

Chapter 12

Squaw Valley Public Services District



Photo courtesy of <http://www.svpsd.org>

This Municipal Service Review (MSR) describes the Squaw Valley Public Services District. This District was formed in 1964 and currently provides a wide range of services including water distribution, wastewater collection, solid waste collection, and fire/emergency services.

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12.1 District Profile

Squaw Valley Public Services District	
Type of District:	County Water District
Enabling Legislation:	The County Water District Law: Water Code Sections 30000-33901
Functions/Services:	Water distribution, wastewater collection, solid waste collection, and fire/emergency services.
Main Office:	305 Squaw Valley Road, Olympic Valley, CA 96146
Mailing Address:	PO Box 2026, Olympic Valley, CA 96146
Phone No.:	(530) 583-4692
Fax No.:	(530) 583-6228
Web Site:	www.svpsd.org
General Manager:	Mike Geary
Email:	mgeary@svpsd.org
Governing Body:	Board of Directors
Eric Poulsen	11/2016
Carl Gustafson	11/2016
Bill Hudson	11/2018
Dale Cox, Chairman	11/2018
John Wilcox	11/2016
Meeting Schedule:	Last Tuesday of the month at 8:30 a.m.
Meeting Location:	Squaw Valley Public Service District Community Room 305 Squaw Valley Road, Olympic Valley, CA 96146
Date of Formation:	March 30, 1964
Principal County:	Placer County

12.2: Overview of District

Olympic Valley, site of the 1960 Winter Olympics and also known as Squaw Valley, is an unincorporated resort community located to the north of Lake Tahoe and to the south of the Town of Truckee. The population of the District experiences high fluctuations in populations with the seasons: winter skiing and summer activities such as hiking and golf. A sizeable development application to expand the Village at Squaw Valley has been submitted to Placer County. In June 2013, an application for incorporation of this area was submitted to Placer LAFCO and subsequently withdrawn in December 2015.

Type and Extent of Services

The Squaw Valley PSD provides water, wastewater collection, solid waste collection, and fire/emergency services. District Resolution No. 99-08 stated the District's intent to assume responsibility for the park and recreation facilities and services within Squaw Valley upon

assuming ownership of the USFS property that was previously managed by Placer County. However, the District currently does not own or operate any recreation and/or park facilities. In 2011, the District began providing snow removal on multi-use trails in Olympic Valley, a service which is funded by Placer County, the North Lake Tahoe Resort Association and other grant funds.

Location and Size

The SVPSD is located south of Truckee and west of Highway 89 and encompasses approximately 15 square miles, including the Olympic Valley and up to the ridgeline above the Valley to the west. To the east, the District includes a portion of the Truckee River corridor along Highway 89. The District boundaries encompass 5,350 acres. See Figure 12-1 for District boundary and SOL.

12.3: Formation and Boundary

The Squaw Valley County Water District was formed by the Placer County Board of Supervisors on March 24, 1964 (Resolution No. 64-99); State certification occurred on March 30, 1964. The District assumed operation of Squaw Valley Fire Department from the County of Placer in 1986. The District's name was changed in 1997 to the Squaw Valley Public Service District in order to better reflect the breadth of its service provision (District Resolution No. 97-32).

The District's boundaries follow the watershed boundaries for Squaw Creek, which drains Olympic Valley. Steep mountains ring the valley, rising to an elevation of over 9,000 feet at the top of Granite Chief Peak.

Along the Hwy 89 corridor, the boundaries of the Squaw Valley Public Service District do overlap with the Tahoe City PUD's boundaries. This results in a situation where within the SVPSD boundaries, the Tahoe City PUD provides water service to 20 homes, sewer collection services to 29 homes, and maintenance on 7,283 feet section of a multi-use trail.

Boundary History

Since its formation in 1964, several annexations to the District have been approved by Placer LAFCO. The first of which was in December of 1964 (LAFCO Resolution 64-19) and included Winding Creek Subdivision, Forest Glen Subdivision, and Forest Glen Subdivision No. 2. Subsequent annexations occurred in 1973 (LAFCO Resolution No. 73-1A) and in 1985 with annexation along the Truckee River Corridor (LAFCO Resolution 15-84). The District's Fire Department boundary varies from the rest of the SVPSD boundary, extending north along Highway 89. The extended Fire Department boundary is within the District's SOL.

In December of 2013, Incorporate Olympic Valley (IOV) submitted a formal application and deposit to Placer LAFCO to pursue incorporation of Olympic Valley. The area proposed for incorporation was coterminous with the existing District's fire service boundary. This application has since been withdrawn.

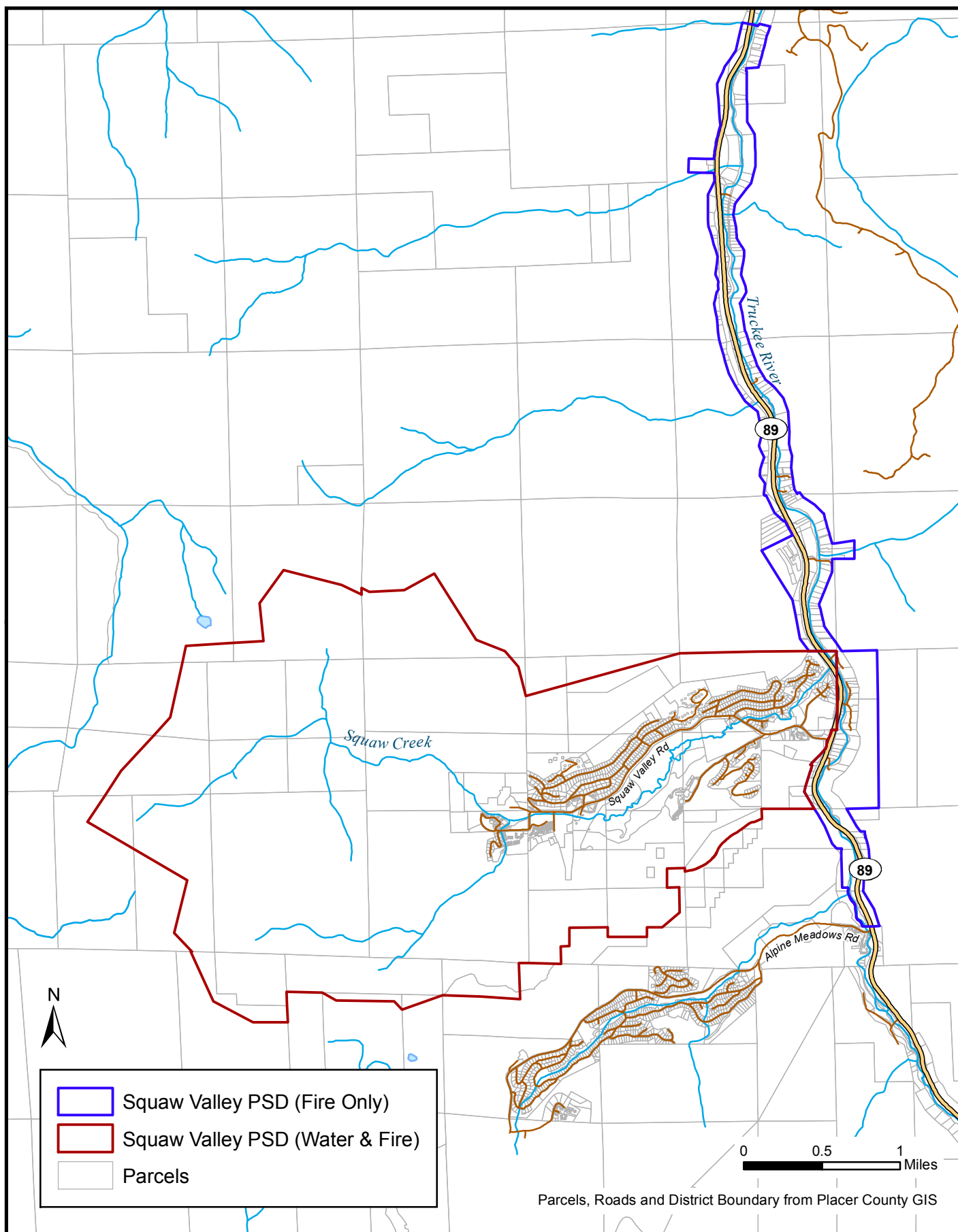


Figure 12-1

SQUAW VALLEY PUBLIC SERVICE DISTRICT

Sphere of Influence

The District's SOI is also coterminous with the District's fire service boundary. The District indicates that its SOI is adequate for projected future needs.

Extra-territorial Services

Under an interagency agreement, the District provides potable water to 16 residential customers in the Tahoe City Public Utility District's service area, along the Truckee River east of Highway 89.

Areas of Interest

No areas of special interest have been identified by the District.

12.4: Accountability and Governance

The District operates under the leadership of an elected, five-member Board of Directors, with a General Manager providing daily oversight and management of staff and resources. The District holds regularly scheduled meetings on the last Tuesday of the month, at 8:30 a.m. District staff indicates that all meetings are held in compliance with the Brown Act and all laws governing public meetings. Agendas for regular meetings, standing committees and special meetings are publicly noticed and posted at the District's bulletin board and Olympic Valley Post Office, which are public sites and open to the public 24 hours per day, 7 days per week. The distribution list includes local media and posting on the *Moonshine Ink* online calendar of events (<http://moonshineink.com/>). Public comment is allotted at every meeting for items on the agenda and items not on the agenda. Agendas, meeting minutes, and board packets are posted on the District website; notification is sent via email when these documents are ready.

The District and its activities undergo public review procedures, including financial review by independent auditors. There are sufficient mechanisms in place to ensure that actions and operating procedures of the District are open and accessible to the public. The District maintains a website as noted in the Agency Profile, above, where residents can obtain District news, water and sewer rates, District meeting information, etc.

Customers may send comments or complaints to the District office in-person, by letter, or use the District's website contact page. A total of four formal written complaints were reviewed over the 2011 and 2012 calendar years in response to the District's Proposition 218 notifications of rate increases. A total of two water quality complaints were logged in 2011 (SVPSD, 2014, p. 3).

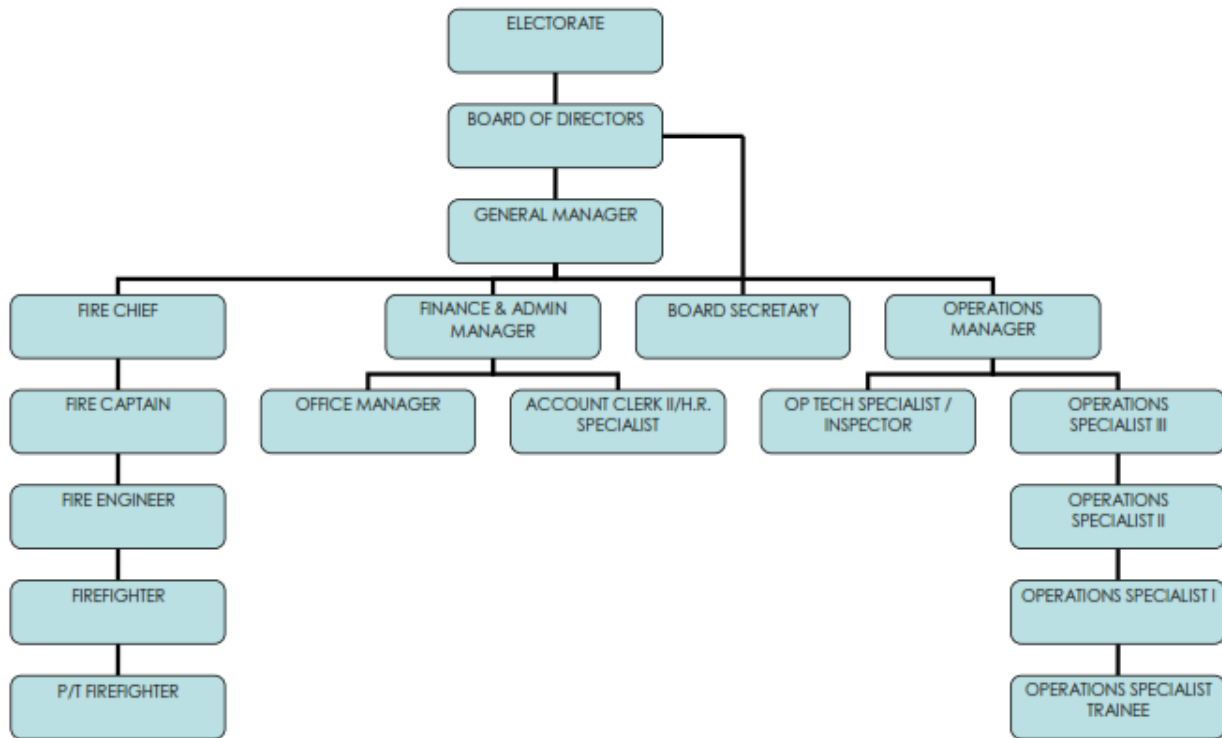
Directors are elected to four-year terms, the last election having occurred in 2014 (See District Profile above for list of current Directors). As of February 2016, there were no vacancies on the Board. The most recent election was in November 2014 for two seats; there were no challengers. Each Director is compensated \$600 per month in accordance with

Government Code Section 61047(a), which allows a CSD board of directors to provide by resolution that its members may receive compensation in an amount not to exceed \$100 per each day of service, not to exceed 6 days of service in a month. Additionally, all Board members are eligible to enroll in the CalPERS Supplement Income Plan (457). Although only one member has elected to contribute to a CalPERS 457 Plan, no Directors receive any contribution from the District for their 457 Plans. Two of the Directors receive a CalPERS Retirement benefit, for which the District contributes \$136.95 per month (effective July 1, 2014) (the benefitting Directors each contribute \$9.33 per month to their plans) (SVPSP, 2014, p. 2).

12.5: Management Efficiencies and Staffing

The General Manager is appointed by, serves at the will of, and reports to the elected five-member Board of Directors. The District's Board of Directors oversee the functions of the General Manager, who administers and directs the overall activities and operations of the District in accordance with policy direction by the Board of Directors. The General Manager is the Chief Executive Officer and has full charge and control of all District activities with power to employ and discharge all employees, department heads and assistants, and consultants other than the District Board Secretary, who is appointed by the Board of Directors, and prescribe their duties and fix their compensation subject to adopted resolutions, ordinances, policies and contracts. The District provides leadership in all District activities and plans including long-range planning, budgeting and financial oversight (SVPSP, 2014, p. 3). District operations are organized into Administration, Fire and Operations, which includes water and wastewater operations (see Figure 12-2 below). The District employs a total of 27.38 full time equivalent employees, a 5.37 FTE increase from 2003 levels (SVPSP, 2014, p. 42).

Figure 12.2. SVPSPD Organizational Chart



Contract Services

The SVPSD contracts with Tahoe Truckee Sierra Disposal Company to provide municipal solid waste collections services for residential customers. The Squaw Valley Mutual Water Company currently contracts with the SVPSD to provide operations and maintenance staffing for efficiency of cost and personnel. The North Lake Tahoe Resort Association (NLTRA) and Placer County contract with the SVPSD to provide snow removal services on the County's multi-purpose (bike) trail in Squaw Valley between Nov. 15 and April 30, providing approximately 68 percent of the required funding. The remaining 32 percent is provided by District fund raising efforts. The 2014/2015 winter funding breakdown is as follows:

- NLTRA/Placer County - 68 percent
- Resort at Squaw Creek - 17.5 percent
- Squaw Valley Resort (ski area) - 2.9 percent
- Squaw Valley Property Owners Association - 1.5 percent

Technology/Management

The District maintains a wide variety of technology that enhances their long range planning and keeps them abreast of state mandated data requirements. The District employs SCADA systems for monitoring and management of its water and wastewater systems.

12.6: Population and Growth

Population

Estimates of population in resort areas are difficult to predict, as populations are transient and can have significant variations throughout the year. The 1983 Squaw Valley General Plan and Land Use Ordinance (SVGPLUO) allows for growth that reaches a seasonal peak of an overnight population of 11,000 to 12,000 people, and a maximum skier capacity of 17,500 persons per day within the Valley. The permanent resident population pales in comparison to these peak user days.

The non-resident population is comprised of a variety of users from absentee owners, vacation rentals, hotel, camping and day visitors. The Placer County Office of Economic Development, Placer Valley Tourism, Placer County Visitors Bureau and North Lake Tahoe Resort Association commissioned a study (Placer County Travel Industry Assessment and Detailed Economic Impact Estimates, 2002-2008 prepared by Runyan Associates in 2009) to document the tourism impact in the county as a whole. Information was also collected for the high country and particularly the Tahoe Basin. While this study does not specifically project the seasonal population peaks associated with tourism and recreational uses it does demonstrate the emphasis on seasonal uses that accommodate the visitors to the area.

The following excerpts are taken from the Travel Industry Assessment:

Second Homeowner Trends

The Travel Industry Assessment reports that within the High Country Region, a large percentage of the housing units serve as private vacation homes and/or vacation rental properties, most notably for the communities of North Lake Tahoe. Table 12-1 below, reflects that 89 percent of all single family homes, condominiums, and time-shares in Olympic Valley are not owner-occupied.

Location	Zip Code Area	Owner-Occupied	Absentee Owner	Total Units	Percent Absentee
Olympic Valley	96146	243	1,879	2,122	89%
Estimated in SVPSD boundary area ¹		170	1,315	1,485	89%

The District does not provide service to the entire 96146 zip code because: 1) some areas are outside its service boundaries, 2) some property owners may obtain services from other providers such as the Squaw Valley Mutual Water Company², or 3) rural properties may not require public services. Therefore to complete Table 12-1 above, we estimated that 70% of the homes located within the 96146 zip code are also located within the District boundary. In 2010, the U.S. Census estimated the permanent population of the 96146 zip code at 1,366 persons. To calculate the estimated population for the District, the following information was considered:

- Approximately 2,400 parcels located within District boundaries
- 170 owner permanently occupied homes with 2.66 persons per household³, yields 452 permanent residents.
- 1,315 absentee owner homes with 2.66 persons per household, yields 3,498 visitor/temporary overnight individuals.
- Several thousand visitor/temporary overnight individuals⁴ can be accommodated in hotel rooms within the District boundaries.
- The District serves day visitors to the resort who may spend the night outside of District boundaries and it is estimated the maximum peak day-time only visitors is approximately 6,500⁵.

¹ It is estimated that 70% of the homes within the zip code are also located within the district boundaries.

² Details on the mutual water company are on its website at: <http://www.svmwc.com/>

³ U.S Census at: <http://quickfacts.census.gov/qfd/states/06/06061.html> estimates an average of 2.66 persons per household in Placer County.

⁴ Data source: Placer County Local Hazard Mitigation Plan. April 2010.
<http://www.placer.ca.gov/~media/ceo/emergency/documents/Final-Hazard-Mitigation-Plan/Placer%20CountyLHMPMaster.pdf>

⁵ Data source: IBID.

- 1,608 water “connections” (1,569 residential connections and 39 commercial connections and a connection is correlated to number of households and businesses served).
- 1073 connections number of wastewater “connections” (i.e. correlated to number of households and businesses served) (39 commercial customers plus 1,034 residential customers).
- SVPSD has approximately 920 “customers”⁶ which comprise a variety of residential, commercial, and institutional properties and which may receive a select number of public services. Several “customers” have multiple water and sewer “connections”.
- 560 registered voters reside within the District.

Although the individuals staying in local hotel rooms or renting out vacation homes are not permanent residents, there are a number of units that are occupied on a year round basis by a rotating roster of visitors. For analysis purposes, it was assumed that approximately 187 of the temporary/visitor units are continuously occupied on average. Based on the above data and for purposes of this MSR analysis, it is estimated that population served in 2012 within the District boundaries is 950 permanent individuals and 3,500 average peak season overnight visitors.

Table 12-2: Summary of Existing Population		
	Existing Permanent Population	Estimated Current Peak Visitor Population⁷
Squaw Valley Public Service District	950	3,500 ⁸ up to 12,000

Projected Growth and Development

The Placer County General Plan serves as the County’s vision for long-term land use development and conservation. Placer County’s General Plan adopted on August 16, 1994, and updated May 21, 2013, provides a series of goals, policies, standards and implementation programs to guide the land use, development, and environmental quality of the County. While the County’s General Plan was updated, the Squaw Valley and the Tahoe Basin area plans were not.

The applicable General Plan is the 1983 SVGPLUO. While dated, this plan is not scheduled for update in the near future (personal communication with Crystal Jacobsen, Project Manager Tahoe Basin Community Plan Update). The primary land uses are residential, business, schools, ski resort and mixed-use village. The zoning for these parcels currently includes Village Commercial, Heavy Commercial, High Density Residential, Forest Recreation, Conservation Preservation, Low Density Residential, and Entrance Commercial. The 1983 SVGPLUO estimates that a seasonal overnight population of 11,000 to 12,000 people will need

⁶ Data source: SVPSD Customer List provided to LAFCo in response to the Request for Information.

⁷ This column shows the # overnight visitors. (Day-use only visitors are not included.)

⁸ 1315 housing units from absentee owners (i.e. vacation homes) x 2.66 persons per household

to be accommodated with a maximum skier capacity of 17,500 persons per day at buildout within the Valley.

It has been Placer County's General Plan policy to steer urban growth to the cities. The 2013 Placer County Housing Element confirms that policy. While the county has grown at a rapid pace, much of this growth has occurred within the cities. Incorporated areas of the county grew at an Average Annual Growth Rate (AAGR) of 5.2 percent. Unincorporated Placer County's population grew at an AAGR of 1.8 percent between 1990 and 2000. From 2000 to 2010, Placer County as a whole had a 3.4 percent AAGR for population, a rate nearly three and a half times California's population AAGR of 1.0 percent during this period. Most of this growth occurred in the incorporated areas of the county where the AAGR was 5.0 percent between 2000 and 2010. Growth in unincorporated areas of the county slowed to an AAGR of 0.7 percent.

The historical rate of year-round population growth, per 2010 U.S. Census data for zip code 96146, indicates that the permanent population grew by 3.96 percent annually from 2000 to 2010. The permanent population in 2000 was 926 and in 2010 it was 1,366. It is noted that this zip code includes Alpine Meadows and land to the north, south and east. Much of the lands outside the two resort communities are very rural with limited population. While Squaw Valley may have experienced growth the ten year period from 2000 to 2010, Alpine Meadows has not. Based solely on available 2010 U.S. Census data, the 3.96 percent growth rate between the 2000 and 2010 was projected to remain constant through 2032 for analysis purposes. An alternative, more conservative (i.e. lower) growth rate of 2 percent was projected in the 2004 MSR. Table 12-3 presents both rates of growth. Either way, the permanent population will be relatively modest compared to the service capacity of the district.

Table 12-3: Population Projections for the SVPD, 2012-2032					
Projection	2012	2017	2022	2027	2032
3.96% projected growth rate ^a	950	1,154	1,402	1,702	2,067
2% projected growth rate ^b	915	1,010	1,115	1,231	1,359

^a Basis for 3.96% growth rate: Data from the U.S. Census (2010) & Placer County

^b Basis for 2% growth rate: 2004 MSR

Based on past growth rates and likely future development, it is anticipated that the ultimate service demands within the Squaw Valley PSD will continue to increase. The 3.96 percent, 2000-2010 population growth rate is much higher than the increase in service connections for wastewater which was 967⁹ in 2003, 983 in 2012, and 1,073 in 2015¹⁰ which represents an average annual growth rate of 0.86%. This difference could be associated with a trend toward a more permanent population residing in units that were previously second or vacation homes. These units would have had previous water and wastewater service connections. In

⁹ Data source for 967 connections: LAFCo 2004 MSR

¹⁰ Data source for 1073 connections: personal communication with T-TSA

addition to providing both wastewater and water services within its boundaries, SVPsD also provides water service to portions of Tahoe City Public Utility District east of Highway 89. As a result, comparing wastewater connections may be a more valid indicator of growth within the District.

A new Specific Plan (2014), *Village at Squaw Valley*, is proposed on a 94-acre portion of the Squaw Valley Village by Squaw Valley Real Estate, LLC, that will adjust existing land use and zoning within the project area. The proposed Specific Plan is the first specific plan proposed under the SVGPLUO since it was adopted by Placer County in 1983. The Specific Plan proposes to amend the SVGPLUO to comprehensively plan development of a recreation-based, all-season, mountain resort community. The ultimate build-out of the proposed Specific Plan is consistent with this future growth level anticipated in the SVGPLUO. The proposed Specific Plan includes limited changes (i.e., amendments) to the land uses previously approved for the site in the General Plan. These changes and the Specific Plan proposal require evaluation under the California Environmental Quality Act (CEQA). The County has determined that these changes and entitlements could result in potentially significant impacts on the environment, and has therefore prepared an Environmental Impact Report (EIR) to evaluate these potential impacts¹¹.

The proposed *Village at Squaw Valley* Specific Plan and the *Resort at Squaw Creek, Phase II* projects are significant developments on the near horizon. As with past developments, growth in this area is likely to come not in incremental development of new residential and commercial properties, but rather in large developments. Recent projects in the area provide an example of growth in the Squaw Valley boundaries. The vast majority of overall development within the District has been at two resorts: 1) the Resort at Squaw Creek Phase 1 (circa 1990) and 2) the Village at Squaw Valley (circa 2000). The Resort at Squaw Creek sits on 195 acres and contains 405 residential units¹² along with the winter chair lift, a golf course and other resort amenities. The Village at Squaw Valley sits on 93.7 acres and contains 297 residential units¹³ which are contained in five lodge type buildings along with several restaurants and other visitor serving amenities. Given the development applications currently being processed by the Placer County Community Development Department, it is likely that new growth will occur in large developments at some point in the planning period (prior to 2032).

A Draft *Village at Squaw Valley Specific Plan* (October 2014) and a Draft Program Environmental Impact Report (May 2015) were reviewed by the Placer County Planning Department. The *Village at Squaw Valley Specific Plan* was revised in April 2016. A Final Environmental Impact Report was issued on April 7, 2016. This revised Specific Plan would allow for development of resort residential, commercial, retail, and recreational uses similar to uses currently allowed under the SVGPLUO, including lodging, skier services, retail shopping, restaurants and bars, entertainment, and public and private recreational facilities.

¹¹ DEIR and FEIR available on-line at: <https://www.placer.ca.gov/departments/communitydevelopment/envcoordsvcs/eir/villageatsquawvalley/final%20eir>

¹² Data source: <http://www.squawcreek.com/california-resorts.php>

¹³ Data source: personal communication with SVPsD staff February 2015.

The plan area would consist of two main zones within the Village: the Village Core, consisting of high-density, active, tourist-related mixed uses; and the Village Neighborhoods, consisting of medium-density resort residential neighborhoods and small-scale neighborhood-serving commercial uses. In addition, the plan area would include the approximately 8.8-acre East Parcel, which is planned for employee housing, off-site parking, and activities that are ancillary to the Village, such as receiving and distribution.

The Specific Plan proposes a maximum of 1,493 bedrooms (or 750 units) in the main Village area and up to 264 bedrooms (or 21 units) to accommodate employee housing on the East Parcel. Under the proposed Specific Plan, the total population of the Valley would be 9,483. The Specific Plan would be developed over approximately 20-25 years with construction proposed to begin in 2017.

The District has a Water and Sewer Service Agreement (Development Agreement) for the proposed *Resort at Squaw Creek Phase II* Project; it expires in November 2016. The project includes construction of 526 new bedrooms. The District also has a Water and Sewer Service Agreement (Development Agreement) for the proposed *Olympic Estates Subdivision*, which proposes the construction of 16 single-family residences; it expires on August 7, 2016. The water and sewer facilities were constructed in the Olympic Estates Subdivision in the summer of 2014. The District is currently in the process, along with the County, of accepting dedication of the water and sewer facilities. As of December 2014, none of the sixteen townhomes were built; there are a total of 16 empty lots. The District & the Developer are still satisfying the terms of the Agreement but are nearing fulfillment of many of its provisions (M. Geary, 2015).

It is estimated that the County's planning review process for the proposed Village at Squaw Valley Specific Plan will likely be completed in mid-2016. Although the level of development in the Specific Plan is less than that projected in the SVGPLUO, the proposed specific plan amendment remains controversial. Given the level of controversy, if the specific plan is approved by the County as presented, it could be subject to litigation. The proposals described above represent significant development pressure in the SVPSP that this MSR considers when projecting future service demands.

Additionally, other new projects in various stages of planning could impact the SVPSP (SVPSP, 2014, pp. 11-12) as listed in Table 12-4 below:

Table 12-4: List of Proposed Projects in Eastern Placer County		
Project Name	Proposed Development	Status
Resort at Squaw Creek - Phase II	526 bedrooms	Approved by Placer County, Development Agreement with SVPSP
Sena at Squaw Valley (e.g., Development at Creeks End Court)	165 bedrooms and 83,000 square-feet of commercial	Very early stages of planning
Homestead @ Squaw	Eight residential townhomes; six	Very early stages of

Valley	rowhouses; lodge building with a mix of 2, 3 & 4 bedroom units, and outdoor spa; commercial building with 2 condominium residences, restaurant, and resident's club; condominium building with two condominium residences	planning
PlumpJack Squaw Valley Inn	One hotel, containing 60 hotel key rooms and 6 residential units, along with hotel amenities such as a restaurant, bar, spa, and approx. 2,000 sq. ft. of retail space. A 12-unit condominium. A 16 unit residential condominium. An underground parking structure, containing 135 parking spaces.	Under process by Placer County. June 2015 NOP.
Olympic Estates	Sixteen lots and common area; sixteen single-family residences	Approved by Placer County, Development Agreement with SVPD
Squaw Valley Ranch Estates	Four single-family residential lots.	Under process by Placer County
Warmouth Property	Four lots; four single-family residences	Approved by Placer County
Mancuso Property	four single-family residences (totaling 20 bedrooms); one common recreation facility	Very early stages of planning
Olympic Museum	14,500 commercial square-feet in 2-floors. Commonly referred to as the "Squaw Valley Olympic Museum & Winter Sports' Heritage Center"	Very early stages of planning

A Comprehensive Fiscal Analysis was prepared in 2015 for a former proposal to incorporate a new town called Olympic Valley. While this effort was ultimately not pursued, the Comprehensive Fiscal Analysis by RSG Inc. Consultants did provide a very detailed Growth Forecast and the results of this forecast are listed in Table 12.5, below.

Table 12.5: Growth Forecast in SVPD area	
Type of Development Proposed	Forecast for Year 2040
Specific Plan Residential and Lodging Units	850 units
Employee Housing (Dormitories)	264 units

Specific Plan: Nonresidential (Retail, Restaurant, ski services etc.)	220,083 sq. ft.
Other Residential/Lodging (Outside the Specific Plan)	673 units
Other Nonresidential SF (Outside the Specific Plan) (Museum, PlumpJack)	80,500 sq. ft.
<i>Source: LAFCo, 2015.</i>	

Even with all the proposed development described above, the population of permanent residents is projected to remain consistent with that shown in Table 12.3 above. RSG's Comprehensive Fiscal Analysis projected a permanent population of 1,112 persons by the year 2025, slightly lower than the 1,702 persons in the year 2027 projected by Table 12.3. Visitor population, including both overnight visitors and day-use visitors is expected to increase significantly, above today's baseline. The cumulative impact analysis in the EIR's prepared on a project-specific basis will analyze the effect of this projected increase in visitor population.

Disadvantaged Unincorporated Communities

As described in Chapter 3, LAFCo is required to consider the provision of public services to disadvantaged unincorporated communities (DUCs). Relevant data were reviewed for the Alpine Springs area. No DUCs have been identified within Squaw Valley PSD boundaries, its SOI, or adjacent areas. The U.S. Census 2010 found the median household income (MHI) in the 96146 zip code was \$52,333.¹⁴ This is higher than the DUC threshold MHI of less than \$48,706 (80 percent of the statewide MHI). Additionally, this area does receive adequate water, wastewater, and fire protection services as detailed in this MSR. Please see Chapter 3, Section 3.6 of this MSR for more information on disadvantaged unincorporated communities.

12.7: Financing

This section evaluates the factors affecting the financing of operations and improvements for SVPD. Information on District financing is derived from independently audited financial statements for the Fiscal Year 2011/2012, as well as information provided by District staff. These statements represent the financial statements of the District's consolidated services, and follow Government Accounting Standards Board (GASB) method of Accrual accounting.

District Revenues and Expenditures

The economy continues to pose a hardship to the District due to greatly reduced development resulting in low connection fees, reduced property taxes, and very limited new construction and remodel permit fees. The District had an overall decrease in net assets in 2012 (McClintock Accountancy Corporation, June 30, 2012, p. 7). The statement of net assets shows a current financial position with Total Current Assets as \$4,982,000 and total liabilities

¹⁴ 2010 census via American Fact Finder website at:
<<http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>>.

as \$3,281,000 (McClintock Accountancy Corporation, June 30, 2012, p. 10). The following table includes a comparison of the 2010/2011 and 2011/2012 fiscal years of the District's government-wide financial data.

Table 12-6: Changes in Net Assets (in Thousands) - Fiscal Years 2010/2011 and 2011/2012								
	Governmental Activities (Fire)		Business-Type Activities (Utility)		Total		Total	
	2011	2012	2011	2012	2011	2012	Dollar Change	% Change
Current and other assets	922	807	5,582	4,175	6,504	4,982	(1,522)	-23.40%
Noncurrent assets	5,845	5,644	11,202	11,418	17,047	17,062	15	0.09%
Total Assets	6,767	6,451	16,784	15,593	23,551	22,044	(1,507)	-6.40%
Long-term debt	545	468	2,131	2,003	2,676	2,471	(205)	-7.66%
Other liabilities	362	407	623	403	985	810	(175)	-17.77%
Total Liabilities	907	875	2,754	2,406	3,661	3,281	(380)	-10.38%
Net Assets: invested in property, equipment, net of related debt	5,121	4,993	9,282	9,639	14,403	14,632	229	1.59%
Restricted	123	134	601	666	724	800	76	10.50%
Unrestricted	616	449	4,147	2,882	4,763	3,331	(1,432)	-30.07%
Total Net Assets	5,860	5,576	14,030	13,187	19,890	18,763	(1,127)	-5.67%
Program Revenue	5	20	1,960	2,058	1,965	2,078	113	5.75%
General Revenues								
Property Tax	2,448	2,428	426	372	2,874	2,800	(74)	-2.57%
Dedications	0	0	34	0	34	0	(34)	-100.00%
Other	45	18	263	182	308	200	(108)	-35.06%
Total Revenue	2,498	2,466	2,683	2,612	5,181	5,078	(103)	-1.99%
Expenses	2,528	2,751	2,818	3,455	5,346	6,206	860	16.09%
Increase (Decrease) in Net Assets	(30)	(285)	(135)	(843)	(165)	(1,128)	(963)	-583.64%
Source: Independent Auditor's Report, Fiscal Year 2011/2012 (McClintock Accountancy Corporation, June 30, 2012)								

The Statements of Activities and Changes in Net Assets (Tables 12-7 & 12-8, below) provide an indication of the District's financial condition. Total Current Assets changed significantly due to the payout of higher expenses, more service fees sent to taxes and more prepaid expenses than in prior years. Revenue increased slightly in 2012 due to construction on two new homes and significant remodels on two others. Expenses increased in 2012 mostly due to the payoff of remaining CalPERS side funds, which were funded through the capital reserve fixed asset replacement funds through a 10 year loan at 3 percent interest (versus the 7.75 percent charged by CalPERS). Maintenance on property and vehicles along with increases for chemicals and licenses continue to increase field expenses (McClintock Accountancy Corporation, June 30, 2012, p. 6). The District has Governmental Funds, which include a Utilities Fund and a Fire Fund.

Table 12-7: SVPSPD Statement of Activities and Changes in Net Assets, Fiscal Year 2011-2012			
Source	Governmental Activities (Fire)	Business-Type Activities (Utility)	Total
Program Revenues			
Mutual Aid	\$12,000	0	12,000
Service Fees	0	1,989,376	1,989,376
Fire Protection Fee	8,390	0	8,390
Connection Fee	0	68,408	68,408
Total Program Revenue	\$20,390	\$2,057,784	\$2,078,174
Expenditures			
Salaries & Wages	1,243,216	895,741	2,138,957
Employee Benefits	1,041,586	1,185,405	2,226,991
Field Operations	144,455	351,502	495,957
General & Administrative	73,874	187,789	261,663
Other Expenses (interest, depreciation)			
Depreciation	224,918	753,504	978,422
Interest	22,626	80,758	103,384
Total Expenditures	\$2,750,675	\$3,454,699	\$6,205,374
General Fund Revenues			
Property Taxes	2,427,616	371,895	2,799,511
Administrative Fees	0	15,372	15,372
Grants	0	10,000	10,000
Interest	9,324	88,863	98,187
Rental Revenue	0	63,355	63,355
Other	8,535	4,542	13,077
Total General Fund Revenues	\$2,445,475	\$554,027	\$2,999,502
Increase (Decrease) in Net			
	(284,810)	(842,888)	(1,127,698)

Assets			
Net Assets - Beginning of Year	5,860,137	14,030,039	19,890,176
Net Assets - End of Year	\$5,575,327	\$13,187,151	\$18,762,478
Source: Independent Auditor's Report 2011/2012 (McClintock Accountancy Corporation, June 30, 2012, pp. 21-23)			

Table 12-8: SVPSD Statement of Activities and Changes in Net Assets Business-Type Activities, Fiscal Year 2011/2012

Source	Water Department	Sewer Department	Garbage Contract	Total Utility
Program Revenues				
Service Fees	\$1,007,216	759,081	223,079	1,989,376
Connection Fees	56,370	12,038	0	68,408
Total Revenues	\$1,063,586	\$771,119	\$223,079	\$2,057,784
Expenditures				
Salaries & Wages	543,629	350,848	1,264	895,741
Employee Benefits	712,968	471,832	605	1,185,405
Field Operations	103,596	30,734	217,172	351,502
General Administrative &	129,154	58,635	0	187,789
Other Expenses				
Depreciation	475,188	278,316	0	753,504
Interest	55,723	25,035	0	80,758
Total Expenditures	\$2,020,258	\$1,215,400	\$219,041	\$3,454,699
General Revenues				
Property Tax	312,970	58,925	0	371,895
Administrative Fees	9,223	6,149	0	15,372
Grants	10,000	0	0	10,000
Interest	23,875	61,426	3,562	88,863
Rental Revenue	31,678	31,677	0	63,355
Other	2,644	1,898	0	4,542
Total General Revenues	\$390,390	\$160,075	\$3,562	\$554,027
(Decrease) Increase in Net Assets	(\$566,282)	(\$284,206)	\$7,600	(\$842,888)
Source: Independent Auditor's Report 2011/2012 (McClintock Accountancy Corporation, June 30, 2012, pp. 24-26)				

Recurring Revenues

Recurring revenues for the District include property taxes, service charges, connection fees, interest accrual and grant funds as obtained. The District sets its rates based on a comprehensive rate study, which was revised and completed in 2004 and is reviewed annually as part of the budget process. The methodology includes determination of the total cost of service and customer classifications, which provides the basis for rate setting each budget cycle. During development of the rate study, the District held several service rate committee meetings with various customer groups including commercial property owners, single family residential owners and condominium owners. A key item addressed ensured no customer service class would subsidize another. This is achieved through the rate design which develops rates based on water consumption history and a cost of service analysis. The commercial customers' have a rate setting calculation as do the two other classes of customers: (1) single family residences (some with apartments) and single-meter condominiums, and (2) multiple unit condominiums with a single meter (SVPSD, 2014, p. 32).

Tax revenues are also used to calculate rates as the District applies projected tax revenues to keep rates from increasing beyond what is necessary. The District's tax income decreased by almost \$351,000 in fiscal year 2010-2011 due to property re-assessments of major commercial properties and condominiums. The reduced tax income has resulted in the District's need to increase its service rates (SVPSD, 2014, p. 32).

Recurring Expenditures

Tax revenues allocated to the District are reduced by the State Education Revenue Augmentation Fund (ERAF). The District's tax revenue was reduced in fiscal year 2004/2005 by \$262,324 and by \$131,162 in 2005/2006 in order to fund the State ERAF. In fiscal year 2012/2013 reductions were \$513,178 and \$513,706 in 2013/2014 (SVPSD, 2014, p. 34).

District Assets and Liabilities

The District's Board of Directors is responsible for establishing necessary reserves for the provision of contingencies and emergencies. Fixed asset replacement funds were established in May 1995 to establish reserves for infrastructure replacement and assure that necessary funds are available for catastrophic emergency situations (SVPSD, 2014, p. 31).

The District's depreciation policy includes depreciation of all exhaustive fixed assets, which is charged as an expense against the appropriate asset. Depreciation is calculated over the estimated useful life using the straight line method. Estimated useful life estimates are 3 to 50 years for facilities and systems and 5-20 years for vehicles, furniture and equipment (SVPSD, 2014, p. 31).

Long Term Liabilities and Debt

Long-Term Liabilities

The largest impact to the District's budget is the significant reduction in property tax revenue resulting from the Great Recession starting in 2008. Significant increases in expenses include health care and workers compensation insurance. Information technology and related maintenance expenses continue to increase but are necessary to comply with most state and county mandates. Utility and fuel costs continue to rise, are unpredictable, and impact the District's bottom line (SVPSD, 2014, p. 31).

Debt Without Government Commitment

The District has a loan agreement with Municipal Finance Corporation for the purchase of a 2.7-acre parcel of land for the District's Fire Station and Administration Center. The loan in the amount of \$2,012,000, at 5.1 percent, calls for semi-annual payments in varying amounts for 15 years with maturity of the loan on December 24, 2016. The District entered into a 25-year capital lease agreement with the California Infrastructure and Economic Development Bank to finance \$2 million of the cost to construct the District's Fire Station and Administration Center, at an interest rate of 3.63 percent. This loan calls for semi-annual payments of varying amounts with the final maturity of the loan scheduled for August 2028.

Asset Maintenance and Replacement

The District manages a Capital Improvement Plan/Replacement Plan for all of its services areas to identify infrastructure needing improvement or replacement due to substandard capacity and/or condition. The Plan includes identification of assets such as pipes, transmission lines, water supply sources, hydrants, water storage tanks, major equipment, vehicles, etc. The major element is infrastructure necessary to develop a secondary water supply source, including a transmission main(s), one or more wells, a water storage tank, pump station(s), pressure-reducing valves, and hydrants (SVPSD, 2014, p. 30).

The 10-year CIP is a part of the annual budget. Fixed Asset Replacement Funds were adopted in May 1995. The purpose is to establish fund reserves as identified in the Water System Master Plan and Sewer System Master Plan (2010) for replacement of assets at the end of

Photo courtesy of <http://www.svpsd.org/>



their useful life. By ensuring the money will be available, the program reduces the District's future need to borrow money, pay long term interest on debt, or sharply

increase water or sewer rates. In March 2006, the Asset Replacement Fund spreadsheets were reviewed, updated, and revised to estimate recovery cost allocations. These spreadsheets are revised annually to include new acquisitions and eliminate surplus or discarded items (SVPSD, 2014, p. 33).

Cost Avoidance

The District implemented joint agency insurance practices, contract services and various technology/management practices to optimize management efficiencies and to control service costs. For example, they now utilize a networked printer/copier/fax/scanner for all administrative operations. The District also cut staff in the Administration Department and substantially reduced overtime in the Fire Department by reducing its levels of service for fire protection and EMS services; by implementing a three person per shift minimum standard, a reduction from the prior four person per shift minimum standard (SVPSD, 2014, p. 37).

The District has implemented energy reduction plans such as using VFD controllers and LED lighting.

The Squaw Valley Mutual Water Company contracts with the SVPSD to provide Operations and Maintenance (O&M) services, which results in a cost savings to the Squaw Valley Mutual Water Company. The District also began to provide snow removal services on Placer County's bike trails in Squaw Valley with District forces (in lieu of contracting for services) to reduce labor costs and leverage grant funding to support the costs of the operation. Other than that, over the last five years the District has reduced its expenses (trainings, travel, discretionary spending, etc.) while maintaining a high level of service (SVPSD, 2014, p. 37).

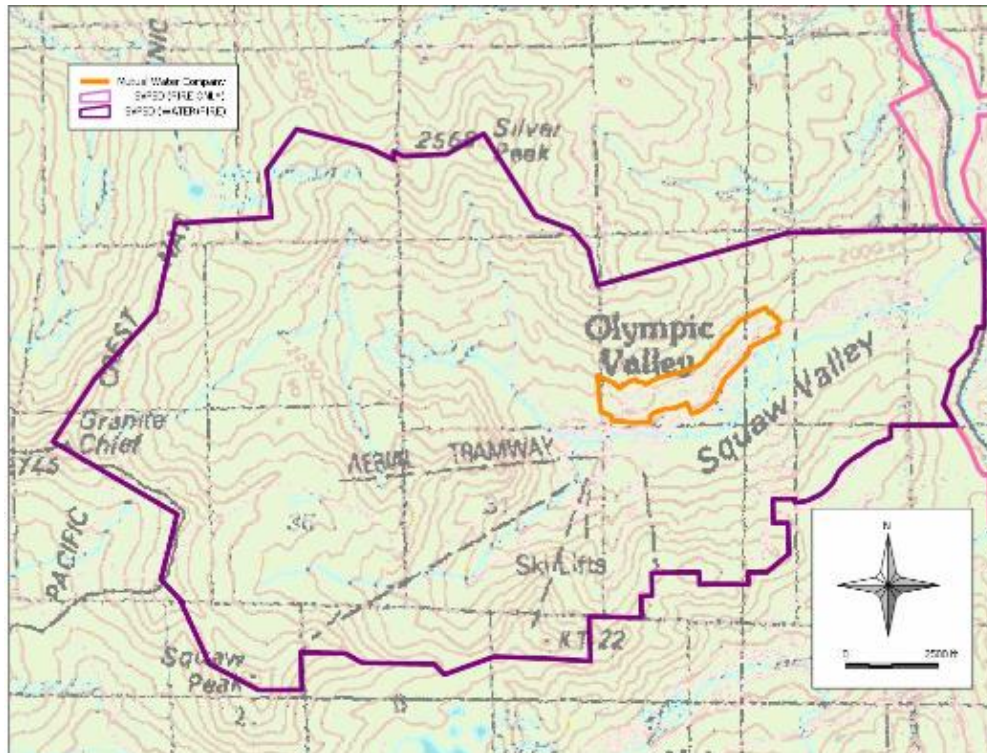
The District noted that a consolidation with small neighboring utility districts, including with the Squaw Valley Mutual Water Company, could improve the economies of scale and make service deliveries more efficient and cost effective.

12.8: Water Services

Water Service Overview

The SVPSD is one of two municipal water service providers within the Olympic Valley. Located within the SVPSD boundaries is a mutual water company, the Squaw Valley Mutual Water Company (SVMWC), which provides water service to 281 residential customers within a 115-acre portion of the Olympic Valley lying north of Squaw Creek (Figure 12-3). The SVPSD provides service to all other residents and customers within the Valley and within its boundaries. Additionally, two other metered entities pump water from the groundwater basin including Resort at Squaw Creek (golf course irrigation and snowmaking) and Squaw Valley Resort (snowmaking).

Figure 11-3: SVPD and SVMWD Service Areas



Source: Olympic Valley Groundwater Management Plan, 2007; pg 14.

Water Supply/Demand

Water Supply

The District is located in the Olympic Valley watershed, which is part of the larger Tahoe-Truckee River Basin. The District relies on two groundwater sources: groundwater from the alluvial Olympic Valley Groundwater Basin (Basin) and groundwater from horizontal fractured bedrock wells in the mountainous areas above the Olympic Valley Floor. Neither source is adjudicated, making the District's water rights subject to California Groundwater Law. Recharge to the Basin occurs from infiltration of precipitation and snowmelt on the Olympic Valley floor, overland flow from the surrounding mountainsides, mountain front recharge in the higher elevation sediments on the edges of the Basin, and infiltration from Squaw Creek.

The District relies primarily on the western portion of the Basin. The entire aquifer in the Valley is approximately one square mile, ranges in depth from 75 to 150 feet. The eastern portion does not produce water that meets drinking water standards for iron and manganese without treatment. Test wells drilled in other locations of the watershed have been in fractured bedrock and typically have low production, many with poor water quality (SVPD, 2014).

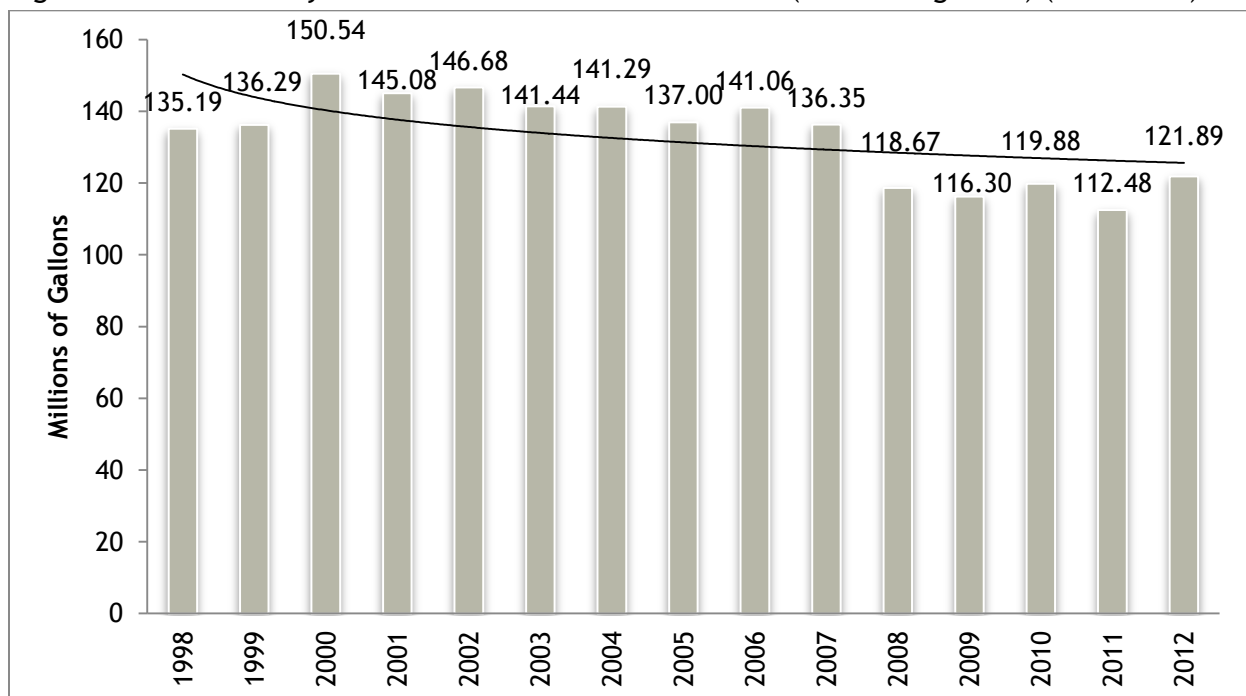
Several previous studies have attempted to quantify the volume of groundwater that can be produced from the Olympic Valley Groundwater Basin over some period of time without causing impairment of one kind or another. More recent studies completed on behalf of the SVPD have attempted to quantify a sustainable yield for the Basin using the existing Model.

However, these studies evaluated the maximum amount of water that could be pumped from the Basin using existing wells during a critically dry year without significantly affecting the pumping water levels of the shallowest existing municipal supply well (West Yost 2001 and 2003). This sustainable yield actually is an operational yield that pertains more to the maintenance of specific well operations than to the potential yield of the Basin (Todd 2012, Slade 2006) (SVPSPD, 2014).

These attempts to quantify a sustainable yield reported a wide range of maximum groundwater production volumes including West Yost 2001 and Williams 2004. The large range of reported maximum supply values was the result of variations in the timing and distribution of demand and pumping. While each scenario represented a possible future scenario, the wide range indicates that the assumptions regarding these distribution factors play a significant part in the results of the analyses. Since a sustainable yield analysis may oversimplify the dynamic complex Olympic Valley Groundwater Basin system (SVPSPD, 2014), a different approach was pursued.

Evaluation of the occurrence and flow of groundwater in the Olympic Valley Groundwater Basin and the related water balance has shown that the groundwater system in Olympic Valley is highly dynamic and responsive to the timing and spatial distribution of recharge, demands, and pumping. This small groundwater system has a very high volume of water flowing through the watershed on an annual basis, which far exceeds the volume of groundwater storage or use (Todd 2012). This is clearly illustrated by the large volume of rejected recharge that has been identified by HydroMetrics and others (HydroMetrics 2013, Todd 2012) (SVPSPD, 2014).

Figure 12-4: SVPSPD 15-year Groundwater Production Trend (in million gallons) (1985-2012)



Source: SVPSPD Response to LAFCO's request for information, 2014.

There is additional water supply available within the District's service area, although it consists of groundwater which underlies privately-owned property. The majority of the remaining groundwater resources that lies under the private property holdings has been maintained to meet demands of future development and has historically been unavailable to the District (SVPSPD, 2014, p. 14). However, those property owners have submitted a development application for the proposed Village at Squaw Valley Specific Plan, which proposes a water supply be provided from the western portion of the aquifer. Placer County has recently assessed the potential impacts of the project through preparation of a Draft- and Final EIR. As required by state regulations, a Water Supply Assessment was prepared by the District to provide an analysis of water supply and demand of both for existing and future demand (see Water Demand subsection, below).

The SVPSPD is the lead groundwater management agency for the alluvial Olympic Valley Groundwater Basin (Basin) and there are three other water purveyors which pump groundwater. The District has prepared a collaborative Groundwater Management Plan (GMP), the Olympic Valley Groundwater Management Plan, and maintains a numerical MODFLOW groundwater model representing the Basin, which is a good representation of groundwater flow in the Basin. (SVPSPD, 2014, pp. ES-2). The GMP was first adopted in 2007, with subsequent groundwater condition reports completed in 2008, 2009, and 2011. The GMP deduced that although the basin is recharged to some maximum level every winter and spring, water levels in the aquifer in late summer and fall are dependent on the amount of snowmelt during the spring and summer (SVPSPD, 2007, p. 34). Neither the GMP nor any of the subsequent groundwater condition reports showed any indications of overdraft conditions in the Basin (SVPSPD, 2014, pp. 5-4).

The District holds a Water Supply Permit issued by the California Department of Public Health (CDPH), last issued on January 25, 1977. The permit is automatically renewed unless it is modified. The District pays an annual fee for permitting and CDPH conducts inspections every two years. The 2011 CDPH Inspection Report recommends that a full permit be reissued by CDPH to include new facilities. The CDPH identifies the District as a T-1 and D-2 facility (SVPSPD, 2014, p. 13).

The District's average annual production from 1998-2007 was approximately 140 MG or 429 AFA. Additionally, producing an average of 31.8 AFA from the horizontal well, the District has pumped an average of 397.6 AFA from Wells 1R, 2, 3 and 5 R in the Basin (SVPSPD, 2014, p. 15).

Water Demand

The SVPSPD currently serves 1,569 residential connections and 39 commercial entities (SVPSPD, 2014, pp. 2-2). The current average demand for the SVPSPD is 406 acre-feet per year (AFY) (SVPSPD, 2014, pp. ES-1). Future demand for the District is expected to increase to 777 AFA (SVPSPD, 2014, pp. A-2). Additionally, the District wholesales water to the Tahoe City Public Utilities District (Tahoe-Truckee Forest Tract water system), which typically consists of 1.0 to 1.5 MG during the maximum month in the summer and 4.5 to 5 MG annually (CDPH, 2011, p. 2).

Table 12-9: SVPSD Water Demand		
2007	Winter	Summer
Peak	0.523 MGD	0.827 MGD
Average	0.323 MGD	0.609 MGD

The 2014 Water Supply Assessment prepared for the Village at Squaw Valley Specific Plan determined that water supply in the Basin is sufficient to meet the expected demand from the Village project as well as existing and planned future uses (based on the 1983 Squaw Valley General Plan and Land Use Ordinance) in the Olympic Valley over the next 25 years in normal, single, and multiple dry years. The Basin is not currently in overdraft and is not projected to be overdrafted with the future demand (SVPSD, 2014, pp. 8-2). The Water Supply Assessment was updated in 2015 and is available in Appendix A of the County's FEIR. This update concludes that "The total water demand in Olympic Valley at 2040 was estimated to be 1,254 AFY, which is an increase in demand of 383 AFY compared to historical water use. Peak daily demand estimates associated with these annual demands indicate that the Project will require four new wells and that the non-project SVPSD demands will require an additional two new wells, for a total of six new wells in the SVPSD water supply system." (SVPSD and Placer County, 2015).

Water Infrastructure and Facilities

Treatment Systems

The District is not required to provide continuous disinfection of its municipal water. However, every year over a two week period, while flushing the water mains, the District disinfects the distribution system as preventative maintenance. Due to previous high lead and copper results in the distribution system, the District adds sodium hydroxide to the water to raise the pH of the water from the naturally occurring pH levels (CDPH, 2011, p. 3).

Water Storage

The District maintains three water tanks with a combined capacity of 1.785 million gallons (MG). The tanks are steel construction, the oldest having been constructed in 1980 and the other two in 1990 and 1991. The Waterworks Standards require a water system serving less than 1,000 service connections to provide storage at least equal to the maximum day demands (MDD) in each pressure zone as well as the system as a whole. The highest estimated MDD over the past five years was 918,000 gallons (including water sold to Tahoe City PUD). The District's current storage capacity of 1.765 MG is nearly double the MDD (Table 12-10). Based on the number of District service connections, the estimated MDD in Zone 3 is 24,000 gallons, which is much less than the storage capacity in Zone 3 of 135,000 gallons. In Zone 2, the MDD is 28,000 gallons and storage capacity is 500,000 gallons. The estimated MDD in Zone 1 is 866,000 gallons, which is less than the storage capacity of 1.13 MG. Additionally, water can flow by gravity from Zones 2 and 3 into Zone 1. Therefore, the District meets Waterworks Standards for storage capacity in each pressure zone as well as in the system as a whole (CDPH, 2011, p. 5).

Table 12-10: Water production and storage facilities			
Production Facility	Estimated Reliably Pumping Capacity (gpm)	Storage Facility	Capacity (million gallons)
Well #1R	420	West Tank	1.15
Well #2R	350 max, 230 summer	East Tank	0.50
Well #3	120	Zone 3 Tank	0.135
Well #4	Not in service		
Well #5R	405		
Horizontal Well	10		
Total Capacity (max)	1,185	1.785	
<i>Source: SVPSD Response to LAFCO Request for Information, 2014.</i>			

Distribution and Transmission

The SVPSD water system consists of three pressure zones: Zones 1 through 3. Zone 1 is the main pressure zone. All vertical wells pump into this zone based on the level in the West Tank. Water is pumped into Zone 2 via the Zone 2 Booster Station. The operation of this booster station is based on the level in the East Tank. The horizontal wells also provide water to this zone. Water from Wells 1R and 5R can also be directly pumped to the Zone 2 distribution system via a pipeline that follows along the south side of the valley. This line is normally shut off so that water from Well 1 can be blended prior to entering Zone 2. The transmission main is flushed twice per year. Water is supplied from Zone 2 to Zone 3 by the Zone 3 Booster Station. The operation of this booster station is based on the level in the Zone 3 Tank (CDPH, 2011, p. 5).

The District distribution system was last evaluated in 2005 by the District's consulting engineer, which concluded that approximately 1,200 feet of steel lines would need replacement within the next 5 to 10 years. The District has been working on replacing all 1-inch and 2-inch diameter mains with 4-inch or larger mains in accordance with Waterworks Standards. The District plans to replace a total of 400 feet of small diameter steel pipe to complete the recommended main replacements (CDPH, 2011, p. 6). The District's hydraulic model of its Water System is currently being updated to assess capacity in support of the *Village at Squaw Valley Specific Plan*.

Challenges in Provision of Water Services

The biggest challenge the District currently faces is its water supply infrastructure. The need to improve the reliability of the District's water supply may be controversial and expensive; however, the District requires redundancy in its water supply resources to fulfill its mission (SVPSD, 2014, p. 36).

During these record years of drought, California faces water supply challenges. Drought is a specific risk which has been identified for the SVPSD (County, April 2010). Water conservation is of increasing importance as we face multiple years of significantly below normal levels of

precipitation and snow pack. The SVPD has worked diligently to promote water conservation and minimize water loss to control costs for producing water and to preserve the valley's water source. As a result of these efforts, the District has achieved greater success in conserving water than the state's goal to reduce per capita consumption by 20 percent by 2020. The District has achieved a 26 percent reduction since 2006, while keeping the annual water loss below 10 percent (the national average is 14 percent). Water production in Squaw Valley peaked in 2000 at 151 MG for the year. In 2011, the District produced 112 MG, a 26 percent reduction in groundwater pumping. In its response to LAFCO's request for information, the District provided the following summary of its efforts over the last several decades to promote water conservation and better understand the limits of its drinking water sources (SVPD, 2014, p. 19).

- In 2003, an inverted block rate structure (wherein unit rates increase as consumption increases) was instituted as well as the creation of a second tier for annual consumption greater than 120,000 gallons. The first *Water System Capacity and Reliability Study* was also completed.
- In 2004, a third tier was added to our rate structure for customers using over 220,000 gallons.
- In 2004, and again in 2007, the Water Code was modified to include state requirements for low flow plumbing fixtures, irrigation conservation, and drought contingency planning. Free copies of the *Home Landscaping Guide for Lake Tahoe and Vicinity* developed by University of Nevada Reno are distributed by the District.
- In 2005, the District performed a water system pipeline analysis that assessed the age and condition of all water lines in the District; it was used to update the Asset Replacement Program.
- In 2006, the Water System Fixed Asset Replacement Program was updated.
- In 2007, all water meter registers were upgraded and automated leak alerts became standard, triggering more leak notifications and fewer repeat-reads. Monitoring devices for home-use was made available to our customers to allow real-time monitoring of water consumption.
- In 2007, the District completed the *Olympic Valley Groundwater Management Plan* and pursued implementation of the Plan with completion of three periodic *Reviews and Reports*.
- In 2008, a fourth tier was added to our rate structure for customers using over 280,000 gallons.
- In 2009, the Water Code was altered to require landscape meters on all new homes and for new landscaping projects. The District also began posting water consumption records on its web site for customers to review their usage. Information on checking for leaks and saving water is also on the web site.
- In 2010, the District formed the *Groundwater Monitoring Plan and Database* as a repository for groundwater level monitoring, pumping data, and stream gauging performed by the District as well as other stakeholders.
- In 2012, the District purchased updated leak detection equipment and also acquired a test meter to perform water meter testing.
- In 2014, the *Olympic Valley Creek / Aquifer Interaction Study* was completed.

Water Service Adequacy

The 2011 CDPH report determined the overall system to be well operated and maintained (CDPH, 2011, p. 10). Further, both the CDPH and the more recent *Village at Squaw Valley Specific Plan* (VSVSP) Water Supply Assessment (WSA) determined the District has sufficient source capacity from the aquifer for both existing and future development projected by Placer County in the next 25 years (SVPSD and Placer County, 2015). Additional infrastructure (new wells and upgraded water pipes) and perhaps new water storage will be required to meet future water demands.

The District also participates in the Tahoe-Sierra IRWM Group and is included in the group's current Plan.

12.9: Wastewater Services

Wastewater Service Overview

The SVPSD owns, operates and maintains the wastewater collection system that services the Olympic Valley, which discharges to the TTSA interceptor line on the east side of Highway 89. Wastewater collected in the District's collection system is treated by the Tahoe-Truckee Sanitation Agency (TTSA) in Truckee (SVPSD, 2014, p. 21). The District does not provide wastewater collection services outside of its service boundary.

The District participates in the Tahoe Truckee Area Emergency Contingency Plan with 13 other districts made up of water districts, improvement districts, public utility districts, community services district, sewer districts and sanitation agencies. The objective of the plan is to prevent, minimize, and mitigate any disruption in sewage collection, conveyance, or treatment systems, and water systems in the plan area in order to insure continuing compliance with all applicable laws and regulations for the protection of public health and safety, and the preservation of water quality of Lake Tahoe and the Truckee River Watershed. This plan is intended to assist all public utility, improvement, and county water districts in the Tahoe-Truckee area deal with emergencies and natural disasters affecting the services provided by these districts. Additionally, this plan is intended to assist all districts in updating their specific emergency action plans in a similar and accepted format. Further, this plan will insure that districts in the Tahoe-Truckee areas will be in a position to render effective and efficient mutual aid when necessary. The Agreement for Emergency Aid will provide for emergency cooperation throughout the Tahoe-Truckee area. With the mechanics of rendering mutual aid in place, assistance can be requested and can be available without any delay from the assisting district (SVPSD, 2014, pp. 7-8).

Wastewater Capacity

The District currently has 1,073 connections (T-TSA personal communication) including 39 commercial customers and no industrial customers (SVPSD, 2014, p. 21). The District has no EPA categorical users. The District has an average day demand (ADD) of 0.632 MGD and a peak flow of 2.007 MGD. The District prepared a Sewer System Management Plan (SSMP) (SVPSD, 2009) pursuant to State Water Resources Control Board Order No. 2006-0003 and it complies with other provisions of the Statewide General Waste Discharge Requirements.

Wastewater Infrastructure and Facilities

The District installed sewer flow meters to monitor for inflow and infiltration (I/I) to reduce the potential for sewer system overflows (SSOs) and reduce the cost of treatment at the TTSA facility.

Collection and Transmission

The District's wastewater collection system consists of approximately 18.5 miles of gravity pipe ranging from 4 to 15 inches in diameter. There are two inverted siphons in the system; one transports wastewater under Squaw Creek to the main interceptor in Squaw Valley Road and the other lies under the Truckee River and discharges to the TTSA's interceptor. There are no pumping or treatment facilities within the collection system (SVPSD, 2009, pp. 4-2.1). The District takes the following measures and testing procedures to ensure the integrity of the system:

- Cleans 50 percent of the collection system annually
- Television inspection (TVI) of 25 percent of the collection system annually
- Analyze data from TVI's to identify and complete projects to correct infiltration and inflow and problems that could cause sewer system overflows

Challenges

Factors which influence the District's ability to supply wastewater service include age, condition and size of wastewater pipelines (SVPSD, 2014, p. 21). The District indicates that small portions of its sewer system will need replacement in the next five years (SVPSD, 2014, p. 36).

Wastewater Service Adequacy

The District did not identify any inadequacies in the provision of wastewater collection services, nor were any identified in the preparing of this MSR. No violations were reported in the State's reporting system.

12.10: Fire and Emergency Services

Service Overview

The District provides fire and emergency response services through its Squaw Valley Fire Department (SVFD). Several natural hazards have been identified for the Squaw Valley area

including wildfire, flooding, soil erosion, landslides, earthquakes, and severe weather (County, April 2010). Safety is particularly necessary in Squaw Valley because the area has only one means of ingress and egress making it a challenge to implement an emergency community evacuation (County, April 2010). These potential hazards increase the importance of the fire and emergency services the District provides.

In 2006, the SVFD transitioned from Basic Life Support (EMT) level emergency medical services to Advanced Life Support (Paramedics). Additionally, the SVFD provides free child passenger safety car-seat fittings and child passenger safety education in both the District and the region using nationally certified technicians. The SVFD provides monthly community CPR classes and provides first aid and CPR training to local employers. The District adopted and enforced residential fire sprinkler regulations and carbon monoxide (CO) detection in all residences before these systems were required under the California Building Code and received a grant to distribute free CO detectors to all of the residences within its service area to assure that all homes were in compliance at no cost to the property owner (SVPSD, 2014, p. 40).

Fire and Emergency Response

The Placer County Sheriff's Office and California Highway Patrol (CHP) provide public safety answering points (PSAP) for landline and cellular calls respectively. All calls for fire, rescue or emergency medical services are transferred to the CalFire Grass Valley Emergency Command Center for dispatch. All local government fire agencies in the area are dispatched by CalFire (SVPSD, 2014, pp. 24-25).

The SVFD has a current Insurance Services Office (ISO) Public Protection Class of 2 within hydranted areas and PPC 2Y in areas without. ISO ratings take into account response times, available equipment and personnel that can be used to help determine the adequacy of a District's response capabilities. The average response time for an incident varies by location, but the SVFD's goal is to respond to incidents within five minutes, 80 percent of the time; the District states that goal is consistently met (SVPSD, 2014, p. 25).

In general, industry standards applicable to the SVFD are established by the National Fire Protection Association. These standards, among others, directly or indirectly affect the type of services, method(s) of delivery of those services, expansion, reliability, facility design and construction and environmental issues that the District encounters. SVFD has historically met or exceeded applicable industry standards.

Table 12-11: Squaw Valley Fire Department Emergency Response, 2012

Emergency	Number of Calls
Fire Suppression	28
EMS/ALS	298
Rescue	23
Hazardous Materials	33
Other	125
Total	507

Source: (SVPSD, 2014, p. 26)

Fire and Emergency Services

Infrastructure Needs and Deficiencies

Water supplies for fire suppression include municipal gravity-fed hydrant systems and the Truckee River for

those residences located outside of the hydrant area. The hydrant capacity and rating varies by location, but hydrant flows and storage capacities are generally sufficient throughout the District (SVPSD, 2014, p. 25). The District operates from one fire station, Station 21. An assessment of fire and emergency response facilities will be made as part of the Village at Squaw Valley Specific Plan Draft EIR.

Fire and Emergency Management Efficiencies/Cost Avoidance/Facilities Sharing

The SVFD consists of one Fire Chief, three fire captains, 3 engineers, 6 firefighter-paramedics and 6 part-time firefighters. The Fire Chief is overseen by the District's General Manager. The SVFD spends considerable time on fire prevention planning and inspections. Every commercial occupancy is inspected at least annually with written findings and follow-up with the property owner until all deficiencies have been corrected. Places of assembly are generally inspected twice annually. The SVFD conducts defensible space inspections in accordance with California Public Resources Code 4291 on every residence annually and provides the property owner with a written inspection form and follow-up inspections and notification until all deficiencies are corrected. The SVFD achieves virtually 100 percent compliance each year and has for the past 20 years. Additionally, the District conducts fire prevention education and fire drills annually with schools within its jurisdiction (SVPSD, 2014, p. 26).



Photo courtesy of <http://www.svpsd.org/>

The SVFD participates in a Boundary Drop Area Agreement with North Tahoe Fire Protection District and Truckee Fire Protection District as described below:

- North Tahoe Fire (NTF) - Squaw Valley Fire (SVF) Boundary Drop Area:
The NTF-SVF Boundary Drop Area is the area along and adjacent to the Highway 89 from 1700 River Ranch Road to the intersection of Highway 89 and Pole Creek Road.
- Squaw Valley Fire (SVF)-Truckee Fire District (TFD) Boundary Drop Area:
The SVF-TFD Boundary Drop Area is the area along and adjacent to Highway 89 from Alpine Meadows Road to West River Street.

- North Tahoe Fire (NTF)-North Lake Tahoe Fire (NLT) Boundary Drop Area:
The NTF-NLT Boundary Drop Area is the area along and adjacent to Highway 28 from between the intersection of Chipmunk Drive in Kings Beach, CA (western boundary) and Highway 28 to 120 State Route 28 in Crystal Bay, Nevada (eastern boundary).
- North Tahoe Fire (NTF)-Northstar Fire (NSF) Boundary Drop Area:
The NTF-NSF Boundary Drop Area is the area along and adjacent to Highway 267 from Highlands Drive to the Martis Dam Road.
- North Tahoe Fire (NTF)-Meeks Bay Fire (MBF) Boundary Drop Area:
The NTF-MBF Boundary Drop Area is the area along and adjacent to Highway 89 from Ellis Road to the Emerald Bay Snow Closure Gate.

The SVFD also participates in mutual aid and area contingency plans. The SVFD has a mutual aid agreement and annual operating plan with the USFS to provide wildland fire suppression on public lands (USFS, 2011). The District also has a mutual aid agreement with the Lake Tahoe Regional Fire Chiefs Association, which includes fire, medical, and rescue services to the geographic boundaries of the membership of the Lake Tahoe Regional Fire Chief's Association, primarily the Lake Tahoe Basin and Sierra Front, but also portions of Alpine County, California and Lyon County, Nevada (Lake Tahoe Regional Fire Chiefs Association, 2012).

The SVPD is a member of the Eastern Placer County Fire Chiefs Joint Powers Authority, the purpose of which is to provide cooperative ownership, management and operation of the mountaintop radio repeater network; partnership in training and the maintenance and testing of assets; and cooperative ownership of equipment (SVPD, 2014, p. 8).

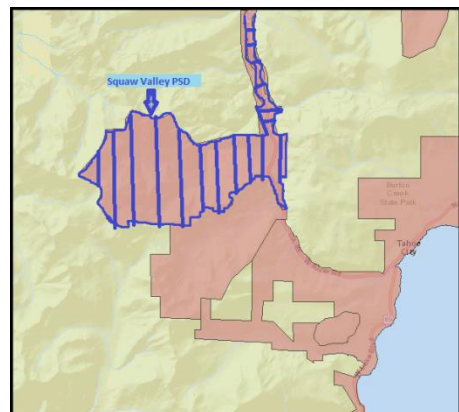
Adequacy of Fire and Emergency Services

Information provided by the District indicates an adequate number of firefighters and fire officers for efficient operations of the SVFD. Additionally, since the target response time of 5 minutes is met 80 percent of the time, fire and emergency services are considered adequate.

12.11: Solid Waste and Recycling

Service Overview

The SVPD contracts with Tahoe Truckee Sierra Disposal Company (TTSD), a private company, for solid waste collection and disposal (SVPD, 2014, p. 27). The District has no direct responsibilities in the delivery of this service to customers. Services provided by the TTSD include waste collection and disposal, public outreach, education programs, Christmas tree recycling, green waste pickup, meeting State mandated diversion rate requirements (AB 939), and participating in the curbside recycling “blue bag” program (Nevada LAFCo, 2006, pp. 2.5-1).



Infrastructure Needs and Deficiencies

The TTSD provides collection services to residential and commercial customers within the District. Disposal is either at the Eastern Placer County Eastern Regional Sanitary Landfill or to the District's Material Recovery Facility (MRF). The TTSD provides a voluntary household recycling program, as well as hazardous materials, oil, and green waste recycling.

Management Efficiencies/Cost Avoidance/Facilities Sharing

The contract for garbage services is administered by the SVPD General Manager. Residential rates are currently \$241.50 per single-family unit. The District paid approximately \$224,298 in FY 2013/2014 for its contract with the Disposal Company and revenue for solid waste disposal services totaled \$228,110. No opportunities for cost avoidance or facilities sharing were identified by the District or the consultants in preparing this MSR.

The District maintains its constructed improvements at its Community Dumpster Facility to better serve residents within the District and reduce the frequency of bears and other wildlife eating human refuse and building a dependency on garbage as a source of food (SVPD, 2014, p. 40).

Challenges with Solid Waste Services

No challenges were identified by the District, nor were any identified by the consultants in preparing this MSR.

Solid Waste Service Adequacy

The District did not identify any inadequacies in solid waste services, nor were any identified in the preparing of this MSR.

12.12: Determinations

Population and Growth

1. Based on the proposed developments, including the Village at Squaw Valley Specific Plan, the permanent population growth rate within the District is expected to be approximately 2 to 4 percent.
2. The Squaw Valley General Plan Land Use Ordinance projects that a seasonal overnight population of 11,000 to 12,000 people will need to be accommodated with a maximum skier capacity of 17,500 persons per day at buildout within the Valley.
3. There are a number of developments proposed within the District, the largest of which include The Village at Squaw Valley Specific Plan and The Resort at Squaw Creek Phase II, which propose a combined total of 2,283 bedrooms.
4. An application to incorporate the Olympic Valley was made to LAFCO in June 2013. This application was subsequently withdrawn in December 2015.

Disadvantaged Unincorporated Communities

5. No areas within the District qualify as a disadvantaged unincorporated community because the median family income exceeds 80 percent of the state median family income.

Present and Planned Capacity of Public Facilities

6. SVPSD was established in 1964 to provide water services within its 15 square mile boundary in eastern Placer County.
7. SVPSD provides water, wastewater, fire and emergency services, and solid waste services within the Olympic Valley. Additionally, the Squaw Valley Mutual Water Company, a private water company, provides water within the Olympic Valley.
8. The SVPSD has sufficient capacity to serve existing and approved water and wastewater connections and maintains a comprehensive inspection and maintenance protocol.
9. A review of present and planned capacity of public facilities within the District has recently being undertaken through the application for the *Village at Squaw Valley Specific Plan*, which is currently being processed through Placer County.

Financial Ability of District to Provide Services

10. Similar to most public agencies in California, the District continues to struggle with the loss of property tax revenue since the Great Recession that started in 2008. However, the financial position of the District indicates that the District will be able to meet its financial obligations as they become due and that it will continue to be able to provide service obligations to its constituents.

Status or, and Opportunities for, Shared Facilities

11. SVPSD collaborates with other agencies for mutual aid emergency services, including regional emergency planning efforts.
12. SVPSD maintains an interagency agreement with the Tahoe City Public Utilities District to supply water to 16 residences along Highway 89.
13. The PSD provides operations and maintenance services to the Squaw Valley Mutual Water Company on a contractual basis.
14. SVPSD provides snow removal services on Placer County's Bike Trail in Squaw Valley.
15. The District provides storage facilities for records, files and maps for the Squaw Valley Mutual Water Company.

Accountability for Community Service Needs, Including Governmental Structure and Operation Efficiencies.

16. The SVPSD provides water, wastewater collection, solid waste collection, and fire/emergency services within its boundaries. Additionally, the District provides water service to 16 single family residences within the Tahoe City Public Utilities

District that are located along Highway 89; provides operations and maintenance services to the Squaw Valley Mutual Water Company on a contractual basis; and provides snow removal services on the Bike Trail in Squaw Valley on behalf of Placer County. Note: Placer County is the agency responsible for providing park and recreation services in Squaw Valley.

17. An elected five-member Board of Directors oversees the management of the District's public resources. SVPSPD meets its statutory financial reporting requirements that ensure its operations are conducted in an open and transparent manner. SVPSPD meets its fiscal accountability requirement to its customers through budgetary and financial reporting using its website as a communication channel and other communication tools. The District provides public notice of meetings, and posts agendas and minutes online.
18. A General Manager oversees the District under the direction of the elected Board of Directors. The Board and management work together in the identification of goals and issues and assignment of staff as appropriate for each type of service provided. The District has adopted policies to guide District operations. SVPSPD uses master plans, annual budgets and capital improvement planning to plan for and carry out operations and capital programs. The District continues its work to improve efficiency in numerous areas of service, including operations, water conservation, finance, and customer service.

Water

19. SVPSPD has sufficient water supply from its current sources to meet its present annual and peak day demand for domestic purposes, based on the data provided by the District. District groundwater diversion is not adjudicated and the Olympic Valley Groundwater Management Plan indicates there is adequate water supply available to serve an additional 100 single-family residences.
20. District water meets all state and federal water quality standards, and there are no current violations on file with the CDHP.
21. According to the District's 2015 Water Supply Assessment for the Village at Squaw Valley Specific Plan, with the installation of six new wells there will be sufficient water supply to meet demand for the Specific Plan as well as County-projected growth for the next 25 years.
22. SVPSPD water supply infrastructure appears well maintained and an annually updated CIP schedules needed maintenance and upgrades to keep the system in good working order. Water rates are based on the 2004 comprehensive rate study and adjusted annually during the budgeting process. New development, including the Village at Squaw Valley, will finance infrastructure upgrades required to accommodate increased demand on the system.
23. The District serves 16 residences outside of its boundaries through an interagency agreement with the Tahoe City Public Utilities District.
24. The PSD provides operations and maintenance services to the Squaw Valley Mutual Water Company on a contractual basis.

Wastewater

25. SVPSD wastewater services consist of collection services only. Collected sewage is routed to the Truckee River Interceptor (TRI) Sewer Line for transmission to the Tahoe-Truckee Sanitation Agency treatment facility for treatment and disposal.
26. SVPSD staff indicates wastewater collection infrastructure appears to be adequate to accommodate existing wastewater flows. The District has a Sewer System Management Plan (SSMP) in place to assist in planning for future wastewater collection and maintenance needs. SVPSD periodically and regularly revisits and updates its SSMP as required by State Water Resources Control Board Order No. 2006-0003 (e.g., Statewide General Waste Discharge Requirements for Sanitary Sewer Systems).
27. SVPSD wastewater collection infrastructure appears well-maintained. In concert with the annual budget, rates are adjusted annually to fund normal maintenance and update needs. The District identifies needed maintenance and repairs to its system through the budgeting process.
28. New development, including the Village at Squaw Valley, will finance infrastructure upgrades and expansion required to accommodate increased demand on the system.

Fire and Emergency Services

29. Squaw Valley Fire Department facilities and infrastructure are currently sufficient to allow for the efficient provision of services.
30. Anticipated future growth in the region will require fire protection and emergency services from the District. The DEIR and the FEIR for the Village at Squaw Valley Specific Plan has assessed the need for additional facilities and infrastructure that may be required with the proposed development within Olympic Valley. In order to adequately serve the proposed development, the EIR recommends that a new fire substation be constructed to serve the west end of Squaw Valley. Additional fire protection facilities and staffing will also be necessary. A development agreement with the developer is suggested as a method to finance the necessary improvements.
31. SVFD has historically met or exceeded applicable industry standards related to the provision of fire and emergency services and meets its goal of a five minute response time, 80 percent of the time.
32. The District has an ISO rating of 2 in areas equipped with fire hydrants, and 2Y outside the hydranted areas.
33. The SVFD has a comprehensive and effective mutual aid network with the federal, state, and local emergency service providers in the region.

Solid Waste and Recycling

34. The District's oversight of its solid waste removal contract with TTSD appears both sufficient and efficient. No management efficiencies, cost avoidance, or facilities sharing opportunities were identified in the preparation of this MSR.

12.13: References

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