

# ***SQUAW VALLEY PUBLIC SERVICE DISTRICT***



## ***2015-2016 ANNUAL BUDGET***

***Approved by the  
Board of Directors  
June 30, 2015***

***Prepared by Tom Campbell,  
Finance & Administration Manager***

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# **Squaw Valley Public Service District**

## **PURPOSE STATEMENT**

The Squaw Valley Public Service District's purpose is to assume leadership in providing high-quality public services needed by the community.

## **MISSION STATEMENT**

Squaw Valley Public Service District serves full-time and part-time residents, businesses, employees and visitors in Squaw Valley. The mission is to provide leadership in maintaining and advocating for needed, high-quality and financially sound community services for the Valley. These include, but are not limited to water, emergency services, and sewer and garbage collection. The District will conduct its operations in a cost effective and professional manner, consistent with the desires of the community, while protecting natural resources and the environment.

## **CORE VALUES**

- Honesty, openness and maintaining the public trust
- Fairness and being equitable to all
- High Standards, competence, and quality services and products
- Fiscal responsibility
- Responsiveness and communication
- Clarity of purpose
- Environmental sensitivity
- Meticulous compliance with regulations
- Compassion and sensitivity
- Progressiveness and commitment to ongoing improvement
- Proactive planning for the future



## **SQUAW VALLEY PUBLIC SERVICE DISTRICT**

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### **DISTRICT STATEMENT OF INVESTMENT POLICY**

The Investment Policy of the District is reviewed by staff on a continual basis and submitted annually (with suggested changes, if appropriate) to the Board of Directors for approval.

#### **General Investment Policy Statement**

This policy statement is intended to provide guidelines for the prudent investment of the District's cash for which no immediate need is anticipated. The District has chosen to abide by a uniformly conservative policy in the investment of temporarily idle funds.

The District follows the "prudent man rule" outlined in the Civil Code, §2261, et seq., which states in essence that in investing, a trustee shall exercise the judgment and care, under the circumstances then prevailing, which men of prudence, discretion and intelligence exercise in the management of their own affairs. The District is further restricted by provisions of the Government Code, §53600, et seq.

The District considers investments based on, in order of importance, safety, liquidity and yield when choosing investment options. The District attempts to obtain the highest yield obtainable, with no risk to the principal, as long as investments meet the criteria established for safety and liquidity. The District only operates in those investments that are considered very safe (insured or secured as required by law). Liquidity of funds is considered in terms of expected and unexpected need for the funds based on known encumbrances and historical experience. As a minimum the District shall maintain six months of operating expenses and an emergency reserve of \$500,000 in liquid funds.

#### **Local Agency Investment Fund**

The Local Agency Investment Fund (LAIF) has established a maximum limit of fifty million dollars in investments from any singular local agency. The District maintains a balance ranging from \$20,000 to \$10,000,000 with LAIF. There is no set maturity date of these investments. They may be withdrawn at any time without penalty. The LAIF interest rate has generally been slightly higher than investments in U. S. Treasury Bills (T-Bills) or time Certificates of Deposit (CD's) issued by local banks or savings associations.

#### **U.S. Treasury Bills**

The District generally does not maintain or intend to maintain a balance in U. S. Treasury Bills for which the faith and credit of the United States are pledged for the payment of principal and interest due to lack of a full time person to control these investments.

#### **Certificates of Deposit**

The District may enter into any contract with a depository relating to any deposit which in the Treasurer's judgment is to the public advantage with certain restrictions.

It is the District's policy not to purchase time certificates of deposit issued by state-chartered banks or savings associations in excess of thirty percent (30%) of the total of the District's temporarily idle funds.

Any deposit to a savings association or bank shall not exceed a level of such that is insured or secured as required by law.

A depository and the agent of the depository are responsible for securing monies with eligible securities in securities pools which have a market value of at least ten percent (10%) in excess of the total amount of all deposits of a depository if the securities are promissory notes secured by first mortgages and first trust deeds. The District requires certification by the depository and the agent of the depository that there are securities in the pool in the amounts required to secure all deposits.

Securities must comply with §53651.2 of the Government Code, which defines eligible security.

### **Savings, Checking, and Certificate of Participation Accounts**

The District maintains varying balances in District savings, checking, and Certificate of Participation accounts according to anticipated needs for the moneys in the short term. The total moneys in any of these accounts shall not exceed the maximum insurance limit of the individual account. The District Treasurer shall periodically check each account balance and direct the staff to make appropriate fund transfers whenever it is deemed necessary.

### **Capitalization and Depreciation Policies**

Capital projects or composite group purchases approved as part of the Capital Improvement Budget shall be capitalized at the end of the fiscal year that the project or purchase is completed and accepted by the District's Board of Directors as an asset to the District. It is the District's policy not to capitalize any project or purchase with a value of less than \$5,000 unless an individual purchase can be associated with a completed project or composite group of approved purchases. Depreciation shall be computed by the District's auditor during the District's annual audit.

### **Placer County Tax Collector**

Property taxes are collected by Placer County and held until requested by the District. These funds are invested according to the Placer County Treasurer's Investment Policy.

### **Inter-District Loans**

Loans between District departments and accounts may be approved by the Board of Directors. Such loans would provide funds to the borrower at an interest rate equal to or better than the rate available from the depository from which the funds are withdrawn.

(Adopted 05-25-89; reviewed 04-19-90; reviewed 07-30-92; revised 01-25-95; reviewed 02-29-96 reviewed 02-27-97; reviewed 01-29-98; reviewed 01-28-99; revised 01-27-00; reviewed 01-23-01; revised 01-24-02; reviewed 01-28-03; reviewed 01-27-04; reviewed 01-31-06; revised 01-30-07; 12-23-09; reviewed 01-25-11; reviewed 1-31-11; revised 05-30-13; reviewed 05-27-14, reviewed 05-26-15)

## **Budget Objectives**

- ⇒ **Provide high level of service**
- ⇒ **Minimize impact on customers**
- ⇒ **Compliance with all State and Federal regulations pertinent to the District**
- ⇒ **Maintain adequate reserve and replacement funds**
- ⇒ **Provide appropriate funding for infrastructure capital improvements  
(Government Code § 66000)**
- ⇒ **Maintain fund integrity**
- ⇒ **Create a balanced and responsible budget**
- ⇒ **Minimize spending increases**

## **Your District**

Squaw Valley Public Service District is your District providing you with quality community services not provided by others. It was formed in March 1964, and named Squaw Valley County Water District. In July 1985, the District assumed the operation of the Squaw Valley Fire Department from Placer County and the responsibility for fire protection and emergency medical service in Squaw Valley. On January 1998, the District's name was changed to more fully reflect the diversity of services the District provides.

**The Utility Department** provides a potable water system and sewer collection system within a 15 square mile area. The Utility Department's Budget reflects both the Administrative and Operations Department income and expenses for the District under one budget.

**The Fire Department** provides prompt and professional emergency services to the Valley and the Truckee River Corridor between Alpine Meadows and Cabin Creek. The Fire Department is funded with property taxes deposited into the General Fund.

**Garbage** Residential solid waste (garbage collection) service and courtesy dumpsters are provided by the District through contract with Tahoe Truckee Sierra Disposal Co., Inc. Commercial accounts are handled directly by the Disposal Company.

## **Programs**

District Management takes a proactive approach to planning for the future of the District. A comprehensive planning program was instituted in 1993 and will continue into the future with timely updates of all plans:

**Water System Master Plan**, completed in April 1993, assessed the condition of the water supply and distribution system, evaluated supply sources, developed future demand estimates, prepared a fixed asset management plan and prioritized a comprehensive Capital Improvement Program. Since 1993, the District has completed the following water system studies:

1. 2003 Squaw Valley Groundwater Development & Utilization Feasibility Study
2. 2005 Distribution System Pipe Evaluation
3. 2006 Squaw Valley PSD Water Asset Replacement Program Review and Recommendations
4. 2006 Water Treatment Plant Design
5. 2006 Aquifer Storage and Recovery
6. 2007 SVPSD Water Model – Resort at Squaw Creek Will Serve.
7. 2007 Capacity and Reliability Study Update.
8. 2009 Alternative/Supplemental Water Supply & Enhanced Utilities Feasibility Study
9. 2011 Creek/Aquifer Interaction Study Phase I
10. 2014 Creek/Aquifer Interaction Study Phase II
11. 2014 SV-Mutual Intertie Design
12. 2014 Redundant Water Supply/Preferred Alternative Evaluation Phase I
13. 2014 Water Supply Assessment for Village at Squaw Valley

14. 2014 Operation Department Space Needs Analysis
15. 2015 Redundant Water Supply/Preferred Alternative Evaluation Phase II
16. 2015 Water Supply Assessment Amendment for Village at Squaw Valley
17. 2015 Water System Hydraulic Modeling

**Sewer System Master Plan**, completed in December 1994, defined the existing sewer system and evaluated the future capacity-using computer modeling, developed a Fixed Asset Management Plan and 10-year Capital Improvement Program (CIP). Since that time, the District has completed the following sewer system studies:

1. 2006 Squaw Valley Sewer Asset Replacement Review and Recommendations
2. 2007 SVPSD Sewer Capacity Study
3. Squaw Valley Entrance Sewer System Alternatives
4. 2010 Squaw Valley Sewer System Management Plan and 2015 Audit Update
5. Ongoing television inspection and pipeline evaluations
6. 2014 Operation Department Space Needs Analysis
7. 2015 Sewer System Hydraulic Modeling

### **Strategic Plan**

In April 2012, the District completed its five-year Strategic Plan that identifies our mission, vision, and values, while providing a structure of goals and objectives that becomes a framework for our decision-making. The Plan is also a practical working tool that provides clear direction to staff about the Board of Director's goals and objectives, and includes a work plan developed by the staff which is reviewed annually. Those goals are prioritized below as the basis for this budget.

1. **Water Supply** – Develop and maintain a high quality water supply that meets the needs of our community today and in the future.
2. **Services** – Deliver high quality, cost-effective services that meet the needs of our community.
3. **District / Community Alignment and Communications** – Proactively communicate to foster greater understanding and alignment between the District, its stakeholders and constituents.
4. **Finance** – Maintain a well-planned, proactive financial condition that minimizes rate shocks and impacts on customers while meeting all service needs.
5. **Facilities, Operations and Management** – Carry out the needed planning, organizational, operations and asset management policies and activities to ensure excellence in all service areas.

A **Fixed Asset Replacement Fund Program** was adopted in May 1995. The purpose of this fund is to establish fund reserves as identified in the Water and Sewer Master Plans for replacement of assets at the end of 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. The Fixed Asset Replacement Fund Program is coupled with an extensive 10-year Capital Improvement Program and updated annually. The resulting worksheets are used in conjunction with the annual Water Rate Study to determine water and sewer rates for the District.



In March 2006, the Asset Replacement Fund worksheets were reviewed and updated to estimate replacement costs to be allocated annually. This year's annual contribution to the water and sewer asset replacement funds is \$395,000 and with good management of costs, it will be supplemented with additional funds at the end of the fiscal year. This action was taken to increase the reserve funds without over burdening the ratepayers.

A similar asset replacement fund has been established for the Fire Department, with a 2015-2016 annual contribution of \$200,000.

<b>Rate Increase</b>
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The 2015-2016 Cost of Service Analysis indicates that a water rate increase of 12% and sewer rate increase of 8% is required. This increased requirement is mostly driven towards funding the asset replacement program, which has been impaired by the slow recovery in ad valorem property tax revenues resulting from the reduction of assessed property values in the valley spurred by the Great Recession of 2008. The tax base is budgeted for a 2.0% increase over the prior year. Operating expenses for 2015-2016 have increased 8.5% compared to estimated fiscal year 2014-2015.

## **2015-2016 Initiatives**

### **Cost Control and Use of Technology**

The District is committed to providing quality services to its customers at the lowest cost without endangering long-term system reliability, quality, or service. This initiative includes controlling Operating and Capital Expenses through the use of technology, improved business processes, and operating procedures.

The automated meter reading system, in operation for several years, has proven to be a great asset in early detection of water leaks. It allows staff to alert customers within a few days of detection in order to prevent waste, save money in excess fees, and in some cases prevent significant property damage.

With improved technology the cost of accepting credit cards has gone down considerably, so the customers are now able to pay their bills with credit cards. This was a popular method of payment in the past four years and may increase further this year.

The District strives to improve communication with the community. The District web site ([www.svpsd.org](http://www.svpsd.org)) is designed to facilitate better customer communications through up-to-date information on Board & Committee Meetings, approved meeting minutes, water issues, water quality reports, Fire Department activities, and progress of current projects. This site is regularly updated and maintained. Through the website, customers now have the ability to view their monthly water consumption and view the previous year consumption used in the current billing.

### **Resource Management**

In 2015-2016, the District anticipates accomplishing several major projects to improve service levels, protection of the environment, and to provide for the future of the community. Some of these projects began in prior years. The Capital Budget includes funds for projects to achieve the following goals:

- Improve water supply reliability and redundancy.
- Provide long term protection of groundwater resources.
- More closely monitor operation of water and sewer systems.
- Protect and preserve public records.
- Continue replacement of equipment as it reaches the end of service life.
- Reduce long term debt.
- Improve sewer system operations and planning.

### **Water Quality**

The District continues to proactively prepare for new and emerging water regulations. Water served by the District meets all Federal EPA and California Department of Public Health water quality guidelines. The District does perform water treatment to balance pH and chlorinates annually to control bacterial growth in the distribution system. The District continues to monitor emerging water quality issues that may affect the District's operations.

<b>Sources of Funds</b>
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**General Fund**

The District receives two property tax allocations from Placer County. The 2015-16 budget is conservatively anticipating a 2% increase in ad valorem tax revenue, which is approximately \$300,000 less from its peak in 2009 resulting from property value reassessments. In September, Placer County will issue a letter stating the ad valorem tax revenues estimated for fiscal year 2015-16.

All tax revenue is placed into the General Fund and distributed into operating and capital expenditures as necessary. The Fire Department is completely sustained by these property tax distributions. Ad valorem tax revenue not initially distributed to the Fire Department is disseminated between utility and fire operations to support operations and fixed asset replacements.

**Utility & Administrative Departments Operating Funds**

The Utility and Administrative Departments are mostly funded from water, sewer, and garbage service fees. Total budgeted operating revenues from service fees for 2015-2016 is \$2,815,601 and includes a 12% increase for water rates, an 8% increase for sewer rates, and a 1% increase for garbage rates.

The District maintains savings funds within Placer County Revenue and Investment accounts, in addition to the Local Agency Investment Fund (LAIF), with each fund providing a high level of safety and liquidity. Interest rates continue to remain volatile and at historic lows, as such, the District is conservatively forecasting low interest earnings, but remains focused on managing reserve balances into the strongest return vehicle that aligns to the District's investment policy. Currently, Placer County Revenue and Investment accounts remain the strongest provider of liquidity and safety, with present returns at approximately 1%. The District does not transfer funds out of investment accounts until they need to be used to pay for expenditures.

The District continues to maximize its property assets and receives rental revenues from four tenant spaces located at 1810 Squaw Valley Road. The District has recently executed a new lease of its former administrative office, securing total rental revenues of \$83,000 for the next fiscal year.

A renewed O&M agreement with the Squaw Valley Mutual Water Company, in addition to ongoing sponsorship for snow removal of the Squaw Valley Bike Trail, continue to provide ancillary funding which further helps to dilute expenditures while increasing the District's net financial operating efficiency.

The District actively pursues and applies for grant funding that becomes available. The District continues to direct funds from the Department of Water Resources awarded through the Local Area Groundwater Assistance Program (Proposition 84) to fund the *Redundant Water Supply - Preferred Alternative Evaluation*. Additional grant funding is being sought to partially fund the Water Master Plan, as well as the SV-Mutual Intertie project.

The District frequently holds one or more surplus equipment sales during the fiscal year. The funds are either used to replace the equipment purchased for operations, or if the funds raised are more substantial, they may be transferred to Capital Reserves for asset replacement funding.

### **Fire Department Operating Funds**

The Fire Department account is funded almost entirely from ad valorem tax revenue from General Fund transfers. In addition, the Fire Department occasionally receives income from aid rendered on wildland fires, sale of surplus equipment, grants, and CPR training classes.

### **Capital Funds**

Water and sewer capital funds are derived from connection fees related to new development. There is little residential development anticipated for the coming fiscal year, and most residential connection fees are forecasted to come from renovations.

Under Placer County's 1983 Squaw Valley General Plan and Land Use Ordinance, a Fire Protection Fee was established. New development contributes fees to finance the procurement of new fire apparatus or special equipment needed due to growth in Squaw Valley. The fee is currently \$500 per bedroom for residential, and \$1,080 per 1,000 sq. ft. of gross floor area of commercial space.

Pending the timing of development, the District may receive substantial connection fees related to pending commercial projects, which include the Village at Squaw Valley, Plumpjacks, Palisades, and Resort at Squaw Creek.

<b>Uses of Funds</b>
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### **Utility Department Operations**

In 2015-2016, overall expenditures are increasing approximately 8.5% compared to the prior year. The increase can be primarily attributed to:

- Salaries are increasing 5.2% resulting from cost-of-living adjustments, incentive and step increases, and adjustments relating to results from the salary survey of non-represented positions. In addition, two new hires are planned for Spring 2016 to overlap and cross-train from staff who are planning to retire in the beginning of the next fiscal year.
- Benefits are anticipated to increase 10.4%, mostly resulting from changes within CalPERS to "smooth" the consolidated pooled pension plans in order to reduce risks and assure adequate growth. Variable expenses relating to changes in salary and headcount are driving small increases in payroll taxes and benefits.
- Travel & Meetings increased 50%, or \$4,500 compared to the prior year, to accommodate the attendance for key administrative staff to important off-site conferences and meetings.
- Interest Expense continues to decline by \$7,300 as the building and land loans mature, with each payment gaining a greater contribution towards principal.
- Reimbursable projects, which is staff time billed to third parties, are forecasted to be \$78,000 less than the prior year. This is a conservative consideration since the

prior fiscal year was a banner year with considerable staff time billed to development projects, the additional services component of the Mutual Water Company O&M agreement, and capital replacement projects, most notably the S-Curve repair.

- Other expense comparisons against the prior year are considered monetarily immaterial at either less than a 5% change or less than \$3,000. Most changes are considered inflationary.

### **Fire Department Operations**

The proposed Fire Department operations budget has decreased \$106,000, or 3.9% as compared to the prior year. Notable changes compared to the prior year include:

- Salaries have decreased 4%, or \$57,000 compared to the prior year, mostly from net salary and time-off savings resulting from staff changes due to a recent retirement.
- Benefits decreased 6.9%, or \$67,000 compared to the prior year, mostly resulting from savings in pension from reduced contribution rates, savings in workers compensation insurance resulting from a favorable reduction in the District's rating, and net payroll tax savings resulting from the aforementioned staff and salary changes.
- Maintenance Equipment increased 83%, or \$8,000 mostly resulting from annual equipment and apparatus testing necessary to maintain the ISO rating.
- Training and Memberships increased 14.2% or \$3,500 in order to bridge the gap in expertise resulting from a recent staff retirement and to maintain high standards within the Department.
- Departmental Expense increased 5.4% or \$4,000 for administrative allocations charged to the Fire Department.
- Special Fees increased 9%, or \$3,700 mostly resulting from the implementation of new incident reporting software.
- Interest Expense continues to decline by \$4,300 as the land loan matures, with each payment gaining a greater contribution towards principal. The land loan is expected to fully mature in December 2016.
- Other expense comparisons against the prior year are considered monetarily immaterial at either less than a 5% change or less than \$3,000. Most changes are considered inflationary.

### **Utility Capital Reserve Projects**

#### **Capital Improvements – (New Construction)**

**Water Master Plan:** The District's current Water Master Plan was written in 1993. A number of studies have since been completed, and with significant changes potentially forthcoming from the Village project and the redundant water supply, an updated master plan will serve to combine these efforts and provide guidance for future capital

improvements. \$85,000 is earmarked from water capital to prepare an updated Capital Replacement Plan and Capital Improvement Plan.

**Groundwater Management Plan:** \$35,000 is earmarked from water capital to prepare a quinquennial review and report. \$10,000 is anticipated for plan monitoring and data collection, and \$25,000 is anticipated to prepare an updated report.

**Cost of Service and Rate Analysis:** \$25,000 is earmarked (\$12,500 from water capital and \$12,500 from sewer capital) to review and update the cost of service analysis for water and sewer, equitably realign rates among customer classes, and the corresponding impact to rates over a 5-year period.

**Intersection Manholes:** This ongoing project is to install access manholes at key intersections in the sewer system, earmarked for \$10,000 from sewer capital in the upcoming fiscal year.

**Sewer Master Plan:** The District's current Sewer Master Plan was written in 1994, a number of studies have been completed since then, and significant changes are on the horizon if the Village project is approved. \$75,000 is earmarked from sewer capital to prepare an updated Capital Replacement Plan and Capital Improvement Plan for the sewer system.

### **Capital Repairs and Replacements**

**Easement Abatement:** To be in full compliance with the state mandated Sewer System Management Plan, the District must maintain access to the sewer system facilities. Access is also necessary to perform regular maintenance of the system. In 2009, the District began a project to systematically inspect and clear easements. Funds allocated to the project are for legal, surveying, and tree removal, with \$10,000 earmarked from the sewer FARF.

**VueWorks:** \$30,000 is earmarked for the continued implementation for this asset management software. This cost is split with \$9,000 allocated from the water FARF, \$9,000 allocated from the sewer FARF, \$9,000 allocated from the fire FARF, and \$3,000 allocated from the garbage FARF.

**TV Inspection:** \$55,000 is earmarked from the inflow and infiltration FARF for routine sewer inspection services and spot problem areas. This phase of the project is to televise about 25% of the sewer system and planned for spring 2016.

**2" Water Main Indian Trail:** \$50,000 is earmarked from the water FARF to replace a section of water main constructed in 1957 as part of the Winding Creek Water Company.

**SCADA Upgrade:** This implementation is to update the Districts control systems and metering stations with modern technology outlined in the SCADA Master Plan. \$31,000 is earmarked from the water FARF and \$31,000 from the sewer FARF.

**Water Tank Inspections/Repairs:** \$40,000 is earmarked from the water FARF to perform various inspections and repairs to storage tanks deferred during the recession. The project includes cleaning and painting tanks, as well as security improvements.

**Roof Repair-1810:** The roof at the 1810 Squaw Valley Road property is showing signs of age, with several patch repairs performed in recent years for leaks. \$40,000 is

earmarked to replace the roof, and is allocated with \$13,320 from the water FARF, \$13,320 from the sewer FARF, and \$13,360 from the Fire FARF.

**Painting/Stucco Repairs:** \$10,000 has been earmarked for cosmetic improvements and exterior repairs of the 1810 Squaw Valley Road offices. \$3,330 has been allocated from the water FARF, \$3,330 from the sewer FARF, and \$3,340 from the Fire FARF.

**Ford Explorer:** \$30,000 is earmarked to replace the 1997 Ford Explorer, which is nearing the end of its useful life. \$15,000 is allocated from the water FARF, and \$15,000 from the sewer FARF.

**Field Equipment:** \$10,000 is earmarked to replace large field equipment, which was deferred during the recession. \$5,000 is allocated from the water FARF, and \$5,000 is allocated from the sewer FARF.

**Phone System Repairs:** The District's phone system was installed approximately 10 years ago after the construction of the District office building. Recent technical problems and the need for modern telephonic technology are suggesting an update to the phone system. \$10,000 is earmarked for this project, which is split with \$3,330 from the water FARF, \$3,330 from the sewer FARF, and \$3,340 from the Fire FARF.

**HVAC System Repairs:** The HVAC was installed during the construction of the District office building at 305 Squaw Valley Road, and has been encountering numerous issues during the past year. \$20,000 is earmarked for an overhaul of the system and upgrade system efficiencies. \$6,660 is allocated to the water FARF, \$6,660 to the sewer FARF, and \$6,680 to the Fire FARF.

### **Grant Projects**

**Redundant Water Supply:** The District's 2012 Strategic Plan, and its recent updates, identifies as a high priority an improvement to the District's water supply and development of a redundant source. The District is taking steps to implement this goal by allocating funds to determine the next steps in importing a redundant water supply. During the fiscal year, the District is not anticipating grant reimbursements greater than \$160,000 from the Department of Water Resources.

**Mutual Water Company Intertie:** Pending a grant award, this project is the next phase to design and implement an intertie facility connection between the Squaw Valley Mutual Water Company and the SVPSD. District contributions are not expected to exceed \$20,000 for the fiscal year.

**Aquifer Monitoring Program:** Project for placement of monitoring devices not to exceed \$12,760 for the fiscal year. This project is dependent on awarded grant funding and progress regarding development for the next phases of the Resort at Squaw Creek, Plumpjacks, and the Squaw Valley Resort.

## **Fire Department Capital Reserve Projects**

### **Asset Replacement Projects**

**Type 1 Engine:** The all-wheel drive Type 1 engine is exceeding 15 years in age and is recommended to replace. \$500,000 has been earmarked from the Fire FARF to purchase a new Type 1 Engine.

**Water Tender:** The existing Water Tender has been through numerous repairs over the past two years and is recommended to replace. \$200,000 has been earmarked from the Fire FARF to purchase a new Water Tender.

**Hose and Nozzle Replacement:** \$4,000 has been earmarked from the Fire FARF for the ongoing rotational replacement of hose and nozzle equipment.

**Turnout Gear Replacement:** \$14,000 has been earmarked from the Fire FARF for the ongoing rotational replacement of turnout gear for structure and wild land personal protective equipment.

**Office Furniture:** \$4,000 has been earmarked from the Fire FARF to replace and update office furniture, mostly in the engineer's office.

**Facility Repairs (from Utilities):** As noted in the Utility's Capital Repairs and Replacements section above, a portion of shared facility and technology resources are allocated to the Fire Department totaling \$35,720 from the Fire FARF.

### **Long Term Debt Retirement**

Land Acquisition and Building Loan payments are shown in the General Fund. The land was purchased in 2002 and a loan established with City National Bank for \$2,012,000, with repayment of the loan to be completed in December 2016. The building loan is \$1,801,700 with the California Infrastructure and Economic Development Bank, payable over 25 years at 3.63% interest. This will be complete in August of 2028 and is being paid with funds budgeted by the Utility Department.



## **Future Outlook**

National, state, and local economies appear to have successfully turned a corner towards growth after the recent recession years. A modest increase of real estate sales in the valley will likely result in annual increases of 2.5% to ad valorem tax revenues. Modest increases of interest income are also expected over the next year.

Historical drought conditions and State mandated water restrictions will have an adverse impact on water consumption revenues. Further reduced snowfall during peak winter tourist months can further erode water consumption revenues. A return to average precipitation conditions, especially during winter months, may return consumption levels and related revenues to pre-recession levels.

The District continues to improve its operating efficiencies through partnering with community organizations for synergies. The District is planning to continue snow removal services on the Squaw Valley Bike Trail, which continues to be an ongoing success for many residents and visitors of the valley. The District has renewed its O&M agreement and continues to foster its relationship with the Squaw Valley Mutual Water Company, as synergies from this agreement continue to dilute staff and equipment expense impacts on the fiscal budget.

The District plans to follow and update as needed its five-year Strategic Plan, approved by the Board in April 2012, and updated annually thereafter. It includes a renewed vision on the District's direction moving forward and a Work Plan to implement it. The Plan re-commits the District to provide high-quality and efficient service delivery.

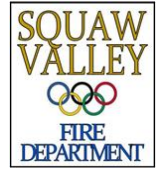
The District is updating its Capital Replacement Plan to determine funding needs and timing to replace aging infrastructure, equipment, facilities and fleet. Likewise, the Capital Improvements Plan will be updated to a current alignment of new development in the valley. An updated Cost of Service analysis will also be conducted to equitably realign rates to customer classes, while accounting for direct costs to procure water and sewer services. The cumulative goal of these results is to provide a transparent 5-year schedule of asset replacements, capital improvements, and corresponding rates.

The District plans to continue annual payment of its long-term debt associated with the land acquisition and construction of our Administrative Facility and Firehouse. The District expects to continue funding its Fixed Asset Replacement Funds, which helps preclude the need for debt financing, benefit assessments, or large rate increases in the future.

An application to Incorporate Olympic Valley (IOV) is in process with Placer County LAFCO. The District continues to provide information to LAFCO's consultant as requested. It is yet to be determined what effect, if any, will be impacted on the District.



# SQUAW VALLEY PUBLIC SERVICE DISTRICT FINANCIAL SUMMARY



## 2015-16 Budget Summary

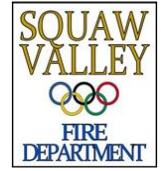
	Water	Sewer	Garbage	Total Utility Operations	Total Fire Operations	Water Capital	Sewer Capital	I&I	Fire Capital	AV Tax	Consolidated
	12.0%	8.0%	1.0%							2.0%	
<b>Revenue</b>	<b>1,458,555</b>	<b>1,118,170</b>	<b>238,876</b>	<b>2,815,601</b>	<b>1,200</b>	<b>40,000</b>	<b>6,000</b>	<b>6,000</b>	<b>12,000</b>	<b>3,150,101</b>	<b>6,030,902</b>
Payroll & Benefits	586,893	434,407	4,244	1,025,545	2,273,214						3,298,759
Dept Operating Expenses	45,296	31,573	232,878	309,747	344,406					61,591	715,744
Admin Dept	530,569	530,569		1,061,138							1,061,138
Other Dept	(62,230)	(28,630)		(90,860)							(90,860)
<b>Total Operating Exp</b>	<b>1,100,528</b>	<b>967,919</b>	<b>237,122</b>	<b>2,305,570</b>	<b>2,617,620</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>61,591</b>	<b>4,984,781</b>
<b>Operating Surplus (Loss)</b>	<b>358,027</b>	<b>150,251</b>	<b>1,754</b>	<b>510,031</b>	<b>(2,616,420)</b>	<b>40,000</b>	<b>6,000</b>	<b>6,000</b>	<b>12,000</b>	<b>3,088,510</b>	<b>1,046,121</b>
FARF/Capital Contributions	(325,000)	(70,000)	-	(395,000)	(200,000)	(40,000)	(6,000)	(6,000)	(12,000)		(659,000)
Loan Payments	(83,667)	(83,667)		(167,334)	(90,000)						(257,334)
Transfers-Fire				-	2,906,420					(2,906,420)	-
Transfers-Remainder	91,045	45,522		136,567	45,522					(182,090)	-
PERS Side Loan (with interest)	(38,285)	(38,285)		(76,571)	(36,695)						(113,266)
											-
<b>Balance</b>	<b>2,119</b>	<b>3,821</b>	<b>1,754</b>	<b>7,694</b>	<b>8,827</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,521</b>
<b>Capital /FARF Rollforward</b>	<b>Water FARF</b>	<b>Sewer FARF</b>	<b>Garbage FARF</b>			<b>Water Capital</b>	<b>Sewer Capital</b>	<b>I&amp;I</b>	<b>Fire Capital</b>		
<b>Begin Balance 7/1/15</b>	<b>431,918</b>	<b>2,761,977</b>	<b>180,583</b>	<b>3,374,478</b>	<b>530,514</b>	<b>520,945</b>	<b>-</b>	<b>146,987</b>	<b>178,115</b>		<b>4,751,038</b>
Capital Projects	(176,640)	(96,640)	(3,000)	(276,280)	(757,720)	(132,500)	(97,500)	(55,000)	-		(1,319,000)
Dedicated Contributions	325,000	70,000	-	395,000	200,000	40,000	6,000	6,000	12,000		659,000
Excess Transfers	91,045	45,522	-	136,567	45,522	-	-	-	-		182,090
PERS Loan (includes interest)		113,266		113,266	-						113,266
Snowblower Loan (includes interest)		24,388		24,388							24,388
Interest				-							-
Operating Surplus (Deficit)	2,119	3,821	1,754	7,694	8,827	-	-	-	-		16,521
Other		(91,500)		(91,500)			91,500				-
<b>End Balance 6/30/16</b>	<b>673,442</b>	<b>2,830,834</b>	<b>179,337</b>	<b>3,683,613</b>	<b>27,143</b>	<b>428,445</b>	<b>-</b>	<b>97,987</b>	<b>190,115</b>		<b>4,427,303</b>
Depreciation				814,231	215,556						
Net Capital Expend/Contr				(395,000)	(200,000)						
<b>FARF Under/(Over) Funded</b>				<b>419,231</b>	<b>15,556</b>						
Water CRP (2006)				181,189							
Sewer CRP (2006)				328,305							
Net Capital Expend/Contr				(395,000)							
<b>FARF Under/(Over) Funded</b>				<b>114,494</b>							

49% 93%

78%



# SQUAW VALLEY PUBLIC SERVICE DISTRICT FINANCIAL SUMMARY



## 2014-15 Forecasted Summary

	Water	Sewer	Garbage	Total Utility Operations	Total Fire Operations	Water Capital	Sewer Capital	I&I	Fire Capital	AV Tax	Consolidated
	13.0%	10.5%	3.0%							2.2%	
<b>Revenue</b>	<b>1,321,399</b>	<b>1,025,782</b>	<b>234,899</b>	<b>2,582,080</b>	<b>48,173</b>	<b>8,414</b>	<b>2,467</b>	<b>2,597</b>	<b>5,044</b>	<b>3,091,069</b>	<b>5,739,843</b>
Payroll & Benefits	558,081	338,781	2,161	899,024	2,396,916						3,295,940
Dept Operating Expenses	(26,709)	41,332	230,351	244,975	326,506					59,278	630,759
Admin Dept	482,617	482,617		965,233							965,233
Other Dept	(77,887)	(29,162)		(107,049)							(107,049)
<b>Total Operating Exp</b>	<b>936,102</b>	<b>833,568</b>	<b>232,512</b>	<b>2,002,183</b>	<b>2,723,422</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>59,278</b>	<b>4,784,883</b>
<b>Operating Surplus (Loss)</b>	<b>385,297</b>	<b>192,213</b>	<b>2,387</b>	<b>579,897</b>	<b>(2,675,249)</b>	<b>8,414</b>	<b>2,467</b>	<b>2,597</b>	<b>5,044</b>	<b>3,031,791</b>	<b>954,961</b>
FARF/Capital Contributions	(50,000)	(50,000)	-	(100,000)	(85,545)	(8,414)	(2,467)	(2,597)	(5,044)		(204,067)
Loan Payments	(79,921)	(79,921)		(159,842)	(85,000)						(244,842)
Transfers-Fire				-	2,845,794					(2,845,794)	-
Transfers-Remainder	92,999	46,499		139,498	46,499					(185,997)	-
PERS Side Loan (with interest)	(38,290)	(38,290)		(76,581)	(36,695)						(113,276)
											-
<b>Balance</b>	<b>310,084</b>	<b>70,501</b>	<b>2,387</b>	<b>382,972</b>	<b>9,804</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>392,776</b>

	Water FARF	Sewer FARF	Garbage FARF			Water Capital	Sewer Capital	I&I	Fire Capital	
<b>Capital /FARF Rollforward</b>										
<b>Begin Balance 7/1/14</b>	<b>173,474</b>	<b>2,639,960</b>	<b>184,297</b>	<b>2,997,730</b>	<b>446,435</b>	<b>525,825</b>	<b>-</b>	<b>199,390</b>	<b>173,071</b>	<b>4,342,453</b>
Capital Projects	(194,639)	(177,910)	(6,100)	(378,649)	(57,770)	(13,294)	(7,205)	(55,000)	-	(511,918)
Dedicated Contributions	50,000	50,000	-	100,000	85,545	8,414	2,467	2,597	5,044	204,067
Excess Transfers	92,999	46,499	-	139,498	46,499	-	-	-	-	185,997
PERS Loan (includes interest)		113,276		113,276	-					113,276
Snowblower Loan (includes interest)		24,388		24,388						24,388
Interest				-						-
Operating Surplus (Deficit)	310,084	70,501	2,387	382,972	9,804	-	-	-	-	392,776
Other		(4,738)		(4,738)			4,738			-
<b>End Balance 6/30/15</b>	<b>431,918</b>	<b>2,761,977</b>	<b>180,583</b>	<b>3,374,478</b>	<b>530,514</b>	<b>520,945</b>	<b>-</b>	<b>146,987</b>	<b>178,115</b>	<b>4,751,038</b>

Depreciation	814,231	215,556	
Net Capital Expend/Contr	(100,000)	(85,545)	40%
<b>FARF Under/(Over) Funded</b>	<b>714,231</b>	<b>130,011</b>	
Water CRP (2006)	175,538		
Sewer CRP (2006)	318,509		
Net Capital Expend/Contr	(100,000)		20%
<b>FARF Under/(Over) Funded</b>	<b>394,047</b>		



**SQUAW VALLEY PUBLIC SERVICE DISTRICT**  
**REVENUES and EXPENDITURES**  
 2015-16 Proposed Budget



	Budget 2015-16	Act+Frcst 2014-15	Vari to 15-16 Budget	% Chng	Actual 2013-14	Vari to 14-15 Act+Frcst	% Chng	Actual 2012-13	Actual 2011-12
<b>Utility Operations</b>									
Water Revenue	1,458,555	1,321,399	137,156	10.38%	1,275,804	45,596	3.57%	1,117,571	1,007,215
Sewer Revenue	1,118,170	1,025,782	92,388	9.01%	950,651	75,130	7.90%	848,234	759,081
Garbage Revenue	238,876	234,899	3,977	1.69%	228,110	6,789	2.98%	221,996	223,079
Facility Rental Revenue	82,998	57,439	25,559	44.50%	86,354	(28,915)	-33.48%	43,330	63,355
Bike Trail Snow Removal	8,439	3,613	4,826	133.55%	5,891	(2,278)	-38.66%	-	-
Mutual Water M&O	78,000	119,538	(41,538)	-34.75%	-	119,538	#DIV/0!	-	-
Project Admin Fees	-	26,293	(26,293)	-100.00%	22,839	3,453	15.12%	-	-
Grant Revenue	-	41,535	(41,535)	-100.00%	105,928	(64,394)	-60.79%	-	10,000
Late Fees	1,800	2,180	(380)	-17.43%	2,596	(416)	-16.02%	33,018	15,372
Interest Revenue	-	1,554	(1,554)	-100.00%	12,043	(10,488)	-87.09%	18,778	10,437
Misc Revenue	-	27,181	(27,181)	-100.00%	279,899	(252,718)	-90.29%	285,577	376,439
<b>Total Utility Revenue</b>	<b>2,986,838</b>	<b>2,861,412</b>	<b>125,425</b>	<b>4.38%</b>	<b>2,970,115</b>	<b>(108,702)</b>	<b>-3.66%</b>	<b>2,568,505</b>	<b>2,464,979</b>
Salaries & Wages	1,216,887	1,156,334	60,553	5.24%	1,157,449	(1,115)	-0.10%	966,807	948,639
Employee Benefits	734,440	665,424	69,016	10.37%	731,697	(66,273)	-9.06%	556,309	1,212,621
Materials & Supplies	35,560	34,055	1,505	4.42%	41,619	(7,564)	-18.17%	34,686	26,830
Maintenance Equipment	65,818	62,796	3,022	4.81%	59,989	2,807	4.68%	60,305	50,709
Facilities: Maintenance & Repairs	40,253	39,066	1,187	3.04%	36,228	2,839	7.84%	22,130	19,689
Training & Memberships	18,763	16,905	1,858	10.99%	10,468	6,437	61.49%	11,106	5,378
Vehicle Repair/Maintenance	34,360	33,346	1,014	3.04%	38,511	(5,165)	-13.41%	26,434	25,856
Departmental Expenses	232,878	230,351	2,527	1.10%	224,390	5,961	2.66%	220,980	217,142
Board Expenses	25,226	24,887	339	1.36%	25,943	(1,056)	-4.07%	24,048	27,161
Consulting	41,705	68,069	(26,364)	-38.73%	48,084	19,985	41.56%	29,722	36,489
Insurance	35,687	33,988	1,699	5.00%	30,757	3,231	10.50%	32,086	28,740
Special Fees	19,366	19,073	293	1.54%	23,904	(4,831)	-20.21%	19,389	22,453
Office Expenses	24,126	23,076	1,050	4.55%	27,931	(4,855)	-17.38%	24,257	20,969
Travel & Meetings	13,537	9,034	4,503	49.85%	2,687	6,346	236.15%	4,133	1,706
Utilities	55,598	53,066	2,532	4.77%	55,509	(2,443)	-4.40%	43,929	56,170
Park & Property	-	383	(383)	-100.00%	-	383	#DIV/0!	-	-
Interest	54,229	61,567	(7,338)	-11.92%	71,719	(10,152)	-14.15%	74,622	80,758
Reimbursable Projects	(171,626)	(249,905)	78,278	-31.32%	(182,061)	(67,844)	37.26%	(135,687)	(80,113)
<b>Total Utility Cons Op Expenses</b>	<b>2,476,806</b>	<b>2,281,515</b>	<b>195,291</b>	<b>8.56%</b>	<b>2,404,823</b>	<b>(123,308)</b>	<b>-5.13%</b>	<b>2,015,257</b>	<b>2,701,196</b>
<b>Total Operating Surplus</b>	<b>510,031</b>	<b>579,897</b>	<b>(69,866)</b>	<b>-12.05%</b>	<b>565,291</b>	<b>14,606</b>	<b>2.58%</b>	<b>553,248</b>	<b>(236,217)</b>
Transfers	-	-	-	#DIV/0!	(153,676)	153,676	-100.00%	43,571	(1,345,984)
Depreciation	814,231	814,231	(0)	0.00%	814,231	(0)	0.00%	820,069	753,504
<b>Net Surplus (Deficit)-Utility</b>	<b>(304,200)</b>	<b>(234,334)</b>	<b>(69,866)</b>	<b>29.81%</b>	<b>(95,264)</b>	<b>(139,070)</b>	<b>145.98%</b>	<b>(310,392)</b>	<b>356,263</b>



**SQUAW VALLEY PUBLIC SERVICE DISTRICT**  
**REVENUES and EXPENDITURES**  
 2015-16 Proposed Budget



	Budget 2015-16	Act+Frcst 2014-15	Vari to 15-16 Budget	% Chng	Actual 2013-14	Vari to 14-15 Act+Frcst	% Chng	Actual 2012-13	Actual 2011-12
<b>Fire Department</b>									
Mutal Aid	-	33,948	(33,948)	-100.00%	2,677	31,271	1168.07%	23,349	12,000
Income from Classes & Training	1,200	1,340	(140)	-10.48%	1,632	(292)	-17.87%	3,045	1,520
Grant Income	-	-	-	#DIV/0!	-	-	#DIV/0!	20,517	-
Interest Revenue	-	192	(192)	-100.00%	-	192	#DIV/0!	-	-
Misc Fire Revenue	-	12,692	(12,692)	-100.00%	2,768	9,925	358.58%	447	7,014
Tax Revenue Allocation	2,816,420	2,760,842	55,578	2.01%	2,627,109	133,733	5.09%	2,598,525	2,427,616
<b>Total Fire Revenue</b>	<b>2,817,620</b>	<b>2,809,015</b>	<b>8,605</b>	<b>0.31%</b>	<b>2,634,186</b>	<b>174,829</b>	<b>6.64%</b>	<b>2,645,882</b>	<b>2,448,150</b>
Salaries & Wages	1,373,870	1,430,478	(56,609)	-3.96%	1,271,718	158,760	12.48%	1,241,213	1,201,799
Employee Benefits	899,344	966,437	(67,093)	-6.94%	852,585	113,852	13.35%	816,572	1,041,586
Materials & Supplies	17,100	16,866	234	1.39%	16,570	296	1.79%	11,593	12,923
Maintenance Equipment	17,655	9,646	8,009	83.03%	12,930	(3,284)	-25.40%	6,514	7,764
Facilities: Maintenance & Repairs	12,285	13,512	(1,227)	-9.08%	8,493	5,019	59.10%	11,409	7,085
Training & Memberships	28,000	24,502	3,498	14.28%	20,410	4,092	20.05%	23,408	16,663
Vehicle Repair/Maintenance	34,920	31,967	2,953	9.24%	38,430	(6,463)	-16.82%	28,408	22,168
Departmental Expenses	80,082	76,019	4,064	5.35%	83,635	(7,617)	-9.11%	75,799	64,032
Board Expenses	12,584	12,584	0	0.00%	14,739	(2,155)	-14.62%	12,760	14,457
Consulting	12,860	14,134	(1,274)	-9.01%	10,368	3,766	36.32%	11,583	9,889
Insurance	22,153	21,056	1,097	5.21%	20,392	664	3.25%	23,557	22,800
Special Fees	44,349	40,690	3,659	8.99%	39,822	868	2.18%	39,204	31,176
Office Expenses	5,286	5,973	(687)	-11.50%	4,795	1,178	24.56%	3,853	4,000
Travel & Meetings	3,480	3,311	169	5.11%	2,073	1,238	59.72%	3,467	1,118
Utilities	46,896	45,230	1,666	3.68%	45,392	(162)	-0.36%	37,880	45,670
Interest	6,756	11,017	(4,261)	-38.67%	15,081	(4,064)	-26.95%	18,946	22,626
<b>Total Fire Expenses</b>	<b>2,617,620</b>	<b>2,723,422</b>	<b>(105,802)</b>	<b>-3.88%</b>	<b>2,457,434</b>	<b>265,988</b>	<b>10.82%</b>	<b>2,366,165</b>	<b>2,525,758</b>
<b>Total Operating Surplus</b>	<b>200,000</b>	<b>85,593</b>	<b>114,407</b>	<b>133.66%</b>	<b>176,752</b>	<b>(91,159)</b>	<b>-51.57%</b>	<b>279,718</b>	<b>(77,608)</b>
Transfers	-	-	-	#DIV/0!	173,054	(173,054)	-100.00%	283,653	(79,214)
Depreciation	215,556	215,556	-	0.00%	215,556	-	0.00%	221,923	224,918
<b>Net Surplus (Deficit)-Fire</b>	<b>(15,556)</b>	<b>(129,963)</b>	<b>114,407</b>	<b>-88.03%</b>	<b>(211,858)</b>	<b>81,895</b>	<b>-38.66%</b>	<b>(225,858)</b>	<b>(223,312)</b>



**SQUAW VALLEY PUBLIC SERVICE DISTRICT**  
**REVENUES and EXPENDITURES**  
 2015-16 Proposed Budget



	Budget 2015-16	Act+Frcst 2014-15	Vari to 15-16 Budget	% Chng	Actual 2013-14	Vari to 14-15 Act+Frcst	% Chng	Actual 2012-13	Actual 2011-12
<b>Capital Reserves</b>									
Tax Revenue	3,078,932	3,018,561	60,371	2.00%	2,936,747	81,814	2.79%	2,915,423	2,829,685
Interest Revenue	45,996	48,386	(2,390)	-4.94%	61,113	(12,726)	-20.82%	63,139	87,749
HOPTR Revenue	27,969	27,969	-	0.00%	29,150	(1,181)	-4.05%	31,059	31,173
Water Connection Revenue	40,000	8,414	31,586	375.40%	93,707	(85,293)	-91.02%	57,374	56,370
Sewer Connection Revenue	12,000	5,064	6,936	136.99%	12,841	(7,777)	-60.57%	13,535	12,038
Fire Connection Revenue	12,000	5,044	6,956	137.91%	20,177	(15,133)	-75.00%	14,500	8,390
Transfers	-	-	-	#DIV/0!	364,116	(364,116)	-100.00%	595,636	(537,676)
<b>Total Capital Revenues (Cons)</b>	<b>3,216,897</b>	<b>3,113,438</b>	<b>103,459</b>	<b>3.32%</b>	<b>3,517,850</b>	<b>(404,412)</b>	<b>-11.50%</b>	<b>3,690,666</b>	<b>2,487,730</b>
Transfers	2,816,420	2,760,842	55,578	2.01%	3,369,401	(608,559)	-18.06%	3,270,974	3,783,742
Capital Reserve Expenditures	64,387	63,125	1,262	2.00%	62,017	1,108	1.79%	63,933	61,147
<b>Total Capital Expenses (Cons)</b>	<b>2,880,807</b>	<b>2,823,967</b>	<b>56,840</b>	<b>2.01%</b>	<b>3,431,417</b>	<b>(607,450)</b>	<b>-17.70%</b>	<b>3,334,907</b>	<b>3,844,889</b>
<b>Net Surplus (Deficit)-Capital</b>	<b>336,090</b>	<b>289,471</b>	<b>46,619</b>	<b>16.10%</b>	<b>86,432</b>	<b>203,038</b>	<b>234.91%</b>	<b>355,758</b>	<b>(1,357,159)</b>



**SQUAW VALLEY PUBLIC SERVICE DISTRICT**  
**CAPITAL IMPROVEMENTS**  
 2015-16 Proposed Budget



Project Name	Project Category	Group	Proposed Fiscal 2015-16	Water FARF	Sewer FARF	Garbage FARF	Fire FARF	Water Capital	Sewer Capital	I&I	Fire Capital	Grant
<b>UTILITY OPERATIONS</b>												
Water Master Plan Update	Capital	Water	85,000					85,000				
Grndwtr Mngmnt Plan-District	Capital	Water	35,000					35,000				
Intersection Manholes	Capital	Sewer	10,000						10,000			
Sewer Master Plan Update	Capital	Sewer	75,000						75,000			
Capital Replacement and Rate Analysis	Capital	W/S	25,000					12,500	12,500			
<b>Total Capital</b>			<b>230,000</b>	-	-	-	-	<b>132,500</b>	<b>97,500</b>	-	-	-
Easement Abatement (Phase 2)	FARF	Sewer	10,000		10,000							
VUEWorks	FARF	W/S/G/F	30,000	9,000	9,000	3,000	9,000					
TV Inspection/CCTV-I&I	FARF	I&I	55,000							55,000		
2" Water Main-Indian Trail	FARF	Water	50,000	50,000								
SCADA Upgrade-Water	FARF	Water	31,000	31,000								
SCADA Upgrade-Sewer Water System	FARF	Sewer	31,000		31,000							
Inspections/Repairs/Replacements	FARF	Water	40,000	40,000								
Roof Repair-1810	FARF	W/S/F	40,000	13,320	13,320		13,360					
Painting/Stucco Repairs	FARF	W/S/F	10,000	3,330	3,330		3,340					
Ford Explorer (Replace 1997)	FARF	W/S	30,000	15,000	15,000							
Medium/Large Field Equipment	FARF	W/S	10,000	5,000	5,000							
Phone System Repairs	FARF	W/S/F	10,000	3,330	3,330		3,340					
HVAC System Repairs	FARF	W/S/F	20,000	6,660	6,660		6,680					
<b>Total FARF</b>			<b>367,000</b>	<b>176,640</b>	<b>96,640</b>	<b>3,000</b>	<b>35,720</b>	-	-	<b>55,000</b>	-	-
Redundant Wtr Supply Study	Grant	Water	160,000									160,000
Mutual Intertie	Grant	Water	20,000									20,000
Aquifer Monitoring Program	Grant	Water	12,760									12,760
<b>Total Grants</b>			<b>192,760</b>	-	-	-	-	-	-	-	-	<b>192,760</b>
<b>Total Utility Capital Improvements</b>			<b>789,760</b>	<b>176,640</b>	<b>96,640</b>	<b>3,000</b>	<b>35,720</b>	<b>132,500</b>	<b>97,500</b>	<b>55,000</b>	-	<b>192,760</b>



**SQUAW VALLEY PUBLIC SERVICE DISTRICT**  
**CAPITAL IMPROVEMENTS**  
 2015-16 Proposed Budget



Project Name	Project Category	Group	Proposed Fiscal 2015-16	Water FARF	Sewer FARF	Garbage FARF	Fire FARF	Water Capital	Sewer Capital	I&I	Fire Capital	Grant
<b>FIRE DEPARTMENT OPERATIONS</b>												
Type 1 Engine	FARF	Fire	500,000				500,000					
Water Tender	FARF	Fire	200,000				200,000					
<b>Total Vehicles (FARF)</b>			<b>700,000</b>	-	-	-	<b>700,000</b>	-	-	-	-	-
Hose/Nozzles	FARF	Fire	4,000				4,000					
Turnout Gear Repl	FARF	Fire	14,000				14,000					
Furniture-Engineer Office	FARF	Fire	4,000				4,000					
Facility Repairs (from Utilities)	FARF	Fire	35,720				35,720					
<b>Total Other FARF</b>			<b>57,720</b>	-	-	-	<b>57,720</b>	-	-	-	-	-
<b>Total Fire Capital Improvements</b>			<b>757,720</b>	-	-	-	<b>757,720</b>	-	-	-	-	-
												-
<b>Total FARF/Capital Expenditures-All Operations</b>			<b>1,511,760</b>	<b>176,640</b>	<b>96,640</b>	<b>3,000</b>	<b>757,720</b>	<b>132,500</b>	<b>97,500</b>	<b>55,000</b>	<b>-</b>	<b>192,760</b>



# SQUAW VALLEY PUBLIC SERVICE DISTRICT

## Summary of Salary Schedules

(Includes 75th Percentile or minimum 1.5% Increase Effective July 1, 2015, Per MOU and Salary Survey)

Position	Range	Time Base	Salary Step				
			1	2	3	4	5
FIRE DEPARTMENT							
Fire Chief	A	Monthly					13422.00
Captain	B	Monthly					
New Base			6323.38	6639.55	6971.53	7320.11	7686.12
FLSA			169.39	177.86	186.75	196.08	205.88
			6492.77	6817.41	7158.28	7516.19	7892.00
Engineer	D	Monthly					
New Base			5184.84	5444.08	5716.28	6002.09	6302.19
FLSA			138.88	145.82	153.11	160.77	168.81
			5323.71	5589.90	5869.39	6162.86	6471.00
Firefighter	E	Monthly					
New Base			4915.62	5161.40	5419.47	5690.44	5974.96
FLSA			131.67	138.25	145.16	152.42	160.04
			5047.29	5299.65	5564.63	5842.86	6135.00
PT Firefighter (Trainee rate)	N/A	Hourly					11.00
PT Firefighter (Regular rate)	N/A	Hourly					12.00
Paramedic		Monthly	10% increase to current salary range				

Revised to add Time Base column and Part-time Firefighter payrates, clarify positions receiving 1.5% increase - 11/27/12

Rev. 6-19-13

Rev. 7-30-13 - One cent rounding corrections to some FLSA amount to add up to correct combined monthly total.

Rev 7-01-14

Rev 7-01-15

## SQUAW VALLEY PUBLIC SERVICE DISTRICT

### Summary of Monthly Salary Schedules

Includes 1.5% Increase Effective July 11, 2015 for all Administrative positions except  
Finance & Admin Manager and Board Secretary where salary increase is based on salary survey  
General Manager increase effective July 1, 2014 per Contract

Includes 2.5% Increase Effective July 11 2015 for all Operation positions except  
Operations Manager where salary increase is based on salary survey

Position	Range	MONTHLY SALARY STEP				
		1	2	3	4	5
ADMINISTRATION						
General Manager	Contract					16388.00
Office Manager	I	6128.89	6435.33	6757.10	7094.96	7449.71
Bookkeeper	II	4571.22	4799.78	5039.77	5291.76	5556.35
Account Clerk I	III	3586.26	3765.57	3953.85	4151.54	4359.12
Office Supervisor	IV*	4663.94	4897.14	5142.00	5399.10	5669.06
Administrative Assistant	V	3951.25	4148.81	4356.25	4574.06	4802.76
Controller	VI	6127.52	6433.90	6755.59	7093.37	7448.04
Account Clerk II	VII	4566.72	4795.06	5034.81	5286.55	5550.88
Finance & Administration Manager	VIII	8177.67	8586.55	9015.88	9466.67	9940.00
Office Assistant	IX	3744.80	3932.04	4128.64	4335.07	4551.82
Board Secretary	X	5760.56	6048.59	6351.02	6668.57	7002.00
Account Clerk II/Human Resource Specialist	XI	6082.85	6386.99	6706.34	7041.66	7393.74
OPERATIONS DEPARTME						
Operations Specialist III	B	5255.55	5518.33	5794.25	6083.96	6388.16
Operations Specialist II	C	4684.28	4918.49	5164.41	5422.63	5693.76
Operations Technology Specialist	C	4684.28	4918.49	5164.41	5422.63	5693.76
Operations Specialist I	D	4196.21	4406.02	4626.32	4857.64	5100.52
Operations Specialist/Trainee	E	3501.03	3676.08	3859.88	4052.87	4255.51
Operations Technology Specialist Trainee	E	3501.03	3676.08	3859.88	4052.87	4255.51
Operations Technology Specialist/Inspector	F	5355.57	5623.35	5904.52	6199.75	6509.74
Operations Manager	H	8683.63	9117.81	9573.70	10052.38	10555.00

\*The position of Secretary I, which was previously designated Range IV, has been eliminated.

Position of Utilities Supervisor eliminated - Rev. 12/6/05

Revised Operation Specialist III scale 1/31/06

Revised to include "Monthly" in title and "Monthly" in salary step, General Manager position, clarify positions receiving COLA increase 11/27/12

Revised to remove AND between Operation Specialist II and Operations Technology Specialist position titles and Operations Specialist Trainee and Part-time Operations Technology Specialist Trainee, put in applicable ranges for range for Operation Specialist II and Operations Specialist Trainee - 11/27/12

Revised Controller/Network Administrator scale Effective 6/1/13.

Position of Controller/Network Administrator is eliminated and replaced by Finance & Administration Manager

Rev 6-19-13

Rev 7-11-13-Correct effective date of COLA per MOU & Specify Gen Mngr increase effective date

Rev 3-25-14

Rev 7-01-14

Rev 7-01-15

# **COST OF SERVICE ANALYSIS**

**2015-2016**

**AN EQUITABLE PROPORTIONATE**

**METHOD OF FUNDING WATER SYSTEM OPERATIONS**

**FOR REGULAR BOARD MEETING**

**Of June 30, 2015**

## **Annual Water Rate Study and Cost of Service Analysis**

Since March of 1989 the District has been using spreadsheet analysis of the water use by various customer classes to determine an equitable proportionate method of funding the water services. The spreadsheets were developed by staff after completion of a rate setting seminar using principles, established at that time by the American Water Works Association.

In January 2003, the Water Rate/Conservation Committee determined that the Annual Rate Study needed to be updated. Economic and Engineering Services, Inc. (EES) of Bellevue, Washington was hired as consultants to perform a technical review of the water cost of service analysis and provide assistance on specific rate setting issues.

The primary goal was to continue to use “generally accepted” techniques and methodologies accepted by the water utility industry and courts as being fair and equitable. The basis of the spreadsheet analysis is the American Water Works Association M-1 manual. The spreadsheets have been adapted to reflect the unique local conditions and situations that exist in the Squaw Valley environment.

As the study progressed, it became apparent that it would be difficult, if not impossible, to resolve all of the issues and concerns that were raised as a part of this study. The Committee decided to prioritize the issues and revise the existing Cost of Service Analysis spreadsheets.

### **Priorities:**

- Assure that no subsidies are occurring between the customer classes of service.
- Charge for all water consumed with no allotments of water.
- Use an inclining block method of charging rates to provide a strong conservation price signal.
- Maintain “fixed” charge on a per living unit basis for single/multi-family customers.
- Charge for the following classes of customers:
  - Residential Customers comprised of two types of metered units:
    1. Single Family Residential & Condominium units (individually metered).
    2. Multi-family units (multiple units with a single meter, including condominium units)
  - Commercial Business (individually metered)
  - Metered Irrigation (Both residential and commercial meters).
  - Note: For 2005-2006 and subsequent years, Hotel/Motels have been eliminated.

Cost of Service Analysis is a three-step process referred to as functionalization, classification and allocation.

1. **Functionalization** is the arrangement of cost data into functional categories accomplished by a uniform system of accounts.
  - Source of supply
  - Treatment
  - Distribution
2. **Classification** takes the functionalized data and breaks it down further into cost classifiers or categories.
  - Capacity
  - Commodity
  - Customer related costs
3. **Allocation** is the equitable allotment of the various classified costs to the customer classes of service.
  - Residential
  - Commercial
  - Hotel/Motel
  - Irrigation

**Allocation Factors:**

- **Commodity costs (variable costs).** *“Costs that tend to vary with the quantity of water produced, including the costs of chemicals, a large part of the power costs, and other elements that follow, or change almost directly with, the amount of water produced.”<sup>1</sup>*

Note: The District has revised its method of allocating commodity costs from the original weighted or average use per equivalent meter factoring to using actual meters and total consumption as recommended by EES.

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<sup>1</sup> American Water Works Association, Principles of Water Rates, Fees and Charges, M-1 Fifth Edition (Denver, Colorado) 2000. p. 322.

- **Capacity costs.** *“Capacity is the combination of plant-and service- related activities required to provide the amount of service required by the customer. The plant facilities required are a composite of all types of facilities needed to provide service. It represents the ability of the water industry to meet the quantity, quality, peak loads, and other service needs of the various customers or classes of customers served by the utility.”*<sup>2</sup>

- **Demand costs.** *“Costs associated with providing facilities to meet demands placed on the system by customers. These include capital related costs associated with those facilities plus related operation and maintenance expenses.”*<sup>3</sup>

- **Capacity factor.** *“Ratio of peak rate of demand to the average rate of demand over a specified period of time (hour, day, etc.) for a customer, class, or system. It [the capacity factor] is generally greater than 1.”*<sup>4</sup>

Note: The District has adopted the recommended use of specific peaking factors based upon peak day factors. The cost of service model has been revised to reflect two types of demands. Peak Day reflects the timing of the system peak. Individual Customer Peak reflects the customer’s maximum demand.

- **Customer Costs** - *“which include the category of meters and services and the category of billing and collecting, are generally treated separately in rate studies. Customer costs associated with meters and services (both capital and O&M costs) may be distributed to customer classes on the basis of equivalent meter and service cost factors.....Billing and collecting costs may be related to the number of bills issued and, in turn, distributed to customer classes on the basis of the number of bills rendered to customers within each class.”*<sup>5</sup>

Note: The District has also adopted the recommended method of allocating customer based costs by separating G&A costs in a manner that is similar to other O&M costs. Customer related costs are divided into customer billing/collection and customer meter & services costs. (Exhibits 6-9)

- **Public Fire Protection Costs:** EES recommended that the District equitably allocate public fire protection costs with regard to costs associated with hydrants, sizing of distribution mains and storage tanks to meet fire flow requirements as this is typically a major cost driver on water systems.

Note: The District has adopted the recommended change to the spreadsheets as prepared by EES. (under Exhibit 6)

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<sup>2</sup> AWWA M-1 Manual, Fifth Edition, P. 322

<sup>3</sup> Ibid, p. 324

<sup>4</sup> Ibid, p. 57

<sup>5</sup> Ibid, p. 74

Following is an explanation of the various spreadsheet exhibits used in the Rate Study – Cost of Service Model:

**Departmental Cost Allocations: (Exhibit 1)** The table reflects the budgeted operating and capital expenses of the Utility Department for the current fiscal year. The total figure column is proportioned among the various operations performed based on budgeted needs, time cards, previous studies and reports. The total figures are used to determine rate requirements or cost recovery methods for the fiscal period.

Note: Total Figures are used in the Estimate of Revenue Requirements spreadsheet.

**Estimate of Revenue Requirements: (Exhibit 2)** This is a revenue budget showing anticipated or historical revenues broken down according to previous audited or budgeted classes.

**Classification of Plant in Service: (Exhibit 3)** The previous audited fiscal year values for the Plant (Infrastructure Assets) are classified per the basis of allocation shown.

**Classification of Operation Costs: (Exhibit 4)** Current fiscal year budgeted operational costs are classified per the basis of allocation shown.

**Equivalent Meter/Bill Calculation: (Exhibit 5)** Meters are classified by Customer type and size and replacement meter costs are calculated.

**Customer Allocation Factors for Budget Year: (Exhibit 6)** A series of spreadsheets calculating Commodity Costs, demand costs and peaking factors based on current billing year consumption by class. Public Fire Protection costs are based on meters/bills by class.

**Cost Distribution to Customer Classes: (Exhibit 7)** This spreadsheet includes all distribution and allocation factors developed in the previous exhibits in order to produce the Net Revenue Requirement by Class.

**Cost distribution to Customer Classes: (Exhibit 8)** This is a comparison of allocated revenues in Exhibit 7 to the previous years revenue comparison to show if a rate revision is necessary.

**Unit Costs of Service for Year of 2013-14: (Exhibit 9)** This is a breakdown of the cost allocations to price per 1,000 gallons of consumption.

**SQUAW VALLEY PUBLIC SERVICE DISTRICT  
DEPARTMENTAL COST ALLOCATION  
2015/16 BUDGET FIGURES**

Exhibit 1

SOURCE	FY15/16	WATER	SEWER	I & I	BUILDINGS GROUNDS	GARBAGE	BILLABLE PROJECTS	Recreation	GEN ADMIN
<b>LABOR, P/R TAXES &amp; BENEFITS</b>									
Admin Salaries & Benefits	860,161						55,226	0	804,934
Field Salaries & Benefits	1,091,166	532,893	416,407	0	21,222	4,244	116,400	0	0
<b>TOTAL LABOR &amp; BENEFITS</b>	<b>1,951,327</b>	<b>532,893</b>	<b>416,407</b>	<b>0</b>	<b>21,222</b>	<b>4,244</b>	<b>171,626</b>	<b>0</b>	<b>804,934</b>
<b>MATERIALS &amp; SUPPLIES</b>									
Materials & Supplies	9,000	6,600	2,400						
Uniforms	3,700	1,900	1,800						
Chemicals/Lab Fees	22,860	22,860	0						
<b>TOTAL MATERIALS &amp; SUPPLIES</b>	<b>35,560</b>	<b>31,360</b>	<b>4,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>UTILITIES</b>									
Pumping-power purchased	41,224	41,224	0						
Metering-sewer	0								
Telemetry	3,240	1,620	1,620						
Web Aquifer Report	0	0	0						
Pagers/Answering Serv	1,512	768	744						
Air Quality Fee	1,412	1,220	192						
<b>TOTAL UTILITIES</b>	<b>47,388</b>	<b>44,832</b>	<b>2,556</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MAINTENANCE &amp; REPAIRS</b>									
<u><b>EQUIPMENT</b></u>									
Meters	4,800	4,800							
Equipment Repair & Replacement	8,500	5,150	3,350						
Maintenance Contracts	6,350	3,175	3,175						
<u><b>FACILITIES</b></u>									
Wells	2,400	2,400	0						
Mains/lines	2,100	2,100	0						
Transmission	12,600	10,500	2,100						
Bldg/Grnds-Repair	20,448	10,224	10,224						
<b>TOTAL MAINT &amp; REPAIRS</b>	<b>57,198</b>	<b>38,349</b>	<b>18,849</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROFESSIONAL SERVICES (Specific)</b>									
Legal Expense	0	0	0						
Engineering	0	0	0						
<b>TOTAL PROF SERV</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SPECIAL TRAINING/DUES</b>									
Certifications	4,575	3,157	1,419						
Training	5,400	3,450	1,950						
Member dues/subscript/Pubsions	8,308	5,009	3,300						
Special Licenses	480	240	240						
<b>TOTAL SPEC TRAIN/MEMB</b>	<b>18,763</b>	<b>11,855</b>	<b>6,908</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>VEHICLE MAINT/REPAIR</b>									
Fuel/Oil	17,800	8,900	8,900						
Repair/Tires	14,160	7,200	6,960						
Permits -	0	0	0						
Mileage Reimbursement	2,400	1,200	1,200						
Equip Maint Contract	0	0	0						
<b>TOTAL VEHICLE MAINT/REPAIR</b>	<b>34,360</b>	<b>17,300</b>	<b>17,060</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OPERATING COSTS</b>	<b>2,144,596</b>	<b>676,589</b>	<b>465,980</b>	<b>0</b>	<b>21,222</b>	<b>4,244</b>	<b>171,626</b>	<b>0</b>	<b>804,934</b>
<b>% OF TOTAL</b>		<b>31.5%</b>	<b>21.7%</b>	<b>0.0%</b>	<b>1.0%</b>	<b>0.2%</b>	<b>8.0%</b>	<b>0.0%</b>	<b>37.5%</b>



**SQUAW VALLEY PUBLIC SERVICE DISTRICT  
DEPARTMENTAL COST ALLOCATION  
2015/16 BUDGET FIGURES**

Exhibit 1

SOURCE	FY15/16	WATER	SEWER	I & I	BUILDINGS GROUNDS	GARBAGE	BILLABLE PROJECTS	Recreation	GEN ADMIN
<b>GENERAL &amp; ADMINISTRATIVE</b>									
Board Expenses	25,226								25,226
Consulting Services	41,705								41,705
Insurance	35,687				340				35,346
Rents/Licenses & Permits	20,850				1,485				19,366
Office Expenses	24,126								24,126
Travel/training/Entertain	13,537								13,537
Utilities	55,598				11,130				44,468
Misc/interest	54,229								54,229
Garbage Expense	232,878					232,878			0
Sidefund Loan	76,571								76,571
<b>TOTAL GENERAL &amp; ADMIN</b>	<b>580,407</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,955</b>	<b>232,878</b>	<b>0</b>	<b>0</b>	<b>334,574</b>
<b>G &amp; A TRANSFER RECOVERABLE</b>	<b>0 (171,626)</b>	<b>586,843</b>	<b>586,843</b>	<b>0</b>	<b>(34,177)</b>		<b>(171,626)</b>		<b>(1,139,509)</b>
<b>TOTAL OPERATING COSTS</b>	<b>2,553,377</b>	<b>1,263,432</b>	<b>1,052,823</b>	<b>0</b>	<b>0</b>	<b>237,122</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SPECIFIC CAPITAL IMPROVEMENTS</b>									
Improvements	230,000	132,500	97,500						
Capital Repairs & Replacements	217,000	121,000	41,000	55,000					
Building & Grounds	46,620	23,310	23,310						
Vehicles	30,000	15,000	15,000						
Major Equipment Purchases	10,000	5,000	5,000						
Office Equipment	27,660	12,330	12,330			3,000			
Special Projects	0	0	0						
Grant Projects	192,760	192,760	0						
<b>TOTAL CAPITAL IMPROV</b>	<b>754,040</b>	<b>501,900</b>	<b>194,140</b>	<b>55,000</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

SQUAW VALLEY PUBLIC SERVICE DISTRICT  
ESTIMATE OF REVENUE REQUIREMENTS  
2015-16

Exhibit 2

SOURCE	WATER	SEWER	GARBAGE	TOTAL
<b>EXPENSES</b>				
Operating Expenses	1,263,432	1,052,823	237,122	2,553,377
Debt Payments	83,667	83,667	0	167,334
Asset Replacement Fund	325,000	70,000	0	395,000
<b>TOTAL EXPENSES</b>	<b>1,672,099</b>	<b>1,206,490</b>	<b>237,122</b>	<b>3,115,711</b>
<b>OPERATING INCOME</b>				
Reconnect Fees	0	0		0
Late Penalties	900	900		1,800
Sale of Prop & Equip	0	0		0
Equipment Rental	0	0		0
Service Fee Interest	4,219	4,219		8,439
Interest Savings	0	0		0
Tax Revenue				0
Rental Revenue	41,499	41,499		82,998
Other Services	78,000	0		78,000
<b>TOTAL OPERATING INCOME</b>	<b>124,618</b>	<b>46,618</b>	<b>0</b>	<b>171,237</b>
<b>Revenue Requirements</b>	<b>\$1,547,481</b>	<b>\$1,159,872</b>	<b>\$237,122</b>	<b>\$2,944,475</b>
(To Be Raised From Rates)				

**SQUAW VALLEY PUBLIC SERVICE DISTRICT  
CLASSIFICATION OF PLANT IN SERVICE  
EXHIBIT 3  
2015-16**

FROM AUDIT	Balance 6/30/2014	Commodity	Demand		Public Fire Protection	Customer		Basis of Allocation
			Peak Day	Individual Customer Peak		Customer Billing	Meters & Services	
Transmission/Distrib/Meters								
Transmission/Distribution	\$4,240,209	\$1,896,646	\$0	\$1,919,543	\$424,021	\$0	\$0	44.7% Comm 45.3% NCP 10.0% FP
Radio Meter Project	\$290,800	0	0	0	0	0	290,800	100.0% CMS
Hydrants	26,724	0	0	0	26,724	0	0	100.0% PFP
	<u>\$4,557,733</u>	<u>\$1,896,646</u>	<u>\$0</u>	<u>\$1,919,543</u>	<u>\$450,745</u>	<u>\$0</u>	<u>\$290,800</u>	
Pumping Equipment	223,405	0	0	223,405	0	0	0	0.0% CP 100.0% NCP
Storage/ Tanks	813,593	0	0	311,490	502,103	0	0	0.0% CP 38.3% NCP 61.7% FP
Water Treatment	88,322	43,896	44,426	0	0	0	0	49.7% Comm 50.3% CP
Wells	4,884,297	2,427,496	2,456,802	0	0	0	0	49.7% Comm 50.3% CP
Other Assets	3,763,626	1,555,703	890,827	874,163	339,363	0	103,570	As Plant Above
TOTAL	<u>\$14,330,976</u>	<u>\$5,923,740</u>	<u>\$3,392,055</u>	<u>\$3,328,600</u>	<u>\$1,292,211</u>	<u>\$0</u>	<u>\$394,370</u>	
% OF TOTAL	100.00%	41.34%	23.67%	23.23%	9.02%	0.00%	2.75%	

**SQUAW VALLEY PUBLIC SERVICE DISTRICT  
WATER DEPARTMENT  
CLASSIFICATION OF OPERATION COSTS  
EXHIBIT 4  
2015-2016**

SOURCE	Budget 2015-2016	Commodity	Demand		Public Fire Protection	Customer		Basis of Allocation
			Peak Day	Individual Customer Peak		Customer Billing	Meters & Services	
LABOR, P/R TAXES & BENEFITS								
Admin. Salaries/Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	As Plant in Service
Field Salaries & Benefits	532,893	220,273	126,133	123,773	48,050	0	14,665	As Plant in Service
TOTAL LABOR & BENEFITS	532,893	220,273	126,133	123,773	48,050	\$0	\$14,665	
MATERIALS & SUPPLIES								
Materials & Supplies	\$6,600	\$2,728	\$1,562	\$1,533	\$595	\$0	\$182	As Plant in Service
Uniforms & Equipment	\$1,900	785	450	441	171	0	52	As Plant in Service
Chemicals/Lab Fees	\$22,860	22,860	0	0	0	0	0	100.0% Comm
Gas & Oil (pumps)	\$0	0	0	0	0	0	0	100.0% Comm
Minor Equip purch/replacemnt	\$0	0	0	0	0	0	0	As Plant in Service
Major Equip Replacement	\$0	0	0	0	0	0	0	As Plant in Service
TOTAL MATERIALS & SUPPLIES	\$31,360	\$26,373	\$2,012	\$1,974	\$766	\$0	\$234	
UTILITIES								
Pumping-power	\$41,224	\$41,224	\$0	\$0	\$0	\$0	\$0	100.0% Comm
Telemetry	\$1,620	0	0	620	1,000	0	0	As Storage
Pagers/Answering Service	\$768	768	0	0	0	0	0	100.0% Comm
Web Aquifer Report	\$0	0	0	0	0	0	0	100.0% Comm
Air Quality Fee	\$1,220	1,220	0	0	0	0	0	100.0% Comm
TOTAL UTILITIES	\$44,832	\$43,212	\$0	\$620	\$1,000	\$0	\$0	
MAINTENANCE & REPAIRS								
EQUIPMENT								
Meters	\$4,800	\$0	\$0	\$0	\$0	\$0	\$4,800	100.0% CMS
Equipment Repair	\$5,150	0	0	0	5,150	0	0	100.0% FP
Maintenance Contracts	\$3,175	0	0	1,216	1,959	0	0	As Storage
Other	0	0	0	0	0	0	0	As Above Expenses
FACILITIES								
Wells	\$2,400	1,193	1,207	0	0	0	0	As Wells
Mains/lines	\$2,100	939	0	951	210	0	0	As Distribution
Tanks/Storage	\$0	0	0	0	0	0	0	As Storage
Bldg/Grnds/Computer-Repair	10,224	10,224	0	0	0	0	0	100.0% Comm
TransmioSSION	\$10,500	5,219	5,282	0	0	0	0	As Wells
TOTAL MAINT & REPAIRS	\$38,349	\$17,575	\$6,489	\$2,166	\$7,319	\$0	\$4,800	
Total O&M Before G&A	\$647,434	\$307,433	\$134,633	\$128,534	\$57,136	\$0	\$19,698	Factor O&M
% of Total O&M Before G&A	100.00%	47.48%	20.79%	19.85%	8.83%	0.00%	3.04%	

**SQUAW VALLEY PUBLIC SERVICE DISTRICT  
WATER DEPARTMENT  
CLASSIFICATION OF OPERATION COSTS  
EXHIBIT 4  
2015-2016**

SOURCE	Budget 2015-2016	Commodity	Demand		Public Fire Protection	Customer		Basis of Allocation
			Peak Day	Individual Customer Peak		Customer Billing	Meters & Services	
<b>PROFESSIONAL SERVICES (Specific)</b>								
Legal Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	As Factor O&M
Engineering(Wells)	\$0	0	0	0	0	0	0	As Factor O&M
<b>TOTAL PROFESSIONAL SERVICES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>OTHER SPECIFIC COSTS</b>								
Special Training	\$11,855	\$5,629	\$2,465	\$2,354	\$1,046	\$0	\$361	As Factor O&M
Vehicle Costs	\$17,300	8,215	3,598	3,435	1,527	0	526	As Factor O&M
Water Conservation Pulations	\$0	0	0	0	0	0	0	As Wells
Water Project Loan Int (Included with G&A below)		0	0	0	0	0	0	As Factor O&M
<b>TOTAL OTHER SPECIFIC COSTS</b>	<b>\$29,155</b>	<b>\$13,844</b>	<b>\$6,063</b>	<b>\$5,788</b>	<b>\$2,573</b>	<b>\$0</b>	<b>\$887</b>	
<b>G &amp; A COSTS</b>	<b>586,843</b>	<b>\$278,661</b>	<b>\$122,033</b>	<b>\$116,505</b>	<b>\$51,789</b>	<b>\$0</b>	<b>\$17,855</b>	DA Cust; Balance as O&M
<b>TOTAL OPERATION &amp; MAINT</b>	<b>1,263,432</b>	<b>599,938</b>	<b>262,729</b>	<b>250,827</b>	<b>111,498</b>	<b>0</b>	<b>38,440</b>	
AS % OF TOTAL								
<b>CAPITAL -Fixed Asset Replacement</b>	<b>325,000</b>	<b>134,339</b>	<b>76,926</b>	<b>75,486</b>	<b>29,305</b>	<b>0</b>	<b>8,944</b>	As Plant in Service
<b>Loan Payments</b>	<b>83,667</b>	<b>34,584</b>	<b>19,803</b>	<b>19,433</b>	<b>7,544</b>	<b>0</b>	<b>2,302</b>	
<b>TOTAL WATER DEPT. COST</b>	<b>1,672,099</b>	<b>768,862</b>	<b>359,458</b>	<b>345,746</b>	<b>148,347</b>	<b>0</b>	<b>49,686</b>	
AS % OF TOTAL	<b>100.00%</b>	45.98%	21.50%	20.68%	8.87%	0.00%	2.97%	
<b>LESS: OPERATING INCOME</b>								
Reconnect Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	As Total Water Dept. Cost
Late Penalties	900	414	193	186	80	0	27	As Total Water Dept. Cost
Sale of Prop & Equip	0	0	0	0	0	0	0	As Total Water Dept. Cost
Equipment Rental	0	0	0	0	0	0	0	As Total Water Dept. Cost
Service Fee Interest	4,219	1,940	907	872	374	0	125	As Total Water Dept. Cost
Interest Savings	0	0	0	0	0	0	0	As Total Water Dept. Cost
Rental Income	41,499	19,082	8,921	8,581	3,682	0	1,233	As Total Water Dept. Cost
Rental Income	78,000	35,866	16,768	16,128	6,920	0	2,318	As Total Water Dept. Cost
Tax Revenue	0	0	0	0	0	0	0	As Total Water Dept. Cost
<b>TOTAL OPERATING INCOME</b>	<b>\$124,618</b>	<b>\$57,302</b>	<b>\$26,790</b>	<b>\$25,768</b>	<b>\$11,056</b>	<b>\$0</b>	<b>\$3,703</b>	
<b>NET REVENUE REQUIREMENTS</b>	<b>\$1,547,481</b>	<b>\$711,559.82</b>	<b>\$332,668.41</b>	<b>\$319,978</b>	<b>\$137,291</b>	<b>\$0</b>	<b>\$45,983</b>	

**EQUIVALENT METER/BILL CALCULATION**  
**2015/16**  
**EXHIBIT 5**

	Meter Size	Equivalent* Meter Ratio	Number Meters	Number Units	Number of Equivalent Meters/Bills	Replacement Cost \$/ Meter	
Residential	5/8 Inch	1.0	166	163	166	\$303	\$50,298
Residential	3/4 Inch	1.5	114	106	171	\$325	\$37,050
Residential	1 Inch	2.5	32	30	80	\$398	\$12,736
Residential	1.5 Inch	5.0	0		0	\$560	\$0
Residential	2 Inch	8.0	0		0	\$1,238	\$0
Residential	3 Inch	15.0	0		0	\$1,344	\$0
Multi-Family	5/8 Inch	1.0	19	43	19	\$303	\$5,757
Multi-Family	3/4 Inch	1.5	11	25	17	\$325	\$3,575
Multi-Family	1 Inch	2.5	1	2	3	\$398	\$398
Pools/Spas/Hydrant	5/8 inch	1.0	2		2	\$303	\$606
<b>Total Residential</b>			<b>345</b>	<b>369</b>	<b>457</b>		<b>\$110,420</b>
Condos-Multi Units	5/8 Inch	1.0	297	301	297	\$303	\$89,991
Spec-River Road Laundry	5/8 Inch	1.0	32	32	32	\$303	\$9,696
Condos-Multi Units	3/4 Inch	1.5	0	2	0	\$325	\$0
Condos-Multi Units	1 Inch	2.5	1	9	3	\$398	\$398
Condos-Multi Units	1.5 Inch	5.0	4	28	20	\$560	\$2,240
Condos-Multi Units	2 Inch	8.0	5	218	40	\$1,238	\$6,188
Condos-Multi Units	3 Inch	15.0	2	99	30	\$1,344	\$2,688
Condos-Multi Units	4 Inch	25.0	1	238	25	\$2,240	\$2,240
Condos-Multi Units	6 Inch	50.0	0	286	0	\$4,990	\$0
<b>Total Condo/Multi</b>			<b>348</b>	<b>1,219</b>	<b>453</b>		<b>\$113,441</b>
Commercial	5/8 Inch	1.0	9		9	\$303	\$2,727
Commercial	3/4 Inch	1.5	3		5	\$290	\$870
Commercial	1 Inch	2.5	4		10	\$360	\$1,440
Commercial	1.5 Inch	5.0	6		30	\$560	\$3,360
Commercial	2 Inch	8.0	13		104	\$1,238	\$16,089
Commercial	3 Inch	15.0	3		45	\$1,344	\$4,032
Commercial	4 Inch	25.0	0		0	\$2,240	\$0
Commercial	6 Inch	50.0	2		100	\$4,990	\$9,979
<b>Total Commercial</b>			<b>40</b>		<b>303</b>		<b>\$38,497</b>
Metered Irrigation	5/8 Inch	1.0	37		37	\$303	\$11,211
Metered Irrigation	3/4 Inch	1.5	21		32	\$290	\$6,090
Metered Irrigation	1 Inch	2.5	11		28	\$360	\$3,960
Metered Irrigation	1.5 Inch	5.0	5		25	\$560	\$2,800
Metered Irrigation	2 Inch	8.0	16		128	\$1,344	\$21,504
<b>Total Metered Irrigation</b>			<b>90</b>		<b>249</b>		<b>\$45,565</b>
<b>TOTAL ALL METERS</b>			<b>823</b>	<b>1,588</b>	<b>1,461</b>		<b>\$307,923</b>

\* BASED ON DIFFERENCE OF THE MAXIMUM SAFE OPERATIONAL FLOW  
FOR EACH METER SIZE.

**SQUAW VALLEY PUBLIC SERVICE DISTRICT  
CUSTOMER ALLOCATION FACTORS  
FOR BUDGET YEAR 2015/2016  
EXHIBIT 6**

**COMMODITY COSTS**

Customer Class	2014-15 Gallons	Plus Losses: 20%	Total Consumption	% of Total
Residential	29,204,076	5,840,815	35,044,891	32.45%
Condos & Hoa's	27,882,644	5,576,529	33,459,173	30.98%
Commercial	18,890,404	3,778,081	22,668,485	20.99%
Hotel/Motels		0	0	0.00%
Metered Irrigation	14,020,724	2,804,145	16,824,869	15.58%
	89,997,848	17,999,570	107,997,418	100.00%

*Total Production for 2004 141,290,000*

Allocation Factor (Comm)  
Note: Consumption by class of service provided by District

**DEMAND COSTS**

Customer Class	Total Usage	Average Day Use	<u>Peak Day</u>	Peak Day Use	% of Total	<u>Individual Customer Peak</u>	
			Peaking Factor			Equivalent Meters	% of Total
Residential	29,204,076	80,011	2.05	164,023	33.07%	457	31.28%
Condos & Hoa's	27,882,644	76,391	1.60	122,225	24.64%	453	30.97%
Commercial	18,890,404	51,755	1.90	98,334	19.83%	303	20.70%
Hotel/Motels	0	0	1.45	0	0.00%	0	0.00%
Metered Irrigation	14,020,724	38,413	2.90	111,398	22.46%	249	17.04%
	89,997,848	246,569		495,979	100.00%	1,461	100.00%

*PEAK DAY 7/20/01 803,000*

Allocation Factor (Cap - 1) (Cap - 2)  
Note: Peak Day reflects the timing of the system peak  
Individual Customer Peak reflects the customers maximum demand

**CUSTOMER COSTS**

Customer Class	<u>CUSTOMER BILLING</u>				<u>METERS AND SERVICES</u>		
	NUMBER OF METERS/BILLS	WEIGHTING FACTOR	WEIGHTED CUSTOMER	% of Total	METER WEIGHTING		% of Total
Residential	345	1.0	345	41.92%	\$320	\$110,420	35.86%
Condos & Hoa's	348	1.0	348	42.28%	\$326	\$113,441	36.84%
Commercial	40	1.0	40	4.86%	\$962	\$38,497	12.50%
Hotel/Motels	0	0.0	0	0.00%	\$0	\$0	0.00%
Metered Irrigation	90	1.0	90	10.94%	\$506	\$45,565	14.80%
	823		823	100.00%		307,923	100.00%

Allocation Factor (Cust - 1) (Cust - 2)  
Note: 6 Unmetered Commercial Condos in Commercial

**PUBLIC FIRE PROTECTION**

Customer Class	NUMBER OF METERS	FIRE PROTECTION			% of Total
		REQUIREMENTS (GALS/MINUTE)	DURATION (MINUTES)	REQUIREMENTS (1,000 G/MINUTE)	
Residential	345	1,000	60	20,700	14.43%
Condos & Hoa's	348	4,500	60	93,960	65.50%
Commercial	40	3,000	240	28,800	20.08%
Hotel/Motels	0	0	240	0	0.00%
Metered Irrigation	90	0	0	0	0.00%
	823			143,460	100.00%

Allocation Factor (FP)

**SQUAW VALLEY PUBLIC SERVICE DISTRICT  
COST DISTRIBUTION TO CUSTOMER CLASSES  
EXHIBIT 7**

Classification Components	2015-2016 EXPENSES	Residential	Condos & Hoa's	Commercial	Hotel/Motel	Metered Irrigation
Commodity	\$711,560	\$230,899	\$220,452	\$149,355	\$0	\$110,854
Capacity						
Peak Day	\$332,668	\$110,015	\$81,980	\$65,955	\$0	\$74,718
Individual Customer Peak	319,978	100,089	99,103	66,251	0	54,534
	<u>\$652,647</u>	<u>\$210,104</u>	<u>\$181,084</u>	<u>\$132,207</u>	<u>\$0</u>	<u>\$129,252</u>
Public Fire Protection Related	\$137,291	\$19,810	\$89,920	\$27,562	\$0	\$0
Customer Related						
-Customer Billing	0	\$0	\$0	\$0	\$0	\$0
-Meters & Services	45,983	16,489	16,941	5,749	0	6,804
Total Customer Related	<u>\$45,983</u>	<u>\$16,489</u>	<u>\$16,941</u>	<u>\$5,749</u>	<u>\$0</u>	<u>\$6,804</u>
<b>NET REVENUE REQUIREMENT</b>	<b>\$1,547,481</b>	<b>\$477,303</b>	<b>\$508,395</b>	<b>\$314,873</b>	<b>\$0</b>	<b>\$246,910</b>

**SQUAW VALLEY PUBLIC SERVICE DISTRICT  
COST DISTRIBUTION TO CUSTOMER CLASSES  
EXHIBIT 8**

	2015-2016	Residential	Condos & Hoa's	Commercial	Hotel/Motel	Metered Irrigation
Revenues at Present Rates	\$1,347,423	<b>\$553,734</b>	<b>\$434,813</b>	<b>\$197,801</b>	<b>\$0</b>	<b>\$161,075</b>
Allocated Revenue Requirement	\$1,547,481	\$477,303	\$508,395	\$314,873	\$0	\$246,910
Balance/(Deficiency) of Funds	(\$200,058)	\$76,431	(\$73,582)	(\$117,072)	\$0	(\$85,835)
<b>Required % Change in Rates</b>	<b>14.8%</b>	<b>-13.8%</b>	<b>16.9%</b>	<b>59.2%</b>	<b>0.0%</b>	<b>53.3%</b>



**SQUAW VALLEY PUBLIC SERVICE DISTRICT**  
**UNIT COSTS OF SERVICE**  
**FOR YEAR OF: 2015-2016**  
**EXHIBIT 9**

	Total	Residential	Condos & Hoa's	Commercial	Hotel/Motel	Metered Irrigation
Commodity \$/1,000 Gal	\$7.91	\$7.91	\$7.91	\$7.91	\$0.00	\$7.91
Capacity \$/1,000 Gal						
Peak Day	\$3.70	\$3.77	\$2.94	\$3.49	\$0.00	\$5.33
Individual Customer Peak	\$3.56	\$3.43	\$3.55	\$3.51	\$0.00	\$3.89
	-----	-----	-----	-----	-----	-----
Total Capacity Related \$/1,000 Gal	\$7.25	\$7.19	\$6.49	\$7.00	\$0.00	\$9.22
Public Fire \$/1,000 Gal	\$1.53	\$0.68	\$3.22	\$1.46	\$0.00	\$0.00
	-----	-----	-----	-----	-----	-----
Total \$/1,000 Gal	\$16.68	\$15.78	\$17.63	\$16.36	\$0.00	\$17.13
Customer Costs - \$/account/month	\$4.66	\$3.98	\$4.06	\$11.98	\$0.00	\$6.30
Average Total Cost \$/1,000 Gal	\$17.19	\$16.34	\$18.23	\$16.67	\$0.00	\$17.61
Basic Data:						
Annual Water Consumption(/1,000 Gal)	89,998	29,204	27,883	18,890	0	14,021
Number of Accounts	823	345	348	40	0	90

## 10-YEAR CAPITAL IMPROVEMENT FUND

## Capital Expenditure Program

	Projected 2014-15	Projected 2015-16	Projected 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2024-25
<b><u>WATER CAPITAL IMPROVEMENTS</u></b>												
Aquifer Monitoring Program		12,760	98,000									
Cost of Service and Rate Analysis		12,500										
Groundwater Management Plan		35,000										
Hidden Lake Loop			10,000	120,000								
Master Plan Update	5,000	85,000										
Mutual Intertie	5,860	20,000	45,000	60,000								
Operations Plan	2,000											
Redundant Water Supply Study	36,965	160,000										
SCADA Master Plan	434											
Steel Water Mains-Squaw Peak Road (Plumpjacks)			0									
Stream Aquifer Well Interaction Study (Ph II)	20,639											
Water Supply Enhancement				200,000	200,000	200,000	200,000	200,000				
<b>TOTAL WATER CAPITAL IMPROVEMENTS</b>	<b>70,898</b>	<b>325,260</b>	<b>153,000</b>	<b>380,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>WATER CAPITAL REPAIRS &amp; REPLACEMENTS</u></b>												
2" Water Main-Indian Trail	7,500	50,000										
2" Water Main-Victor Placer			77,500									
2" Steel Water Mains			100,000	100,000	100,000	100,000						
East Tank-Paint Exterior/Interior								50,000				
Fire Line DC Upgrade CO			28,000									
Hidden Lake Loop/Complete Construction			10,000	120,000								
Paint Fire Hydrants				20,000								
Replace Steel Water Mains-Squaw Peak Road			125,000									
SCADA Master Plan Implementation	25,000	31,000	75,000									
S-Curve Water Main Repair	106,206											
Tank Inspections/Repairs		40,000										
Telemetry Upgrade			30,000									
Water System Misc Repairs							125,000	125,000	125,000	125,000	125,000	125,000
Well #1-Replacement-Design/Constr	11,937											25,000
Well #2-Repairs/replacement								25,000				
Well #3-Replacement-design complete				120,000	1,100,000							
Well #5-Cleaning/Inspection/Repairs											25,000	
<b>TOTAL WATER REPAIRS AND REPLACEMENT</b>	<b>150,643</b>	<b>121,000</b>	<b>445,500</b>	<b>360,000</b>	<b>1,200,000</b>	<b>100,000</b>	<b>125,000</b>	<b>200,000</b>	<b>125,000</b>	<b>125,000</b>	<b>150,000</b>	<b>150,000</b>
<b>SHARED WATER REPAIRS AND REPLACEMENT (HALF OF VEHICLES, FLEET, OFFICE)</b>	<b>43,996</b>	<b>55,640</b>	<b>77,500</b>	<b>61,000</b>	<b>20,000</b>	<b>52,500</b>	<b>14,000</b>	<b>32,500</b>	<b>2,500</b>	<b>5,000</b>	<b>2,500</b>	<b>15,000</b>
<b>TOTAL WATER CAPITAL IMPROVEMENTS, REPAIRS, AND REPLACEMENT</b>	<b>265,537</b>	<b>501,900</b>	<b>676,000</b>	<b>801,000</b>	<b>1,420,000</b>	<b>352,500</b>	<b>339,000</b>	<b>432,500</b>	<b>127,500</b>	<b>130,000</b>	<b>152,500</b>	<b>165,000</b>

## Capital Expenditure Program

	Projected 2014-15	Projected 2015-16	Projected 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2024-25
<b><u>SEWER CAPITAL IMPROVEMENTS</u></b>												
Cost of Service and Rate Analysis		12,500										
Install Sewer Meters				50,000	50,000	50,000						
Intersection Manholes		10,000	10,000	10,000	10,000	10,000	10,000					
Master Plan Update		75,000										
Olympic Estates	7,205											
SV Entrance Sewer						250,000						
SVPSPD Sewer Flow Mtr Repl (TR Siphon)			250,000									
TOTAL SEWER CAPITAL IMPROVEMENTS	7,205	97,500	260,000	60,000	60,000	310,000	10,000	0	0	0	0	0
<b><u>SEWER CAPITAL REPAIRS &amp; REPLACEMENTS</u></b>												
Aspens Sewer Line Realignment	103,914											
Bypass Crossing			75,000									
Easement Abatement	5,000	10,000	30,000	30,000								
Navajo/Sandy Sq Crk Repairs					25,000	200,000						
Sandy/Hdn Lk/Gr Chief/Christy/Chamonix repairs							25,000	230,000				
SCADA Master Plan Implementation	25,000	31,000	75,000									
Sewer System Misc Repairs						125,000	125,000	125,000	125,000	125,000	125,000	125,000
Sq Loop/Crk View/Sierra Crst/Wndg Crk repairs									26,000	180,000		
Squaw Valley Interceptor-Replace/Upgrade												
SSMP Audit/Update			7,500		1,000,000	1,000,000						
SV Rd/Sq Loop/Sq Pk Repairs						25,000	140,000					
SV Road W36-W38 Pipeline Repair							125,000					
Telemetry Upgrade			30,000									
Truckee River Siphon			250,000									
TOTAL SEWER REPAIRS AND REPLACEMENT	133,914	41,000	467,500	30,000	1,025,000	1,350,000	415,000	355,000	151,000	305,000	125,000	125,000
SHARED SEWER REPAIRS AND REPLACEMENT (HALF OF VEHICLES, FLEET, OFFICE)	43,996	55,640	77,500	61,000	20,000	52,500	14,000	32,500	2,500	5,000	2,500	15,000
TOTAL SEWER CAPITAL IMPROVEMENTS, REPAIRS, AND REPLACEMENT	185,115	194,140	805,000	151,000	1,105,000	1,712,500	439,000	387,500	153,500	310,000	127,500	140,000
<b><u>I&amp;I REPAIRS &amp; REPLACEMENTS</u></b>												
In-House I & I (smoke testing & minor repairs)			30,000						30,000			
I & I Study			25,000									
Papoose Area-Line Replace-may be done by developer				100,000								
Sewer Bypass Equipment			20,000									
Squaw Peak Way-8" Line							70,000					
TV Lines - 1/2 Contract - 1/2 repairs	55,000	55,000		50,000	50,000	50,000	50,000	50,000		50,000	50,000	50,000
TOTAL I&I REPAIRS AND REPLACEMENT	55,000	55,000	75,000	150,000	50,000	50,000	120,000	50,000	30,000	50,000	50,000	50,000
<b><u>GARBAGE REPLACEMENTS</u></b>												
IT Master Plan	1,500											
1810 Exterior Repairs	800											
New Facility - Design/Construction				30,000								
Patch Paving	800											
VueWorks	3,000	3,000	3,000									
TOTAL GARBAGE	6,100	3,000	3,000	30,000	0	0	0	0	0	0	0	0

## Capital Expenditure Program

	Projected 2014-15	Projected 2015-16	Projected 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2024-25
<b><u>SHARED EQUIPMENT:</u></b>												
<b><u>BUILDINGS &amp; GROUNDS</u></b>												
East Facility Roof Repair				60,000								
East Prop - Parking/LED Lighting				20,000								
East Prop-Parking Lot Seal/Paving				5,000			5,000			5,000		
Facilities/Property Master Plan			10,000									
HVAC System Repairs		13,320										
Landscape/Painting Modifications	4,800											
Misc Repairs					25,000							25,000
Sealing parking lot-west	4,800											
West Facilities-Exterior & Painting		6,660										
West Facilities-Roof Repair		26,640										
<b>TOTAL BUILDING &amp; GROUNDS</b>	<b>9,600</b>	<b>46,620</b>	<b>10,000</b>	<b>85,000</b>	<b>25,000</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>25,000</b>
<b><u>VEHICLES</u></b>												
Additional 3/4 Ton Truck				32,000								
Loader						100,000						
Replace Backhoe			90,000									
Replace Dist Veh/Explorer		30,000										
Replace F-250 Utility			32,000									
Replace Ford Ranger	27,000											
Vac-Con Engine Retrofit					10,000							
<b>TOTAL VEHICLES</b>	<b>27,000</b>	<b>30,000</b>	<b>122,000</b>	<b>32,000</b>	<b>10,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>MAJOR EQUIPMENT</u></b>												
Confined Space/Fall Protection/Shoring	6,500											
Replace 1810 Generator								60,000				
Wacker		10,000										
<b>TOTAL MAJOR EQUIPMENT</b>	<b>6,500</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,000</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>OFFICE EQUIPMENT</u></b>												
IT Master Plan/Web Development Upgrade	13,500											
Off Equip Master Plan/Office Computer	13,392		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Phone System Repairs		6,660										
VueWorks Software	18,000	18,000	18,000									
<b>TOTAL OFFICE EQUIPMENT</b>	<b>44,892</b>	<b>24,660</b>	<b>23,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>TOTAL SHARED COSTS</b>	<b>87,992</b>	<b>111,280</b>	<b>155,000</b>	<b>122,000</b>	<b>40,000</b>	<b>105,000</b>	<b>28,000</b>	<b>65,000</b>	<b>5,000</b>	<b>10,000</b>	<b>5,000</b>	<b>30,000</b>
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>511,752</b>	<b>754,040</b>	<b>1,559,000</b>	<b>1,132,000</b>	<b>2,575,000</b>	<b>2,115,000</b>	<b>898,000</b>	<b>870,000</b>	<b>311,000</b>	<b>490,000</b>	<b>330,000</b>	<b>355,000</b>