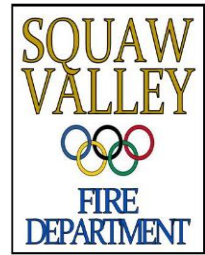




SQUAW VALLEY PUBLIC SERVICE DISTRICT



Fiscal Year 2018-19 Budget Memorandum

DATE: April 24th, 2018

TO: District Board Members

FROM: Danielle Grindle, Finance & Administration Manager

SUBJECT: 2018-19 Budget Assumptions-Second Draft

BACKGROUND: The District prepares a budget each fiscal year to provide a cohesive plan of operations to conduct the utility and fire functions within its jurisdiction. This budget includes appropriate staffing, operating expenses, capital improvements, and capital replacements. Likewise, the budget determines the applicable rates necessary to support these operations.

During the budget preparation process, the Board’s attention is drawn to estimated changes in property tax, changes in rate revenue, proposed utility rate increases, debt reduction or proposed new debt, operating budgets, capital budgets, pension expenses, and contributions to Fixed Asset Replacement Funds (FARFs).

DISCUSSION: The proposed budget has been prepared with a focus on establishing adequate reserves of the District’s Fixed Asset Replacement Funds (FARF’s) while supporting the required resources to provide consistent and quality utility and fire services to the community. The following paragraphs discuss the material assumptions used to determine the financial estimates for each department, a focus on significant changes on a year-over-year basis, requirements to fund the replacement/repair of aging infrastructure, and the rates necessary to support the aforementioned estimates.

Utility & Administration Departments

Capital: The Utility & Admin departments are planning for \$2,970,000 in capital projects for fiscal year 2019. In fiscal year 2017 the District completed a Cost of Service and Rate Study which included preparing a 100 year Capital Replacement Plan. This study helped us to realign our customer classes and rates in an equitable manner and ensure we are properly funding our Fixed Asset Replacement Funds for years to come. As the District’s aging water and sewer

infrastructure nears the end of their useful life, the need to have adequate balances in our FARFs is essential.

For 2018-19, staff is proposing contributions to the Water FARF in the amount of \$350,000, and \$400,000 for the Sewer FARF. As a comparison, the 2017-18 FARF contributions are projected to be \$350,000 and \$325,000, respectively. The study shows we need to build up to \$600,000 in funding each year for the Water FARF and \$475,000 each year for Sewer FARF if we want to stay fully funded. In the coming year we anticipate growing the Water FARF to \$1,078,000, which is about 71% of what it was at its peak in 2009. Major projects for the year include the beginning of phase 2 for the PlumpJack well, annual replacements of fire hydrants, the zone 3 booster pump station, and various replacements at the 305 and 1810 facility. We anticipate a dip to the sewer FARF to \$2,057,000, from \$3,474,000 in fiscal year 2018. This is mostly due to completing the Truckee River Siphon; the largest capital project for sewer the District has ever taken on and estimated to cost about \$1,800,000.

Rates: In response to the Rate Study and our 5 year Proposition 218 notice, staff is proposing rate increases predominantly as a funding mechanism for the applicable Fixed Asset Replacement Funds. That equates to a 4% increase in rates for water, 5% increase in rates for sewer, and 2% increase in rates for garbage. If a funding mechanism is not implemented, and if a catastrophic emergency should occur depleting the remaining reserves, the District may have no alternative but to explore alternative funding options such as special assessments, debt financing, and/or sharp rate increases.

Operations: Operations expenses are expected to increase \$112,000, 15% from fiscal year 2018. All employees in the Operations and Admin department are receiving a 3.07% cost of living adjustment per the Consumer Price Index (CPI) as estimated by the U.S. Bureau of Labor Statistics (BLS). In addition to a COLA, many employees will be receiving step increases as well as anticipated incentives. Total wages are budgeted at \$1,172,000. Employee benefits are budgeted at \$637,000, or 9% higher from the projected expense for fiscal year 2018. This is due to increased wages as stated above. Additionally, our CalPERS Annual Required Pension Liability payment is increasing by \$31,000 to \$146,000. CalPERS, our pension plan administrator, is currently underfunded and these payments are to further reduce risks and assure adequate growth in the pension plans. Lastly, Workers Compensation rates are decreasing by approximately 8%. Total payroll is budgeted at \$1,809,000. Other increases in expenses are due to the sewer and water master plan we are planning to do with Farr West (\$36,000) and a 5 year strategic plan (\$7,500).

Revenue from reimbursable projects, or external projects performed by staff and

billed to third-parties, is estimated conservatively at \$119,000 due to the difficulty in reliably forecasting anticipated demand on our labor resources. Reimbursable projects include staff time for the Mutual Water Company O&M contract, Bike Trail Snow Removal and proposed development projects.

Fire Department

Capital: The Fire Department is planning for \$488,000 in Capital projects for FY2019. The largest project is a water tender which the District is still seeking grant funding. Other replacement projects include ALS monitors, turnout gear, hoses, and work to be done at our 305 and 1810 Squaw Valley Road locations. These are entirely funded by the FARF. There is one new capital project in the amount \$50,000 to buy into a Regional Training Facility. We anticipate the Capital account to have a zero balance at year end and the Fire FARF to be at \$531,000.

Operations: Fire operating expenses are expected to increase by \$143,000, or 4.7%. This is most notable due to salary increases ranging from 1%-4% depending on the salary survey for each position. Wages are budgeted at 1,894,000, an increase of \$56,000 from FY2018. Benefits are increasing due to wages increasing as stated above, as well as our CalPERS Unfunded Pension Liability payment increasing by \$36,000, to \$153,000. We also budgeted conservatively for strike teams where FY2018 saw a higher than average year, meaning we will see less in reimbursable expenses this coming year. Next, outside of our regular expenses we are budgeting for a 5 year strategic plan (\$7,500) and a new paramedic incentive program (\$15,000).

Other Items

Ad Valorem property tax revenue is estimated to increase 0.96% from our anticipated 2018 revenue, for a total of \$3,530,000 after fees are removed. This is considered to be conservative and uses the 2017/18 Placer County assessed property tax multiplied by the 2018/19 California CPI, and then multiplied again by the Adjusted Gross Levy percentage of each of our funds.

ALTERNATIVES: As this is an early draft of the budget, staff is seeking direction from the Financial Committee and the Board to make any adjustments. A third draft of the budget will be prepared for the May 29th, 2018 Board meeting, with a final draft and adoption scheduled for the June 26th, 2018 Board meeting.

FISCAL/RESOURCE IMPACTS: The District's budget is the core document that identifies anticipated "*fiscal and resource impacts*". It serves as a short term and long term map for how the District will carry out its financial plan. It allows us to properly plan for the future and consider problems before they arise. The District operates on approximately \$3.1 million in rate revenue and \$3.5 million in tax

revenue annually. We must use these funds to cover our operations, pay for capital projects (estimated to be \$2.9 million in 2018–2019), and save for the future. In order to do that the budget must detail estimates of costs, revenues, capital projects, and reserve funds. It's the goal of the District to always be fully funded and avoid significant rate increases or debt financing. Having a sound budget will allow us to achieve that goal.

RECOMMENDATIONS: Engage discussions amongst the Board, staff, and community regarding the need to maintain adequate dedicated FARF contributions based on the District's capital replacement needs.

ATTACHMENTS: Financial Summary: FY 2018-19 Budget (1 page)
Capital Project Summary 2018 – 2019 (1 page)
Water FY 2019-23 Proposed Budget (5 pages)
Water Capital Improvements: FY 2019-23 Proposed Budget (1 page)
Water 100 year FARF projection (1 page)
Sewer FY 2019-23 Proposed Budget (6 pages)
Sewer Capital Improvements: FY 2019-23 Proposed Budget (1 page)
Sewer 100 year FARF projection (1 page)
Fire FY 2019-23 Proposed Budget (5 pages)
Fire Capital Improvements: FY 2019-23 Proposed Budget (1 page)
Fire 100 year FARF projection (1 page)
2017 Prop 218 Rate Increase Notice FY2018 – FY2022 (1 page)

DATE PREPARED: April 17th, 2018



SQUAW VALLEY PUBLIC SERVICE DISTRICT FINANCIAL SUMMARY FOR BUDGET YEAR 2018 - 2019



	Water 4%	Sewer 5%	Garbage 2%	Total Utility Operations	Total Fire Operations	Water Capital	Sewer Capital	I&I	Fire Capital	Consolidated
2018-19 Budget Summary										
Rate & Misc Revenue	2,017,195	1,464,057	255,898	3,737,149	87,478	40,300	12,060	12,060	12,120	3,901,167
Tax Revenue	117,500	-	-	117,500	3,412,997					3,530,497
Total Revenue	2,134,695	1,464,057	255,898	3,854,649	3,500,475	40,300	12,060	12,060	12,120	7,431,664
	-	-			-					
Payroll & Benefits	1,176,301	633,176	-	1,809,477	2,806,683					4,616,160
Operating Expenses	436,951	181,167	245,107	863,225	360,668					1,223,893
Building and Snowblower Loan Payments	80,760	67,874		148,634	-					148,634
PERS Side Loan (with interest)	49,005	27,566		76,571	36,695					113,266
FARF Contributions	350,000	400,000		750,000	200,000					950,000
Total Operating Exp	2,093,018	1,309,782	245,107	3,647,906	3,404,047	-	-	-	-	7,051,953
	-	-								
Operating Surplus (Loss)	41,677	154,275	10,791	206,743	96,428	40,300	12,060	12,060	12,120	379,711
Surplus FARF/Capital Contributions	(41,677)	(154,275)	(10,791)	(206,743)	(96,428)	(40,300)	(12,060)	(12,060)	(12,120)	(379,711)
	-	-	-	-	-	-	-	-	-	-
Balance	-	-	-	0	-	-	-	-	-	0
Capital /FARF Rollforward										
Begin Balance 7/1/18	890,277	3,473,708	172,351	4,536,336	710,630	524,039	-	154,645	-	5,925,650
Capital Projects	(204,019)	(902,174)	(25,550)	(1,131,743)	(437,832)	(200,000)	(1,080,887)	-	(50,000)	(2,900,462)
Contributions (from above)	391,677	453,316	10,791	855,784	296,428	40,300	12,060	12,060	12,120	1,228,752
PERS Loan (includes interest)		76,571		76,571	-					76,571
Snowblower Loan (includes interest)		24,388		24,388	-					24,388
Interest				-	-					-
Funding from FARFs to Capital	-	(1,068,827)		(1,068,827)	(37,880)	-	1,068,827		37,880	-
End Balance 6/30/19	1,077,936	2,056,981	157,592	3,292,509	531,347	364,339	(0)	166,705	-	4,354,899



**SQUAW VALLEY PUBLIC SERVICE DISTRICT
CAPITAL PROJECT SUMMARY
PROPOSED BUDGET 2018-2019**



	PROJECT COST	WATER DEPT	SEWER DEPT	GARBAGE DEPT	Fire	GRANTS
CAPITAL IMPROVEMENTS						
Water Capital						
PlumpJack Well	200,000	200,000				
Sewer Capital						
Truckee River Siphon - Expansion	895,287		895,287			
Sewer Bypass Trailer and Hose	75,000		75,000			
Granite Chief Sewer A Line	90,000		90,000			
Sewer Flow Meters	20,600		20,600			
Fire Capital						
Regional Training Facility	50,000				50,000	
TOTAL CAPITAL IMPROVEMENTS	1,330,887	200,000	1,080,887	-	50,000	-
CAPITAL REPLACEMENTS (FARF's)						
Water						
Hydrants	31,011	31,011				
SV North Condos	40,941	40,941				
East Tank Inspection	5,000	5,000				
West Tank Inspection	5,000	5,000				
Zone 3 Booster Pump Station	27,600	27,600				
Zone 3 Inspection	5,000	5,000				
Sewer						
Manhole Inspection Project	12,000		12,000			
CCTV	68,200		68,200			
Truckee River Siphon - Replace	732,508		732,508			
Fire						
Water Tender	232,040				232,040	
Turnout Gear Replacement	14,550				14,550	
Hose Replacement	6,162				6,162	
Appliance/Furniture Repl	6,000				6,000	
Turnout Extractor	10,270				10,270	
ALS Monitors	61,620				61,620	
Turnout Racks	7,703				7,703	
Radios	10,270				10,270	
Rescue Air Bags and Struts	12,000				12,000	
Shared Assets						
SCBA Cart	9,500	4,750	4,750			
Radios	15,000	7,500	7,500			
Elevator Repair	10,000	3,333	3,333		3,333	
305 Replace Phone System	55,000	18,333	18,333		18,333	
305 Locks	20,000	6,667	6,667		6,667	
305 LED Light Replacement	10,000	3,333	3,333		3,333	
305 Convault - Gas/Diesel Fuel Tank	35,000	11,667	11,667		11,667	
1810 Drainage Improvements	25,000	8,333	8,333		8,333	
1810 Replace Roof (Admin. Bldg.)	41,100	10,275	10,275	10,275	10,275	
1810 Replace Roof (Fire Station)	41,100	10,275	10,275	10,275	10,275	
1810 Rollup Doors (Fire Station)	20,000	5,000	5,000	5,000	5,000	
Grant Projects						
Bike Trail Snow Removal (Grant Funded)	70,000					70,000
TOTAL CAPITAL REPLACEMENTS (FARF's)	1,639,575	204,019	902,174	25,550	437,832	70,000
TOTAL CAPITAL PROJECTS	2,970,462	404,019	1,983,062	25,550	487,832	70,000

Squaw Valley PSD
 Water Budget
 Escalation Factors

	Actual	Expected	Projected				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Revenues							
Customer Growth	0.5%	0.5%	0.8%	0.8%	0.8%	0.8%	0.8%
Property Tax Revenues	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Miscellaneous Revenues	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Expenses							
Labor	Actual	Budgeted	Budgeted	3.0%	3.0%	3.0%	3.0%
Water Dept. Labor	Actual	Budgeted	Budgeted	3.0%	3.0%	3.0%	3.0%
Benefits - Medical	Actual	Budgeted	Budgeted	5.0%	5.0%	5.0%	5.0%
Benefits - Other	Actual	Budgeted	Budgeted	4.0%	4.0%	4.0%	4.0%
Materials & Supplies	Actual	Budgeted	Budgeted	2.5%	2.5%	2.5%	2.5%
Equipment	Actual	Budgeted	Budgeted	2.5%	2.5%	2.5%	2.5%
Miscellaneous	Actual	Budgeted	Budgeted	1.0%	1.0%	1.0%	1.0%
Utilities	Actual	Budgeted	Budgeted	4.0%	4.0%	4.0%	4.0%
Flat	Actual	Budgeted	Budgeted	0.0%	0.0%	0.0%	0.0%
Insurance	Actual	Budgeted	Budgeted	3.0%	3.0%	3.0%	3.0%
Interest	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
New Debt Service							
Low Interest Loans							
Term in Years	20	20	20	20	20	20	20
Rate	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Revenue Bond							
Term in Years	20	20	20	20	20	20	20
Rate	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%

Squaw Valley PSD
 Water Budget
 Revenue Requirement

	Actual	Expected	Projected				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Revenues							
<i>Rate Revenues</i>							
<i>Total Rate Revenues</i>	\$1,519,382	\$1,731,332	\$1,786,429	\$1,799,827	\$1,813,326	\$1,826,926	\$1,840,628
<i>Non-Operating Revenues</i>							
<i>Total Non-Operating Revenues</i>	\$398,876	\$314,097	\$348,266	\$347,950	\$348,019	\$350,211	\$351,302
Total Revenues	\$1,918,258	\$2,045,429	\$2,134,695	\$2,147,777	\$2,161,345	\$2,177,137	\$2,191,930
Water Department Expenses							
<i>Salaries & Wages</i>							
<i>Total Salaries & Wages</i>	\$344,825	\$442,829	478,533	\$492,889	\$507,675	\$522,905	\$538,593
<i>Employee Benefits</i>							
<i>Total Employee Benefits</i>	\$189,695	\$218,182	219,444	\$229,068	\$239,125	\$249,636	\$260,621
<i>Materials and Supplies</i>							
<i>Total Materials and Supplies</i>	\$30,963	\$41,070	\$42,100	\$39,553	\$40,541	\$41,555	\$42,594
<i>Maintenance Equipment</i>							
<i>Total Maintenance Equipment</i>	\$9,297	\$21,460	\$25,440	\$26,076	\$26,728	\$27,396	\$28,081
<i>Facilities-Maint/Repair</i>							
<i>Total Facilities-Maint/Repair</i>	\$44,905	\$34,526	\$36,469	\$37,332	\$38,216	\$39,122	\$40,050
<i>Training & Memberships</i>							
<i>Total Training & Memberships</i>	\$5,991	\$15,650	\$18,500	\$18,685	\$18,872	\$19,061	\$19,251
<i>Vehicle Maintenance & Repair</i>							
<i>Total Vehicle Maintenance & Repair</i>	\$15,744	\$20,735	\$22,035	\$22,586	\$23,151	\$23,729	\$24,323
Total Water Department Expenses	\$641,421	\$794,452	\$842,520	\$866,188	\$894,308	\$923,404	\$953,511

Squaw Valley PSD
Water Budget
Revenue Requirement

	Actual	Expected	Projected				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Administration Expenses							
Salaries & Wages (65% Allocation)							
<i>Total Salaries & Wages</i>	\$233,479	\$270,719	283,735	\$292,247	\$301,015	\$310,045	\$319,346
Employee Benefits (65% Allocation)							
<i>Total Employee Benefits</i>	\$99,870	\$169,159	194,590	\$219,528	\$238,305	\$261,045	\$281,899
Board Expenses (65% Allocation)							
<i>Total Board Expenses</i>	\$31,563	\$32,407	\$34,467	\$34,812	\$35,160	\$35,511	\$35,866
Consulting (65% Allocation)							
<i>Total Consulting</i>	\$89,870	\$34,540	\$67,015	\$69,025	\$71,096	\$73,229	\$75,426
Insurance (65% Allocation)							
<i>Total Insurance</i>	\$21,848	\$25,412	\$27,004	\$27,814	\$28,649	\$29,508	\$30,393
Special Fees (65% Allocation)							
<i>Total Special Fees</i>	\$24,920	\$23,271	\$25,914	\$26,173	\$26,435	\$26,699	\$26,966
Office Expenses (65% Allocation)							
<i>Total Office Expenses</i>	\$24,355	\$24,828	\$33,438	\$34,274	\$35,131	\$36,009	\$36,909
Travel & Meetings (65% Allocation)							
<i>Total Travel & Meetings</i>	\$16,256	\$7,580	\$11,954	\$12,074	\$12,194	\$12,316	\$12,439
Utilities							
<i>Total Utilities</i>	\$82,842	\$78,820	\$92,615	\$96,320	\$100,172	\$104,179	\$108,346
Total Administration Expenses	\$625,001	\$666,735	\$770,732	\$812,266	\$848,157	\$888,542	\$927,593
Total Operations & Maintenance	\$1,266,422	\$1,461,187	\$1,613,252	\$1,678,454	\$1,742,465	\$1,811,946	\$1,881,104

Squaw Valley PSD
Water Budget
Revenue Requirement

	Actual FY 2017	Expected FY 2018	FY 2019	FY 2020	Projected		
					FY 2021	FY 2022	FY 2023
Annual Debt Service							
Net Annual Debt Service	\$130,141	\$129,956	\$129,765	\$129,568	\$127,937	\$80,149	\$79,931
Rate Funded Capital (CRP)	\$310,136	\$350,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000
Transfer To / (From) Reserves							
To/(From) Operating Reserve	\$211,559	\$16	(\$0)	\$0	(\$0)	\$0	\$0
To/(From) Capital Reserve	0	0	0	0	0	0	0
To/(From) FARF	0	104,270	41,677	11,748	(11,089)	13,159	(6,460)
Total Transfer To / (From) Reserves	\$211,559	\$104,286	\$41,677	\$11,748	(\$11,089)	\$13,159	(\$6,460)
Total Revenue Requirement	\$1,918,258	\$2,045,429	\$2,134,695	\$2,219,770	\$2,309,313	\$2,405,255	\$2,504,576
Proposed Rate Adjustment	0.0%	0.0%	0.0%	4.0%	4.0%	4.0%	4.0%
<i>Cumulative Proposed Rate Adj.</i>							
Add'l Revenue from Adj.	\$0	\$0	\$0	\$71,993	\$147,967	\$228,117	\$312,646
Total Bal/(Def.) of Funds	\$0	\$0	\$0	\$0	\$0	(\$0)	\$0
Additional Rate Increase Needed	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Reserve							
Beginning Balance	\$710,823	\$785,561	\$524,039	\$364,339	(\$0)	\$0	(\$0)
Plus: Additions	74,738	0	0	519,649	11,830	248,002	236,202
Plus: Connection Fees		40,000	40,300	40,602	40,907	41,214	41,523
Less: Uses of Funds		(301,522)	(200,000)	(924,590)	(52,736)	(289,216)	(277,724)
Ending Balance	\$785,561	\$524,039	\$364,339	(\$0)	\$0	(\$0)	\$0
Fixed Asset Replacement Fund							
Beginning Balance	\$311,394	\$621,529	\$890,277	\$1,077,935	\$520,920	\$695,286	\$615,320
Plus: Additions	310,136	454,270	391,677	(107,901)	438,170	265,157	313,798
Less: Uses of Funds		(185,522)	(204,019)	(449,114)	(263,804)	(345,123)	(587,963)
Ending Balance	\$621,529	\$890,277	\$1,077,935	\$520,920	\$695,286	\$615,320	\$341,155
Total Operating Reserve Funds	\$621,529	\$890,277	\$1,077,935	\$520,920	\$695,286	\$615,320	\$341,155
Total Target Ending Fund Balance (60 days of O&M)	\$208,179	\$240,195	\$265,192	\$275,910	\$286,433	\$297,854	\$309,223

Squaw Valley PSD
Water Budget
Revenue Requirement

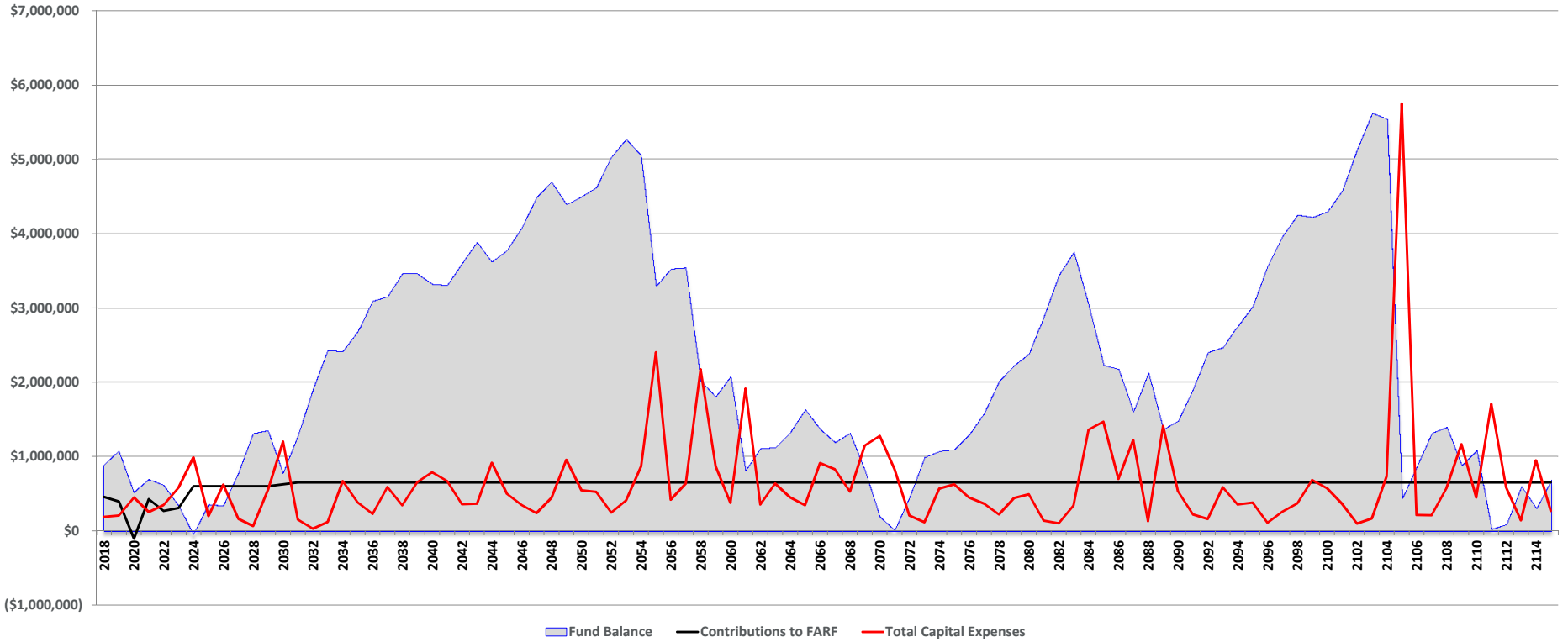
	Actual	Expected	Projected				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Squaw Valley PSD Water Budget Revenue Requirement Summary							
	Actual	Expected	Projected				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Revenue							
Rate Revenues	\$1,519,382	\$1,731,332	\$1,786,429	\$1,799,827	\$1,813,326	\$1,826,926	\$1,840,628
Non-Operating Revenues	398,876	314,097	348,266	347,950	348,019	350,211	351,302
Total Revenues	\$1,918,258	\$2,045,429	\$2,134,695	\$2,147,777	\$2,161,345	\$2,177,137	\$2,191,930
Expenses							
Total Water Department Expenses	\$641,421	\$794,452	\$842,520	\$866,188	\$894,308	\$923,404	\$953,511
Total Administration Expenses	625,001	666,735	770,732	812,266	848,157	888,542	927,593
Total O&M Expenses	\$1,266,422	\$1,461,187	\$1,613,252	\$1,678,454	\$1,742,465	\$1,811,946	\$1,881,104
Net Annual Debt Service	\$130,141	\$129,956	\$129,765	\$129,568	\$127,937	\$80,149	\$79,931
Rate Funded Capital (CRP)	\$310,136	\$350,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000
Transfer To / (From) Reserves	\$211,559	\$104,286	\$41,677	\$11,748	(\$11,089)	\$13,159	(\$6,460)
Total Revenue Requirement	\$1,918,258	\$2,045,429	\$2,134,695	\$2,219,770	\$2,309,313	\$2,405,255	\$2,504,576
Proposed Rate Adjustment	0.0%	0.0%	0.0%	4.0%	4.0%	4.0%	4.0%
Add'l Revenue from Adj.	\$0	\$0	\$0	\$71,993	\$147,967	\$228,117	\$312,646
Total Bal/(Def.) of Funds	\$0	\$0	\$0	\$0	\$0	(\$0)	\$0
Additional Rate Increase Needed	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Operating Reserve Funds	\$621,529	\$890,277	\$1,077,935	\$520,920	\$695,286	\$615,320	\$341,155
Total Target Ending Fund Balance (60 days of O&M)	\$208,179	\$240,195	\$265,192	\$275,910	\$286,433	\$297,854	\$309,223

Squaw Valley PSD
 Water Budget
 Capital Improvement Plan

Inflation	2.7%
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Capital Projects	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Capital Improvement Projects (CIP)							
Mutual Intertie	\$0	\$0	174,590	0	\$0	\$0	\$174,590
Service Line Detector Check Install Proj	0	0	0	52,736	54,160	55,623	162,519
Pressure Zone 1A	0	0	0	0	181,437	0	181,437
PlumpJack Well	300,000	200,000	750,000	0		0	1,250,000
Dewatering Pumps	1,522						1,522
East Booster Pump Station - Expansion	0	0	0	0	53,619	222,101	275,720
Total Capital Projects	\$301,522	\$200,000	\$924,590	\$52,736	\$289,216	\$277,724	\$2,045,789
Capital Replacement Projects (CRP)							
Victor/Hidden Lake 2" line replacement	\$0	\$0	\$0	\$20,000	108,321	\$0	\$128,321
Hydrants	30,000	31,011	31,848	32,708	33,591	34,498	193,657
SV North Condos	0	40,941	0	0	0	0	40,941
East Tank Inspection	0	5,000	0	0	0	0	5,000
Residential Meter Replacements	0	0	63,931	65,657	67,430	69,250	266,267
West Tank Inspection	0	5,000	216,697	0	0	0	221,697
Zone 3 Booster Pump Station	0	27,600	0	0	0	0	27,600
Zone 3 Inspection and recoting project	0	5,000	0	57,483	0	0	62,483
Vehicles	0	0	23,621	0	23,289	0	46,910
Backhoe Replacement	70,000	0	0	0	0	0	70,000
Main Well ATS Replacement	13,532	0	0	0	0	0	13,532
Pipe Freeze Kit/Crimpers	4,035	0	0	0	0	0	4,035
S-Turn Water Main Repairs	35,650	0	0	0	0	0	35,650
Equipment	25,750	0	13,200	0	0	0	38,950
Elevator Repair	0	3,333	0	0	0	0	3,333
East Booster Pump Station - Replcmnt	0	0	0	0	108,862	475,612	\$584,474
SCBA Cart	0	4,750	0	0	0	0	\$4,750
Radios	0	7,500	0	0	0	0	\$7,500
305 Replace Phone System	0	18,333	0	0	0	0	\$18,333
305 Locks	0	6,667	0	0	0	0	\$6,667
305 LED Light Replacement	0	3,333	0	0	0	0	\$3,333
305 Convault - Gas/Diesel Fuel Tank	0	11,667	0	0	0	0	\$11,667
1810 Drainage Improvements	0	8,333	0	0	0	0	\$8,333
1810 Replace Roof (Admin. Bldg.)	0	10,275	0	0	0	0	\$10,275
1810 Replace Roof (Fire Station)	0	10,275	0	0	0	0	\$10,275
1810 Rollup Doors (Fire Station)	0	5,000	0	0	0	0	\$5,000
Shared Facilities - 305	2,805	0	65,539	76,867	3,630	0	\$148,841
Shared Facilities - 1810	3,750	0	34,279	0	0	2,142	40,171
Total Capital Replcmnt. Projects	\$185,522	204,019	\$449,114	\$252,715	\$345,123	\$581,503	\$2,017,996
To Water FARF	\$350,000	\$350,000	(\$119,649)	\$438,170	\$251,998	\$313,798	\$1,270,519
Future Unidentified Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$310,136
To Capital Reserves	\$0	\$0	\$519,649	\$11,830	\$248,002	\$236,202	\$1,015,683
Total Capital Improvement Projects	\$837,044	\$754,019	\$1,773,704	\$755,451	\$1,134,339	\$1,409,227	\$6,660,122
Less: Outside Funding Sources							
Operating Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Reserve	301,522	200,000	924,590	52,736	289,216	277,724	2,045,789
Fixed Asset Replacement Fund	185,522	204,019	449,114	252,715	345,123	581,503	2,017,996
New SRF Loans	0	0	0	0	0	0	0
New Revenue Bonds	0	0	0	0	0	0	0
Total Outside Funding Sources	\$487,044	\$404,019	\$1,373,704	\$305,451	\$634,339	\$859,227	\$4,063,785
Rate Funded Capital (CRP)	\$350,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000	\$2,360,136

Annual Water Capital Replacement Schedule (2018\$)



Squaw Valley PSD
 Sewer Budget
 Escalation Factors

		Actual	Budgeted	Projected				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Revenues								
	Customer Growth	0.5%	0.5%	0.5%	0.5%	0.5%	0.8%	0.8%
	Property Tax Revenues	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
	Miscellaneous Revenues	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Expenses								
	Labor	Actual	Budgeted	3.0%	3.0%	3.0%	3.0%	3.0%
	Sewer Dept. Labor		Budgeted	3.0%	3.0%	3.0%	3.0%	3.0%
	Benefits - Medical	Actual	Budgeted	5.0%	5.0%	5.0%	5.0%	5.0%
	Benefits - Other	Actual	Budgeted	4.0%	4.0%	4.0%	4.0%	4.0%
	Materials & Supplies	Actual	Budgeted	2.5%	2.5%	2.5%	2.5%	2.5%
	Equipment	Actual	Budgeted	2.5%	2.5%	2.5%	2.5%	2.5%
	Miscellaneous	Actual	Budgeted	1.0%	1.0%	1.0%	1.0%	1.0%
	Utilities	Actual	Budgeted	4.0%	4.0%	4.0%	4.0%	4.0%
	Flat	Actual	Budgeted	0.0%	0.0%	0.0%	0.0%	0.0%
	Insurance	Actual	Budgeted	3.0%	3.0%	3.0%	3.0%	3.0%
Interest		0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
New Debt Service								
Low Interest Loans								
	Term in Years	20	20	20	20	20	20	20
	Rate	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Revenue Bond								
	Term in Years	20	20	20	20	20	20	20
	Rate	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%

Squaw Valley PSD
 Sewer Budget
 Revenue Requirement

	Actual FY 2017	Budgeted FY 2018	FY 2019	FY 2020	Projected FY 2021	FY 2022	FY 2023
Revenues							
<i>Rate Revenues</i>							
<i>Total Rate Revenues</i>	\$1,226,613	\$1,325,208	\$1,377,034	\$1,383,919	\$1,390,839	\$1,401,270	\$1,411,780
<i>Non-Operating Revenues</i>							
<i>Total Non-Operating Revenues</i>	\$90,797	\$99,116	\$87,023	\$83,258	\$82,958	\$84,151	\$87,025
Total Revenues	\$1,317,411	\$1,424,324	\$1,464,057	\$1,467,177	\$1,473,797	\$1,485,421	\$1,498,804
<u>Sewer Department Expenses</u>							
Salaries & Wages							
<i>Total Salaries & Wages</i>	\$224,630	\$218,760	257,671	\$266,260	\$275,107	\$284,219	\$293,605
Employee Benefits							
<i>Total Employee Benefits</i>	\$127,436	\$104,813	118,162	\$123,869	\$129,831	\$136,059	\$142,564
Materials and Supplies							
<i>Total Materials and Supplies</i>	\$7,461	\$8,730	\$14,100	\$10,853	\$11,124	\$11,402	\$11,687
Maintenance Equipment							
<i>Total Maintenance Equipment</i>	\$3,344	\$6,440	\$6,160	\$6,314	\$6,472	\$6,634	\$6,799
Facilities-Maint/Repair							
<i>Total Facilities-Maint/Repair</i>	\$20,585	\$11,322	\$11,192	\$11,472	\$11,759	\$12,053	\$12,354
Training & Memberships							
<i>Total Training & Memberships</i>	\$3,861	\$7,319	\$5,955	\$6,015	\$6,075	\$6,135	\$6,197

Squaw Valley PSD
 Sewer Budget
 Revenue Requirement

	Actual	Budgeted	Projected				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Vehicle Maintenance & Repair							
<i>Total Vehicle Maintenance & Repair</i>	\$11,165	\$17,163	\$11,865	\$12,162	\$12,466	\$12,777	\$13,097
Total Sewer Department Expenses	\$398,480	\$374,548	\$425,105	\$436,944	\$452,833	\$469,279	\$486,303
<u>Administration Expenses</u>							
Salaries & Wages (35% Allocation)							
<i>Total Salaries & Wages</i>	\$125,719	\$145,772	\$152,780	\$157,364	\$162,085	\$166,947	\$171,956
Employee Benefits (35% Allocation)							
<i>Total Employee Benefits</i>	\$53,776	\$91,086	\$104,562	\$117,984	\$128,090	\$140,328	\$151,552
Board Expenses (35% Allocation)							
<i>Total Board Expenses</i>	\$16,995	\$17,450	\$18,560	\$18,746	\$18,933	\$19,122	\$19,314
Consulting (35% Allocation)							
<i>Total Consulting</i>	\$48,391	\$18,598	\$36,085	\$37,168	\$38,283	\$39,431	\$40,614
Insurance (35% Allocation)							
<i>Total Insurance</i>	\$11,764	\$13,683	\$14,541	\$14,977	\$15,427	\$15,889	\$16,366
Special Fees (35% Allocation)							
<i>Total Special Fees</i>	\$13,418	\$12,531	\$13,661	\$13,798	\$13,935	\$14,075	\$14,216
Office Expenses (35% Allocation)							
<i>Total Office Expenses</i>	\$13,114	\$13,369	\$18,005	\$18,455	\$18,917	\$19,389	\$19,874

Squaw Valley PSD
Sewer Budget
Revenue Requirement

	Actual	Budgeted	Projected				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Travel & Meetings (35% Allocation)							
<i>Total Travel & Meetings</i>	\$8,753	\$4,082	\$6,437	\$6,501	\$6,566	\$6,632	\$6,698
Utilities (35% Allocation)							
<i>Total Utilities</i>	\$21,689	\$21,021	\$24,606	\$25,590	\$26,614	\$27,678	\$28,786
Total Administration Expenses	\$313,621	\$337,591	\$389,237	\$410,583	\$428,849	\$449,493	\$469,375
Total Operations & Maintenance	\$712,101	\$712,139	\$814,342	\$847,527	\$881,682	\$918,772	\$955,678
Annual Debt Service							
Net Annual Debt Service	\$95,642	\$95,542	\$95,439	\$70,946	\$70,033	\$43,157	\$43,040
Rate Funded Capital (CRP)	\$300,000	\$325,000	\$400,000	\$450,000	\$500,000	\$550,000	\$600,000
Transfer To / (From) Reserves							
To/(From) Operating Reserve	\$209,668	\$0	(\$0)	\$0	\$0	\$0	(\$0)
To/(From) Capital Reserve	0	0	0	0	0	0	0
To/(From) FARF	0	291,643	154,275	167,900	164,643	194,367	204,334
Total Transfer To / (From) Reserves	\$209,668	\$291,643	\$154,275	\$167,900	\$164,643	\$194,367	\$204,334
Total Revenue Requirement	\$1,317,411	\$1,424,324	\$1,464,057	\$1,536,373	\$1,616,358	\$1,706,297	\$1,803,052

Squaw Valley PSD
Sewer Budget
Revenue Requirement

	Actual FY 2017	Budgeted FY 2018	Projected				
			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Proposed Rate Adjustment	0.0%	0.0%	0.0%	5.0%	5.0%	5.0%	5.0%
<i>Cumulative Proposed Rate Adj.</i>							
Add'l Revenue from Adj.	\$0	\$0	\$0	\$69,196	\$142,561	\$220,875	\$304,247
Total Bal/(Def.) of Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additional Rate Increase Needed	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Reserve							
Beginning Balance	\$0	\$0	\$0	(\$0)	\$0	\$0	\$0
Plus: Additons		99,522	1,068,827	274,867	155,987	160,436	165,007
Plus: Connection Fees		12,000	12,060	12,120	12,181	12,272	12,364
Less: Uses of Funds		(111,522)	(1,080,887)	(286,987)	(168,168)	(172,708)	(177,371)
Ending Balance	\$0	\$0	(\$0)	\$0	\$0	\$0	\$0
I&I Reserve							
Beginning Balance	\$154,645	\$154,645	\$154,645	\$154,645	\$154,645	\$154,645	\$154,645
Plus: Additons		0	0	0	0	0	0
Plus: Connection Fees		0	0	0	0	0	0
Less: Uses of Funds		0	0	0	0	0	0
Ending Balance	\$154,645	\$154,645	\$154,645	\$154,645	\$154,645	\$154,645	\$154,645
Fixed Asset Replacement Fund							
Beginning Balance	\$3,153,892	\$3,153,892	\$3,473,708	\$2,056,981	\$1,737,871	\$1,705,205	\$1,980,725
Plus: Additons		517,121	(514,552)	343,033	508,656	583,931	639,327
Less: Uses of Funds		(197,305)	(902,174)	(662,143)	(541,323)	(308,410)	(2,142)
Ending Balance	\$3,153,892	\$3,473,708	\$2,056,981	\$1,737,871	\$1,705,205	\$1,980,725	\$2,617,910
Total Operating Reserve Funds	\$3,153,892	\$3,473,708	\$2,056,981	\$1,737,871	\$1,705,205	\$1,980,725	\$2,617,910
Total Target Ending Fund Balance	\$351,173	\$351,192	\$401,594	\$417,958	\$434,802	\$453,093	\$471,293

Squaw Valley PSD
Sewer Budget
Revenue Requirement

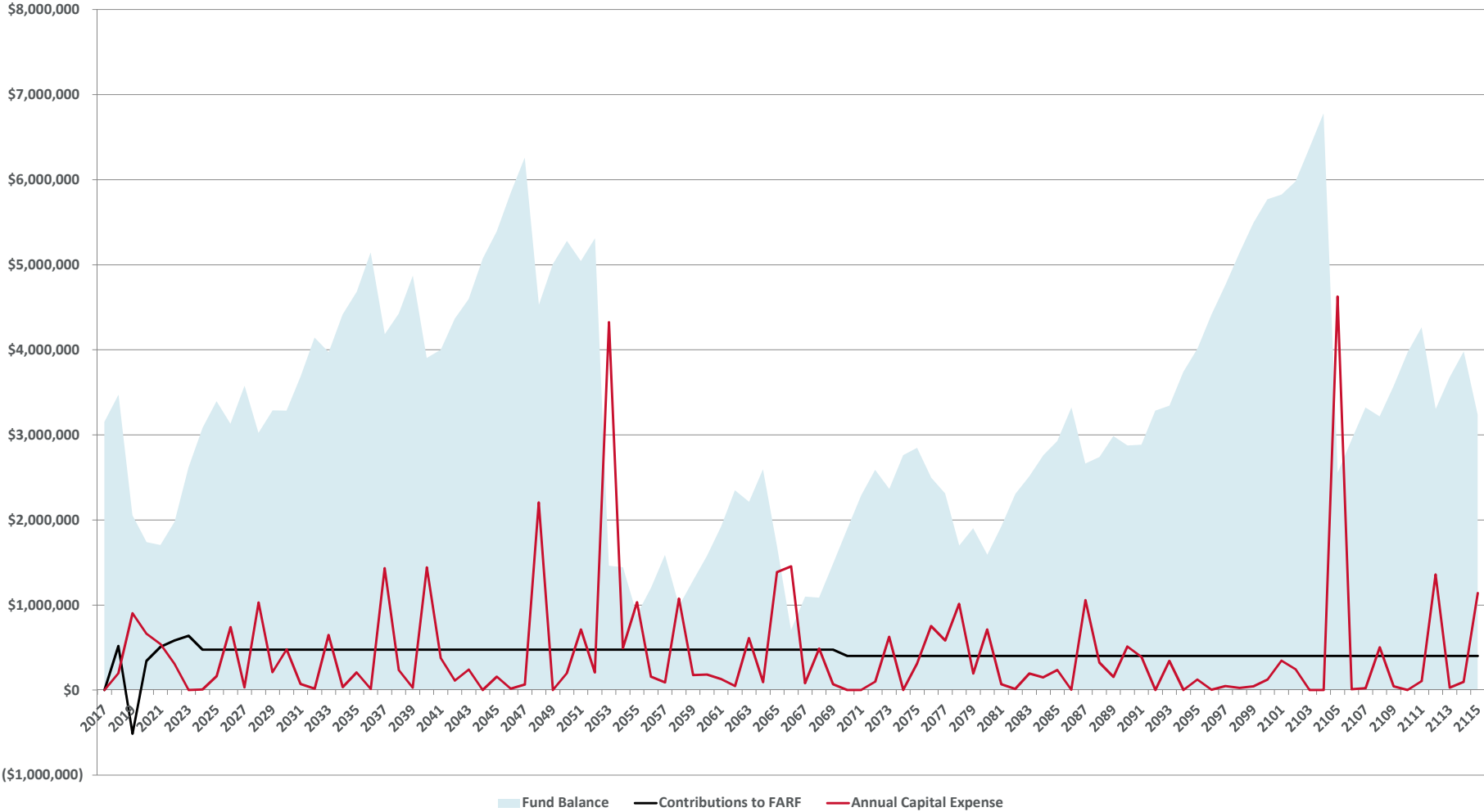
		Actual	Budgeted	Projected				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Squaw Valley PSD Sewer Budget Revenue Requirement Summary								
		Actual	Budgeted	Projected				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Revenue								
	Rate Revenues	\$1,226,613	\$1,325,208	\$1,377,034	\$1,383,919	\$1,390,839	\$1,401,270	\$1,411,780
	Non-Operating Revenues	90,797	99,116	87,023	83,258	82,958	84,151	87,025
	Total Revenues	\$1,317,411	\$1,424,324	\$1,464,057	\$1,467,177	\$1,473,797	\$1,485,421	\$1,498,804
Expenses								
	Total Sewer Department Expenses	\$398,480	\$374,548	\$425,105	\$436,944	\$452,833	\$469,279	\$486,303
	Total Administration Expenses	313,621	337,591	389,237	410,583	428,849	449,493	469,375
	Total O&M Expenses	\$712,101	\$712,139	\$814,342	\$847,527	\$881,682	\$918,772	\$955,678
	Net Annual Debt Service	\$95,642	\$95,542	\$95,439	\$70,946	\$70,033	\$43,157	\$43,040
	Rate Funded Capital (CRP)	\$300,000	\$325,000	\$400,000	\$450,000	\$500,000	\$550,000	\$600,000
	Transfer To / (From) Reserves	\$209,668	\$291,643	\$154,275	\$167,900	\$164,643	\$194,367	\$204,334
Total Revenue Requirement		\$1,317,411	\$1,424,324	\$1,464,057	\$1,536,373	\$1,616,358	\$1,706,297	\$1,803,052
Proposed Rate Adjustment		0.0%	0.0%	0.0%	5.0%	5.0%	5.0%	5.0%
	Add'l Revenue from Adj.	\$0	\$0	\$0	\$69,196	\$142,561	\$220,875	\$304,247
	Total Bal/(Def.) of Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additional Rate Increase Needed		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total Operating Reserve Funds	\$3,153,892	\$3,473,708	\$2,056,981	\$1,737,871	\$1,705,205	\$1,980,725	\$2,617,910
	Total Target Ending Fund Balance	\$351,173	\$351,192	\$401,594	\$417,958	\$434,802	\$453,093	\$471,293

Squaw Valley PSD
 Sewer Budget
 Capital Improvement Plan

Inflation	2.7%
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Capital Projects	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Capital Improvement Projects (CIP)							
Truckee River Siphon - Expansion	110,000	895,287	0	0	0	0	\$1,005,287
Sewer Cleanout Installation	0	0	163,747	168,168	172,708	177,371	\$681,994
Sewer Bypass Trailer and Hose	0	75,000	0	0	0	0	\$75,000
Granite Chief A Line	0	90,000	0	0	0	0	\$90,000
Dewatering Pumps	1,522						\$1,522
Sewer Flow Meters	0	20,600	123,240	0	0	0	143,840
Total Capital Projects	\$111,522	\$1,080,887	\$286,987	\$168,168	\$172,708	\$177,371	\$1,997,644
Capital Replacement Projects (CRP)							
Mains	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Laterals	0	0	0	0	0	0	0
Manhole inspection	0	12,000	12,600	13,230	0	0	37,830
Manhole Replacement	0	0	212,264	330,107	0	0	542,371
Equipment	25,750	0	13,200	0	0	0	38,950
Easement	0	0	231,141	0	243,791	0	474,932
Towable 6" Bypass pump	0	0		33,118	0	0	33,118
Vehicles	75,000	0	23,621	0	23,289		121,910
CCTV	0	68,200	69,500	88,000	37,700	0	263,400
Truckee River Siphon - Replace	90,000	732,508	0	0	0	0	822,508
SCBA Cart	0	4,750	0	0	0	0	4,750
Radios	0	7,500	0	0	0	0	7,500
Elevator Repair	0	3,333	0	0	0	0	3,333
305 Replace Phone System	0	18,333	0	0	0	0	18,333
305 Locks	0	6,667	0	0	0	0	6,667
305 LED Light Replacement	0	3,333	0	0	0	0	3,333
305 Convault - Gas/Diesel Fuel Tank	0	11,667	0	0	0	0	11,667
1810 Drainage Improvements	0	8,333	0	0	0	0	8,333
1810 Replace Roof (Admin. Bldg.)	0	10,275	0	0	0	0	10,275
1810 Replace Roof (Fire Station)	0	10,275	0	0	0	0	10,275
1810 Rollup Doors (Fire Station)	0	5,000	0	0	0	0	5,000
Shared Facilities - 305	2,805	0	65,539	76,867	3,630	0	148,841
Shared Facilities - 1810	3,750	0	34,279	0	0	2,142	40,171
	\$197,305	\$902,174	\$662,143	\$541,323	\$308,410	\$2,142	\$2,613,497
To Sewer FARE	\$225,478	(\$668,827)	\$175,133	\$344,013	\$389,564	\$434,993	\$900,354
Future Unidentified Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
To Capital Reserves	\$99,522	\$1,068,827	\$274,867	\$155,987	\$160,436	\$165,007	\$1,924,646
Total Capital Improvement Projects	\$633,827	\$2,383,062	\$1,399,130	\$1,209,490	\$1,031,119	\$779,514	\$7,736,141
Less: Outside Funding Sources							
Operating Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Reserve	111,522	1,080,887	286,987	168,168	172,708	177,371	1,997,644
Fixed Asset Replacement Fund	197,305	902,174	662,143	541,323	308,410	2,142	2,613,497
New SRF Loans	0	0	0	0	0	0	0
New Revenue Bonds	0	0	0	0	0	0	0
Total Outside Funding Sources	\$308,827	\$1,983,062	\$949,130	\$709,490	\$481,119	\$179,514	\$4,611,141
Rate Funded Capital (CRP)	\$325,000	\$400,000	\$450,000	\$500,000	\$550,000	\$600,000	\$3,125,000

Annual Sewer Capital Replacement Schedule (2018\$)



Squaw Valley PSD
 Fire Department Budget
 Escalation Factors

		Actual	Budgeted	Projected				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Revenues								
	Flat	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Property Tax Revenues	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
	Miscellaneous Revenues	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Expenses								
	Fire Department Labor	Actual	Budgeted	2.0%	2.0%	2.0%	2.0%	2.0%
	Admin Dept. Labor	Actual	Budgeted	2.0%	2.0%	2.0%	2.0%	2.0%
	Benefits - Medical	Actual	Budgeted	5.0%	5.0%	5.0%	5.0%	5.0%
	Benefits - Other	Actual	Budgeted	3.0%	3.0%	3.0%	3.0%	3.0%
	Materials & Supplies	Actual	Budgeted	2.5%	2.5%	2.5%	2.5%	2.5%
	Equipment	Actual	Budgeted	2.5%	2.5%	2.5%	2.5%	2.5%
	Miscellaneous	Actual	Budgeted	1.0%	1.0%	1.0%	1.0%	1.0%
	Utilities	Actual	Budgeted	4.0%	4.0%	4.0%	4.0%	4.0%
	Flat	Actual	Budgeted	0.0%	0.0%	0.0%	0.0%	0.0%
	Insurance	Actual	Budgeted	3.0%	3.0%	3.0%	3.0%	3.0%
Interest		0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
New Debt Service								
Low Interest Loans								
	Term in Years	20	20	20	20	20	20	20
	Rate	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Revenue Bond								
	Term in Years	20	20	20	20	20	20	20
	Rate	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%

Squaw Valley PSD
 Fire Department Budget
 Revenue Requirement

	Actual	Budgeted	Projected				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Revenues							
<i>Total Rate Revenues</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Non-Operating Revenues</i>							
<i>Total Non-Operating Revenues</i>	\$3,316,041	\$3,602,149	\$3,500,475	\$3,534,639	\$3,569,742	\$3,605,144	\$3,650,577
Total Revenues	\$3,316,041	\$3,602,149	\$3,500,475	\$3,534,639	\$3,569,742	\$3,605,144	\$3,650,577
Fire Department Expenses							
Salaries & Wages							
<i>Total Salaries & Wages</i>	\$1,869,347	\$1,838,270	\$1,893,794	\$1,931,670	\$1,970,303	\$2,009,709	\$2,049,904
Employee Benefits							
<i>Total Employee Benefits</i>	\$857,244	\$897,309	\$912,889	\$989,466	\$1,051,599	\$1,123,869	\$1,190,593
Materials and Supplies							
<i>Total Materials and Supplies</i>	\$22,939	\$27,897	\$27,945	\$28,644	\$29,360	\$30,094	\$30,846
Equipment Maintenance & Repair							
<i>Total Equipment Maintenance & Repair</i>	\$10,971	\$7,875	\$16,963	\$17,387	\$17,822	\$18,267	\$18,724
Facilities-Maint/Repair							
<i>Total Facilities-Maint/Repair</i>	\$35,585	\$25,869	\$24,635	\$25,251	\$25,882	\$26,529	\$27,192
Training & Memberships							
<i>Total Training & Memberships</i>	\$23,067	\$38,329	\$41,894	\$42,313	\$42,736	\$43,163	\$43,595
Vehicle Maintenance & Repair							
<i>Total Vehicle Maintenance & Repair</i>	\$24,142	\$25,342	\$37,300	\$38,233	\$39,188	\$40,168	\$41,172

Squaw Valley PSD
 Fire Department Budget
 Revenue Requirement

	Actual	Budgeted	Projected				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Fire Department Expenses	\$2,843,294	\$2,860,891	\$2,955,420	\$3,072,963	\$3,176,890	\$3,291,800	\$3,402,026
<u>Administration Expenses</u>							
Board Expenses (48.75% Allocation)							
<i>Total Board Expenses</i>	<i>\$16,128</i>	<i>\$16,619</i>	<i>\$17,675</i>	<i>\$17,852</i>	<i>\$18,030</i>	<i>\$18,211</i>	<i>\$18,393</i>
Consulting							
<i>Total Consulting</i>	<i>\$22,254</i>	<i>\$12,805</i>	<i>\$22,744</i>	<i>\$14,006</i>	<i>\$14,286</i>	<i>\$14,571</i>	<i>\$14,863</i>
Insurance							
<i>Total Insurance</i>	<i>\$22,289</i>	<i>\$26,494</i>	<i>\$28,026</i>	<i>\$28,867</i>	<i>\$29,733</i>	<i>\$30,625</i>	<i>\$31,544</i>
Special Fees							
<i>Total Special Fees</i>	<i>\$49,466</i>	<i>\$49,564</i>	<i>\$56,641</i>	<i>\$57,207</i>	<i>\$57,779</i>	<i>\$58,357</i>	<i>\$58,941</i>
Office Expenses							
<i>Total Office Expenses</i>	<i>\$8,919</i>	<i>\$14,931</i>	<i>\$15,797</i>	<i>\$13,392</i>	<i>\$13,727</i>	<i>\$14,070</i>	<i>\$14,422</i>
Travel & Meetings							
<i>Total Travel & Meetings</i>	<i>\$16,354</i>	<i>\$6,662</i>	<i>\$24,228</i>	<i>\$24,470</i>	<i>\$24,715</i>	<i>\$24,962</i>	<i>\$25,212</i>
Utilities							
<i>Total Utilities</i>	<i>\$44,149</i>	<i>\$36,879</i>	<i>\$46,820</i>	<i>\$48,693</i>	<i>\$50,641</i>	<i>\$52,666</i>	<i>\$54,773</i>
Total Administration Expenses	\$179,559	\$163,953	\$211,931	\$204,487	\$208,910	\$213,462	\$218,146
Total Operations & Maintenance	\$3,022,853	\$3,024,844	\$3,167,351	\$3,277,449	\$3,385,801	\$3,505,262	\$3,620,172

Squaw Valley PSD
 Fire Department Budget
 Revenue Requirement

	Actual FY 2017	Budgeted FY 2018	FY 2019	FY 2020	Projected		
					FY 2021	FY 2022	FY 2023
Annual Debt Service							
Net Annual Debt Service	\$119,541	\$36,695	\$36,695	\$35,627	\$0	\$0	\$0
Contributions to Capital (CRP)	\$150,000	\$150,000	\$200,000	\$200,000	\$200,000	\$200,000	\$150,000
Transfer To / (From) Reserves							
To/(From) Operating Reserve	(\$20,927)	\$20,928	\$0	\$0	(\$0)	\$0	\$0
To/(From) Capital Reserve	3,822	0	0	0	0	0	0
To/(From) FARF	40,752	369,682	96,428	21,563	(16,059)	(100,119)	(119,595)
Total Transfer To / (From) Reserves	\$23,646	\$390,610	\$96,428	\$21,563	(\$16,059)	(\$100,119)	(\$119,595)
Total Revenue Requirement	\$3,316,041	\$3,602,149	\$3,500,475	\$3,534,639	\$3,569,742	\$3,605,144	\$3,650,577
Bal/(Def.) of Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Reserve							
Beginning Balance	\$232,379	\$236,825	\$0	\$0	\$12,241	\$24,605	\$37,092
Plus: Additions	3,822	121,175	37,880	0	0	0	0
Plus: Connection Fees	9,654	12,000	12,120	12,241	12,364	12,487	12,612
Less: Uses of Funds	(9,029)	(370,000)	(50,000)	0	0	0	0
Ending Balance	\$236,825	-	\$0	\$12,241	\$24,605	\$37,092	\$49,704
Fixed Asset Replacement Fund							
Beginning Balance	\$724,362	\$392,668	\$710,630	\$531,346	\$574,514	\$620,387	\$643,772
Plus: Additions	40,752	519,682	296,428	221,563	200,000	200,000	150,000
Less: Uses of Funds	(372,446)	(201,720)	(475,712)	(178,395)	(154,127)	(176,615)	(232,290)
Ending Balance	\$392,668	\$710,630	\$531,346	\$574,514	\$620,387	\$643,772	\$561,482
Total Operating Reserve Funds	\$608,566	\$710,631	\$531,347	\$586,757	\$644,993	\$680,866	\$611,188
Total Target Ending Fund Balance (60 days of O&M)	\$496,907	\$497,235	\$520,660	\$538,759	\$556,570	\$576,207	\$595,097

Squaw Valley PSD
 Fire Department Budget
 Revenue Requirement

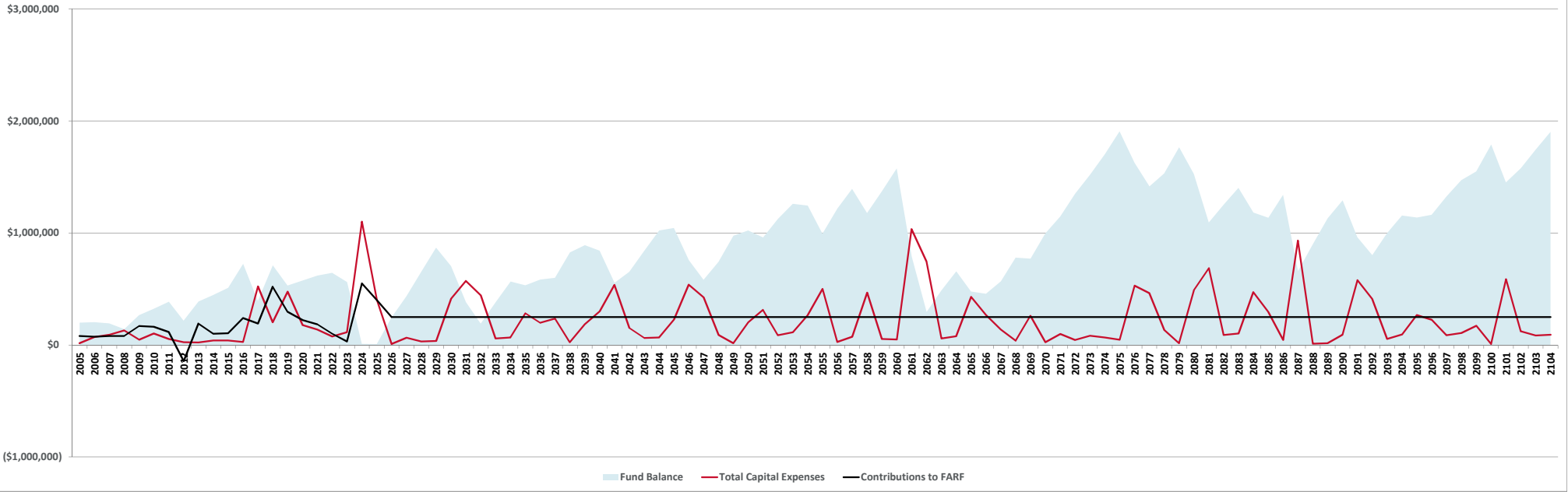
	Actual	Budgeted	Projected				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Squaw Valley PSD Fire Department Budget Revenue Requirement Summary							
	Actual	Budgeted	Projected				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Revenue							
Rate Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non-Operating Revenues	3,316,041	3,602,149	3,500,475	3,534,639	3,569,742	3,605,144	3,650,577
Total Revenues	\$3,316,041	\$3,602,149	\$3,500,475	\$3,534,639	\$3,569,742	\$3,605,144	\$3,650,577
Expenses							
Total Fire Department Expenses	\$2,843,294	\$2,860,891	\$2,955,420	\$3,072,963	\$3,176,890	\$3,291,800	\$3,402,026
Total Administration Expenses	179,559	163,953	211,931	204,487	208,910	213,462	218,146
Total O&M Expenses	\$3,022,853	\$3,024,844	\$3,167,351	\$3,277,449	\$3,385,801	\$3,505,262	\$3,620,172
Net Annual Debt Service	\$119,541	\$36,695	\$36,695	\$35,627	\$0	\$0	\$0
Contributions to Capital (CRP)	\$150,000	\$150,000	\$200,000	\$200,000	\$200,000	\$200,000	\$150,000
Transfer To / (From) Reserves	\$23,646	\$390,610	\$96,428	\$21,563	(\$16,059)	(\$100,119)	(\$119,595)
Total Revenue Requirement	\$3,316,041	\$3,602,149	\$3,500,475	\$3,534,639	\$3,569,742	\$3,605,144	\$3,650,577
Balance/(Deficiency) of Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Reserve Funds	\$608,566	\$710,631	\$531,347	\$586,757	\$644,993	\$680,866	\$611,188
Total Target Ending Fund Balance (60 days of O&M)	\$496,907	\$497,235	\$520,660	\$538,759	\$556,570	\$576,207	\$595,097

Squaw Valley PSD
 Fire Department Budget
 Capital Improvement Plan

Inflation	2.7%
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Capital Projects	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Capital Improvement Projects (CIP)							
Type 3 Engine	\$370,000	\$0	\$0	\$0	\$0	0	\$370,000
Tablet Incident Reporting	0	0	0	0	0	0	9,029
Regional Training Facility	0	50,000	0	0	0	0	50,000
	0	0	0	0	0	0	0
Total Capital Projects	\$370,000	\$50,000	\$0	\$0	\$0	\$0	\$429,029
Capital Replacement Projects (CRP)							
Type 1 Engine	5,958	0	0	0	0	0	483,806
Type 3 (B-22)	0	0	0	0	0	0	0
Replace Rescue Engine	0	0	0	0	0	0	0
Replace Command Vehicle	0	0	0	0	50,060	0	50,060
Replace Utility Vehicle	0	0	0	0	0	30,007	30,007
Water Tender	0	232,040	0	0	0	0	232,040
Turnout Gear Replacement	10,000	14,550	15,294	15,706	16,131	16,566	99,992
Hose Replacement	6,000	6,162	6,328	6,499	6,675	6,855	58,408
Thermal Imaging	\$9,852	0	0	0	0	0	9,852
Appliance/Furniture Repl	16,000	6,000	0	0	0	0	33,174
Narcotic Lockbox	5,336	0	0	0	0	0	5,336
Turnout Extractor	0	10,270	0	0	0	0	10,270
Medical Store Room Cabinets	5,707	0	52,736	0	0	0	58,444
Honda Snowblower	2,792	0	0	0	0	0	2,792
ALS Monitors	3,750	61,620	0	0	0	0	65,370
Turnout Racks	0	7,703	0	0	0	0	7,703
Station Air Compressor	0	0	4,219	0	0	0	4,219
Breathing Apparatus Air Comp	0	0	0	38,995	0	0	38,995
Radios	8,595	10,270	0	0	0	0	18,865
R-21 Hurst Tools	0	0	0	0	0	57,124	57,124
Elevator Repair	0	3,333	0	0	0	0	3,333
Rescue Air Bbags and Struts	0	12,000	0	0	0	0	12,000
305 Replace Phone System	0	18,333	0	0	0	0	18,333
305 Locks	0	6,667	0	0	0	0	6,667
305 LED Light Replacement	0	3,333	0	0	0	0	3,333
305 Convault - Gas/Diesel Fuel Tank	0	11,667	0	0	0	0	11,667
1810 Drainage Improvements	0	8,333	0	0	0	0	8,333
1810 Replace Roof (Admin. Bldg.)	0	10,275	0	0	0	0	10,275
1810 Replace Roof (Fire Station)	0	10,275	0	0	0	0	10,275
1810 Rollup Doors (Fire Station)	0	5,000	0	0	0	0	5,000
Shared Facilities - 305	2,805	0	65,539	76,867	3,630	0	150,631
Shared Facilities - 1810	3,750	0	34,279	0	0	2,142	40,171
Total Capital Replcmnt. Projects	\$80,545	\$437,832	\$178,395	\$138,068	\$76,496	\$112,695	\$1,546,476
To Fire FARF	\$150,000	\$200,000	\$200,000	\$200,000	\$200,000	\$150,000	\$950,000
Future Unidentified Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To Capital Reserves	\$121,175	\$37,880	\$0	\$0	\$0	\$0	\$159,055
Total Capital Improvement Projects	\$721,720	\$725,712	\$378,395	\$338,068	\$276,496	\$262,695	\$3,084,560
Less: Outside Funding Sources							
Operating Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Reserve	370,000	50,000	0	0	0	0	429,029
Fixed Asset Replacement Fund	201,720	475,712	178,395	138,068	76,496	112,695	1,555,532
New SRF Loans	0	0	0	0	0	0	0
New Revenue Bonds	0	0	0	0	0	0	0
Total Outside Funding Sources	\$571,720	\$525,712	\$178,395	\$138,068	\$76,496	\$112,695	\$1,984,561
Contributions to Capital (CRP)	\$150,000	\$200,000	\$200,000	\$200,000	\$200,000	\$150,000	\$1,100,000

Annual Fire Capital Replacement Schedule (2018\$)



Proposed Rates

The proposed maximum water and sewer rates for the District, and the effective dates for the implementation of the rates, are shown in the tables below.

Water Rates

	FY 2018 July 1, 2017	FY 2019 July 1, 2018	FY 2020 July 1, 2019	FY 2021 July 1, 2020	FY 2022 July 1, 2021
Fixed Charge – \$/Acct or LU/Year					
<i>Residential (SFR)</i>	\$934.50	\$971.90	\$1,010.80	\$1,051.25	\$1,093.30
<i>Condo/Apt./Duplex/2nd Unit (MFR)</i>	\$453.00	\$471.15	\$490.00	\$509.60	\$530.00
Commercial / Commercial Irrigation					
5/8"	\$767.53	\$798.25	\$830.20	\$863.42	\$897.96
3/4"	837.55	871.07	905.93	942.19	979.87
1"	934.50	971.90	1,010.80	1,051.25	1,093.30
1 1/2"	1,877.08	1,952.20	2,030.34	2,111.59	2,196.05
2"	2,994.71	3,114.56	3,239.22	3,368.85	3,503.60
3"	5,623.16	5,848.21	6,082.28	6,325.68	6,578.70
4"	9,380.01	9,755.41	10,145.87	10,551.88	10,973.96
6"	18,762.71	19,513.62	20,294.65	21,106.80	21,951.07
Consumption Charge – \$/1,000 gal					
<i>Residential (SFR)</i>					
0 - 120	\$4.54	\$4.72	\$4.91	\$5.11	\$5.31
120 - 220	9.24	9.61	9.99	10.40	10.81
220 - 280	14.45	15.02	15.63	16.26	16.90
280 +	31.99	33.26	34.60	36.01	37.42
<i>Condo/Apt./Duplex/2nd Unit (MFR)</i>	\$7.87	\$8.18	\$8.51	\$8.85	\$9.20
<i>Commercial</i>	\$6.02	\$6.26	\$6.51	\$6.77	\$7.04
<i>Commercial Irrigation</i>	\$10.91	\$11.35	\$11.80	\$12.27	\$12.76

Sewer Rates

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fixed Charge Acct or LU/Year					
<i>Residential (SFR)</i>	\$616.45	\$647.25	\$679.60	\$713.60	\$749.30
<i>Condo/Apt./Duplex/2nd Unit (MFR)</i>	\$485.00	\$509.25	\$534.70	\$561.45	\$589.50
<i>Commercial</i>	\$1,091.25	\$1,145.80	\$1,203.10	\$1,263.25	\$1,326.40
<i>Residential – Pool / Spa</i>	\$805.35	\$845.60	\$887.90	\$932.30	\$978.90
Consumption Charge - \$/1,000 gal					
<i>Commercial >75,000</i>	\$14.55	\$15.30	\$16.05	\$16.85	\$17.70

Residential Garbage Rates

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
3% Increase, rounded to whole dollar	\$256	\$264	\$272	\$280	\$288