i>	\$ 4,540	\$ 9,080	\$ 13,620	\$ 18,160
% of Federal Poverty Level	100%	200%	300%	400%

Based on your family size & gross income on the Federal Poverty Level scale, the following discounts are allowed on the patient balance, *excluding Medi-Cal Share of Cost.*

FPL Range	Ambulance Discount*	Health Center Fee
100% or less of FPL	\$100 nominal fee	\$30.00 per visit
101-200% of FPL	-90%	\$45.00 per visit
201-300% of FPL	-75%	\$60.00 per visit
301-400% of FPL	-60%	\$75.00 per visit

Application Required

To help us determine if you qualify for assistance, please complete the attached Patient Financial Declaration and return with proof of income documents.

Discount Determination Letter

Within two weeks you will receive a *Sliding Fee Determination* letter that will explain your available discount and the new balance due. Your Determination letter is valid for both Health Center and Ambulance bills.

***Extra Prompt Pay Incentive (Ambulance Only)**

Additionally, a 30% Prompt Pay Incentive is available (deducted from your Sliding Fee Discounted total) when you pay your bill within 30 days of the date of the Determination letter. All ambulance patients can take advantage of the prompt pay discount.

If you have questions, please do not hesitate to contact us at (209) 892-8781 and ask for Sliding Fee Discount Program. We are available to assist you 8:00 AM to 5:00 PM Monday through Friday.

In accordance with Federal law and U.S. Department of Agriculture policy, this institution is prohibited from discriminating on the basis of race, color, national origin, sex, age or disability. (Not all prohibited bases apply to all programs). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, S.W. Washington, D.C. 20250-9410, or call (800) 795-3272 (voice), or (202) 720-6382 (TDD).

BOARD OF DIRECTORS OF DEL PUERTO HEALTH CARE DISTRICT

Board Meeting – June 28, 2021

10C Election Districting NDC Proposal 10C Election Districting NDC Proposal Page 1 of 1

Department: Chief Executive Office

CEO Concurrence: Yes

Consent Calendar: No

4/5 Vote Required: No

SUBJECT: Election Districting Proposal Approval

STAFF REPORT: National Demographics Corporation has prepared election districting studies for the City of Patterson and Patterson Joint Unified School District. This is a follow-up to a prior meeting in which the obligation to evaluate our district for five differing regions so that the minority vote would not be diluted. A series of up to five public hearings are to be held approximately one each month starting July 26, 2021.

CONSIDERATIONS: The California Voting Rights Act holds us responsible to have districted elections with districts that do not dilute the minority vote.

DISTRICT PRIORITY: Transparent elections

FISCAL IMPACT: up to \$60,000 (up to \$25,000 study and mapping consulting fees and \$35,000 legal fee to petitioning attorney as mandated by law)

STAFFING IMPACT: None

CONTACT PERSON: Karin Hennings

ATTACHMENT(S): NDC Proposal

RECOMMENDED BOARD ACTION:

ROLL CALL REQUIRED: YES

RECOMMENDED MOTION: *I move the Board of Directors accept the proposal by National Demographics Corporation and approve up to \$60,000 to be budgeted.*



National Demographics Corporation

A Proposal to
Del Puerto Health Care District
for Demographic Services

By National Demographics Corporation
Douglas Johnson, President

October 9, 2020



October 9, 2020

Karin Freese Hennings
Administrative Director / CEO
Del Puerto Health Care District
875 E Street
Patterson, CA 95363

Dear Ms. Hennings,

Thank you for the opportunity to provide this proposal to Del Puerto Health Care District. NDC has more than 40 years of experience districting and redistricting hundreds of cities, school districts and other local jurisdictions across California, including both local jurisdictions such as the cities of Patterson, Ceres and Riverbank, and for Health Care Districts including Tri-Cities, Desert Healthcare, Fallbrook Regional Health, Grossmont and Tulare (a full client list is available at www.ndcresearch.com/clients/). We welcome the opportunity to bring the firm's expertise and skills to assist the District.

For each project, there are certain required basic elements, and there are several options that the District can include or leave out at its option. NDC carefully tailors each project to the needs and goals of the individual client partner. NDC also welcomes the opportunity to work with our clients to encourage public participation in this process, as we offer several tools developed specifically for public engagement in districting and redistricting.

The attached proposal consists of a brief introduction; specific proposed project elements and options; timeline and cost information; conclusion; and signature section. NDC looks forward to working with you on this effort. Please call or email anytime if you have any questions, concerns, or requests regarding this proposal.

Sincerely,

Douglas Johnson
President



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Brief History of National Demographics Corporation

NDC has served hundreds of local governments since our founding in 1979. While most of NDC’s work is in California and Arizona, the firm has performed projects in all regions of the country, serving clients as varied as the States of Mississippi, Arizona, Florida and Illinois; Clark County (Nevada); the California counties of Merced, San Bernardino, and San Diego; the San Diego Unified School District; the City of Oakland; Yuma County (Arizona); the Arizona cities of Glendale, Mesa, Peoria, Phoenix, and Surprise; and relatively smaller jurisdictions such as the City of Bradbury and Clay Elementary School District.

The company is especially well known for its districting and redistricting work with local governments. NDC has established a reputation as the leading demographic expert on the California Voting Rights Act (CVRA), having performed demographic assessments of potential CVRA liability and/or moves to by-district elections for over 350 jurisdictions. No company has been responsible for addressing the electoral demographic needs of more local governments, as NDC has districted and/or redistricted more than 250 counties, school districts, cities, water districts, and other local jurisdictions.

Nationally recognized as a pioneer in good government districting and redistricting, NDC has unmatched expertise in the issues, questions, and decisions jurisdictions face in any discussion regarding districting, redistricting, the California and Federal Voting Rights Act and related election system choices.





Company Philosophy

Professionalism

NDC's personnel are nationally recognized as leaders in the districting field and are responsible for numerous books and articles on the subject. NDC possesses all the hardware and software necessary to meet the districting and redistricting needs of any jurisdiction, and its personnel have unmatched experience in the line-drawing side of this work, as well as in developing the databases used for these purposes. But more important are the firm's interpersonal skills and the team's understanding of the perspective of all parties in this process.

Local Leadership

NDC is an advisor and technical resource. The firm's role is to assist our clients through the complicated demographic and legal framework for their project. NDC shares its experience and expertise, but the final plan is selected by the jurisdiction's elected leaders, not NDC. The firm is sometimes criticized, usually by people from outside of the client jurisdiction, for not acting as an advocate or proselytizer for what these outsiders think is "right" for the client. But NDC team members are expert advisors, not proselytizers. NDC guides our clients through the process to a map that meets all legal requirements and the goals of our client – not the goals of outside critics. NDC welcomes the chance to assist each client through this process following the direction of the jurisdiction's elected leadership, key staff members, and the entire community.

Openness

Any change in election systems can have momentous implications for the distribution of political power in a jurisdiction and for access by groups and individuals to the governance process. Not surprisingly, such changes often attract considerable public attention, sometimes generate intense controversy, and may draw charges of manipulation and abuse of power. It is crucial, therefore, that the jurisdiction establish, at the beginning, a process that is not only fair, but that is seen to be fair, to all contending groups and individuals.

Public Engagement

NDC pioneered the "transparent districting" approach that involves the public at every stage of the process and the company invented the "public participation kit" back in 1990. But NDC's most valuable service is the firm's experience transforming often-contentious and passionate debates into thoughtful, constructive discussions focused on the options and outcomes rather than



National Demographics Corporation

individual personalities. NDC also has considerable experience working with translators in public forums and providing materials in English and Spanish.

NDC's approach has been widely praised in the media, and NDC has worked extensively with all types of press including radio, television, newspaper, and new media.

The NDC Team

NDC's 40 years of service to local governments is grounded in our academic founding and decades of professional relationships with all forms of local governments. Each NDC team member has been extensively trained in the legal requirements, demographic details, and complicated personal and community interests involved in every districting and redistricting project. And every NDC team member has been briefed on the wide range of unusual and bizarre challenges NDC has encountered over our more than 250 successfully completed local government projects. Whatever question or situation arises, your NDC team can handle it.

NDC President Dr. Douglas Johnson leads all team training and closely monitors the progress of every client project. NDC President Dr. Johnson and Vice President Dr. Levitt are always available to all clients, and typically are personally involved whenever particularly unusual or complex situations arise. And each NDC project has an NDC Consultant or Senior Consultant as a primary point of contact to ensure seamless information flows and continuity. All NDC project leaders are a fully trained Consultants or Senior Consultants with years of experience working with local government elected leadership and top staff members. Each NDC team leader brings their personal expertise in demographics, city governance, school district governance and/or special district management to every project. And each team leader has particular expertise and focus in specific geographic areas. All team members resumes are available on www.ndcresearch.com/about-us/.

Public Engagement

The Three E's of Public Participation: Engage, Educate, and Empower

NDC's "Three E's" approach recognizes the complex and daunting nature of districting and redistricting projects, while emphasizing the importance of public participation in such projects.

Given the complexity of the issue, the public cannot be expected to jump in with constructive ideas and input without encouragement. So NDC's approach begins



National Demographics Corporation

with the first “E”: **Engage**. NDC works with our clients to get the word out about why the project matters – and how input from residents can be a decisive element of the project.

Once their interest is engaged, the second “E” is **Educate**. Most media coverage of this topic focuses on congressional gerrymandering, giving the entire field a tainted and hopeless feel. NDC works with our clients to explain how local districting and redistricting is based on neighborhoods and communities – not national politics. We educate the public on the data, requirements and goals of redistricting, and on the many ways residents can formulate and share their own maps or other constructive input.

The third “E” is **Empower**. For those projects where the level of public interest and engagement justify the expense, NDC offers an unmatched array of paper, Excel-based, and online mapping tools that residents can use to draw detailed, population-balanced maps for consideration by the jurisdiction.

When included in a project, NDC has seen considerable public interest in these optional public participation tools. Often five, ten or even twenty or thirty draft maps are proposed by community residents. And NDC developed a highly refined and proven methodology for efficiently guiding our clients through selecting and refining a map, even when starting from 10, 20, 30 or more initial draft maps.

For those jurisdictions where the expense of the optional mapping tools is too high, NDC always welcomes any letters, comments, or hand-drawn maps that residents wish to submit during the districting or redistricting process.

For every project, at no extra expense, NDC includes an online “interactive review map” that allows residents to analyze draft maps zooming in and out, searching for specific addresses, and by changing between street maps, satellite images, and other underlying base maps.

Sample Public Participation Mapping Tool

Public Participation Kit

Each number indicates the total population of that "population unit" area. Each district must have essentially equal population.

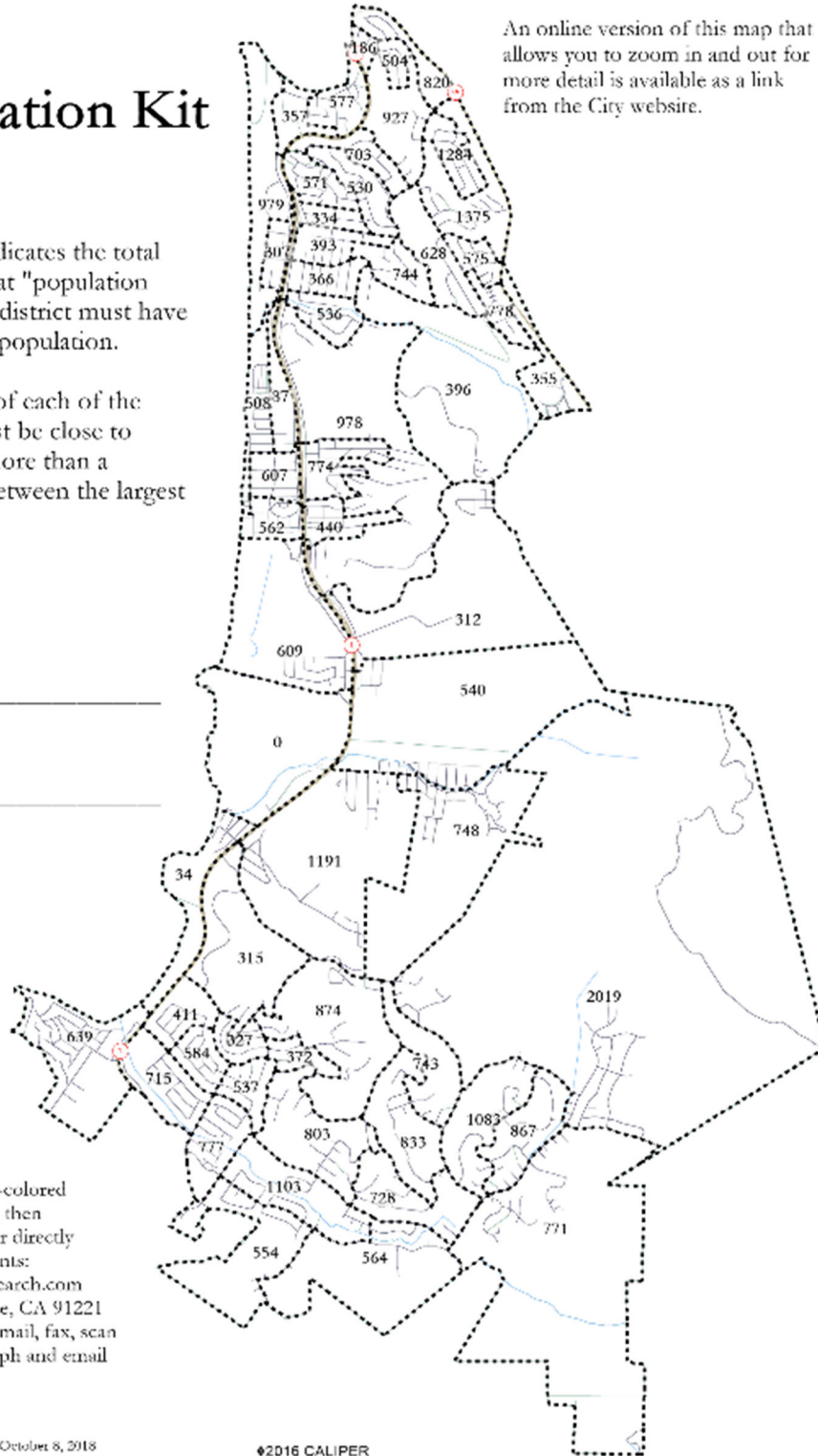
The population of each of the five districts must be close to 7,447, with no more than a 745 difference between the largest and smallest.

Name:

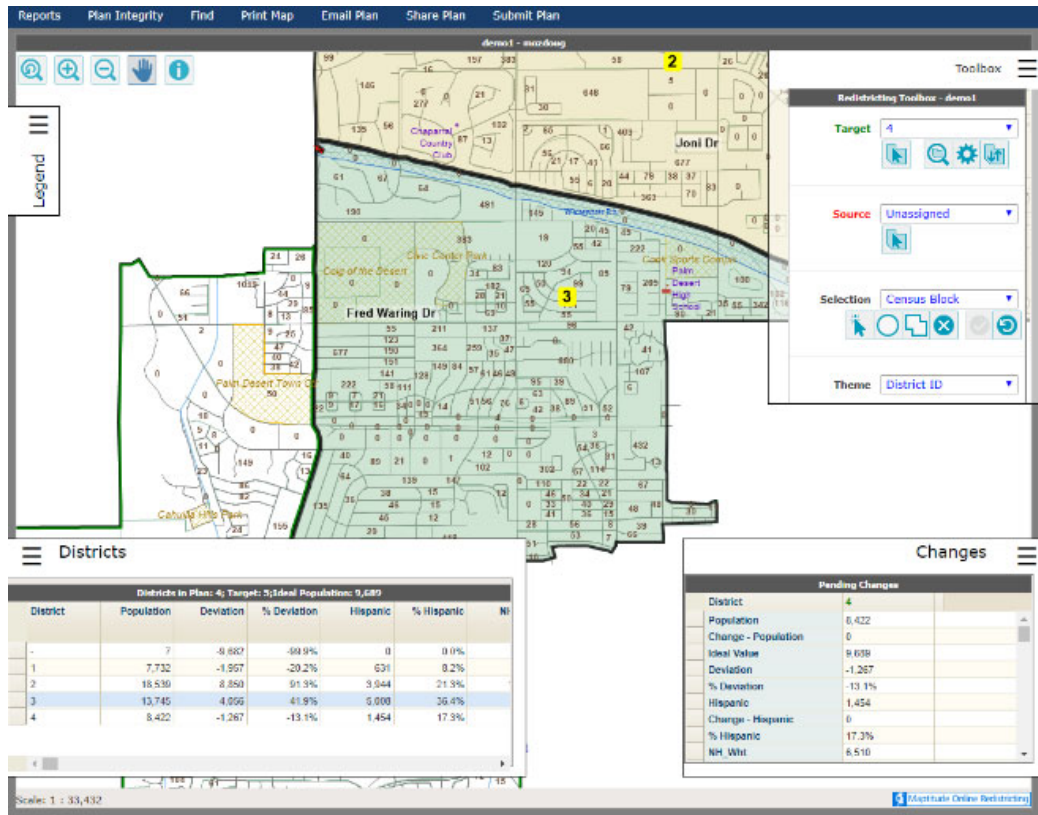
Phone or email:

Please use a thick dark-colored pen to draw your map, then submit it at City Hall or directly to our project consultants:
 Submission@NDCresearch.com
 PO Box 5271, Glendale, CA 91221
 You can hand-deliver, mail, fax, scan and email, or photograph and email your map.

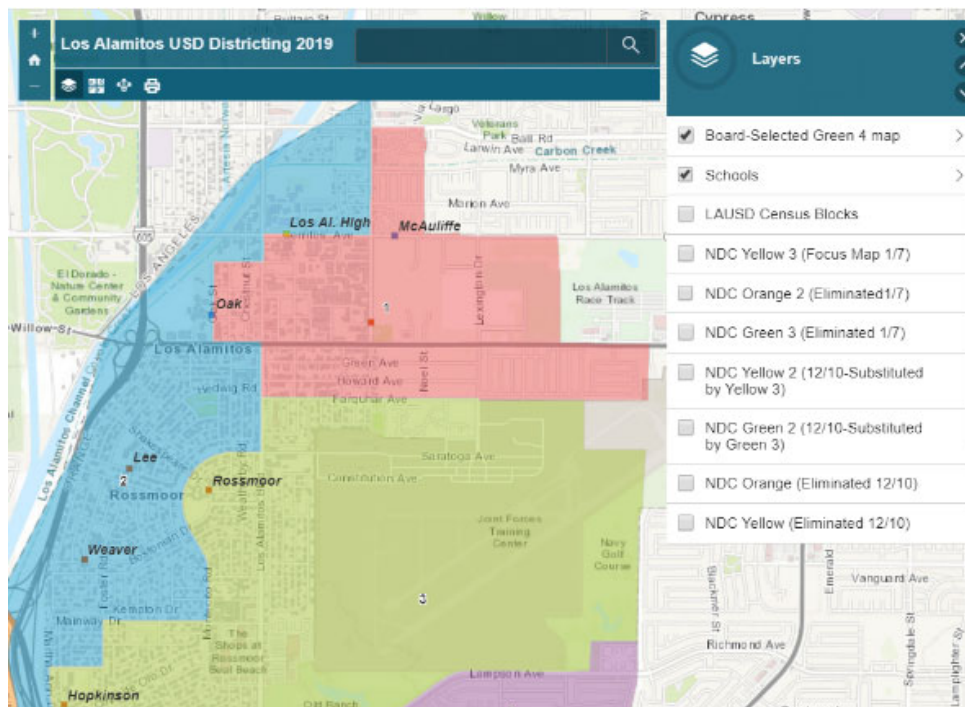
An online version of this map that allows you to zoom in and out for more detail is available as a link from the City website.



Sample Online Mapping Tool



Sample NDC “Interactive Review Map”
(used to view and evaluate, not to draw, maps)





Impeccable References

All of NDC's former clients – without exception – can be contacted for references. The following is only a sample of references:

Mr. Graham Mitchell. City Manager. City of El Cajon. 200 Civic Center Way. El Cajon. CA 92020. (619) 441-1716. GMitchell@cityofelcajon.us.

Mr. Jason Stilwell. City Manager. City of Santa Maria. 110 E. Cook Street. Santa Maria. CA 93454-5190. (805) 925-0951 ext. 2200. jstilwell@cityofsantamaria.org.

Mr. Marcus Walton. Communications Director. West Contra Costa Unified. 1108 Bissell Ave., Room 211-215. Richmond, CA 94801. 510-205-3092. mwalton@wccusd.net.

Mr. Jonathan Vasquez. Superintendent. Los Nietos School District. 8324 S. Westman Ave., Whittier, CA 90606. (562) 692-0271 Ext. 3212 jonathan_vasquez@lnsd.net.

Ms. Jennifer Fitzgerald, Mayor, City of Fullerton. 303 W. Commonwealth Avenue. Fullerton, CA 92832. (714) 402-3106. jennifer@curtpringle.com.

Mr. James Atencio. Assistant City Attorney. City of Richmond. 450 Civic Center Plaza. Richmond, CA 94804. 510-620-6509. James_Atencio@ci.richmond.ca.us.

Ms. Isabel Montenegro. Administrative Assistant. Inglewood Unified. 401 South Inglewood Avenue, Inglewood, CA 90301. 310-419-2799. imontenegro@inglewood.k12.ca.us.

Ms. Pam Abel. Superintendent. Modesto City Schools. 426 Locust Street. Modesto. CA 95351-2631. (209) 574-1616. able.p@mcs4kids.com.

Mr. Darrell Talbert. City Manager. City of Corona. 400 S Vicentia Avenue. Corona. CA 92882-2187. 951.279.3670. Darrell.Talbert@ci.corona.ca.us.

Mr. David Silberman. Deputy County Counsel. San Mateo County. 400 County Center. 6th Floor. Redwood City. CA 94063. 650-363-4749 dsilberman@smcgov.org.

Judge Hugh Rose (retired). Chairman. City of Modesto Districting Commission. 508 King Richard Lane. Modesto. CA 95350. Phone (209) 522-0719. Email: hhrose@hotmail.com.

Ms. Lucinda Aja. City Clerk, City of Buckeye, Arizona. 100 N Apache Rd, Suite A, Buckeye, AZ 85326. Phone (623) 349-6007. Email: laja@buckeyeaz.gov.

Ms. Randi Johl, Director of Legislative Affairs/City Clerk. City of Temecula. 41000 Main Street. Temecula, CA 92590. 951-694-6444. Randi.Johl@temeculaca.gov.



Scope of Work

Each project must include the “Basic Project Elements” listed below, and virtually all projects will include NDC participation in one or more meetings from the “Per Meeting Expenses” section. The public engagement tools in the “Optional Elements” are always completely at the jurisdiction’s discretion.

Advisory and Independent Redistricting Commissions

NDC anticipates that many California jurisdictions will create advisory or independent commissions to manage the districting process. NDC welcomes the use of such commissions, and our pricing does not change for jurisdictions creating commissions. But the creation, training, operation and reporting of such commissions often leads to more meetings (and a resulting increase in the “per meeting” project expenses) than a traditional redistricting process conducted primarily by the jurisdiction’s elected leadership.

Outreach Assistance

NDC brings topical expertise to your jurisdiction’s outreach efforts, and NDC makes available to all clients our library of sample outreach materials including op-ed articles, postcards, utility bill inserts, flyers, and social media messages. NDC provides all of these materials along with our advice and input on outreach strategy and materials to any interested jurisdiction, but we do not have graphic artists to customize or design such materials in-house.

For larger-scale outreach efforts, especially where jurisdictions wish to send representatives out to regular meetings of existing community organizations, NDC typically works together with a jurisdiction’s in-house communications staff and/or with one or more outreach organizations. We have a number of firms we recommend, and we would be happy to work with any in-house team at the jurisdiction or with any firm or organization the jurisdiction selects. Projects with this level of outreach are relatively rare, as most projects can be handled by the jurisdiction’s existing communications team using the samples, templates and advice NDC provides.



Project Overview

Step 1	<ul style="list-style-type: none"> a. Confirm GIS boundaries and other data b. Prepare Outreach Plan c. Prepare Project Timeline d. Decide what public mapping tool(s) to provide, if any e. Decide whether to use a commission f. Create Project Website 	2 to 4 weeks (at client's discretion)
Step 2	<ul style="list-style-type: none"> g. Two initial pre-draft-map hearing h. (Optional) pre-draft public workshops on process and how to use any mapping tools 	1 to 4 weeks (at client's discretion)
Step 3	<ul style="list-style-type: none"> i. Public and NDC work on draft maps j. (Optional) Additional public workshops on process and how to use any mapping tools k. Draft maps processed & posted online 	2 to 4 weeks
Step 4	<ul style="list-style-type: none"> l. (Optional) Public workshop(s) to discuss draft maps m. At least three formal Hearings on draft maps (and map revisions) 	2 or 3 formal hearings
Step 5	<ul style="list-style-type: none"> n. Adopt map (and election sequence) o. Implement map with County Registrar p. Preserve records 	Adopt resolution.

Timelines

A date-specific timeline will be established in consultation with the client. Such projects typically take three to six months, and can be done faster when necessary.



Basic Project Elements

Required. Includes all the services listed below:..... \$ 13,500

- **Project Setup and coordination:**
 - Development of demographic database including Census Bureau and California Statewide Database data.
 - Incorporation of any Geographic Information System (GIS) data that the jurisdiction wishes to include and provides (often including school locations, school attendance areas, important local landmarks, or local neighborhood boundaries).
 - Initial telephonic discussion with about data, communities of interest, schedule, criteria and special concerns of the jurisdiction.
 - Assist jurisdiction with developing a communications plan for public outreach, including suggestions for webpage content and design, public feedback logistics, and strategies for engaging constituents.
 - Assist jurisdiction with developing a meeting plan, including recommendations on frequency and format of outreach meetings, information sessions, public study sessions and/or public hearings.
 - Assist jurisdiction with developing a project plan, including a detailed timeline, goals and objectives, and specific deliverables list.
 - Provide education and guidance on required redistricting criteria, and advice on selecting optional redistricting criteria, for staff and elected officials.
 - Provide progress reports on an as-needed basis as determined by the project manager and coordinate regularly with the jurisdiction’s project team.
 - Any phone- or web-conference calls to discuss the project's progress or to answer any questions that may arise.
 - Provide all of these project setup, project coordination, and plan development services to any advisory or independent redistricting commission the jurisdiction elects to include in this project.
- **Plan Development:**
 - Creation of 2 to 4 initial draft maps.
 - Analysis and preparation for presentation of all whole or partial plans submitted by the public.
 - Conversion of all maps and reports to web-friendly versions.
 - Online posting of all maps to an interactive review website.
 - Create any requested additional and/or revised maps as requested.
- **Plan implementation:**
 - Provide spatial data in GIS-friendly format of any dataset used or created for this project to staff upon request.
 - Work with the County Registrar of Voters to implement the final adopted plan.

Per-Meeting Expenses

At the jurisdiction’s request:

- In-person attendance, per meeting \$ 2,750
- Virtual (telephonic, Zoom, etc.) attendance, per meeting..... \$ 1,250



The “per-meeting” expense covers:

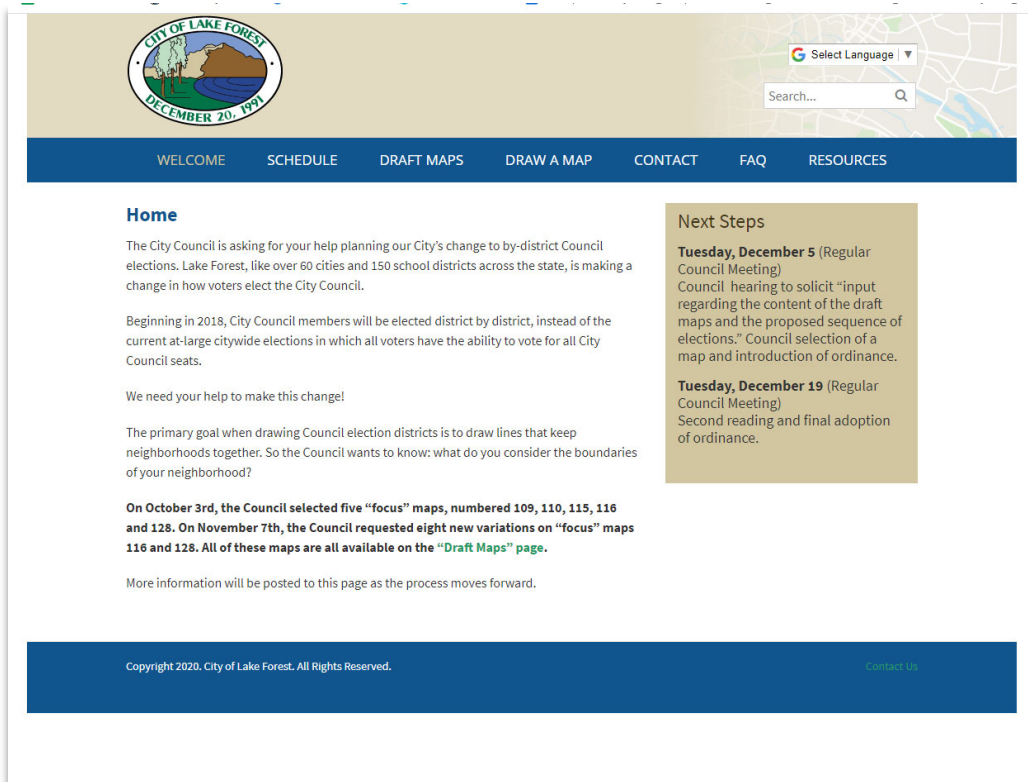
- Prepare meeting materials, including presentation materials and maps.
- Present and explain key concepts, including mandatory and traditional redistricting criteria and “communities of interest.”
- Moderate conversations; answer questions; and gather feedback on proposed boundaries.

Stated prices include all travel and other anticipated meeting-related expenses. Telephone calls to answer questions, discuss project status, and other standard project management tasks do not count as meetings and do not result in any charge.

Optional Project Elements

Project Website

NDC provides all project materials in website-friendly formats for posting on the jurisdiction’s website. At no cost, NDC will provide project website samples and website language for use on the jurisdiction’s project website. But for jurisdictions that prefer not to take on the challenge of creating and managing a rapidly-changing project website, NDC will create, host, and update project website (visit <https://drawlf.org/> to see one such site).

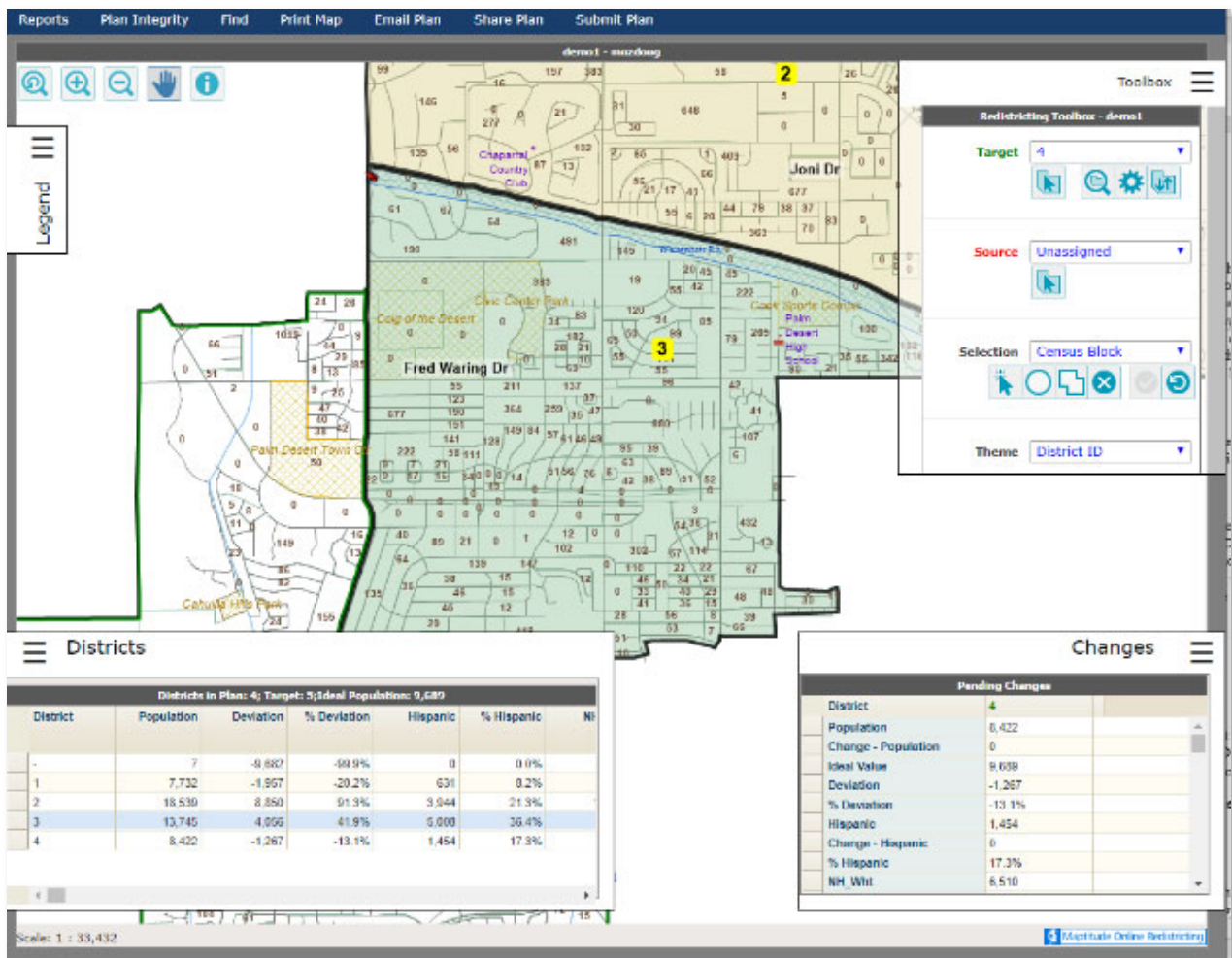


Pricing:
NDC-managed project website:..... \$ 3,500.

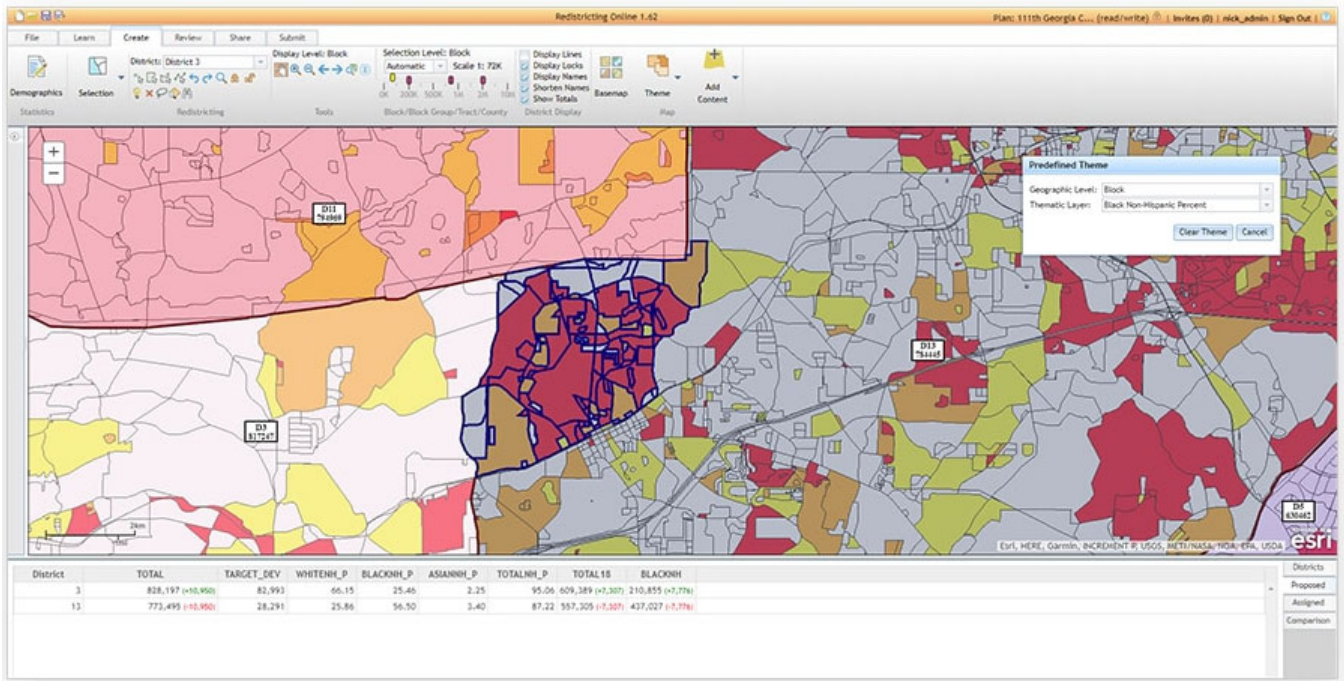
Background on Online Mapping Tool Options

NDC is the unmatched leader in redistricting tools that empower residents to review draft maps and to develop and submit their own map proposals. NDC is the only firm that has used the online mapping solutions from both ESRI and Caliper Corporation in major redistricting projects. And only NDC has repeatedly trained members of the public, processed public map submissions, and presented the public map proposals to public hearings and commission meetings.

In the more than 200 California local districting projects between 2012 and 2020, NDC is the only consultant providing clients access to Caliper Corporation’s “Maptitude Online Redistricting” tool. Even with the technical challenges arising from such tools’ power and flexibility, NDC’s training and encouragement frequently results in 10, 20, 30 or more different maps drawn by residents of the school district or city providing that tool to its residents.



The other primary public mapping tool currently on the market is ESRI's online districting tool. While easy to use, the ESRI product currently takes a month or more to deploy and typically costs significantly more. As a result, traditionally only the largest jurisdictions with lots of project startup time have been able to use it. The features and pricing of both products are currently being updated for 2021, and other vendors are working on potential additional options. So NDC will work with each interested client to determine if an online mapping tool is within its budget and, if so, which tool would be best for your jurisdiction.



Pricing:

*Hosting, managing, and processing submitted plans for an online interactive system that allows public to draw and submit proposed maps through a standard web browser 2021 pricing not yet available **

* Caliper is currently re-evaluating the cost of their tool; NDC is talking to ESRI about a less-expensive and faster-to-setup version of their tool; and NDC is talking to other potential online tool providers that may provide less expensive options. At the time your jurisdiction is ready to begin the project, NDC will provide an update on the online mapping tools available with a review of the power, accuracy, ease of use, and cost for each.

Paper- and Excel-based Public Mapping Tools

While online mapping tools are very popular, NDC never forgets those residents who do not have internet access or who simply prefer to not drawing maps online.

At no cost with every online mapping tool, and as a separate option for jurisdictions that for budget or other reasons do not include an online mapping tool, NDC offers our “Public Participation Kit.” Each “Kit” includes two formats.

The first, and most simple, Kit is a one-page map showing streets, city borders, and population counts for NDC-created “Population Unit” geographic areas. Residents draw the map they wish to propose and add up the population counts by hand until they get the right population count in each district. All of the directions needed are right on the single-page form. Examples of these tools, from our work for the City of Lake Forest, are available here: <https://drawlf.org/draw-a-map/>.

The second form of offline mapping tool is for those residents who do not want to deal with an online mapping tool, but who are already comfortable with Microsoft Excel. NDC provides a similar simple one-page map of those same “Population Units,” but this time the map shows the Unit ID number rather than the population count in that Unit. Residents then enter their preferred district assignment for each Population Unit into the pre-formatted Excel spreadsheet (also available on the Lake Forest website), and Excel calculates the

Public Participation Kit

Each number indicates the total population of that "population unit" area. Each district must have essentially equal population.

The population of each of the five districts must be close to 7,447, with no more than a 745 difference between the largest and smallest.

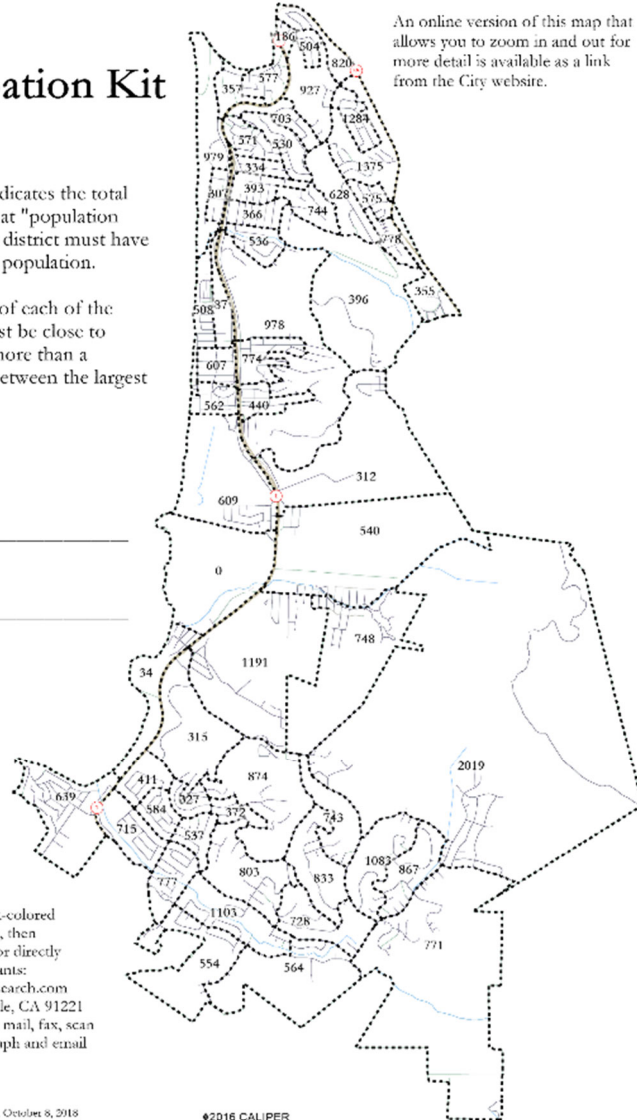
Name: _____

Phone or email: _____

Please use a thick dark-colored pen to draw your map, then submit it at City Hall or directly to our project consultants:
 Submission@NDCresearch.com
 PO Box 5271, Glendale, CA 91221
 You can hand-deliver, mail, fax, scan and email, or photograph and email your map.

National Demographics, October 8, 2018 #2016 CALIPER

An online version of this map that allows you to zoom in and out for more detail is available as a link from the City website.





total population and demographics of each District. When the resident has the map the way they like it, they simple email in the Excel file.

Pricing:

Preparation and processing of paper, PDF and Excel-based "Public Participation Kits" (that allow the public to draw and submit their own plans):

Offered with an online mapping tool.....no charge
Stand-alone (for projects that do not include an online mapping tool).... \$ 3,000.

Other Potential Project-Related Expenses:

The most common additional project expenses would be any site or staff costs for conducting the community forums and the cost of printing or copying paper copies of the “Public Participation Kit.” In NDC’s experience, most participants will download and print the Kits in their own homes or offices.

Additional Analysis

NDC is happy to assist with any additional analysis that the client requests at our standard hourly rates:

Principal (Dr. Douglas Johnson).....	\$300 per hour
Vice President (Justin Levitt).....	\$250 per hour
Senior Consultant.....	\$200 per hour
Consultant.....	\$150 per hour
Analyst / Clerical.....	\$50 per hour

Dr. Johnson is also available for deposition and/or testimony work if needed, at \$350 per hour.



Requested Payment terms:

NDC requests that one-half of the “Basic Project Elements” fee be paid at project start, with the balance of the project costs paid at the conclusion of the project.

Conclusion

Since its founding NDC has been the nation’s preeminent company devoted to local election systems. To summarize:

- NDC has more experience in the field of municipal political election systems than any other company.
- NDC, founded in 1979, has a demonstrated record of financial solvency.
- NDC’s hardware and software resources were specially designed and acquired for districting and redistricting purposes.
- NDC’s highly respected personnel have impeccable credentials in each aspect of the districting and redistricting processes.
- NDC’s suggested approach has been tested in many jurisdictions.
- Any NDC client can be contacted for testimonials and reference.
- NDC has demonstrated experience over many years in working with the press and media on local election system issues.
- Neither the Justice Department nor any Court has ever rejected any of the hundreds of local government districting or redistricting plan submitted by NDC.

NDC takes pride in tailoring each project to the needs and goals of each individual client. NDC is open to any feedback, concerns, requests, or changes regarding this proposal.

NDC looks forward to the opportunity to work with you on this project.



Proposal Acceptance

The terms of this proposal are available for 45 calendar days from its delivery to you. In most situations, NDC is open to extending that period of time to meet any particular needs of your jurisdiction.

If your jurisdiction has specific contract and/or letter of agreement language you prefer to use, please provide it and ignore the signature block below. If you prefer, simply sign two copies of this proposal in the signature block below and return them to NDC. Once signed by NDC, one copy will be returned to you.

Thank you.

For National Demographics Corporation

For Del Puerto Health Care

Douglas Johnson, President

Date

Date

Appendix

Resumes of NDC President Dr. Douglas Johnson and Vice President Dr. Justin Levitt are attached.

A client list and resumes of all NDC team members are available at www.ndcresearch.com/about-us/.

Douglas Mark Johnson

P.O. Box 5271
Glendale, CA 91221
djohnson@NDCresearch.com

mobile: (310) 200-2058
office: (909) 624-1442
fax: (818) 254-1221

Employment

President, National Demographics Corporation, 2006 – present.
Senior Analyst, National Demographics Corporation, 2001 – 2006.
Fellow, Rose Institute of State and Local Government, 2001 – present.
Project Manager and Senior Manager at three internet startup companies, 1999 - 2001.
U.S. Representative Stephen Horn, Legislative Director and System Manager. 1993 – 1997.
Coro Foundation, Fellowship in Public Affairs. 1992 – 1993.
Rose Institute for State and Local Government, Student Manager. 1989 – 1992.

Education

Claremont Graduate University, Ph.D. in Political Science, 2015. Dissertation: “Independent Redistricting Commissions: Hopes and Lessons Learned.”
UCLA Anderson Graduate School of Management, MBA, 1999.
Claremont McKenna College, BA in Government (Political Science), 1992.

Academic Honors

Graduated Cum Laude from Claremont McKenna College.
Phi Beta Kappa. Philip Roland Prize for Excellence in Public Policy.

Publications and Articles

Christian Science Monitor “Let the public help draw voting districts,” October 25, 2013.
New York Times, "The Case for Open Primaries," February 19, 2009.
Los Angeles Times Opinion Articles:
“A neighbor’s help on redistricting” June 24, 2007.
“A Trojan horse primary for the GOP” February 25, 2007.
“Where a porn palace stood” (article on redevelopment), July 30, 2006.
Fresno Bee Opinion Article: “The Poison Handshake” June 15, 2004.
Redistricting in America. Rose Institute of State and Local Government, 2010.
Restoring the Competitive Edge: California's Need for Redistricting Reform and the Likely Impact of Proposition 77. Rose Institute of State and Local Government, 2005.
"Competitive Districts in California" Rose Institute of State and Local Government, 2005.
Latinos and Redistricting: “Californios For Fair Representation” and California Redistricting in the 1980s. Rose Institute of State and Local Government, 1991.

Speaker or Panelist

California School Board Association Annual Education Conference panelist: “The California Voting Rights Act: What Board Members Must Know.” December 4, 2015.
Associated Cities of California – Orange County, Keynote Speaker, Newly Elected Officials’ Reception and Dinner, “The California Voting Rights Act,” January 29, 2015.
California League of Cities, City Manager Department, 2015 Department Meeting: “Opportunity to Engage Residents: The California Voting Rights Act.” January 29, 2015.
California League of Cities, City Clerk Department, 2014 Annual Meeting: “Whose Line Is It Anyway: Making the transition from at-large to by-district elections.” September 3, 2014.
National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2007 Spring Forum, "The Arizona Independent Redistricting Commissions' experiences with the first-ever independent redistricting."
National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2008 Spring Forum, "Communities of Interest In Redistricting: A Practical Guide."

Douglas Mark Johnson

National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2009 Fall Forum, "The Key to Successful Redistricting."

National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2010 Spring Forum, "Communities of Interest in Redistricting: A key to drawing 2011 plans (and for their defense)."

National Conference of State Legislatures, Redistricting and Elections Standing Committee: 2011 Winter Forum, "Citizen Voting Age Data from a line-drawer's viewpoint."

Luncheon Keynote Speaker, Santa Barbara's Channel Cities Club, "California's next experiment: independent, public redistricting," January 18, 2011.

Annual Conference, Arizona League of Cities and Towns, Presenter at "Redistricting Law and the Voting Rights Act: What It Means for Your City or Town in 2011," August 25, 2010.

Redistricting, The 2010 Census, and Your Budget, Sponsored by the Rose Institute of State and Local Government, California League of Cities, October 15, 2009.

Arizona Election Law 2010 Continuing Legal Education Conference, "Communities of interest and technology in redistricting," sponsored by the Arizona State Bar Association, March 2010

California's New Independent Redistricting Commission, sponsored by the Irvine Foundation and the California Redistricting Collaborative, December 15, 2009

Tribal Association of Sovereign Indian Nations (TASIN) Legislative Day 2009, "The 2010 Census and 2011 Redistricting in California," December 2, 2009.

California School Board Association, "Litigation Issues and the California Voting Rights Act," December 4, 2009.

California Latino School Boards Association, "Introduction to the California Voting Rights Act," August 20, 2009.

Building a National Reform Movement, Salt Lake City, Utah, 2006, conference on redistricting reform hosted by the League of Women Voters, Campaign Legal Center, and The Council for Excellence in Government

Texas Tech University, "A Symposium on Redistricting," May, 2006

California League of Cities, "Introduction to the California Voting Rights Act."

Voices of Reform, a project of the Commonwealth Club of San Francisco: multiple forums on redistricting and / or term limits, 2006 – 2007

Classroom speaker at Pepperdine University, the University of La Verne, Pomona College and Claremont McKenna College

Justin Mark Levitt

P.O. Box 5271
Glendale, CA 91221
jlevitt@NDCresearch.com

mobile: (480) 390-7480
office: (818) 254-1221
fax: (818) 254-1221

Employment

Vice-President, National Demographics Corporation, 2012 – present.
Senior Analyst, National Demographics Corporation, 2003 – 2011.
Instructor in Political Science, University of California, San Diego, 2012 – present.
Graduate Research Fellow, Center for US-Mexico Studies, 2010 – present.
Graduate Research Fellow, University of California, San Diego, 2008 – 2010 and 2013 – 2014.
Jesse M. Unruh California Assembly Fellow. 2006 – 2007.
Rose Institute for State and Local Government, Student Manager. 2005 – 2006.

Education

University of California, San Diego, Ph.D. Political Science, 2016. Dissertation title: “The Impact of Geographic Patterns on Tradeoffs in Redistricting.”
Claremont McKenna College, BA in Philosophy, Politics and Economics (PPE), 2006.

Academic Honors

California Studies Fellow, University of California, San Diego, 2007 – 2009
Graduated Cum Laude from Claremont McKenna College.

Publications and Conference Presentations

Settle, Jamie, Robert Bond, and Justin Levitt. 2011. “The Social Origins of Adult Political Behavior.” *American Politics Research*. 39 (2). 239-263

Miller, Kenneth and Justin Levitt. 2007. “The San Joaquin Valley.” In The New Political Geography of California. Eds. Frederick Douzet, Thad Kousser, and Kenneth Miller. Berkeley: Institute of Government Studies.

“The Political Geography of Tradeoffs in Redistricting” Paper presented at the State Politics and Policy Conference, Iowa City, IA, 2013

Getting What You Want: A Bargaining Approach to Fair Division in Redistricting. Paper presented at the “Challenging Urban Borders : the geopolitics of immigration and segregation” workshop, Berkeley, CA, 2013 and the State Politics and Policy Conference, Houston, TX, 2012

“An Atlas of Public Health in Mexico” (with Alberto Diaz Cayeros). Paper presented at the Hewlett Foundation Conference on Public Health, Mexico City, DF. 2012

“Remoteness and the Territoriality of Public Health” (with Alberto Diaz Cayeros). Paper presented at the American Political Science Association conference, Seattle, WA. 2011

“Initiatives as revealed preferences” Paper presented at the American Political Science Association conference, Seattle, WA. 2011

“No Se Puede: Latino Political Incorporation in Phoenix.”. Paper Presented at the New Political Geography of California conference, Berkeley, CA., 2009

Justin Mark Levitt

“Political Change in the Central Valley”. Paper Presented at the Western Political Science Association conference, Las Vegas, NV.,2007

Working Papers

Hill, Seth, Thad Kousser, Alex Hughes, and Justin Levitt. ND. *“How Competitiveness Shapes Infrequent Primary Voters Response to Receiving a GOTV Mailer.”*

Diaz-Cayeros, Alberto and Justin Levitt. ND. *“Remoteness and the Territoriality of Public Health.”*

Levitt, Justin. ND. *“Getting What You Want: A Bargaining Approach to Fair Division in Commission-led Redistricting.”*

Teaching Experience

California State University, Long Beach, Department of Political Science

Adjunct Professor—POSC 327 (Urban Politics)	Spring 2016-Present
Adjunct Professor—POSC 229 (Cases in Policy Analysis)	Present
Adjunct Professor—POSC 412 (Law and Social Change)	Spring 2016-Present
Adjunct Professor—POSC 399 (California Politics Short Course)	Present

University of California, San Diego, Department of Political Science

Co-Instructor—UPS 170 (Regional Governance Reconsidered)	Spring 2015
Instructor—Poli 100A (The Presidency)	Fall 2014
Instructor—Poli 160AA (Introduction to Public Policy Analysis)	Fall 2013
Instructor—Poli 10 (Introduction to American Politics)	Summer 2013

BOARD OF DIRECTORS OF DEL PUERTO HEALTH CARE DISTRICT

Board Meeting – June 28, 2021

10D FY 2021-22 Operating Budget Proposal 10D FY 2021-22 Operating Budget Proposal

Page 1 of 1

Department: Chief Executive Office

CEO Concurrence: Yes

Consent Calendar: No

4/5 Vote Required: No

SUBJECT: FY 2021-22 Operating Budget Proposal

STAFF REPORT: Presented for Board discussion and consideration is the FY 2021-22 operating budget. Please see the attached narrative

DISTRICT PRIORITY: Transparent financial operations

FISCAL IMPACT: Projected \$600,000 operating surplus

STAFFING IMPACT: None

CONTACT PERSON: Karin Hennings

ATTACHMENT(S): Budget Narrative
Budget Summary
Budget Details by Department

RECOMMENDED BOARD ACTION:

ROLL CALL REQUIRED: YES

RECOMMENDED MOTION: *I move the Board of Directors accept the FY 2021-22 Operating Budget.*

The Board of Directors of the Del Puerto Health Care District

BOARD AGENDA ITEM

DEPT: CHIEF EXECUTIVE OFFICE	BOARD AGENDA:	9.H
CONSENT CALENDAR: NO	AGENDA DATE:	June 28, 2021
CEO CONCURRENCE: YES	4/5 VOTE REQUIRED:	NO

SUBJECT: Health Center Incentive Distribution – Received from Payer

STAFF RECOMMENDATION: While receiving incentives is never guaranteed, in this circumstance, Administration recommends a one-time *performance incentive* be paid to current Health Center staff to encourage future efforts to meet Payer Performance Measures.

CONSIDERATIONS: Each calendar year, Health Plan of San Joaquin (HPSJ) monetarily incentivizes providers to reach specific HEDIS (Healthcare Effectiveness Data and Information Set) and utilization measures for HPSJ patients. This program requires extra work and effort by the Health Center staff to achieve the incentive. Between March 2020 and June 2021, the Health Center received incentive payments totaling \$226,635 for improved HEDIS measures related to CY 2020.

Del Puerto Health Care District desires to incentivize continued good performance of the employees at the Health Center and recognizes that the continuation of improved performance reflected in HEDIS utilization measures represents delivery of better service by the district to the public. Providing an incentive to existing employees encourages enhanced levels of performance in furtherance of providing a substantial public benefit; and,

FISCAL IMPACT: The Health Center will increase its FY 2020-21 net income by \$210,000. Incentives are not included in the annual budget as operating income, so an approximate 6% incentive distribution (~\$13,500) of the \$226,635 incentive payment does not represent extra cost to the Health Center.

Program	Discretionary Incentive
Bonus Amount	\$226,635
Recommended Share	5.94%
Total for Distribution	\$13,471

Recipients Currently employed HC Medical Assistants, Manager, Midlevels

Recommended Share	Net Bonus	Estimated Gross up	EEs in category	Total to be Paid
Midlevels	\$2,000	\$2,506	-	\$-
Manager	\$2,000	\$2,506	1	\$2,506
MA = 1 year +	\$1,000	\$1,253	8	\$10,025
Staff < 1 year	\$250	\$313	3	\$940
			12	\$13,471

The Board of Directors of the Del Puerto Health Care District

DISTRICT PRIORITY: Employee incentives
STAFFING IMPACT: None
CONTACT PERSON: Karin Hennings
ATTACHMENT(S): None

BOARD ACTION AS FOLLOWS:

RECOMMENDED MOTION:

That the Board of Directors of the Del Puerto Health Care District approve a one-time incentive payment to Health Center employees based on 6% of the CY 2020 HEDIS and utilization measures incentive payments totaling \$226,635.

BOARD MEETING ACTION SUMMARY

MOTION AMENDED: YES NO

AMENDMENT: _____

<i>Made By</i>	<i>Motion</i>	<i>Second</i>
<i>President Pittson</i>		
<i>Vice President Robinson</i>		
<i>Secretary Campo</i>		
<i>Treasurer Stokman</i>		
<i>Director Mac Master</i>		

<i>Roll Call Vote</i>	<i>Aye</i>	<i>No</i>	<i>Abstain</i>	<i>Absent</i>
<i>President Pittson</i>				
<i>Vice President Robinson</i>				
<i>Secretary Campo</i>				
<i>Treasurer Stokman</i>				
<i>Director Mac Master</i>				

Del Puerto Health Center Incentive Summary

CY 2020

Program		Discretionary Incentive
Bonus Amount	\$	226,635
Recommended Share		5.94%
Total for Distribution	\$	13,471
Recipients	Currently employed HC Medical Assistants, Manager, Midlevels	
Total Points		13
Value per point		\$ 826.91

Recommended Share	Net Bonus	Estimated Gross up	EEs in category	Total to be Paid
Midlevels	\$ 2,000	\$ 2,506	-	\$ -
Manager	\$ 2,000	\$ 2,506	1	\$ 2,506
MA = 1 year +	\$ 1,000	\$ 1,253	8	\$ 10,025
Staff < 1 year	\$ 250	\$ 313	3	\$ 940
			12	\$ 13,471

Retirement	4.00%
EE FICA	7.65%
ER FICA	7.65%
SDI	0.90%
Taxes	20.20%
Net Pay	79.8%

Employee	Status	Flat Incentive	Estimated Taxes	Gross Incentive Est	Gross Est 2
Benitez, Azucena	2	\$ 2,000.00	\$ 404.00	\$ 2,485.61	\$ 2,506.27
Arevalo, Rosalina A.	1	\$ 1,000.00	\$ 202.00	\$ 1,242.80	\$ 1,253.13
Barajas, Maryanne	1	\$ 1,000.00	\$ 202.00	\$ 1,242.80	\$ 1,253.13
Barrera, Eneida	1	\$ 1,000.00	\$ 202.00	\$ 1,242.80	\$ 1,253.13
Casillas, Yaneth K.	1	\$ 1,000.00	\$ 202.00	\$ 1,242.80	\$ 1,253.13
Ortiz-Rodriguez, Aracely	1	\$ 1,000.00	\$ 202.00	\$ 1,242.80	\$ 1,253.13
Palominos, Jacqueline	1	\$ 1,000.00	\$ 202.00	\$ 1,242.80	\$ 1,253.13
Perez, Susi	1	\$ 1,000.00	\$ 202.00	\$ 1,242.80	\$ 1,253.13
Uanrachawong, Tina	1	\$ 1,000.00	\$ 202.00	\$ 1,242.80	\$ 1,253.13
Clark, Corina	1	\$ 250.00	\$ 50.50	\$ 310.70	\$ 313.28
Martinez-V, Kristina	1	\$ 250.00	\$ 50.50	\$ 310.70	\$ 313.28
Vasquez, Isabel	1	\$ 250.00	\$ 50.50	\$ 310.70	\$ 313.28
TOTAL		\$ 10,750.00	\$ 2,171.50	\$ 13,360.14	\$13,471.18

Del Puerto Health Care District

Administrative Director / CEO Update – June 2021

Karin Freese Hennings

Financial Summary Report in Board Packet

- Current financial Position
 - \$2.8 million in cash (including \$844k in asset replacement funds)
 - \$388k in accounts receivable
 - \$349k in current liabilities
- Leasing of C1
 - Keystone C loan has balloon payment due July 2023 (current balance \$644,000)
 - Clinic is unlikely to use C-1 space within next 2-5 years.
 - Connecting with commercial realtor to find a tenant for the space with anticipated \$48,000 annual income.

Health Center

- Stanislaus Cardiology will no longer be providing services at our clinic or on the West Side. They are too busy to maintain the twice monthly clinic dates. Dr. Rodriguez is approaching Valley Heart to see if they are interested.
- Athena Health EHR working great for providers. Billing is working well also. Still have 7 months of past Medi-Cal billing to update and resolve. Receiving daily updates on Athena's progress to current their error when establishing Medi-Cal wrap billing.
- Dr. Rodriguez will have a physician assistant student for their preceptorship this summer
- Pediatrician Dr. Susan Okpara will be with us through the end of July; possible long-term contract.

Ambulance

- Stanislaus County considering adding Basic Life Support service level to current ALS service levels. Would allow us to staff cars with two EMTs for low acuity calls – which are 95% of the calls. This is expected to take time to be implemented by the State/County.

Human Resources

- Recruiting Medical Assistants to bring staffing back full strength; adding position of patient engagement coordinator to connect with patients that have been assigned to us, but not seen or have chronic disease management that needs to be updated post-COVID delays. Will also focus on reaching HEDIS measure target populations.
- Recruiting for 2nd mid-level family provider

Board/Committee Deferred Items

- Obtain Legal Opinion Regarding District Use of Design-Build Board

Board Governance Training

- Board Governance Training Session – “Community Engagement”

Strategic Planning:

- Community Presentation of Community Health Assessment and Needs Survey (CHANS)
- Recommended Board Retreat
 - Community Priorities from CHANS feedback
 - Strategic plan areas
 - Implementation

Next Month

- Public Hearing from National Demographics Corporation on Districted Elections. Four to five public hearings are required to allow public participation during the election districting process. The first public hearing will be held July 26, 2021 and in several subsequent months.



2021 CSDA ANNUAL CONFERENCE ATTENDEE REGISTRATION FORM



one form per attendee, please print

**PLEASE PRINT & INCLUDE
FORM WITH PAYMENT.**

Three Ways to Register:

- REGISTER ONLINE by visiting the CSDA Annual Conference website at conference.csda.net.
- REGISTER BY FAX your registration form to 916-520-2465.
All faxed forms must include payment.
- REGISTER BY MAIL to CSDA, 1112 I Street, Suite 200, Sacramento, CA 95814.
Check made payable to: California Special Districts Association.

Not sure if you are a member?

Not sure if you are a member? Contact the CSDA office at 877-924-2732 to find out if your agency or company is already a member. To learn more about the benefits of membership, contact Member Services Director Cassandra Strawn at cassandras@csda.net or call toll-free 877-924-2732.

Full conference registration fee includes:

- » President's Reception with the Exhibitors Monday
- » Keynote Sessions
- » Continental Breakfast with the Exhibitors on Tuesday morning
- » Lunch with the Exhibitors on Tuesday
- » Mix and Mingle in the Exhibit Hall on Tuesday
- » SDRMA Full Plated Breakfast on Wednesday
- » Legislative Update Luncheon on Wednesday
- » All Breakout Sessions on Tuesday and Wednesday
- » Taste of the City Reception on Wednesday
- » Closing Breakfast on Thursday

Full conference GUEST registration includes all meal functions.

Name:		Title:	
District:			
Address:			
City:		State:	Zip:
Phone:		Fax:	
Email:		Website:	
Member status: <input type="checkbox"/> Member <input type="checkbox"/> Non-member			
Special Needs (include dietary):			
Emergency Contact:			
Would you prefer to opt out of exhibitor or sponsor emails? <input type="checkbox"/> Yes <input type="checkbox"/> No			
CONFERENCE REGISTRATION FEES	EARLY BIRD (ON/BEFORE JULY 30, 2021)	REGULAR (AFTER JULY 30, 2021)	SUBTOTAL
<input type="checkbox"/> CSDA Member - Full Conference	\$625.00	\$675.00	
<input type="checkbox"/> Non-member - Full Conference	\$940.00	\$1015.00	
<input type="checkbox"/> Guest of a Member - Full Conference (Cannot be from a district/co.) <input type="checkbox"/> Vegetarian	\$300.00	\$325.00	
<input type="checkbox"/> Guest of a Non-member - Full Conference (Cannot be from a district/co.) <input type="checkbox"/> Vegetarian	\$450.00	\$485.00	
<input type="checkbox"/> CSDA Member - One-day registration <input type="checkbox"/> Tues. <input type="checkbox"/> Wed. <input type="checkbox"/> Thurs.	\$350.00 each day	\$375.00 each day	
<input type="checkbox"/> Non-member - One-day registration <input type="checkbox"/> Tues. <input type="checkbox"/> Wed. <input type="checkbox"/> Thurs.	\$510.00 each day	\$565.00 each day	
SEPARATE REGISTRATION FEES	CSDA MEMBER	NON-MEMBER	SUBTOTAL
<input type="checkbox"/> Pre-Conference Workshop: SDLA Module 1: Governance Foundations - Aug. 30	\$225.00	\$340.00	
<input type="checkbox"/> Pre-Conference Workshop: So You Want to be a General Manager? - Aug. 30	\$100.00	\$100.00	
<input type="checkbox"/> Pre-Conference Workshop: The Board and GM Working Together... - Aug. 30	\$150.00	\$225.00	
<input type="checkbox"/> SDFL Scramble for Scholarships Golf Tournament - Aug. 30	\$105.00 (includes lunch)		
<input type="checkbox"/> Taste of the City Reception (Guests only) - Aug. 30	\$ 65.00 CSDA Member Guest	\$ 98.00 Non-member Guest	
TOTAL			
Payment type: <input type="checkbox"/> Check <input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> AMEX <input type="checkbox"/> Discover			
Account name:		Account Number:	
Expiration date:		Authorized Signature:	

Cancellations/Substitution Policy: Cancellations must be in writing and received by CSDA no later than Friday, August 13, 2021. All cancellations received by this date will be refunded less a \$75 processing fee. There will be no refunds for cancellations made after August 13, 2021. Substitutions are acceptable and must be done in writing no later than August 20, 2021 at 5:00 p.m. Please submit any cancellation notice or substitution request to meganh@csda.net or fax to 916-520-2465.

Consent to Use Photographic Images: Registration and attendance at, or participation in, CSDA meeting and other activities constitutes an agreement by the registrant to CSDA's use and distribution (both now and in the future) of the registrant or attendee's image or voice in photographs, videotapes, electronic reproductions, and audiotapes of such events and activities.

Anti-Discrimination and Harassment Policy: CSDA is dedicated to a harassment-free event experience for everyone. Our Anti-Discrimination and Harassment Policy can be found under "CSDA Transparency" at www.csda.net/about-csda/who-we-are.

NEW CONFERENCE CENTER



GENERAL CONFERENCE SCHEDULE - CHECK CSDA.NET FOR DETAILED SCHEDULE

MONDAY, AUGUST 30, 2021

9:00 a.m. - 3:30 p.m.

Pre-Conference Workshop: **SDLA Module 1: Governance Foundations***

Pre-Conference Workshop: **So, You Want to Be a General Manager?***

10:00 a.m.

SDLF Scramble for Scholarships Golf Tournament*

12:30 - 3:30 p.m.

Pre-Conference Workshop: **The Board and GM Working Together to Optimize the District***

1:30 - 3:30 p.m.

Certified Special District Manager (CSDM) Exam, Special District Leadership Foundation*

3:45 - 5:15 p.m.

Chapter Roundtable Discussion

5:15 - 7:30 p.m.

**Conference Begins!
President's Reception with the Exhibitors**

TUESDAY, AUGUST 31, 2021

7:30 - 8:30 a.m.

Continental Breakfast with the Exhibitors

8:45 - 10:45 a.m.

Opening General Session: Kevin Brown

11:00 a.m. - 12:00 p.m.

Breakout Sessions

12:15 - 1:30 p.m.

Lunch with the Exhibitors

1:45 - 3:00 p.m.

Breakout Sessions

TUESDAY CONT...

3:45 - 4:45 p.m.

Breakout Sessions

5:00 - 6:30 p.m.

Mix & Mingle in the Exhibit Hall

WEDNESDAY, SEPTEMBER 1, 2021

8:00 - 10:30 a.m.

SDRMA Full Plated Breakfast and Keynote Speaker: Jason Hewlett

10:45 a.m. - 12:00 p.m.

Breakout Sessions

12:15 - 1:45 p.m.

Legislative Update Luncheon

2:00 - 3:15 p.m.

Breakout Sessions

3:30 - 5:00 p.m.

Breakout Sessions

6:00 - 9:00 p.m.

SDLF Taste of the City

THURSDAY, SEPTEMBER 2, 2021

8:00 - 10:00 a.m.

CSDA Closing Breakfast

** = optional, advanced registration, additional fee*

Wednesday, September 22, 2021

Session Name	Time
Trustee Roundtable <i>This session is a closed event to healthcare district trustees.</i>	3:45 PM – 5:00 PM
CEO Roundtable <i>This session is a closed event to healthcare district CEOs.</i>	3:45 PM – 5:00 PM
Annual Meeting Kick-off Reception	5:00 PM – 6:00 PM

Thursday, September 23, 2021

Session Name	Time
Morning Wellness Walk	6:30 AM – 7:15 AM
Breakfast	7:30 AM – 8:30 AM
Welcome and State of the Association	8:30 AM – 9:00 AM
BETA Eminent Speaker To Be Announced – Stay Tuned	9:00 AM – 10:15 AM
Break	10:15 AM – 10:30 AM
General Session – Panel To Be Announced – Stay Tuned	10:30 AM – 11:30 AM
Lunch	11:30 AM – 12:45 PM
State of the Association	12:45 PM – 1:00 PM
General Session – Health Equity To Be Announced – Stay Tuned	1:00 PM – 2:00 PM
Break	2:00 PM – 2:15 PM
Breakout Session: Citizens Initiative Special Taxes on a Majority Vote Best Best & Krieger LLP	2:15 PM – 3:15 PM
Breakout Session: District Best Practices Submit a Proposal to Present Here	2:15 PM – 3:15 PM
Break	3:15 PM – 3:30 PM

Session Name	Time
Breakout Session: Addressing Student Mental Health through School-Based Health Centers California School-Based Health Alliance	3:30 PM – 4:30 PM
Breakout Session: District Best Practices Submit a Proposal to Present Here	3:30 PM – 4:30 PM
ACHD Awards Reception Nominations opening soon!	4:30 PM – 6:00 PM

Friday, September 24, 2021

Session Name	Time
Morning Wellness Walk	6:45 AM – 7:15 AM
Breakfast	7:30 AM – 8:30 AM
State of the Association	8:30 AM – 8:45 AM
Patient and Community Health Data Collection to Address the Needs of Underserved Populations	8:45 AM – 10:00 AM
Break	10:00 AM – 10:15 AM
Closing General Session To Be Announced – Stay Tuned	10:15 AM – 11:15 AM
Grab and Go Lunch	11:15 AM – 12:00 PM

*Schedule subject to change.



Harrah's Lake Tahoe - 15 Highway 50, Stateline, NV 89449

Early registration deadline is August 15, 2021

Full Registration - \$425 for Members/\$550 for Non Members

Golf Tournament at Edgewood - \$350 for Members/\$435 for Non Members

Tuesday Reception at the Hard Rock Hotel - \$50 for Members/\$60 for Non Members

Discount code available for LEMSA representatives. Email info@the-caa.org or call 916-239-4095 for details.

[Click here to register.](#)

[Click here to nominate/register Stars of Life honorees.](#)

[Click here to view schedule.](#)

[Click here to view vendor prospectus.](#)

[Click here to sign up for a sponsorship or exhibit space.](#)

The California Ambulance Association cordially invites California's EMS leaders and professionals to join us at the Annual Convention on August 31 - September 3, 2021 at Harrah's in Lake Tahoe. In addition to the Executive, Operations and Reimbursement tracks of outstanding speakers and topics, including state-specific issues that will help your ambulance thrive in the changing EMS environment, this year's program will feature a day of education that will be of interest to this year's Star of Life honorees. Stars will be recognized during the Wednesday evening Presidents' Reception.

HOTEL RESERVATIONS: For guest room reservations, please call (877) 276-1410 or [click here](#). The CAA rates are: \$125.00 on August 30 - September 2 and \$185 on Friday, September 3 plus tax per night plus a daily resort fee of \$25. **The deadline to make your hotel reservation is August 15, 2021.**

CANCELLATION POLICY: A full refund of convention registration fees shall be made if registration is cancelled in writing by August 23, 2021. If registration is cancelled after August 23, 2021, a 50% cancellation fee will apply. Golf fees are non-refundable if cancelled after August 23, 2021. No refunds or credits will be made for "no shows." If the CAA cancels this in-person conference, all registrants will have the option of receiving a full refund or having their fees applied towards the next event. If a registrant cannot attend the conference due to testing positive for COVID-19 they can receive a full refund or transfer their registration to another person.

AGENDA: Presenters and topics are subject to change. Presentations and materials provided by speakers at CAA events are not reviewed by CAA for accuracy and are the sole opinion and advice of that speaker/presenter.