

SUNSET HEIGHTS COMMUNITY SERVICES DISTRICT

Sunset Heights Community Services District (SHCSD) provides street maintenance, drainage, lease of street lighting, weed abatement, and brush management services.

AGENCY OVERVIEW

Background

Sunset Heights Community Services District (SHCSD) was formed on July 16, 1981, as an independent special district.¹ SHCSD was originally formed to provide water distribution² and road services to the residents of the District. During the 2008 SOI update, the LAFCO resolution affirmed the previously authorized services that the District was allowed to provide, with the exception of water services, which had been transferred to Amador Water Agency (AWA) in 2006.³

The principal act that governs the District is the Community Services District Law.⁴ CSDs may potentially provide a wide array of services, including water supply, wastewater, solid waste; police and fire protection; street lighting and landscaping; airport, recreation and parks; mosquito abatement; library services; street maintenance and drainage services; ambulance service; utility undergrounding; transportation; graffiti abatement; flood protection; weed abatement; hydroelectric power; as well as various other services. SHCSD provides street maintenance, drainage, weed abatement, brush management services, and leases street lighting. Since 2005, CSDs are required to gain LAFCO approval to add or divest those services permitted by the principal act (i.e., latent powers).⁵

Boundary

The SHCSD bounds are located entirely within Amador County. The District is located two miles west of the community of Pine Grove, where Bowman Road intersects Ridge Road. The District bounds encompass parcels along the full length of Bowman Road, which extends south of Ridge Road for approximately 0.75 miles, in addition to several streets that branch off this main road. The boundary area originally encompassed approximately 123 acres or 0.2 square miles.⁶ In 2009, 8.52 acres were annexed into the CSD by the Miller and Schnell (Delaney) annexation,⁷ for a current area of approximately 131.52 acres.

¹ LAFCO resolution 80-151. Formation date is from Board of Equalization records.

² The CSD replaced Sunset Heights Mutual Water Co., Articles of Incorporation filed with Amador County on December 9, 1966.

³ LAFCO Resolution 2008-16.

⁴ Government Code §61000-61226.5.

⁵ Government Code §61106.

⁶ Morlan Civil Engineering, *Road Maintenance Assessment Diagram of the Sunset Heights CSD*, October 25, 1999.

⁷ LAFCO Resolution 2009-01.

Sphere of Influence

In 2008, LAFCO adopted the District’s Sphere of Influence (SOI) to be coterminous to SHCSD’s boundaries with the addition of two parcels that were outside the boundaries but included in the SOI as receiving service.⁸ Those two parcels were annexed in 2009 (LAFCO Project #252). This sphere was reaffirmed in 2014.⁹ Parcels which are not paying road assessments and not using district maintained roads may be appropriate to be removed from the sphere of influence.

Local Accountability and Governance

The principal act requires that community services districts have five-member governing boards, including a president and a vice-president.¹⁰ Accordingly, SHCSD is governed by a five-member governing body. If the election is not contested, directors are nominated by the board members and appointed by the County Board of Supervisors to four-year terms.

See Figure 1 for information on individual directors, term expirations and contact information.

Figure 1: Sunset Heights CSD Governing Body

Sunset Heights Community Services District			
Governing Body			
Members	Name	Position	Term Ends
	Ron Kosage	President	11/30/2021
	Hub Gunari	Vice President	11/30/2019
	Steve Lawson	Director	11/30/2021
	Chuck Lowrie	Director	11/30/2019
	Vanessa McDermott	Secretary/Treasurer	11/30/2021
Manner of Selection	Members appointed by County BOS through biennial elections in odd years, unless there is more than one interested party, in which case a general election is held.		
Length of Term	Four years.		
Meeting	Date: As needed, but at least 3/year.	Location: Rotated among homes of directors.	
Agenda Distribution	Posted on sign at intersection of Bowman Rd/Lynn Way; mailboxes on Bowman Rd & Marc/Lynn intersection.		
Minutes Distribution	By request.		
Contact			
Contact	Board President Ron Kosage		
Mailing Address	17190 Sharon Court, Pine Grove, CA 95665		
Phone	209-296-2528		
Email/website	asylum@volcano.net		

The principal act also requires that the board convene at least four times per year, or every three months.¹¹ The Sunset Heights CSD Board has been meeting on as as-needed basis, but at least three times per year. Agendas are posted on a road sign at the intersection of Bowman Road and Lynn Way, on the mailboxes on Bowman Road, and on the mailboxes at

⁸ LAFCO Resolution 2008-16.

⁹ LAFCO Resolution 2014-13.

¹⁰ Government Code §61040, §61043.

¹¹ Government Code §61044.

the Marc Drive/Lynn Way circle. Minutes are not posted, but are retained and available upon request. The District does not maintain a website.

District constituent outreach efforts include community Board meetings and informal input on issues such as assessments and level of service desired. The District reported that it has had no known Brown Act violations in recent history. The CSD has not been the subject of a Grand Jury report in the past ten years, either, based on a review of posted documents on the Amador County Grand Jury website.

An unsigned copy of Sunset Heights CSD bylaws written in 2008 was found in the files. According to Board President Ron Kosage, there were public comments on the bylaws, but the District's files show nothing as to the status of those unsigned bylaws, and they were not turned over to the new Board members when they took office. At present, the District is following a revised un-official version of the unsigned copy. Chuck Lowrie, who was President when the new bylaws were formulated has rejoined the Board as a Director, and he and the Board Secretary will research past minutes from that time to look for the status, comments, or a final version of those bylaws. They will then be put before the current Board for approval or approval with any needed amendments.

The District does not have any written policies regarding operation of the District or handling of fiscal issues¹² other than the job duties listed for Board Members in their "Responsibilities, Duties and Authority for Officers and Directors." Policies for handling district funds, payables, etc., would reduce the possibility of mismanagement or fraud.

Form 700 Financial Interest Statements have been completed by all Board members and are on file at the County Elections Office. The District does not have a separate Conflict of Interest Code.

Ethics training is required every two years by Government Code §53234. They are also required to complete sexual harassment training every two years (Government Code §53237). Neither of these trainings has been completed. Completion of required training would reduce risk to the district.

The California Special District Association recommends board member training on the Brown Act and the Public Records Act. None of the Board members have taken such training. The District also does not have any written procedures for handling a Public Records Act request, or for handling resident complaints. Currently these requests are fulfilled by the Board President, who stated that there have been no requests nor any complaints to date other than some verbal remarks about road closures during a slurry seal project.

The District demonstrated accountability in its disclosure of information and cooperation with LAFCO. The agency responded to LAFCO's written questionnaires and cooperated with document requests, and participated actively in the preparation of the MSR.

Management

The principal act calls for community services districts to appoint a general manager to implement board policies.¹³ SHCSD did not have a general manager position as of the 2014

¹² Government Code §61045(f), (g).

¹³ Government Codes §61050. Per §61040(e), the general manager may not be a member of the board.

MSR, which recommended they appoint a volunteer General Manager. It should be noted that the principal act does not preclude the general manager from being a volunteer position.¹⁴ The District still does not have a General Manager.

The District employs H&R Block for accounting services to perform monthly compilation reports regarding revenues and expenses. The Board contracts with private companies to perform necessary road maintenance. The work plan for the year is set forth in the annual budget. Maintenance and capital needs are determined by the Board at regular meetings.

District planning documents include the Sunset Heights Roadside Brush Management Plan (1985). This plan specifies a minimum of 10-foot-high and two-foot-setback of vegetation for all roads. It also calls for maintaining the appearance of vegetation along roads and privacy screening in front of lots.

District financial planning efforts include annually adopted budgets, monthly financial statements, and annual financial reviews. The District does not conduct full financial audits, but, in lieu, has a financial review performed every two years by an accredited CPA, and the review is approved by the Amador County Board of Supervisors. The most recent financial reviews provided by the District are for FYs 16-17 and 17-18.

Management practices include risk management. The District carries a \$2 million commercial general liability insurance policy, and Directors and Officers Liability coverage in the amount of \$1 million.

Service Demand and Growth

The existing land uses in the District are agricultural and residential. Residential uses include both suburban (five-acre lots on average) and low-density (one-acre lots on average).¹⁵ The nearest economic activity is located in Pine Grove along SR 104 and HWY 88. There are no major employers in the boundary area, as the community's Covenants, Conditions and Restrictions (CC&Rs) prohibit business activity. The District reports that there is one home-based landscaping business operating out of a residence in the area, and the District is concerned about employee truck traffic on district roads.¹⁶ Reportedly, California Highway Patrol (CHP) had informed the District that a civil suit would be necessary to pursue the violation of CC&Rs. A civil suit is cost prohibitive, however, and the District has taken no action since 2008 because enforcing CC&Rs is not within the District's purview.

There are approximately 136 residents living on the 59 parcels in the District.¹⁷ The District's population density is 680 per square mile, although the District is only one-fifth of a square mile. Comparatively, the countywide density is 64 residents per square mile.

The District did not report an increase in growth or service demand within the District, with the exception of the truck traffic from the landscaping business. The District is expected to experience little to minimal growth in the near future, as there are no planned

¹⁴ Government Codes §61050(e).

¹⁵ Amador County, *General Plan Update, Existing (2007) Land Use Classifications Map*, 2007.

¹⁶ Interview with Chuck Lowrie, Board Member, Sunset Heights CSD, January 29, 2008.

¹⁷ Population estimate calculated with the number of the reported parcels and the U.S. Census 2009-2011 American Community Survey average household size for Amador County.

developments in the area. As of the 2014 MSR, one resident wanted to add four homes to his 37 acres in the southeast portion of the District. The landowner previously installed water infrastructure in anticipation of serving the four proposed parcels; however, there have been difficulties for the landowner obtaining the proper septic system approvals. Additionally, the real estate market downturn has discouraged the development.

The District does not have land use authority, and does not hold primary responsibility for implementing growth strategies.

Disadvantaged Unincorporated Communities

LAFCO is required to evaluate disadvantaged unincorporated communities as part of this service review, including the location and characteristics of any such communities. A disadvantaged unincorporated community is defined, under Amador LAFCO Policies, as any area with at least 15 dwelling units at a density not less than one unit per acre, where the median household income is less than 80 percent of the statewide annual median.¹⁸ The issue of DUCs only applies, however, if the district in question is providing services related to wastewater, municipal and industrial water, or structural fire protection.¹⁹ These services are not provided by SHCSD. Therefore, there is no need to identify DUCs.

Financing

The District has adequate financial ability to deliver services, having increased its road assessment in 2004 and indexed future increases to inflation. The District is concerned about the impact of escalating oil prices on paving costs and the financial ramifications of being a community services district (CSD). If paving costs increase faster than inflation, the District may need to increase assessments in the future to maintain service levels. Among the additional costs borne by public agencies are financial audits and certain regulatory reporting, such as the State Financial Transaction Report.

The District tracks finances through a single fund held in an account at El Dorado Savings Bank. Road improvements are paid from the District's Reserve Fund, which is an earmarked portion of the single fund account. The most recent financial reviews provided by the District are for FYs 17 and 18.

The annual financial report FY 2017-18 showed total revenues of \$24,077 and ordinary expenses totaling \$13,175, of which \$2,102 went toward routine repairs and maintenance. Capital improvements amounted to \$88,040. As of June 30, 2018, this left the District with cash assets of \$34,491 and capital assets of \$1,199,040, for a net total of \$1,233,531 in assets. The capital assets consist of land, culverts, road improvements, and roads. The primary source of revenue is assessments for road maintenance. Minor revenue sources include interest income and penalties and costs on delinquent assessments. The District does not receive a share of the one percent property tax.

The District's Road Maintenance History document shows the work done from 1985 through 2018. The majority of the recent work was done in 2017, and consisted of sealing the cracks, repairing several places on Bowman, and a slurry seal. This work was done by

¹⁸ Amador LAFCO Policies, Guidelines and Procedures, §7.1-7.2, adopted February 16, 2017.

¹⁹ Amador LAFCO Policies, Guidelines and Procedures, §7.4, adopted February 16, 2017.

California Maintenance (CPM) at a cost of \$21,695.37. Prior to the slurry seal, several areas on Bowman required some repair and were patched by CPM, at a cost of \$8,077.12. The history document also shows culvert/pipe/drainage work done in 2017 by Consolidated Engineering (CE) at a cost of \$46,585. Total cost in 2017 for major road work was \$75,357.49. Further work was done in 2018, consisting of culverts, berms, and concreting or asphaltting of drainage ditches. The total cost in 2018 for major road work was \$26,850.²⁰

In FY 2019-20, the District is increasing its annual assessment rate by 4.0 percent (adjusted to inflation) to \$522.78 per developed parcel. The assessment is adjusted for inflation, as measured by the San Francisco/Oakland Bay Area Consumer Price Index (CPI), having been approved with a District two to one vote margin on September 10, 2005. The assessment is collected on 49 of the 59 parcels in the District's bounds. (Although the parcel owned by Amador Water Agency which contains the District's water storage tank is within the District's boundaries, it has not been assessed up to the present time.)

District assessments are directly billed to the property owners by the District and are not attached to the property tax bill.

Budgeted ordinary expenditures for FY 2018-19 total \$13,530.20, consisting of insurance (\$2,255.20), professional fees (\$5,000), office supplies (\$300), utilities (\$275), weed abatement (\$900), sweeping (\$2,000), and tree trimming (\$2,500). (Part of the professional fees budget each year is \$1,000 toward any possible legal fees. If legal counsel is needed, the District uses Gold Country Regional, which coordinates hiring an attorney for them.) In addition, SHCSD budgeted for a number of specific repair/maintenance projects totaling \$30,190. Projected revenues from assessments is \$24,631.32.

For FY 2019-20, the District is projecting \$10,125 in ordinary expenses (same categories as FY 18-19). At their March 17, 2019, Board meeting, the Board accepted a bid of \$25,935 to complete a valley gutter project along Lynn Way this summer. After this project, projected ordinary expenses of \$10,125, and expected assessment revenue of \$25,616, the projected cash balance on hand in El Dorado Savings Bank as of June 30, 2020, should be \$36,255, which includes a \$20,000 reserve fund.

The District has no long-term debt outstanding at the end of FY 18.

The District has adopted a policy of maintaining \$20,000 in financial reserves. The District's unrestricted fund balance \$33,824 at the end of FY 18. As of the end of FY 18-19, the unrestricted fund balance is projected to be \$16,255.

The District did not provide written policies or bylaws related to financial management. Specific policies and/or bylaws, formally adopted at a board meeting and including internal controls for financial transactions, ensure accountability for government funds and decrease the risk of financial mismanagement.

²⁰ Email from Ron Kosage, 4/26/19, and Sunset Heights CSD Road Maintenance History.

ROADWAY SERVICES

Nature and Extent

The District maintains seven roads within its boundaries. SHCSD hires contractors for road maintenance, including brush management

Location

The District provides services within its boundaries, although it does not maintain Sunrise Court, which is located within its bounds. Sunrise Court is maintained privately by the homeowners of four parcels along the road and they do not pay the District assessment. In addition, there are five parcels along Ridge Road that are within the District's boundaries, but that do not receive service and are not assessed. All nine of these parcels were originally in the District only for purposes of receiving water from the District when it provided water service. Since water service was taken over by Amador Water Agency, the District has provided no service of any kind to these nine parcels.

The District assessed two parcels outside of its boundaries, east of Marc Drive for road maintenance services. These two parcels are located along Gy Tam Lane, which can only be accessed via Marc Drive. In 2008, the resolution adopting an SOI for the District acknowledged the out-of-bounds service provision and stated that the District had the intention of coming to LAFCO and legally annexing the parcels in question.²¹ The annexation was completed in 2009, LAFCO Project #252.

Infrastructure

The District maintains a total of 1.4 miles of roadway. Primary efforts are focused on the main roads, which serve a majority of the parcels, including Bowman Road, Marc Drive, and Lynn Way. The remaining roads (Steven Lane, Sharon Court, Sunset Road East and West) each serve six or fewer parcels. All roads, with the exception of Sharon Court and Sunset Road East, are paved with two-inch thick asphalt concrete. Sharon Court roadway consists of chip seal, and Sunset Road East is a dirt road. Sharon Court and the lower portion of Bowman Road are not part of the Sunset Heights roadway infrastructure; however, property owners gave SHCSD permission to maintain them and agreed to pay the annual road assessment.

Routine maintenance activities on SHCSD roadways include slurry sealing, patching and crack sealing. The District hires contractors for road maintenance, weed abatement, and brush management. Residents are responsible for snow removal, and culvert and drainage ditch maintenance on their parcels.

SHCSD leases one streetlight from PG&E, which was installed over 25 years ago, and is located at the intersection of Bowman Road and Upper Ridge Road. The District pays PG&E \$14 per month for electricity and maintenance of the light.

The District does not presently own any equipment or infrastructure. The District reported no road-related infrastructure needs. The District previously developed a capital

²¹ LAFCO resolution 2008-16.

improvement plan for the period 2010 to 2026 with total expenditures of \$194,769. The plan did not outline an annual schedule for these expenditures, and was used to establish the approved road assessment. Actual road rehabilitation is done on an as-need basis according to the condition of the roads and funds available. The condition of the CSD's road system is reviewed and evaluated in the spring of every year. The need to repair, crack seal, chip seal, slurry seal, or repave is evaluated, and the form of repair recommended by the road maintenance contractors is selected by the Board and a request for proposals issued. Upon receipt of the bids, the qualifying bidder is selected and the work authorized.

Several years ago, the entire length of Bowman Road was repaired and chip sealed, the turnaround at Lynn Way and Marc Drive was leveled, and road base was installed and paved with two inches of asphalt concrete. A replacement of the culvert at the intersection of Bowman Road/Lynn Way/Marc Drive was done in 2017, as well as two culverts on Bowman Road and one on Lynn Way. Concreting of the ditch from Sharon Court to the culvert was done in 2018, and the culvert on Marc Drive was also replaced in 2018.

Sunset Road East was previously paved circa 1980 and has not been maintained. The paved portion of the road comprises only a small fraction of a dirt fire road. At present, accessibility to the dirt fire road is constrained due to deep ruts and vegetation. There are not currently any plans to make improvements to this road. Improvements to the road will depend on future residential development of the area.

Repaving is a major expense that, based on the District's current funds available each year, the District believes would take ten years to complete. The current goal is to address yearly repairs needed due to damage from runoff and erosion. To help prevent this damage, the District has installed the new culverts, outlet pipes, and cemented or asphalted the drainage ditches and berms.

The long-term capital improvement plan includes: (1) repave Marc Drive South in FY 21-22 at a projected cost of \$39,440; (2) do no improvement work in fiscal years 2022-23 to allow the reserve fund to rebuild; (3) slurry seal the District's roads in the summer of 2024 at a projected cost of \$39,274; and (4) again do no improvement work in fiscal years 2025-26 to rebuild the reserve fund. Maintenance versus repaving will be evaluated at that time.

The District did not provide an adopted list of maintained roads, as distinguished from driveways, private road segments, etc., which are not maintained by the district.

Service Adequacy

The District reports that it maintains an adequate reserve to fund needed street improvements and that preventative maintenance is provided on a regular basis.

The District identified traffic enforcement as a challenge to providing services to the area. CHP does not regulate speed in the area because it is outside of the agency's purview.

The District is also concerned about the escalating cost of oil needed for paving, as well as the increasing costs required to remain a Community Services District.

Figure 2: Sunset Heights CSD Road Service Summary

Street Service Profile			
Street Lighting Service Configuration			
Street Lighting	PG&E	Number of Street Lights	1
# Maintenance by Contract	1	Maintained by County	0
Street Maintenance Service Configuration			
Street Maintenance	Direct	Drainage Maintenance	Direct
Service Demand			
Street Sweeping Frequency	As needed		
Circulation Description			
Bowman Road extends south of main thoroughfare, SR 104. Marc Drive extends from Bowman Road and forms a loop with Lynn Way back to Bowman Road. The remaining roads extend from Bowman Road and Marc Drive into cul-de-sacs.			
System Overview			
Street Centerline Miles	1.4	Signalized Intersections	0
Privately Maintained Roads	1.4	Bridges	0
Publicly Maintained Roads	0	Other	N/A
Infrastructure Needs/Deficiencies			
Repaving Marc Drive South; slurry sealing all roads.			
Service Adequacy			
Street Miles Rehabilitated FY 18	approx. 2.7	Costs per Street Mile	9,944
FY 2018, concreted drainage ditch on Marc Dr., seal coated Sunset West, asphalted/concreted drainage ditch along Bowman Rd., installed two new culverts and one buried outlet pipe.			
Service Challenges			
The District identified traffic enforcement as a challenge to providing services to the area. CHP does not regulate speed in the area because it is outside of the agency's purview, at a total cost of \$26,850.			
Facility Sharing			
There are no existing facility sharing practices and District sees no future sharing opportunities.			

DRAINAGE SERVICES

Nature and Extent

The District maintains culverts and drainage channels along its seven roads. Maintenance is performed directly by the Board of Directors on a volunteer basis as needed to clear leaves. All property owners are encouraged to cooperatively clean ditches along their own properties. Drainage and culvert improvement work is performed by contractors.

Location

The District provides drainage maintenance services within the district bounds, although not on every road within the District. Services are not provided outside of its boundaries.

Infrastructure

The District maintains the ditches and five culverts along Bowman Road, Marc Drive, Lynn Way, Stevens Lane, and Sharon Court. The District reported that further concreting of ditches will be done as funds allow. This prevents the culverts from plugging, thus requiring cleaning.

SUMMARY OF DETERMINATIONS AND FINDINGS

Growth and Population Projections

- ❖ There has been no recent growth within the District, and minimal future growth is anticipated.

The Location and Characteristics of Disadvantaged Unincorporated Communities Within or Contiguous to the Agency's SOI

- ❖ The District does not provide services related to wastewater, municipal and industrial water, or structural fire protection; thus the requirements regarding identification of DUCs is not applicable.

Present and Planned Capacity of Public Facilities and Adequacy of Public Services, Including Infrastructure Needs and Deficiencies

- ❖ Present and planned capacity of public facilities is sufficient, and service provision is adequate, as the District has performed all needed maintenance on the roadways. The District reports that all paved roadway segments are in good condition, and there are no major infrastructure needs or deficiencies.
- ❖ A capital improvement plan going out through 2026 has identified several major paving/slurry projects that will be completed.
- ❖ Roadway drainage maintenance is performed on a cost-saving volunteer basis. All property owners are encouraged to clean ditches along their own properties.

Financial Ability of Agencies to Provide Services

- ❖ The District has adopted a budget for FY 19-20.
- ❖ The District has the financial ability to deliver services, having increased its road assessment and indexed future assessment increases to inflation.
- ❖ The District has a financial review performed every two years in lieu of audits. The reviews are approved by the Amador County Board of Supervisors. Reports were provided for FYs 13-14, 15-16, and 17-18.
- ❖ Repairs are financed from reserves. The District could consider an investment policy that might provide for better returns as all funds are currently held in a bank savings account. An alternative would be to turn over management of the account to the County Auditor.
- ❖ The District is concerned about the impact of escalating oil costs on paving costs. If paving costs increase faster than inflation, the District may need to increase assessments in the future to maintain service levels.

- ❖ The District is concerned about the costs of being a CSD since it no longer supplies water to the community. One of the recommendations from the CPA is that the District revert back to an HOA. This government restructuring option was possibly considered by a past Board, but decided against. Currently there are no plans for changing the method of how the roads are maintained.
- ❖ The District relies on volunteers for some of the services it provides. While this is currently an effective arrangement, the long-term availability of able volunteers and the consistency of service delivery may be subject to forces outside the district's control.

Status of, and Opportunities for, Shared Facilities

- ❖ SHCSD does not share facilities and did not identify any opportunities for facility sharing.

Accountability for Community Service Needs, Including Governmental Structure and Operational Efficiencies

- ❖ The District lacks a general manager, as required by law, to implement board policies. In order for the District to comply with state legal requirements, it is recommended that SHCSD appoint a volunteer general manager.
- ❖ The District Board currently meets on an as-needed basis, but at least three times per year. CSD law, however, requires a minimum of four meetings per year, so this schedule should be adopted to comply with state law.
- ❖ The District transmits terms of office for board members and annual Form 700s at the request of the County Elections Office, and should continue to do so.
- ❖ There is no formal complaint process and no procedure for handling Public Records Act requests. While these may have been handled informally in the past, reliable procedures to comply with state laws will improve District accountability and transparency.
- ❖ Board Members and the General Manager, once appointed, should have sexual harassment training, as well as training to comply with the Brown Act and Public Records Act.
- ❖ Due to the passage of SB929, the District will need to set up and maintain a website that complies with the requirements of the new legislation, as well as previously enacted legislation, by January 1, 2020. The County is currently working to help provide a platform on its website which small districts in the County could utilize at a minimal cost.
- ❖ The District financial reports are filed with the State Controller by the County Auditor. The most recent figures appearing on the State Controller's website are for 2016.
- ❖ Policies and bylaws are under review by the District. At a minimum, policies regulating financial and administrative transactions should be adopted to ensure

accountability of government funds and minimize the risk of financial mismanagement.

- ❖ Since no services are provided to the nine parcels on Ridge Road and Sunrise Court and those parcels are not assessed, it may be appropriate to remove those parcels from the Sphere of Influence.