

RESOLUTION NO. 05-25

RESOLUTION OF THE BOARD OF DIRECTORS OF
TEHACHAPI-CUMMINGS COUNTY WATER DISTRICT
AMENDING AND RESTATING THE DISTRICT RESERVES POLICY

A. Recitals.

1. The District desires to amend and restate the District *Reserves Policy*, set with Resolution No. 05-24, to add a Designated Reserve fund, to be called the "Unfunded Pension Liability Fund", and incorporate other revisions.

B. Resolutions.

NOW, THEREFORE, BE IT FOUND, DETERMINED, AND RESOLVED by the Board of Directors of TEHACHAPI-CUMMINGS COUNTY WATER DISTRICT as follows:

1. Each of the above recitals is true and correct and the Board so finds and determines.

2. The Board of Directors of the Tehachapi-Cummings County Water District adopts the amended and restated *Reserves Policy* set forth in **Exhibit A** attached hereto as the reserves policy of the District.

PASSED, APPROVED, AND ADOPTED by the Board of Directors of TEHACHAPI-CUMMINGS COUNTY WATER DISTRICT this 21st day of May 2025.


Robert W. Schultz, Board President

ATTEST:


Catherine Adams, Board Secretary

SECRETARY'S CERTIFICATE

I, CATHERINE ADAMS, Secretary of the Board of Directors of Tehachapi-Cummings County Water District, hereby certify as follows:

The foregoing is a full, true and correct copy of Resolution No. 05-25 duly adopted at a regular meeting of the Board of Directors of the District duly and legally held at the regular meeting place thereof on May 21, 2025. All of the members of the Board of Directors received due notice of the meeting and a majority thereof was present. At the meeting the resolution was adopted by the following vote:

AYES: Ables, Hall, Sasia, Schultz

NOES: None

ABSTAIN: None

ABSENT: Davis

ATTEST: 
Catherine Adams, Board Secretary

(SEAL)

EXHIBIT A

TEHACHAPI-CUMMINGS COUNTY WATER DISTRICT

RESERVES POLICY

A. PURPOSE

The purpose of this Reserves Policy is to establish various reserve targets, funding priorities, and accomplish prudent financial planning to ensure sufficient funding is available for current operating, capital, and debt service needs. Additionally, fiscal responsibility requires anticipating the likelihood of, and preparing for, unforeseen events. This Reserves Policy serves to ensure Tehachapi-Cummings County Water District's (TCCWD or District) reserves are accumulated, managed, and maintained to protect the District's creditworthiness; to provide for continuing operations including cash flow requirements, maintenance and eventual replacement of existing facilities and infrastructure, addition of new capital assets, and unforeseen and unexpected emergencies; to ensure certain financial resources are used only for specified purposes; and to facilitate stable services and fees.

The policy directives outlined in this Reserves Policy are intended to ensure TCCWD has sufficient funds available to meet current and future needs. The District is comprised of one major enterprise fund for its water operations. This one fund is segmented into thirteen internal sub-funds to account for the reserve balances. The Board of Directors of TCCWD (Board) shall designate and restrict specific reserves and maintain minimum reserve balances consistent with the reserve definitions and funding levels outlined in this policy. The Board will annually review the level of the reserve funds in conjunction with its review and approval of the District's budget. For purposes of compliance with this policy, TCCWD will use working capital (i.e., current assets less current liabilities) as of the final day of each fiscal year to calculate the reserve fund levels. Working capital is a better measure than either cash or net position to determine the District's ability to meet its financial obligations and to accomplish its financial plans.

Through this policy and the District's Strategic Plan, TCCWD has set forth a number of its short-term, mid-term, and long-term goals. A fundamental purpose of this policy and the Strategic Plan is to link what must be accomplished with the necessary resources to successfully do so. Upon the Board's adoption of this Reserves Policy, TCCWD will take the necessary actions to comply with this policy.

B. GENERAL PROVISIONS

TCCWD will maintain its reserve funds in separate internal sub-funds in a clearly identifiable manner that provides transparency to its ratepayers. Monies that are legally restricted will be held in Restricted Reserves. Monies that are not legally restricted will be held in unrestricted Designated Reserves.

Monies will be accumulated in the Designated Reserve funds in the order presented until the interim reserve target is achieved, at which time the next Designated Reserve fund will begin to accumulate. Once all eight Designated Reserve fund interim targets have been achieved, money will accumulate in each Designated Reserve fund, in the order presented, until the full reserve target for each Designated Reserve fund has been reached. Once a Designated Reserve fund's full reserve target is attained, any surplus unrestricted funds may be reallocated.

In the event that the Designated - Liquidity reserve fund balances exceed the established full target levels, excess monies may be transferred into the Designated - Capital reserve fund. In the event the Designated - Capital reserve fund balance exceeds the established maximum, the Board may make a determination regarding the reallocation of excess monies.

All expenditures or transfers from the Designated Reserve funds will be replaced as quickly as possible in the manner of priority dictated by the order of presentation in this policy.

Interest income will be credited to the reserve fund on which it was earned.

In assessing the funding of future capital facilities and maintaining and replacing existing assets, TCCWD will analyze the benefits and tradeoffs of utilizing pay-as-you-go and/or debt financing and determine the optimal funding strategy. The analysis will consider TCCWD's current and projected reserve fund levels.

C. TYPES OF RESERVES

The District maintains two types of reserves: 1) **Designated Reserves** and 2) **Restricted Reserves**. Designated Reserves are further broken down based on one of two purposes: 1) **Liquidity** and 2) **Capital**.

1. **Designated Reserves**. Designated Reserves are unrestricted reserves established by an action of the Board of Directors and set aside for a designated, specific purpose to ensure flexibility and stability. The source of their money is the General Fund; therefore, the designated purpose may be changed by the Board. **Liquidity** reserves may be changed or made available for short-term operating loans when deemed appropriate. **Capital** reserves may be changed or made available for borrowing when deemed necessary in **emergency** situations resulting from extreme, unforeseen, or unexpected circumstances.

2. **Restricted Reserves**. Restricted Reserves have restrictions on their use as imposed by an outside source such as creditors, grantors, contributors, statutes, court orders, contracts, or bond covenants. These reserves must remain in their respective funds, except for Board-approved short-term borrowing (with full interest repayment).

D. DESIGNATED RESERVES

The District has established seven (7) Designated - Liquidity reserve funds and one (1) Designated - Capital reserve fund. Full reserve targets and interim reserve targets are established herein.

1. Liquidity

General Fund. The District maintains a General reserve fund, which is comprised of the working capital generated from the District's water operations. While the District operates as an enterprise fund, its primary funding source is property taxes. Although the mix can vary from year to year, approximately two-thirds of General Fund revenues are attributable to property taxes and the remaining one-third of

General Fund revenues are attributable to water sales and services. Costs to perform the District's Watermaster duties under the three basin judgments are paid from the General reserve fund.

The Government Finance Officers Association recommends that, for enterprise funds, "governments should start with a baseline of ninety (90) days' worth of working capital and then adjust the target based on the particular characteristics of the enterprise fund in question (using 45 days as the minimum acceptable level)". Since the District's General reserve fund is primarily tax-supported and the first installment of property tax revenue is received approximately five months after the start of the fiscal year, the fund's beginning working capital as of July 1st will be equal to or greater than 90 days of operating expenses (based on the prior year's audit) and at no point during the year will the working capital fall to less than 45 days of operating expenses.

The annual State Water Project Table A allocation may be inadequate to meet the District's entire customer demand and BWRA requirements. Surface Water supplies may be limited due to the available SWP supply.

Tax Revenue Liability Fund. This reserve fund was established to continue normal operations in the aftermath of property tax revenue losses resulting from taxpayer appeals. Each year, Kern County publishes a tax revenue liability estimate for the District's General Fund. Since it is unlikely that all taxpayer appeals will be granted, the District will fund this reserve at 50% of the County's estimate. The interim target shall be set at 50% of the full reserve target.

Emergency Fund. This reserve fund was established in 1986 to mitigate the fact that the District does not carry insurance coverage for earthquake or flood damage. Its purpose is to set aside money for (1) repair, restoration, or replacement of District facilities damaged as the result of natural disasters, (2) matching fund payments for cost sharing required under federal or state disaster assistance programs, and (3) District personnel overtime costs and supplies used during eligible disaster response and recovery activities, including the cost of administering those activities. It shall be the policy of this District to maintain working capital in this fund at 5% of the General Fund's operating expenses (based on the prior year's audit). The interim reserve target shall be set at 50% of the full reserve target.

Major Repairs and Overhaul Fund. This reserve fund was established for the purpose of funding major, unanticipated repairs, or replacement of the District's water importation system components. It shall be the policy of this District to maintain working capital in this fund at 5% of the book value of the General Fund's capital assets (based on the prior year's audit). The interim reserve target shall be set at 50% of the full reserve target.

Rate Stabilization Fund. This reserve fund was established to normalize fluctuations in revenues so that water rates will be more stable over time. The monies are used as a buffer to reduce the frequency of changes to the District's water rates, and also to satisfy pledges and revenue calculations pursuant to long-term financing rate covenants. The amount is intended to fluctuate between 1% and 5% of the General Fund's operating expenses (based on the prior year's audit). The interim reserve target shall be set at 50% of the full reserve target.

Unfunded Pension Liability Fund. This reserve fund was established in 2025 to proactively manage Unfunded Accrued Liability (UAL) balances for the District’s three CalPERS pension plans. These reserve funds may be used to make additional discretionary payments toward these balances, which will increase the District’s funded status of its plans, stabilize contribution requirements, reduce future required contributions, and reduce long-term debt. The initial full reserve target shall be equal to \$250,000. The interim reserve target shall be set at 50% of the full reserve target.

Water Banking Fund. From time-to-time, monies in excess of 90 days’ operating expenses may be set aside from the General Fund and earmarked by the Board as Water Banking reserves to cover the cost to replace or extract the District’s banked water. Although this reserve fund is presented herein with the other Designated - Liquidity reserve funds, the priority for repayment of funds is lower than the Designated - Capital reserve fund. This reserve fund has the lowest priority of all Designated reserve funds.

2. **Capital**

Equipment/Infrastructure – Replacement/Upgrade Fund. This reserve fund was established and designated for future capital needs to fund the cost of both new and replacement projects as a part of the District’s strategic planning. The fund was created with the approval of the FY 2019-20 budget. The Strategic Plan document sets out a short-term (1-2 years), mid-term (3-5 years), and long-term (6-10 years) capital improvement plan. The current fiscal year’s capital improvement needs shall be funded from the General Fund and included in the annual budget process. The full reserve target shall be equal to 20% of the mid-term capital improvement plan. The interim target shall be set at 50% of the full reserve target. Any expenditure or transfer from this fund will be replaced as quickly as possible to ensure funding stability.

E. **RESTRICTED RESERVES**

The District maintains five (5) Restricted Reserve funds. Full reserve targets and interim reserve targets are established herein.

State Water Payment Fund. This reserve fund is restricted by tax assessment for the purpose of paying the District’s obligations to the Kern County Water Agency for the District’s share of State Water Project costs. The District levies a special **ad-valorem** tax sufficient to cover all current costs under these two water supply contracts. The reserve balance is maintained at a level sufficient to cover six-months’ of operating expense obligations and one-half (1/2) of the fund’s **tax revenue liability** as determined by the Kern County Auditor-Controller. All unspent monies in this fund remain in the fund.

Improvement District No. 2 (ID2) Fund. This reserve fund is restricted by tax assessment and is maintained for the purpose of providing flood control maintenance, operations, and capital improvements within the discrete area known as ID2. Property within ID2 is subject to property taxes to fund this service. All unspent monies in this fund remain in the fund for future maintenance and replacement of its flood control facilities. The District sets a reserve target for this fund at 50% of the

estimated replacement cost of the facilities. The estimated replacement cost is calculated as the original construction cost adjusted for inflation.

Improvement District No. 3 (ID3) Fund. This reserve fund is restricted by tax assessment and is maintained for the purpose of providing flood control maintenance, operations, and capital improvements within the discrete area known as ID3. Property within ID3 is subject to property taxes to fund this service. All unspent monies in this fund remain in the fund for future maintenance and replacement of its flood control facilities. The District sets a reserve target for this fund at 50% of the estimated replacement cost of the facilities. The estimated replacement cost is calculated as the original construction cost adjusted for inflation.

Benefit Assessment District No. 1 (AD1) Fund. This reserve fund is restricted by tax assessment and is maintained for the purpose of providing flood control maintenance, operations, and capital improvements within the discrete area known as AD1. Property within AD1 is subject to a special benefit assessment to fund this service. All unspent monies in this fund remain in the fund for future maintenance and replacement of its flood control facilities. The District sets a reserve target for this fund at 50% of the estimated replacement cost of the facilities. The estimated replacement cost is calculated as the original construction cost adjusted for inflation.

Engine Project Fund. This reserve fund is restricted by trust agreement relating to the issuance of the 2023 Revenue Certificates of Participation (COPs). Monies are held with a fiscal agent to pay for the costs of the 2023 Engine Project or to reimburse the District for previous costs expended in the acquisition or construction of the project, including any incidental expenses. This reserve fund is used to track all costs and reimbursements related to the 2023 Revenue Certificates of Participation that the District issued in June of 2023 for \$10,925,000 to finance certain capital improvements to the District's water system.

Reserve targets for the three (3) flood control districts (i.e., ID2, ID3, and AD1) are not fully funded and are not anticipated to be so for quite some time. Ideally, these reserves should be adequate to repair or replace structures damaged in a flood event. Flood control assets tend to stay in place for long periods of time and function without damage under normal conditions. However, they can be damaged or destroyed by natural disaster events requiring rebuilding. Some funds may become available from federal or state agencies in a declared disaster event, but it is possible that facilities could be damaged in a localized flood event that is not part of a declared disaster.

In the event of a declared disaster, it is likely that FEMA and CalEMA would provide funding assistance to the District to rebuild the flood control facilities. Under this scenario, the District's reserves would be used for matching funds (typically 10-20% of total cost) to secure the disaster assistance funds.

F. MANAGEMENT OF RESERVE FUNDS

Reserve fund balances will be reviewed, at a minimum, on an annual basis to ensure compliance with this policy. The General Manager will be responsible for managing the accumulation of reserves in the various funds in accordance with Board policy. Only the Board shall approve any reallocation of funds or any transfers between reserve funds. The Board will work collaboratively with the General Manager to

ensure the accuracy of the annual report and evaluate the goals and purposes of each reserve fund and adopt policy changes as may be necessary or desirable.

The minimum levels established for each reserve fund represent the baseline financial condition that is acceptable to TCCWD from risk and long-term financial planning perspectives. Maintaining reserve funds at appropriate levels is a prudent, ongoing business process that consists of an iterative, dynamic assessment and application of various revenue generating alternatives. These alternatives (either alone or in combination with each other) include but are not limited to: fees and charges, energy usage, capital financing, investment of surplus funds, and levels of capital expenditures.