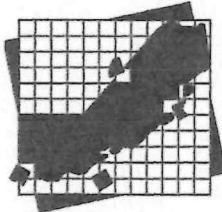


# Certificate of Completion



**CSDA**

*Successful Communication Strategies for Public Agencies*  
1/28/2026

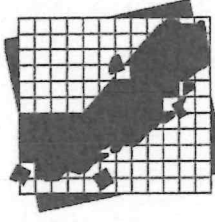
**Scott Hagen**  
Spalding Community Services District

A handwritten signature in black ink, appearing to read "Neil C. McCormick", written over a horizontal line.

Neil C. McCormick, CSDA Chief Executive Officer

California Special Districts Association

# Certificate of Completion



**CSDA**

*Building Tomorrow: Mastering Capital Project Financing for Special Districts*

12/4/2025

**Scott Hagen**

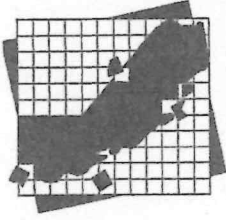
Spalding Community Services District

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Neil C. McCormick, CSDA Chief Executive Officer

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# Certificate of Completion



**CSDA**

*A Guide to Creating New Board Member Orientations*

11/27/2025

**Scott Hagen**

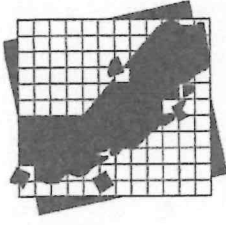
Spalding Community Services District

A handwritten signature in black ink, reading "Neil C. McCormick". The signature is written in a cursive style and is positioned above a horizontal line.

Neil C. McCormick, CSDA Chief Executive Officer

California Special Districts Association

# Certificate of Completion



**CSDA**

*Who Does What? Best Practices for Board/Staff Roles*

11/28/2025

**Scott Hagen**

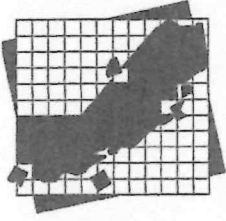
Spalding Community Services District

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Neil C. McCormick, CSDA Chief Executive Officer

California Special Districts Association

# Certificate of Completion



**CSDA**

*Mastering Good Governance for a Better Board and Better District*

11/29/2025

## Scott Hagen

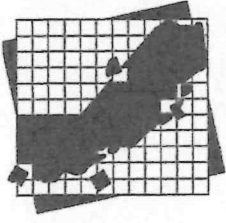
Spalding Community Services District

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Neil C. McCormick, CSDA Chief Executive Officer

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# Certificate of Completion



**CSDA**

*Effective Meeting Management Through Parliamentary Procedure*

12/7/2025

**Scott Hagen**

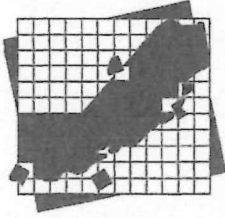
Spalding Community Services District

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Neil C. McCormick, CSDA Chief Executive Officer

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# Certificate of Completion



**CSDA**

*Board Member and District Liability Issues 2025*

12/8/2025

## Scott Hagen

Spalding Community Services District

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Neil C. McCormick, CSDA Chief Executive Officer

California Special Districts Association