



## BEAR VALLEY COMMUNITY SERVICES DISTRICT

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28999 South Lower Valley Road • Tehachapi, CA 93561-7460  
PHONE 661-821-4428 • FAX 661-821-0180

### FINANCE COMMITTEE AGENDA April 21, 2021 9:00 am

In accordance with the Governor's Executive Order (N-29-20) and the declared State of Emergency, including social distancing directives as a result of the threat of the COVID-19 virus, Board members and BVCS D staff will be participating in this meeting remotely. There will not be a physical location for this meeting. Members of the public may participate in the meeting in the following ways:

1. **Open Session Webinar Link:** <https://us02web.zoom.us/j/83532178233>
2. **Phone:** Dial (for higher quality, dial a number based on your current location):  
US: +1 669 900 9128 or +1 253 215 8782 or +1 346 248 7799 or +1 312 626 6799 or +1 646 558 8656 or +1 301 715 8592  
**Webinar ID:** 835 3217 8233
3. **International numbers available:** <https://us02web.zoom.us/j/83532178233>
4. **Email:** You may submit comments on a specific item to [kmcewen@bvcsd.org](mailto:kmcewen@bvcsd.org). Please send your email at least one hour prior to the start of the meeting.

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**COMMITTEE MEMBERS:** Chair: John Grace; Vice-Chair: Terry Quinn  
Staff: Bill Malinen, General Manager; Hamed Jones, Administrative Services Director; Kristy McEwen, Secretary of the Board  
Citizen Volunteer: Leana Bowman, Judith Cagle, Gary Truelove

#### AGENDA ITEMS:

1. **Approval of Agenda**
2. **Public Comments on Non-Agenda Items**  
Members of the public may address the Committee on items within its subject matter area which are not listed on this Agenda. The Committee cannot take action on any item that is not on the Agenda. The Committee or staff may briefly respond to statements made or questions posed, or may ask questions for clarification. These items may also be referred to staff or scheduled on a future Agenda. There will be a separate opportunity for public comment for each item on the Agenda.
3. **Information & Discussion Items:**
  - A. Member Introductions
  - B. Committee Process Review
    - i. District Code
    - ii. Roles & Responsibilities
  - C. Overview of District Financial Operations
  - D. Committee Focus for 2021
4. **Committee Member Comments**

5. **Staff Comments**

6. **Adjournment** – The next meeting of the Finance Committee is June 16, 2021.

Signed April 13, 2021



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Kristy McEwen, Secretary of the Board

**INFORMATION REGARDING AGENDA ITEMS:** Copies of the staff reports and other disclosable public records related to each open session item of business referred to on the agenda are on file in the office of the District Secretary and are available for public information during regular business hours. Any person who has a question concerning any of the agenda items may call the District Secretary at 661.821.4428.

## **1-5-10: COMMITTEES OF THE BOARD:**

**A. Establishment; Purpose:** The board may establish committees, including standing, ad hoc, and board subcommittees, to review certain matters of district interest and to make recommendations to the board on matters assigned to such committees. Committees of the board are advisory only and may not act on their own. Committees can only make recommendations and refer items back to the board for action. Committees may not establish any separate committee or subcommittee.

### **B. Composition; Appointment; Organization Of Standing Committees:**

1. Each standing committee will be composed of not more than two (2) board members appointed annually by the president in January, and up to three (3) volunteers who are not board members. The president will designate which of the board members will serve as the chair and vice chair of the committee.

2. Volunteer committee members must be registered voters of the district and may not be district employees.

3. On or before December 31 of every even numbered year, the district will prepare a list of volunteer appointments of all standing committees and will begin to solicit applications for volunteers for such committees the following January. The list must include the name of current appointees and the date of the original appointment. The list and the solicitation of applications for volunteer members will be publicized at regular board meetings, on the district website, and when practicable in the local news media. The application process will close at the end of February of each following odd numbered year.

4. Volunteer committee members will be appointed by the board at the first board meeting in March of odd numbered years and will serve for a two (2) year term until March of the subsequent odd numbered year, or until a successor is named. If a vacancy occurs, such vacancy may be filled by appointment by the board for the remainder of the current term.

5. A volunteer may be removed from a committee by the president at any time for cause. Removal for cause includes, but is not limited to, disruptive or obstructive conduct, irregular attendance, and lack of interest or engagement in the committee work.

6. The chair of the committee schedules the meetings and sets the agenda with the general manager. Agenda items should be matters previously approved and assigned by the board. If a committee wants to propose, review or discuss a matter within the subject area of the committee that has not been previously approved and assigned by the board, the chair will request permission of the board to do so before substantive time on the matter is incurred by the committee.

7. All committee meetings are subject to the Ralph M. Brown act. The general manager and/or appointed staff member will attend each committee meeting. The chair or vice chair will report on committee activities to the board.

**C. Designated Standing Committees; Duties:** The following standing committees of the board are established for the purpose of assisting the board in reviewing the subject matter areas generally designated below:

1. *Administration committee*: Reviews personnel, general district policy, and other management matters.

2. *Finance committee*: Reviews budgetary and other financial matters.

3. *Infrastructure committee*: Reviews plans for the development, operation and maintenance of district infrastructure.

4. *Communications committee*: Assists in informing property owners and residents of Bear Valley Springs of district policies and activities.

5. *Public safety committee*: Reviews public safety issues such as police, disaster preparedness and response programs, and fire protection.

6. *Liaison committee*: Maintains a close, cooperative and communicative relationship between the Bear Valley Springs Association and the district, including reviewing programs, services and amenities related to parks and recreation.

**D. Ad Hoc Committees:** The board may establish an ad hoc committee that includes volunteers to assist with a specific issue. The following guidelines pertain to establishing such a committee:

1. Board members may bring the proposed task and time frame to the full board for approval at a board meeting.

2. Two (2) board members will be assigned by the president to the ad hoc committee to serve as the chair and vice chair.

3. The opportunity for volunteers to participate in the ad hoc committee must be publicized at the regular board meetings, on the district website, and, when practicable, in the local news media. Employees of the district may not serve on an ad hoc committee. Appointments of volunteers will be made by the president at a board meeting. The number of volunteers on an ad hoc committee should not exceed five (5).

4. Each ad hoc committee will exist for a specified period of time established at the time of formation of the committee.

5. All ad hoc committee meetings must be noticed with an agenda, and comply with all other requirements of the Ralph M. Brown act. Ad hoc committees are not authorized to conduct any meetings in closed session. All members must meet together as a full committee, and may not divide into "subgroups" which meet separately.

6. The specific task of the ad hoc committee and the time frame of the ad hoc committee's existence will be set out in a letter to each volunteer member, and the member will be asked to acknowledge by his or her signature on a copy to be retained by the district that the committee's task and beginning and ending dates, and the state's open meeting laws are understood and will be followed.

7. A district staff member will attend all meetings to take notes.

8. Each ad hoc committee's purpose and authority is limited to providing advice and making recommendations to the board consistent with the task assigned. (Ord. 15-242, 6-11-2015; amd. Ord. 19-251, 4-11-2019)



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### **ROLES AND RESPONSIBILITIES OF COMMITTEE VOLUNTEERS**

Bear Valley Community Services District has established standing committees to review matters of District interest and to make recommendations to the Board of Directors. Five of these committees consist of two members of the Board and up to three volunteers, and act in a purely advisory capacity to the Board of Directors.

The District actively seeks input from our community members to help achieve its goals, to engage the community in District affairs, and to take advantage of the deep pool of talent and knowledge in the Bear Valley community.

#### **I. ROLE OF COMMITTEES**

1. Committees established by the District Ordinance Code upon which volunteers can serve are:
  - i. Administration Committee:
    1. Reviews personnel, general District policy, and other management matters.
    2. Staff Liaison is the General Manager.
  - ii. Finance Committee:
    1. Reviews budgetary and other financial matters.
    2. Staff Liaison is the Administrative Services Director.
  - iii. Infrastructure Committee:
    1. Reviews plans for the development, operation and maintenance of District infrastructure.
    2. Staff Liaison are the Public Works Supervisors.
  - iv. Public Safety Committee:
    1. Reviews public safety issues such as police, disaster preparedness and response programs, and fire protection.
    2. Staff Liaison is the Chief of Police.
2. All committees act in an advisory role to the Board of Directors. This advisory role is limited to the committee's area of responsibility. Committee recommendations may be presented at Board of Director's meetings as individual agenda items.
3. Committee agenda items must be previously approved and assigned by the Board of Directors before substantive time on the subject is incurred by the committee.
4. The President of the Board of Directors annually appoints two members of the Board to serve on each committee and designates the Chair and Vice-Chair.

## II. APPOINTMENT

1. Volunteer committee members must be registered voters of the District and may not be District employees.
2. Volunteers are appointed by the Board of Directors in March of odd numbered years, to serve a two-year term or until a successor is named.
3. Committee members may resign at any time, although suitable notice is requested to enable a replacement to be recruited and appointed.
4. Volunteers may be removed from a committee by the Board President at any time for cause. Removal for cause includes, but is not limited to, disruptive or obstructive conduct, irregular attendance, and a lack of interest or engagement in the committee works.

## III. ROLE OF THE STAFF LIAISON

1. To provide factual information to help members make their decisions and formulate their advice to the Board of Directors.
2. To facilitate the meeting process.
3. To coordinate agenda items and meeting calendar with the General Manager.

## IV. ROLE OF THE COMMITTEE VOLUNTEER

1. Recognizing its advisory capacity to the Board of Directors, committees—and individual members of the committees—should not undertake to act independently.
2. Committee volunteers are expected to:
  - i. Attend bi-monthly meetings as scheduled.
  - ii. Notify the Secretary if unable to attend a meeting.
  - iii. Review the meeting material and be prepared to discuss and make recommendations on agenda items.
  - iv. Complete mandated ethics training as required by state law.
3. Committee volunteers are asked to refrain from:
  - i. Representing themselves as a spokesperson or voice of knowledge from the District
  - ii. Speaking for the committee as a whole, unless appointed as a spokesperson by the full committee.
  - iii. Giving direction to, or requesting information from, District staff; all requests requiring the involvement of District employees should be routed through the Staff Liaison or General Manager.
  - iv. Pursuing committee assignments or projects outside of the committee meeting structure without prior concurrence of the committee.
4. Committee members have the following ethical duties:
  - i. Disinterest: Committee members have an obligation to put the public's interests before their own direct or indirect personal interest.

- ii. Due Diligence: Committee members should capably fulfill the responsibilities of their appointment by preparing for and attending meetings as scheduled.
- iii. Fairness: Committee members should endeavor to overcome personal bias and work toward the good of the community as a whole.

V. COMMITTEE MEETINGS

1. All committee meetings are subject to the Ralph M. Brown act.
2. There will be no meeting of the committee unless a quorum is present. A quorum consists of a majority of the committee's members. If less than a quorum is present, the committee may discuss matters, but may not take formal action.
3. Meeting agendas are prepared by staff, in consultation with the committee chair and the General Manager.
4. Materials provided to committee members at a public meeting must be made available for inspection and copying by the public.
5. Committee meetings may be recorded via audio and/or video.

BEAR VALLEY COMMUNITY SERVICES DISTRICT

# Overview of District Financial Operations



# Fund Accounting

- Governmental accounting systems should be organized and operated on a fund basis.
- A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances
- Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

# FUND ACCOUNTING

- What types of funds are there?
  - Governmental funds
    - General Fund
    - Special Revenue Funds
    - Capital Projects Funds
    - Debt Service Funds
    - Permanent Funds

# FUND ACCOUNTING

- Proprietary Funds (business type activity)
  - Enterprise Funds
  - Internal Service Funds
- Fiduciary Funds
  - Agency Funds
  - Pension Trust Funds
  - Private-Purpose Trust Funds
  - Investment Trust Funds

# BEAR VALLEY CSD FUNDS

- Governmental Funds
  - General Fund - acts as the general operating fund of the District. It is used to account for all financial resources except those required to be accounted for in another fund.
  - Streets and Roads Fund - used to account for the revenues received from special assessments for road maintenance and operations.
  - Bond Redemption / Debt Service Fund - used to account for the receipts received from the voter-approved tax levied on the property parcels within the District's service area to provide principal and interest payments on the general obligation bonds issued in 2002 and refinanced in 2016.
  - Supplemental Law Enforcement - used to account for specific funds appropriated to the District by the State of California under the *Citizens Option for Public Safety (COPS)* program.

## BEAR VALLEY CSD FUNDS

- Proprietary Funds (business type activity)
  - Water Enterprise Fund - accounts for the water transmission and distribution operations of the District.
  - Wastewater Enterprise Fund - accounts for the wastewater service operations of the District.
  - Solid Waste Enterprise Fund - accounts for the solid waste collection and disposal operations of the District.

## GENERAL FUND

- General Fund Department Budgets
  - Administration
  - General Services
  - Police
  - Gate
  - Parks & Recreation
- Primarily funded by Property Tax, Police Tax, and Gate Tax

## GENERAL FUND

- **Property Tax**
  - Based on Assessed Value of property
  - District receives approximately 20% of the 1% property tax
- **Police Tax**
  - \$80 per parcel annually fixed with no inflation escalator
  - Unchanged since 1995
  - Covers about 15% of police expenditures
- **Gate Tax**
  - \$75 per parcel fixed annually with no inflation escalator
  - Unchanged since 2006
  - Covers about 42% of gate expenditures

# GENERAL FUND

- **Fiscal Status**
  - Balanced operating budget
  - Contingency Reserve of 50% of next Fiscal Year's expenditure budget is satisfied
- **Challenges**
  - Revenues mostly flat
  - Primarily dependent on property taxes
  - Increasing pension costs
  - Increasing healthcare costs



## STREETS AND ROADS FUND

- Primarily funded by Roads Assessment Revenue
  - \$340 per parcel annually fixed with no inflation escalator
  - Unchanged since 1996
  - \$1.2 million annually
- Includes a Roads Reserve Fund
  - Used to pay \$196,905 annually towards debt service on Road Rehabilitation Loan
- Debt Service of \$426,000 annually for Road Rehabilitation Loan
  - Last Payment due in FY 21-22

# STREETS AND ROADS FUND

- Fiscal Status
  - Operating Deficit
  - Contingency Reserve of 40% of next Fiscal Year's expenditure budget is not satisfied
- Challenges
  - Revenues flat
  - Increasing pension costs
  - Increasing healthcare costs
  - Aging infrastructure
  - Aging equipment

## ENTERPRISE FUNDS

- Self-supporting funds that provide goods and services to the public for a fee.
- Pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs
- Enterprise funds generally are segregated as to purpose and use from other funds and accounts of the governmental entity with the intent that revenues generated by the enterprise activity and deposited to the enterprise fund will be devoted principally to funding all operations of the enterprise activity, including payment of debt service issued to finance such activity.

# ENTERPRISE FUNDS

- Water (Water Enterprise, Water Development, and Water Reserve Funds)
  - Costs of providing water should be sustained by water rates and fees
- Wastewater (Wastewater Enterprise, Wastewater Development, Wastewater Reserve, and Assessment District 95-1 Funds)
  - Costs of providing wastewater service should be sustained by wastewater fees
- Solid Waste (Solid Waste Enterprise and Solid Waste Reserve Funds)
  - Costs of providing solid waste service should be sustained by solid waste fees

## WATER ENTERPRISE FUNDS

- Primarily funded by water utility rates
  - Rate Study completed in 2019
  - 5 Year rate increase approved and begun in 2019
  - \$4.4 million in revenues annually
- \$750K in Capital Outlay planned per year
- Debt Service
  - \$162,000 annually for water system improvement loan
  - \$102,000 annually for generator loan

# WATER FUNDS

- Fiscal Status
  - Operating Surplus
  - Contingency Reserve of 25% of next Fiscal Year's expenditure budget is satisfied
  - Debt Service Coverage satisfied
- Challenges
  - Increasing pension costs
  - Increasing healthcare costs
  - Aging infrastructure
  - Aging equipment

## WASTEWATER FUNDS

- Primarily funded by wastewater utility rates
  - Rate Study completed in 2020
  - 5 Year rate increase approved and begun in 2020
- \$160K in Capital Outlay planned per year
- Debt Service
  - \$33,000 annually for wastewater system improvement loan

# WASTEWATER FUNDS

- **Fiscal Status**
  - Large Operating Deficit should shift to Operating Surplus over next few years
  - Contingency Reserve of 20% of next Fiscal Year's expenditure budget should be satisfied over next few years
  - Debt Service Coverage should be satisfied over next few years
- **Challenges**
  - Increasing pension costs
  - Increasing healthcare costs
  - Aging infrastructure
  - Aging equipment



## SOLID WASTE FUNDS

- Primarily funded by solid waste utility rates
  - Rates have not changed since 2007
  - Rate Study currently in progress
  - 5 Year rate increase to be proposed soon
- Capital Outlay needs being assessed as part of rate study
- No Debt Service

# SOLID WASTE FUNDS

- Fiscal Status
  - Large Operating Deficit
  - Contingency Reserve of 20% of next Fiscal Year's expenditure budget is not satisfied
  - Will run out of funds in FY 21-22 at current projections
- Challenges
  - Inadequate, flat revenues
  - Increasing pension costs
  - Increasing healthcare costs
  - Aging infrastructure
  - Aging equipment

# Budget Process Overview

- Revenues
  - be conservative on projections and meet or exceed annual operating expenses
- Expenditures
  - establish normal, recurring annual operating costs and set aside capital / one-time expenditure requests for review
- Fund Balance
  - project fund balances based on normal operating revenues and expenses
  - Maintain required fund balance levels in accordance with District's budget and fiscal policies
  - Use surplus to fund one-time costs and/or capital

# Budget Process Overview

- Capital Outlay
  - Review separately from normal operating costs, prioritize needs, and fund from excess revenues or surplus fund balance
- Allocations
  - Apply cost allocation methodology with appropriate criteria
  - Update Cost Allocation Plan
  - Full costs of Administration & General Services shown with allocation details to show support costs to other funds

# Budget Preparation Goals

- Transparency & Readability by public
  - Beginning and Ending Fund Balances shown for each fund summary
  - Funding Source summary to bottom of fund summaries
  - Separate Fund Balance schedule showing estimated fund balances for each fund
  - Separate Interfund Transfer schedule showing descriptions for all transfers
  - Development of Cost Allocation Plan

# Budget Preparation Goals

- Adhere to District Budget & Fiscal Policies
  - Identification of Contingency Funds
    - General Fund: 50% of FY Expense Budget
    - Roads Fund: 40% of FY Expense Budget
    - Water Enterprise Fund: 25% of FY Expense Budget
    - Wastewater Enterprise Fund: 20% of FY Expense Budget
    - Solid Waste Enterprise Fund: 20% of FY Expense Budget

# Budget Preparation Goals

- Assess fiscal status of Funds
  - Operational and Capital budgets separated for identification of true operating costs
  - Budgets reviewed and adjusted to reflect actual expenditures; thereby not inflating expenses nor precluding some expenditures due to lack of budget
  - Several funds have structural deficiencies, meaning their normal operating revenues are insufficient to support their normal operating costs

# Budget Preparation Goals

- Capital Improvements & One-Time Purchases
  - Separated from Operating budgets and funded if:
    - There are excess annual revenues over expenditures in the fund; and/or
    - There are excess funds after applying fund balance policies on retention of funds; or
    - The expense is vital, despite other criteria
- Adopt Final Budget by July 1st



# Questions / Discussion