# 3.0 BEAR VALLEY COMMUNITY SERVICES DISTRICT

The Bear Valley Community Services District provides the following services:

- Water
- Wastewater
- Police
- Roads
- Solid Waste
- Park and Recreation Facilities

## 3.1 ADMINISTRATION, MANAGEMENT, AND OPERATIONS

Bear Valley Springs (BVS) is a master planned community. Situated in southeastern Kern County, Bear Valley Springs is 55 miles east of Bakersfield, 60 miles northwest of Lancaster, and 11 miles west of Tehachapi, as shown in Figure 3.1. BVS comprises a broad grassland valley at an average elevation of 4,000 feet, surrounded by mountains rising to over 6,900 feet. Over 8,500 acres are set aside for wilderness and greenbelt areas. Home sites have been limited to 3,850. The District's housing stock consists primarily of single-family homes. Approximately 2 acres are devoted to commercial use. Because the development was master planned, all of the infrastructure was installed by the developer, with the exception of power/telephone lines, which were installed as needed from a fund set aside by the developer.

The District was formed in May 1970 under the California Community Services District Act to specifically provide services to this development. Upon formation, the District's mission was to provide road maintenance, storm drains, water service, wastewater service, police protection, community facilities, and other services to Bear Valley Springs. The District has a service area of approximately 26,000 acres. The District is currently in the process of acquiring additional land within the Cummings Valley for water well development. When this is complete, the District will petition to have the land annexed into the District. This proposed annexation is shown in Figure 3.1. The total annexation area contains 336.59 acres and will be solely utilized for well construction.

The District's Board of Directors adopted the following mission statement on December 13, 2003: *The Board of Directors and employees of the Bear Valley Community Services District are committed to providing the best quality services to the residents of Bear Valley Springs. The District is committed to ensuring, in the most efficient and economical way possible, the high quality of services that the residents of Bear Valley Springs enjoy and expect. Management and staff are committed to accomplishing this mission in a reliable, professional, safe, cost-effective, and courteous manner.*

The goals of the District include:

**Water:** To provide an adequate supply of high quality drinking water to the residents of Bear Valley Springs, up to full build out requirements.

**Wastewater:** To provide tertiary treatment wastewater services to full build out population. Develop ability to provide full build out septage receiving services. Optimal usage of treated effluent.

**Roads:** To maintain all District roads with a planned 30-year major maintenance cycle.

**Solid Waste:** To effectively dispose of all waste generated by full build out population.

**Police:** To maintain high level police services and police officer ratio of one officer per 1,000 citizen population.

The District is governed by a Board of Directors elected to 4-year terms. There are five board members, each of whom is a registered elector residing within the District. The Board is elected pursuant to the provisions of Community Services District law. The primary responsibility of the Board is the formulation and evaluation of policy. Routine matters concerning operations of the District are to be delegated through the General Manager. Board meetings are held at the District office on the second Saturday of each month at 8 a.m. Board meeting notices are posted outside the District's Boardroom, at the police station, the association office, and the general store. There are also six standing committees of the Board, which include:

- Administration Committee
- Finance Committee
- Infrastructure Committee
- Communications Committee
- Public Safety Committee
- Liaison Committee

The fiscal year of the District begins on July 1 each year and ends on June 30 the following year. Prior to the beginning of each fiscal year, the General Manager submits a proposed budget to the Board of Directors. After reviewing and making any necessary revisions, the Board of Directors conducts a public hearing. At the conclusion of the public hearing, the Board of Directors further considers the proposed budget and makes revisions that it deems advisable. On or before June 30 of each year, it adopts the budget with revisions, if any, by the affirmative vote of at least a majority of the total members of the Board of Directors. An annual audit of the District's financial statements is conducted by an independent accounting organization. This audit gives direction to proposed budgets, as it details all of the revenue and expenditures of the District and ensures proper accounting practices. After the end of the fiscal year, a final audit report is submitted to the Board of Directors. The District adopts a budget on or before June 30 of each year. The treasurer, finance committee, and the general manager jointly prepare the draft budget. In addition, an independent audit is prepared and presented to the finance committee on or before October 31 of each year.

In order to communicate efficiently to residents, the District includes informational inserts in water bills. Water bills are sent to each household monthly. Included in the bills are inserts designed to:

*Inform residents of District activities*
- General Special District Information
- Education for upcoming rate increases
- Changes in service rates
- Payment options
- Security changes
- Road paving project

*Increase water conservation*
- Implement programs
  - Toilet rebate
  - Sprinkler nozzle give away
  - Washing machine rebate
- Consumer water usage information
- Water wise gardening information
- Sprinkler hints for lawns

*Programs available to residents*
- Community Fire Department
- Disaster Preparedness
- Community Emergency Response Team program

*Community Information*
- Groundwater protection and the septic system
- Speed Limits
- West Nile Virus
- Yellow Starthistle Infestation
- Earthquake Preparedness
- Fire Safety
- Passport Services

The District also publishes a quarterly report, which is mailed to every property owner in the District. Many property owners do not live in the District. This is the District's opportunity to update and educate people who do not receive a monthly water bill. The District reports target the same goals as the water bill inserts and include:

- One featured department, detailing the staff and the duties that they perform
- Articles relevant to the District
- Financial reports and budgets
- Water quality reports
- Fire season information
- Employee information
- Postal services
- Septic system information
- CSDA awards
- Board Members and elections
- Community Emergency Response Team disaster drills
- Road plans and preparation for winter
- Refuse area information

In addition, the District maintains a website which includes District information, calendar of events, budget, meeting minutes, project status reports, announcements, contact information, and links to other services and information.

The District currently has 36 full-time and 13 part-time employees. The organization of these employees is shown in Figure 3.2. Last year, the District filled the Superintendent of Public Works position. Prior to this, the responsibilities of this position had been performed by the General Manager.

The General Services Department provides general maintenance of District-operated buildings and performs various tasks for all other departments. The General Services Department constructs, installs, and maintains mailbox stands. The employees within this department consist of one maintenance supervisor/mechanic and one maintenance worker.

The Administration Department oversees all District services and provides record keeping, public information, customer service, accounting, budgeting, general planning, reporting, and organizing the District's activities. There are five employees within the Administration Department; these include the General Manager, Secretary to the General Manager, Assistant General Manager, Bookkeeper, and Secretary.

The Superintendent of Public Works supervises the following departments: Water, Wastewater, Roads/Drainage, Solid Waste, and Facilities/Maintenance. The small size of these departments and the complex nature of their functions make an internal reorganization impractical. These same constraints limit the efficiency of hiring independent contractors to operate these departments. At this time, there are no capital facilities that are being underutilized. The District's remote location would make sharing facilities impractical even if there were underutilization of specific equipment or facilities.

The District has established a contingency reserve account for each fund of the District. All monies previously appropriated to any fund of the District that are not expended as of June 30 of each year are appropriated to the contingency reserve account of each District fund.

The District has adopted an Investment Policy, which states that, to the extent feasible, the District shall invest its surplus monies in the Local Agency Investment Fund of the State or the Kern County Treasury Pool. The Finance Officer-Treasurer presents monthly investment reports showing the status of all District investments.

The District has also adopted a Purchasing Policy, which states that the purchase of all supplies, services, materials, and equipment is the responsibility of the General Manager, who is the purchasing agent. The purchasing agent must justify expenditures over $2,500 and expenditures over $15,000 shall be by a written contract. Purchases between $5,000 and $15,000 must be based on at least three bids.

The District has several arrangements for working together with other agencies. The District is a member of the Special District Risk Management Authority (insurance workers compensation), the Tehachapi Water Availability Preservation Committee (common water issues), and the Water/Wastewater Agency Response Network (resource sharing agreement for emergencies).

The District also coordinates several programs with Kern County Fire Department. The Department tests all of the District's fire hydrants and the District repairs them. The Department also inspects property for fire-hazardous weed conditions and the District sends out violation letters and code enforcement.

The District and the Bear Valley Springs Association (BVSA) have a Liaison Committee, which is tasked with working on issues that are common to the two organizations. The President and Vice-President of each board and the two General Managers comprise this committee. The Committee

meets at least monthly. Recently, the Committee rerouted a horse trail to make it safer. The project was completed due to the cooperation of the District, BVSA, BVS Horseman's Association, and individual property owners. There are many potential opportunities for future shared studies or programs. As demonstrated within this MSR, the District has a good working relationship with many other public agencies in the region and community.

The District and its employees have received many awards and accomplishments. These include the Association of California Water Agencies Water Management Certification (BVCSD), American Water Works Association California-Nevada Section Larry C. Lawson Safety Award (1998 BVCSD), California Special Districts Association General Manager of the Year (2001 John Yeakley), California Special Districts Association Volunteer of the Year (2001 Eldon Kordes).

## 3.2 POPULATION AND GROWTH

The District's 2003-04 Budget estimates that in July 2003 there were 2,337 households and 6,680 residents within BVS. Table 3.A shows the growth of the community from 1990 to the present.

The District tracks and forecasts population growth based on two indicators: the number of houses and the number of registered voters. The community is currently approximately 72 percent built out. Maximum demand levels have been calculated and are re-evaluated on a regular basis to determine that the actual growth is in accordance with projections. Because Bear Valley Springs is a master planned community, the District knows that the build out population will not exceed 10,000; therefore, long-term planning is designed to accommodate 10,000 residents. Hence, the District's responsibility regarding growth is to monitor the number of building permits within the community. Even so, the District is faced with periodic infrastructure improvements, such as additional wells, larger water storage tanks, and additional parks to accommodate the growing community.

**Table 3.A – Bear Valley Springs Housing and Population, 1990-2003**

| Year | Households | Increase | Population | Increase |
|---|---|---|---|---|
| 1990 | 1,636 | – | 3,799 | – |
| 1991 | 1,735 | 99 | 4,150 | 351 |
| 1992 | 1,834 | 99 | 4,561 | 411 |
| 1993 | 1,868 | 34 | 4,920 | 359 |
| 1994 | 1,910 | 42 | 5,132 | 212 |
| 1995 | 1,952 | 42 | 5,304 | 172 |
| 1996 | 1,994 | 42 | 5,591 | 287 |
| 1997 | 2,051 | 57 | 5,600 | 9 |
| 1998 | 2,066 | 15 | 5,658 | 58 |
| 1999 | 2,107 | 41 | 5,856 | 198 |
| 2000 | 2,150 | 43 | 5,926 | 70 |
| 2001 | 2,170 | 20 | 6,173 | 247 |
| 2002 | 2,269 | 99 | 6,410 | 237 |
| 2003 | 2,337 | 68 | 6,680 | 270 |

Source: BVCSD 2003-2004 Budget

## 3.3 WATER

The Bear Valley Community Service District provides water service to the community's residents and to the Cummings Valley Elementary School, which is approximately one mile outside of the District's boundary. The school is not under contract with the District and it is treated as a regular water customer. There are five employees in the District's Water Department: one superintendent of public works, one water supervisor, and three maintenance workers.

The District's potable water system — 30 wells, 40 boosters, 45 storage tanks, and 110 miles of water mains — is monitored and maintained by the District's Water Department. The system provides fresh water to all residences and amenities. Non-potable irrigation water is provided for the lakes and the Oak Tree Golf Course and Cub Lake Park from surface runoff and wells. Approximately half of the water comes from wells within the Bear Valley watershed with the other half comes from Cummings Valley. The District purchases water from Tehachapi-Cummings County Water District, which is recharged into the Cummings Valley groundwater basin to replace the water extracted by the District's wells.

The peak demand day during the last year was July 27, 2003, when demand was 7.4 acre feet or 2,411,660 gallons. Per the Maddaus report, dated July 2001, peak use at build out (estimated to be 2023) will be 3,400,000 gallons per day. The District has prepared projections for water demands that are based on population growth. The projection spreadsheet is comprehensive and lists the expected growth in households and population, in addition to the expected production capacity and expected loss. The peak production capacity is currently approximately 2,400 gallons per minute or 3,456,000 gallons per day or 10.6 acre feet per day. When Cummings Valley Well No. 5 is put online, capacity will increase to 2,900 gallons per minute or 4,176,000 gallons per day or 12.8 acre feet per day. This production cannot be sustained for long periods of time due to prolonged drought conditions. The District estimates production will decrease significantly for extended maximum pumping periods exceeding 24 hours.

The current storage capacity in CSD tanks is 2,770,000 gallons. The District owns and maintains three trailer-mounted 60 kW generators, which can be utilized to operate wells and booster stations. Assuming that the distribution system remains intact during an emergency, the District can produce and distribute 750 gallons per minute without Edison power, utilizing generators and a natural gas-powered booster engine. This should be adequate in most emergency situations.

Most of the District's booster pumps and motors are original equipment, 30 years old. Although they are operable, many of them operate inefficiently, which wastes electricity and money. In fiscal year 2001-02, the District replaced 11 booster pumps with grant assistance from the California Public Utilities Commission. The new premium efficiency equipment is saving large amounts of electricity. A recently completed engineering study recommended a replacement schedule for all of the boosters with the facilities in the worst condition to be replaced first.

The District's water tanks are also about 30 years old, and some of them are in poor condition. To address this deficiency the District recently entered into a long-term tank maintenance contract which will restore the tanks to good condition over time. The District will inspect the condition of all tanks in the water system, repair or recoat those that will continue to provide good service, replace those

that are beyond repair or that would not be cost-effective to repair, install cathodic protection as required, and replace those that have inadequate storage volume.

The District has worked with the Tehachapi Cummings County Water District (TCCWD) on several water service-related projects. The agencies have created a computerized groundwater model of Cummings Valley and they have entered into a cost-sharing agreement to build a water importation pipeline to bring State Project Water to the north side of the Cummings Valley. BVCSD constructed wells, pipelines, a tank, and a large booster station to pump water from Cummings Valley to Bear Valley, while TCCWD constructed pipes and recharge ponds to facilitate the replacement of the extracted water with State Project Water.

In addition, the District entered into an in-lieu water agreement with the California Correctional Institute (CCI) to address a problem that had developed with excessive water extractions from the Cummings Basin. BVCSD and CCI shared the cost to get Cummings Valley farmers to purchase State Project Water for crops rather than pump groundwater that could be used directly by people without treatment. This agreement made more groundwater available to the District and CCI.

Water service operations are evaluated on a yearly basis or more frequently should a need arise. Reviews are conducted by the department supervisors and the superintendent of public works. The results of are reviewed by the District Manager. The potable water system testing results are submitted to the California Department of Health Services. The Water System Vulnerability Assessment and Emergency Response Plan will be submitted to the USEPA and the California Regional Water Quality Control Board.

Funding to maintain and increase the water system is done through two funds. The Water Reserve Fund is a dedicated reserve, which can be used only for replacement of major water system items, such as wells, boosters, tanks, and pipes. The Water Development Fund pays for well exploration and drilling, catchment basins, and water supply research. Funds are used strictly to increase the water supply capacity of the District's system.

### 3.3.1 Water Rates

Revenue for water service is provided through user fees and standby charges. Each residential and commercial account is metered and monthly billings are made according to water usage. The District has a conservation water rate structure, which means that the more water an account uses, the higher the price per unit becomes. Vacant lots without water meters receive a standby charge on their property tax bills to cover their share of system maintenance costs.

The water standby charge is $40.28 per year per parcel within the District. Residential connection charges are $100 per connection. Charges for different land uses are decided upon per an agreement with the board of directors. See Table 3.B. Additionally, Table 3.C shows the current water rates of nearby jurisdictions.

**Table 3.B – Bear Valley Springs Water Rates**

| Residential | | Commercial | |
|---|---|---|---|
| Customer Base Charge: $22.50 | | Customer Base Charge: $22.50 | |
| **Summer Season** | | **Summer Season** | |
| 1 to 20 hcf | 1.84 per hcf | 1 to 20 hcf | 1.84 per hcf |
| 21 to 40 hcf | 2.92 per hcf | 21 to 40 hcf | 2.92 per hcf |
| 41 to 60 hcf | 4.45 per hcf | 41 to 60 hcf | 4.45 per hcf |
| 61 to 90 hcf | 6.45 per hcf | Over 60 hcf | 6.45 per hcf |
| Over 90 hcf | 8.29 per hcf | | |
| **Winter Season** | | **Winter Season** | |
| 1 to 20 hcf | 1.84 per hcf | 1 to 20 hcf | 1.84 per hcf |
| 21 to 40 hcf | 2.92 per hcf | 21 to 40 hcf | 2.92 per hcf |
| Over 40 hcf | 4.45 per hcf | Over 40 hcf | 4.45 per hcf |

hcf = hundred cubic feet

**Table 3.C – Monthly Water Rates**

| | Golden Hills CSD | Mojave Public Utility District | Stallion Springs |
|---|---|---|---|
| Residential | $19.90 for 500 cubic feet of water, plus $2.20 for each additional 100 cubic feet | $13.00 for $5,000 gallons, plus $0.90 for each additional 1,000 gallons | Rates are dependent upon usage. Between $2.35 and $2.90 per 100 cubic foot |
| Commercial and Industrial | $19.90 for 500 cubic feet of water, plus $2.35 for each additional 100 cubic feet | Metered service rates depend on size of meter. Minimum rates begin at $10 per month plus $0.74 per 1,000 thereafter | Rates are dependent upon usage. Between $2.70 and $2.90 per 100 cubic foot |

## 3.4 WASTEWATER

There are 3,600 lots within the District. Thirty-one hundred (3,100) lots are on septic tank/leach line systems and 500 lots have sewer mains available. As of June 2003, approximately 420 lots were connected to the sewer system. The remaining 80 lots are undeveloped. There are no industrial connections to the system. The Oak Tree County Club, the golf course Pro Shop, and two restrooms are the only non-residential connections. There are no plans to extend sewer service to the 3,100 lots that are on septic or leach line systems due to the inefficiency of providing the infrastructure and service in these areas. These areas are geographically spread out through the community and the residential lots are each in excess of one acre.

Per the 2003 End of Year Report, the three-year average daily wastewater flow was approximately 68,300 gallons per day. The wastewater treatment plant supervisor indicates that the current plant flow is approximately 80,000 to 90,000 gallons per day. The wastewater treatment plant's peak flow capacity is 250,000 gallons per day and can accept flows up to 1.0 mgd for short periods. Therefore, the plant has adequate capacity to provide for growth within the sewer service areas of the community.

A septage receiving station was constructed adjacent to the plant in 1998. This station allows septage to be processed through the plant at the same time as normal sewage. Major process units in the plant include a headworks structure with a bar screen, an oxidation ditch, a circular clarifier, a tertiary filter, chlorine contact chambers, sludge drying beds, and a treated effluent storage pond. Treated effluent is discharged to portions of the Oak Tree County Club's nine-hole golf course for irrigation or discharged into Sycamore Creek, an intermittent creek adjacent to the plant, under a National Pollutant Discharge Elimination System (NPDES) permit.

In the event of wastewater treatment plant overflow, inflow would be stored in the lift station wet well, the oxidation ditch and the secondary clarifier. At such time as these facilities were full, contract hauler suction trucks would be employed to remove sewage flow and dispose of it off-site.

The District's engineer has recommended that several facilities be added to the wastewater treatment plant to accommodate the remaining sewer customers that have not yet connected. One of these facilities is an additional effluent pond. Additional facilities needed include three additional sludge storage bins immediately and two additional sludge drying beds within a few years. The District has had preliminary engineering studies prepared to address these deficiencies and the District is currently in the process of selecting a consulting firm to prepare construction documents to construct the required facilities. The District has a Wastewater Development Fund, which exists to finance new and expanded sewage collection and treatment facilities for residences and commercial land uses in Bear Valley Springs.

The Wastewater Department is staffed by two full-time employees: a supervisor and an operator. Wastewater service operations are evaluated on a yearly basis or more frequently should a need arise. Reviews are conducted by the department supervisors and the superintendent of public works. The results are reviewed by the District Manager. Wastewater flow and quality reports are submitted to the California Regional Quality Control Board in accordance with the District wastewater discharge requirements. Wastewater effluent test results are submitted to the California Department of Health Services. Section 503 biosolids monitoring reports are submitted to the California EPA.

### 3.4.1 Sewer Rates

Wastewater revenues come from several sources including a fixed monthly charge on residential users, a standby charge on vacant residential properties that have sewer connections available, a variable charge on commercial accounts based on their water usage, and effluent sales. Table 3.D shows the increases in sewer rates over the past three years. These increases were necessary for the following reasons:

- Implementation of the District's NPDES permit;
- Addition of a wastewater operator specifically for wastewater services;
- Increases in payroll, health insurance, and workers compensation; and
- Additional maintenance due to the aging system.

Because there are so few wastewater service customers, any changes to the service costs have a significant effect on rates.

**Table 3.D – Sewer Rate History**

| Effective Date | Residential Monthly | Commercial Per HCF | Percent Increase |
|---|---|---|---|
| 7/1/01 | $37.91 | $6.75 | – |
| 11/1/01 | $44.00 | $7.83 | 16% |
| 6/2/02 | $49.00 | $8.75 | 11% |
| 7/1/03 | $50.47 | $9.01 | 3% |
| 1/1/04 | $54.23 | $9.68 | 7% |
| 7/1/04 | $55.31 | $9.87 | 2% |
| **Three-Year Increase:** | | | **46%** |

Table 3.E compares the sewer rates of nearby jurisdictions.

**Table 3.E – Monthly Sewer Rates**

| | Mojave PUD | Stallion Springs CSD | Tehachapi |
|---|---|---|---|
| Residential – Single-family | $6.00 | $28.00 | $29.06 |
| Commercial and Industrial | Rate is based upon daily flow | From $30.00 up, dependant upon daily flow | $29.06 minimum for 7,000 gallons, plus $2.38 for each additional 1,000 gallons |

Several water and wastewater projects, which were detailed previously, have been identified as being a high priority, meaning they need to be done within the next three years. However, since the District's funds on hand are insufficient to complete these projects, they will be financed. The District has been approved for a $5,048,600 ($510,000 for wastewater and $4,538,600 for water) loan from the California Infrastructure and Economic Development Bank.

## 3.5 POLICE SERVICES

The Bear Valley Police Department is operated by the Community Services District. The Police Department provides services 24 hours per day, 7 days per week. The Department patrols over 100 miles of roadway and approximately 40 square miles of territory. The Department provides full police services under Section 830.1 of the California Penal Code. The Department's response times to calls vary from five minutes to a twenty-minute maximum. The preferred service standard for the Department is one sworn officer per 1,000 population. The Department currently has 1.2 officers per 1,000 population. Table 3.F shows Police Department's employees.

**Table 3.F – Bear Valley Police Department**

| Position | Number |
|---|---|
| Chief of Police | 1 |
| Police Supervisor | 2 |
| Patrol Officer | 5 |
| Police Services Technician | 1 |
| Senior Dispatcher | 2 |
| Dispatcher | 2 |
| Relief Dispatcher | 3 |

The Department operates community relations programs and is heavily involved in community-oriented policing. A new public safety facility opened in 2001. This new facility not only serves as the police headquarters, but is also the District's emergency operations center and houses a U.S. Postal Service annex.

The Dispatch of the Bear Valley Police Department is a PSAP (Public Safety Answering Point) for 911 calls. As the only PSAP in the Tehachapi area, Dispatch transfers all fire and medical emergency calls in Bear Valley Springs to the agency responsible for the proper response. As a part of a community policing program, dispatchers call elderly and sick residents to check on their welfare daily. Dispatchers also handle counter traffic at the Police Department, issue vehicle stickers, and provide fingerprinting for citizens. Dispatchers operate computers tied to Federal and State law enforcement systems.

The Police Department has a joint agreement through the Kern County Police Chief's Association that services will be shared on an as needed basis, when requested. The District implements the State's Standard Emergency Management System (SEMS); therefore, the District will be able to integrate emergency/disaster response activities with other agencies (County, State, Federal, and charitable). The District has an active Disaster Council, which develops plans and coordinates the District's emergency preparedness activities. The District has conducted several joint exercises with other agencies within the City of Tehachapi and the Emergency Operations Center in BVS. All management personnel have received advanced training in emergency preparedness and disaster response from the California Specialized Training Institute.

The Police Department forecasts future service needs by evaluating the calls for service, crime index, court time, and increase in officer activity. As the population increases additional officers, staff, and dispatchers will be needed. The District would like to fund any necessary expansions by increases in property tax revenue resulting from increases in assessed valuations. However, to ensure the continuance of adequate police services the District asked voters to approve an $80 per lot special tax, which passed with an 89 percent approval.

## 3.6 ROAD MAINTENANCE

The Roads Department consists of six employees: one supervisor, one equipment operator, and four maintenance workers. The District maintains all 110 miles of roads within Bear Valley Springs. This includes cleaning and maintaining drains and clearing snow from the roads. Major trafficways have

90-foot rights-of-way and 30-foot paved sections. Secondary roads have 60-foot dedicated rights-of-way and 24-foot paved surfaces and local service streets have 46-foot rights-of-way with 20-foot wide travelway sections. The District owns and maintains all of its road repair equipment and snow plows.

The District has a Pavement Management Plan, which is sorted by priority. Additionally, the Plan lists what roadwork or maintenance is pending, the estimated repair cost, when the last work was done, and what was completed previously.

## 3.7 POST OFFICE AND GATE DEPARTMENT

The District operates a Post Office for community residents. The Post Office is located in the Public Safety Building and is a contract unit of the U.S. Postal Service. It is a District operation and staffed entirely by District employees, including one police technician (supervisor) and two part-time postal clerks.

The Gate Department operates 24 hours a day, 7 days per week. Pass coordinators at the gate ensure that only property owners, residents and guests are allowed access to Bear Valley Roads. A computer list of all property owners and residents is maintained so that passes can be issued to guests with only a phone call. Commercial vehicles are also monitored. A second automatic lane provides access to residents by the use of a computer-coded card or push button device. The Gate Department consists of three pass coordinators and five relief pass coordinators.

## 3.8 SOLID WASTE

All solid waste from Bear Valley Springs is deposited by the property owner at a single, central solid waste transfer station. The refuse is hauled off-site by Benz Sanitation, under contract to the District. Approximately, nine bins, which are 50 cubic yards in capacity, are filled each week. In 2003, the District transferred 6,415 tons of refuse through the station. This amount has been increasing 13 to 17 percent per year over the past three years. Recyclables are segregated at the municipal recycling facility in Tehachapi that is operated by Benz. An adjacent area is provided for the disposal of green waste. The green waste is loaded by the District into 50 cubic yard capacity bins and hauled off-site by Benz. Approximately six greenwaste bins are filled each week. The District has created solid waste projections, based on the anticipated population growth. These projections will allow the District and Benz to plan ahead for solid waste disposal needs.

One maintenance worker operates the transfer station. As of July 1, 2004, all improved parcels pay a monthly charge of $13.50 for solid waste disposal. This was raised from $12.00 per month. The rate increase was needed because the volume of solid waste is increasing substantially faster than the population of the District. Table 3.G compares Bear Valley's solid waste rates and those of nearby jurisdictions, Table 3.H details the history of solid waste service rates, and Table 3.I shows the amount of solid waste generated over the past four fiscal years.

**Table 3.G – Monthly Solid Waste Rates**

| | Bear Valley | Stallion Springs | Tehachapi | Delano |
|---|---|---|---|---|
| Residential | $13.50 | $10.00 | $10.70 | $9.05 |
| Commercial and Industrial | $13.50 | $10.00 | $63.03-552.36 | $9.05-162.90 |

**Table 3.H – History of Solid Waste Rate Increases**

| Fiscal Year | Effective Date | Refuse Rate | $ Increase | % Increase |
|---|---|---|---|---|
| 98-99 | – | $6.50 | – | – |
| 99-00 | 8/1/99 | $8.00 | $1.50 | 23% |
| 00-01 | – | $8.00 | – | – |
| 01-02 | – | $8.00 | – | – |
| 02-03 | 6/1/02 | $9.00 | $1.00 | 13% |
| 03-04 | 4/1/03 | $10.50 | $1.50 | 17% |
| | 1/1/04 | $12.00 | $1.50 | 14% |
| 04-05 | 7/1/04 | $13.50 | $1.50 | 13% |

**Table 3.I – Generation of Solid Waste**

| Fiscal Year | Refuse (Tons) | Greenwaste (Tons) | Total (Tons) | Refuse Increase | Greenwaste Increase | Total Increase |
|---|---|---|---|---|---|---|
| 99-00 | 2,618 | 1,471 | 4,089 | – | – | – |
| 00-01 | 2,885 | 1,558 | 4,443 | 10% | 6% | 9% |
| 01-02 | 3,138 | 2,076 | 5,214 | 9% | 33% | 17% |
| 02-03 | 3,349 | 2,526 | 5,875 | 7% | 22% | 13% |
| 03-04 | 3,619 | 3,230 | 6,849 | 8% | 28% | 17% |
| **Four-Year Increase** | | | | **38%** | **120%** | **67%** |

## 3.9 PARK AND RECREATION FACILITIES

The park and recreation facilities within BVS are owned by the District and operated and maintained by the Bear Valley Springs Association. The Bear Valley Springs Association is a California Non-profit Corporation, headed by a Board of Directors whose five members are elected yearly by the association membership. The members are residents who pay an annual assessment to the Association for the operation of the amenities. These agencies work together to provide all park and recreation services to the community. The District owns the facilities and leases them to the BVSA on a 10-year lease (BVSA has leased the facilities for over 30 years). The BVSA charges the property owners annual dues, which pay for the recreational programs. The District is able to fulfill its park and recreation function without cost to the District. The existing facilities include:

*Recreation Center*
- Oak Tree Country Club
- Tennis Courts
- Swimming Pool
- Picnic Area
- Pavilion

*Association Office*

*Golf Center*
- Club House
- Maintenance/Cart Barn
- Driving Range
- Course

*Community Center (Whiting Center)*

*Equestrian Center*
- Equestrian Trails

*Lakes*
- Club Lake
- Four Island
- Marina

*Campgrounds*
- Town Center
- Equestrian Center
- Water Canyon

*Rifle Range*

*Archery Range*

*Remote Control Model Facility*

*Facility Maintenance Shop*

*Multi-Purpose Athletic Complex*

## 3.10 SERVICE INEQUITIES AND REVENUE CONSTRAINTS

The District strives to ensure equal services to all residents. However, some inequities do occur, primarily due to the community's geography. BVS is a mountain community consisting of a large grassland valley at 4,000 feet elevation with surrounding mountains, which have home sites as high as 6,500 feet. There is an inequity in levels of road service to residents. It costs the District more to clear snow from the mountain roads, yet all lots are charged a flat $340 per year assessment for roads. Moreover, it costs the District more to maintain the roads providing access to the remote areas, yet the valley lots are charged just as much. The Board cannot increase the road assessment on mountain lots due to Proposition 218. Likewise, the provision of water service to mountain lots is more expensive, yet all residential water customers are charged according to the same rate schedule. The Board determined that having multiple rate schedules would be confusing. On the other hand, valley residents receive faster police response simply because they are closer to the police station.

The District does have some revenue constraints that affect the level of service. Proposition 218 requires property owner approval to increase special benefit assessments and standby charges. The District maintains the roads entirely through the $340 per lot assessment. Due to Proposition 218, the assessment has not increased since 1996. In 2001, 65 percent of voters denied increasing the road assessment. The Board of Directors has no legal authority to increase fees. Over time, costs increase and less funding is available to do large-scale road paving projects; therefore, fewer roads are repaved each year. The District is concerned that the roads will deteriorate to the point that repair costs will be higher than the cost of regular maintenance.

Likewise, the District has standby charges for water and wastewater, which are levied against vacant properties to collect their proportionate share of maintaining infrastructure. Proposition 218 limits the amounts of these charges to the 1996 levels, even though the engineer's report calculates the amount to be twice as much now. The difference between the cost of infrastructure maintenance and the

amount that the District is able to collect must be made up by active water and sewer customers. This appears to cause a rate inequity.

When possible, the District attempts to make service rates equitable based on the customer's usage or consumption pattern. For example, residential sewer customers pay a flat monthly fee whereas commercial customers pay a variable rate based on water consumption. Additionally, water rates for residential customers have a fifth price tier that does not appear in the rates for commercial customers.

## 3.11 DETERMINATIONS FOR THE BEAR VALLEY COMMUNITY SERVICES DISTRICT

The Service Review guidelines prepared by the State Office of Planning and Research recommend that issues relevant to the jurisdiction be addressed through written determinations called for in the Act. Based on the above information, the following are the written determinations for the Bear Valley Community Services District.

### 3.11.1 Infrastructure Needs and Deficiencies

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

1. Deficiencies in the wastewater collection and treatment systems include sludge drying, storage capacity, and treated effluent storage. The District is in the process of addressing these deficiencies.
2. The District has identified a need for additional water storage tank capacity (estimated at one million gallons).
3. The District has a Pavement Management Plan, which is sorted by priority.
4. The capacity of the District's wastewater treatment plant, with expansions, is adequate to serve the growth anticipated for the community over the next 20 years.
5. The Police Department currently has 1.2 officers per 1,000 population, which is slightly above the Department's preferred ratio.
6. A new public safety facility opened in 2001. This new facility not only serves as the police headquarters, but is also the District's emergency operations center, and houses a U.S. Postal Service annex.

### 3.11.2 Growth and Population

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

1. The District tracks and forecasts population growth based on two indicators: the number of houses and the number of registered voters.

2. Because Bear Valley Springs is a master planned community, the District knows that the build out population will not exceed 10,000; therefore, long-term planning is designed to accommodate 10,000 residents.
3. The District has created projections for water demands that are based on population growth. The projection spreadsheet is comprehensive and lists the expected growth in households and population, in addition to the expected production capacity and expected loss.
4. The Police Department forecasts future service needs by evaluating the calls for service, crime index, court time, and increase in officer activity.
5. The District has created solid waste projections based on the anticipated population growth. These projections allow the District and the contracted service provider to plan ahead for solid waste disposal needs.

### 3.11.3 Financing Constraints and Opportunities

Purpose: To evaluate a jurisdiction's capability to finance needed improvements and services.

1. The District has established a contingency reserve account for each fund of the District. The reserve accounts are funded annually.
2. Any upgrades or expansion of the wastewater system would be financed through the Wastewater Development Fund.
3. The District has been approved for a $5,048,600 loan from the California Infrastructure and Economic Development Bank to finance both water and wastewater projects.
4. To ensure the continuance of adequate police services, the voters of the District have approved an $80 per lot special tax, which passed with an 89 percent approval.
5. The District prepares a comprehensive and thorough annual budget that clearly identifies the revenues and expenditures for the services provided by the District.
6. The District has in place financial policies that are codified in implementing resolutions.
7. The District looks to collaborate with the surrounding jurisdictions, as this has proven to be cost-effective.
8. Proposition 218 has created constraints in financing infrastructure maintenance, repairs and upgrades.

### 3.11.4 Cost-Avoidance Opportunities

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

1. The District has adopted an Investment Policy and a Purchasing Policy.
2. The District is a member of the Special District Risk Management Authority and benefits from insurance coverage offered at a lower rate than it could purchase on its own.
3. The District entered into a cost-sharing agreement with the Tehachapi Cummings County Water District, the California Correctional Institute, and local farmers to build a water importation pipeline to bring State Project Water to the north side of the Cummings Valley.

4. The District also worked with the TCCWD to create a computerized groundwater model of Cummings Valley.
5. The District recently developed a park in conjunction with the Bear Valley Springs Association.
6. In fiscal year 2001-02, the District replaced 11 water booster pumps. The new premium efficiency equipment is saving large amounts of electricity. The District should continue to replace old equipment with energy-efficient equipment.
7. The District has adopted purchasing policies and procedures. These policies provide for the competitive bidding procedures to be implemented by the District and establish purchasing thresholds for buying equipment, supplies and services.

### 3.11.5 Opportunities for Rate Restructuring

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

1. Sewer rates have increased several times over the past three years due to increased operating costs and increased maintenance to an aging system. Because there are so few wastewater service customers, any changes to the service costs have a significant effect on rates.
2. The rates for solid waste services have increased in recent years because the volume of solid waste is increasing substantially faster than the population of the District.
3. Rates and fees for service have been established at public hearings that include public participation. The District invites citizen participation prior to establishing new or increased fees.
4. When possible, the District attempts to make service rates equitable based on the customer's usage or consumption pattern

### 3.11.6 Opportunities for Shared Facilities

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

1. The District's remote location makes sharing capital facilities impractical even in the event that specific equipment or facilities are being underutilized.
2. The District has several arrangements for working together with other agencies such as: Tehachapi Water Availability Preservation Committee, the Water/Wastewater Agency Response Network, the Tehachapi Cummings County Water District, the California Correctional Institute, Bear Valley Springs Association, and Kern County Fire Department.
3. The District should continue to pursue potential opportunities to work together with agencies in the area to provide services in a cost-efficient manner.
4. The District works cooperatively and effectively with other jurisdictions to find cost-effective ways of implementing projects.

### 3.11.7 Government Structure Options

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

1. It is reasonable to conclude that pubic services can be provided by the District under the existing government structure.
2. The existing government structure is responsive to service needs and capable of making necessary service decisions.

### 3.11.8 Evaluation of Management Efficiencies

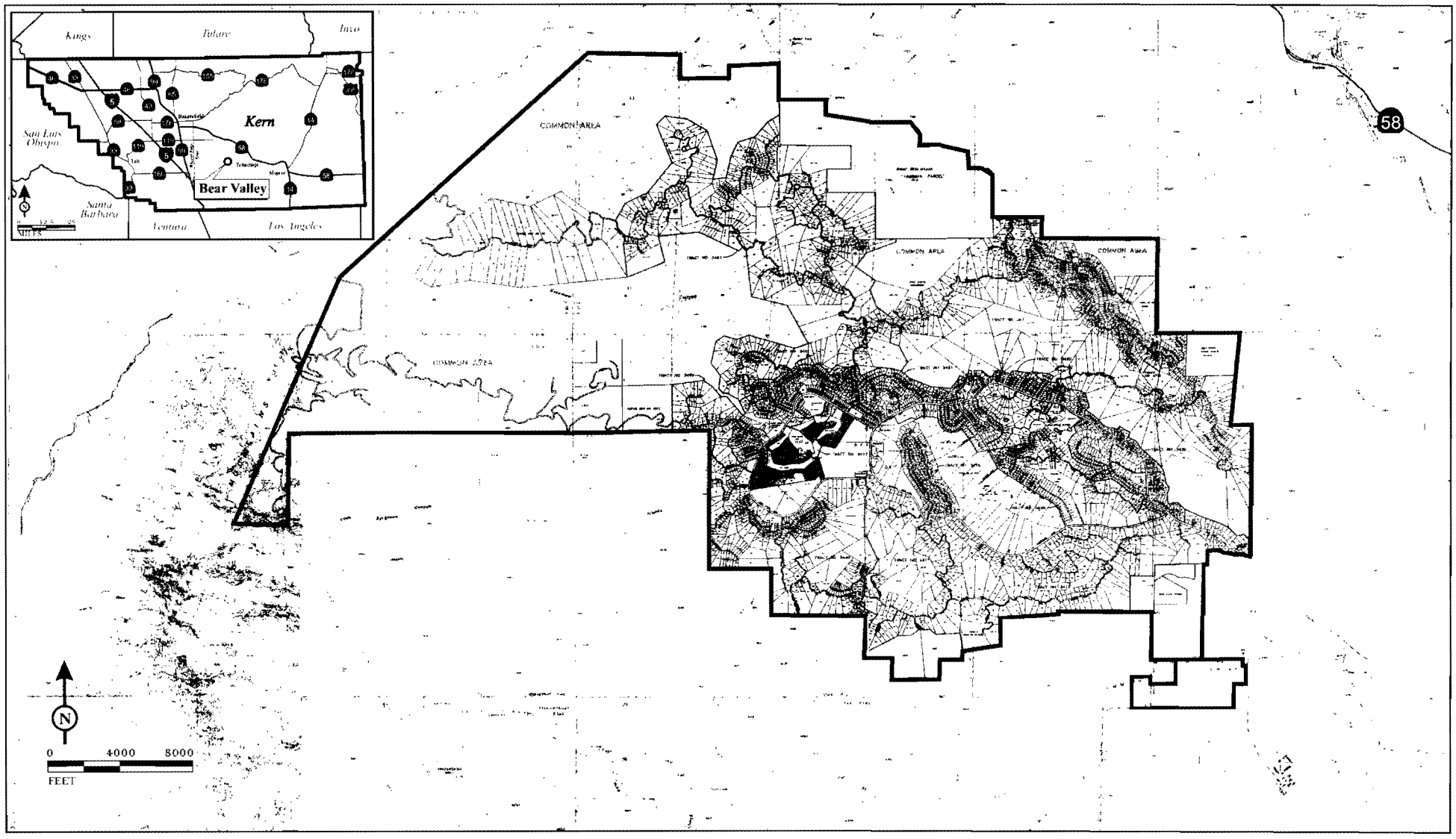
Purpose: To consider the management structure of the jurisdiction.

1. The District and its employees have received many awards and accomplishments. This is indicative of an efficiently managed district.
2. Water and wastewater service operations are evaluated on a yearly basis or more frequently should a need arise. Reviews are conducted by the department supervisors and the superintendent of public works. The results of are reviewed by the District Manager.
3. The District's budget and accounting practices are audited every year by a certified public accountant.
4. The Treasurer-Finance Officer is required to submit a monthly investment report to the Board of Directors.

### 3.11.9 Local Accountability and Governance

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

1. Board meeting notices are posted outside the District's Boardroom, at the Police Station, the association office, and the general store. The agendas are also published in the local newspaper. The monthly calendar is also listed on the District's website.
2. In order to communicate efficiently with residents, the District includes informational inserts in water bills and publishes a quarterly report, which is mailed to every property owner in the District.
3. The District has historically made reasonable efforts to maintain a public dialogue regarding issues and projects of concern to the community. The District's outreach program includes providing information regarding current issues of significance to the community.
4. Prior to budget approval, public meetings are conducted to include citizen concerns.
5. The District encourages public participation in Board meetings.




LSA

FIGURE 3.1

BEAR VALLEY COMMUNITY SERVICES DISTRICT BOUNDARY

PROPOSED ANNEXATION AREAS

SOURCE: MASON & ASSOCIATES, JANUARY 2000.
USGS 7.5' QUADS - ARVIN, CA. 1992; BEAR MT., CA. 1992; CUMMINGS MT., CA. 1973;
KEENE, CA. 1992; TEHACHAPI NORTH, CA. 1992; TEHACHAPI SOUTH, CA. 1992; TEJON HILLS, CA. 1992 AND TEJON RANCH, CA. 1994.

*Kern County*
*Municipal Services Review*

Bear Valley Community Services District Boundaries

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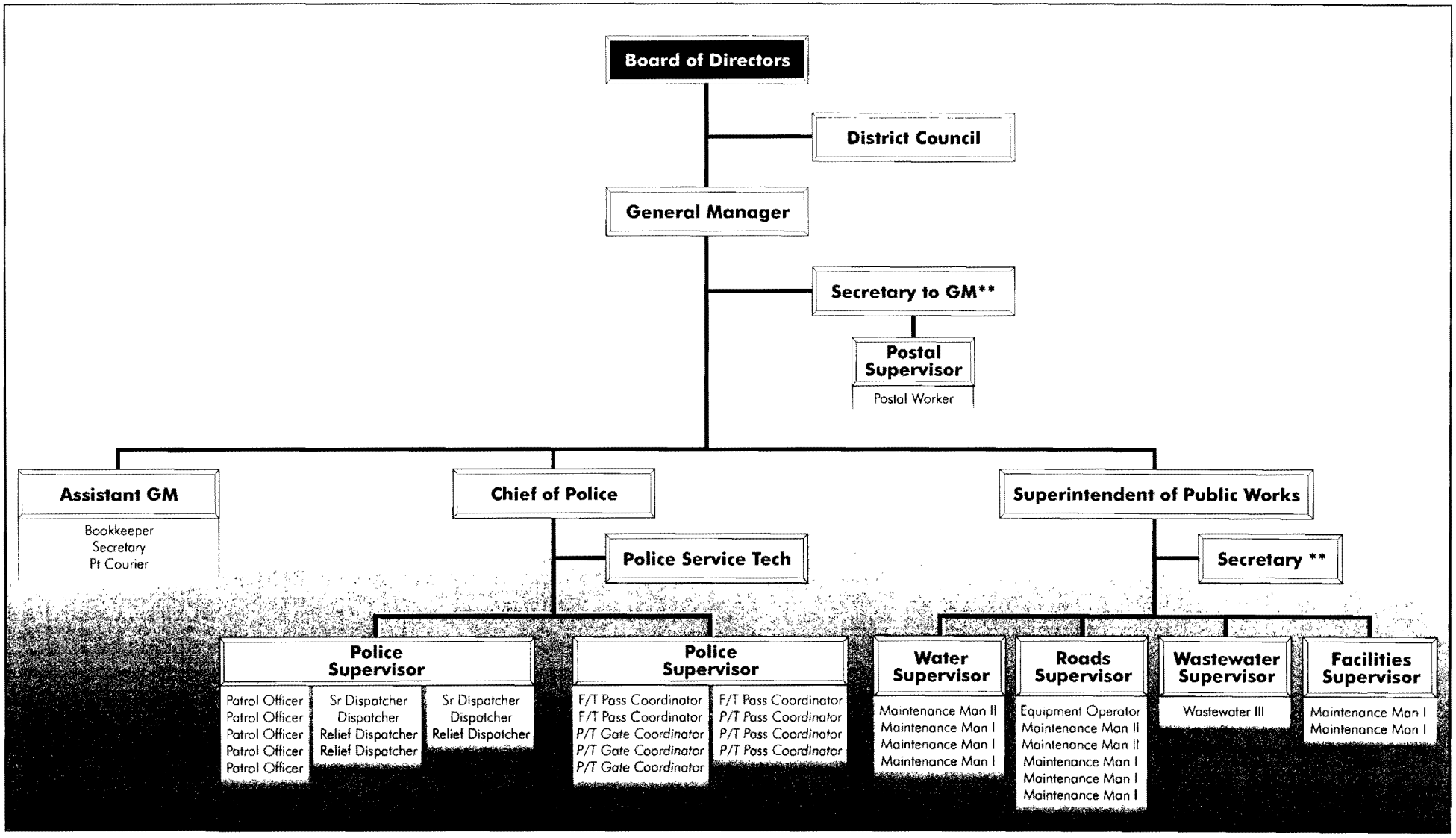


LSA

FIGURE 3.2

*Kern County*
*Municipal Service Review*
Bear Valley Community Services District
Organizational Chart

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