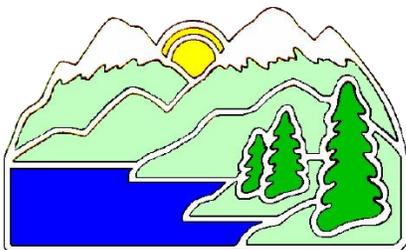


Fiscal Year 2017

Annual Budget



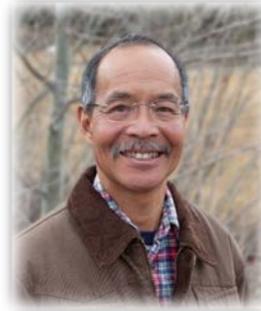
**Tahoe City
Public Utility District**

Adopted November 18, 2016

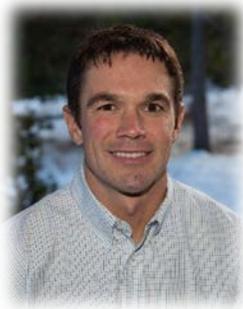
Tahoe City Public Utility District Board Members



Judy Friedman – President



John Pang – Vice President



Scott Zumwalt - Director



Dan Wilkins - Director



Ron Treabess - Director

**General Manger, Cindy Gustafson
District Engineer/Assistant General Manager, Matt Homolka
Director of Utilities, Tony Laliotis
Chief Financial Officer/Treasurer, Ramona Cruz
Director of Support Services, Sean Barclay**

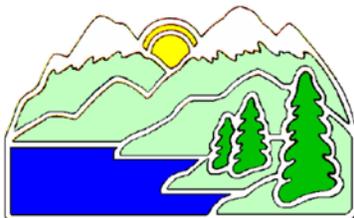
MISSION STATEMENT

***The Mission of the Tahoe City Public Utility District
is to serve people, our community, and its environment.***

***It is our responsibility to provide safe and reliable water service, sewer service for the
protection of public health, and parks and recreation services to enhance quality of life.***

***It is our commitment to accomplish these and other tasks within the scope of the Public
Utility District Act, as amended, in a sound fiscal manner.***

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**Tahoe City
Public Utility District**

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RESOLUTION NO. 16-34 ADOPTION OF THE OPERATING AND CAPITAL BUDGETS

TAHOE CITY PUBLIC UTILITY DISTRICT RESOLUTION NO. 16-34 ADOPTING THE OPERATING AND CAPITAL BUDGETS FOR 2017

WHEREAS, the General Manager of the Tahoe City Public Utility District recommends and submits to the Board of Directors a Proposed Annual Budget for the calendar year commencing on January 1, 2017 and ending December 31, 2017, which budget is attached as Exhibit A; and,

WHEREAS, the Proposed Annual Budget incorporates within it operating, non-operating, debt service and capital expenditures, and

WHEREAS, the Board of Directors has reviewed the Proposed Annual Budget through various Committee meetings and a Board workshop; and,

WHEREAS, expenditures as recommended by the Board of Directors for all operating expenditures, excluding depreciation, total \$10,416,082, non-operating expenditures total \$118,428, debt service payments total \$783,709, and expenditures for all capital improvement projects total \$17,632,990, the result of which is a combined total for all funds of \$28,951,209 and,

WHEREAS, the General Manager shall have authority to move budgeted amounts between the expenditure categories of salary and benefits, maintenance and operations, and capital expenditures, but not so as to authorize a new capital expenditure; and

WHEREAS, the Board of Directors shall retain sole authority for budgeting new capital projects, authorizing new permanent salaried positions, movement of authorization among funds, and the use of undesignated net position and unassigned fund balance.

NOW, THEREFORE, be it resolved that the Board of Directors of the Tahoe City Public Utility District hereby resolves that the Annual Budget of the Tahoe City Public Utility District is adopted.

PASSED AND ADOPTED on the 18th day of November, 2016, at a meeting of the Board of Directors of the Tahoe City Public Utility District by the following vote:

AYES: Henrikson, Wilkins, Pang, Friedman, Treabess

NOES: None

ABSENT: None

TAHOE CITY PUBLIC UTILITY DISTRICT



Ron Treabess, President

ATTEST:



Terri Viehmann, District Clerk

BUDGET MESSAGE

Fiscal Year 2017

To the Board of Directors of the Tahoe City Public Utility District (TCPUD) and to our Tax and Rate Payers:

I am pleased to present the Fiscal Year 2017 Annual Budget (the 2017 Budget) and 2017 Capital Improvement Plan (2017 Capital) for TCPUD. These documents are the results of your overall policy direction and staff's diligent planning to guide District expenditures for the next 12 months. These budgets provide the ability to continue delivering the high level of customer service and continued financial stability you expect and deserve from us.

The 2017 Budget and 2017 Capital Plan reflects the Board's priorities as outlined in our Strategic Plan. The current year's goals and measures were carefully considered when choosing services to provide to the community and considering needed capital infrastructure while keeping financial and operational sustainability at the forefront. The District's strategic plan by department is found on pages 25-30.

This year's combined 2017 Budget and 2017 Capital Plan anticipates \$28,049,072 in total expenditures, \$10,416,082 in operating, \$17,632,990 in capital, \$118,428 in non-operating, and \$783,709 for debt service respectively.

2016 marked the conclusion of the management agreement with Duncan Golf Management who has operated the golf course property and food and beverage operations for the last five years. The Board made the decision to have greater efficiency and responsiveness in provision of a variety services at the golf course and charged staff to make this happen. The Budget reflects the cost of providing increased service levels and activities in both summer and winter seasons at the golf course property, including the new ice rink operation. 2016 also saw the continuation of the State Water Conservation Mandate and the reduction in water consumption. TCPUD's customers responded with continued conservation efforts resulting in reduced water use and revenue. While most mandates have been removed for 2017, our budget and budget projections include this new and continued pattern of water use.

The 2017 direct operating expenses (excluding depreciation, project recovery and allocations) are budgeted to increase 6.4% or \$668,101 higher than the 2016 operating budget. This is largely due to the increase in parks positions required to operate the golf course property and provide increased services year round. Also, personnel costs such as cost of living adjustment, pension, other post-employment benefits, and health costs continue to increase. A vitally important 2017 goal is to develop a policy to address the rising pension cost.

The District continues to work toward achieving its infrastructure renewal goals while providing sufficient resources for day-to-day District operations. The 2017 capital budget is 63.3% (\$6,833,146) higher than 2016. The significant increase in the capital budget is almost entirely comprised of the \$4.6 million required for the purchase of a privately owned water company and \$1.7 million to construct interconnections to existing TCPUD systems. The construction of a new Bunker Water Storage Tank, Tahoe City Sewer Rehabilitation, and the West Lake Tahoe Regional Water Treatment Plant are three large capital project impacts in the 2017 capital budget. Staff continues to work with the State Water Resource Control Board to secure construction funding for the West Lake Tahoe Regional Water Treatment Plant. In 2016, the Board made a decision to use capital reserves for these 2017 capital projects.

Excluding property tax and grant revenue, overall operating revenues are projected to increase by 10.2%. The majority of the increase in revenue is derived from \$388,134 in water revenue, \$177,485 in sewer revenue, \$103,413 in parks revenue and \$346,245 in golf course revenue. The increase in water revenue is the result of moving water rates to the full Proposition 218 level. The sewer revenue increase was the result of a modest increase in the base sewer rate, though still below the maximum Proposition 218 level. Parks

will see a significant increase in revenue as a result of the new ice rink, in addition to golf course revenue increasing as a result of TCPUD providing operations. Property tax revenue is up by \$210,726 or 3.6% due to anticipated increase in assessed values.

Staff will continue producing and maintaining forecasts, cash flow analysis, and a District combined five-year roll-up projection to ensure continued financial stability and sustainability. Staff will also continue to focus attention on changing circumstances: rising pension costs, health care costs, and impacts from the Affordable Care Act excise tax scheduled for implementation in 2020.

This 2017 Budget Book is a continuation of our commitment to ongoing, open and transparent governance. TCPUD earned the Special District Leadership Foundation District Transparency Certificate of Excellence in 2016 and will continue to add to and enhance transparency efforts in 2017. During 2016 TCPUD rolled out OpenGov, which provides the public more visibility into our financial information. We will continue to enhance our use of OpenGov by adding more financial schedules and information to the platform.

I hope you find the 2017 Budget Book helpful as a communication tool to foster understanding of, and visibility into, TCPUD's operations and capital planning. It provides both general overviews and specific information into the individual departments' budget schedules and capital plans.

It is truly an honor to work with the dedicated managers and staff of TCPUD who work tirelessly to uphold our obligation to: provide exceptional service; deliver safe, reliable water and sewer services; care for the region's parks; protect the Lake's environment; and enhance the quality of life for the families and community we serve.

In grateful service,



Cindy Gustafson
General Manager



EXECUTIVE SUMMARY

The 2017 Budget is prepared for a 12-month period and addresses all the revenues and expenditures which might occur in the coming year. It is staff's best plan for the coming 12 months of operations and capital projects spending. It also addresses who we are and what we do as TCPUD for our rate payers, taxpayers, and community. The 2017 Budget also demonstrates the sustainability of operations for not only the next 12 months, but into the future as well. The 2017 Budget Book Sections include a budget overview which addresses mission statement and core values, budget structure and process, expenditures and revenue, assessed valuation and property tax, net position, reserves, and financial policies and ordinances.

The sections included in the 2017 Budget Book are; Budget Overview, 2017 All District Combined Budget Schedule, Utility Combined, Parks, Golf and Recreation, Governance and Administrative Services (formerly known as Administrative Services), Non-Operating and Debt Service, Personnel, and 2017-2021 Five-Year Capital.

Mission Statement Vision Statement and Core Values

The following TCPUD Mission Statement is a written declaration of the TCPUD's primary purpose and objectives of why the TCPUD exists for our taxpayers, ratepayers, employees, and our community at large. It says:

The mission of the Tahoe City Public Utility TCPUD is to serve people, our community, and its environment. It is our responsibility to provide safe and reliable water service, sewer service for the protection of public health, and parks and recreation services to enhance quality of life. It is our commitment to accomplish these and other tasks within the scope of the Public Utility TCPUD Act, as amended, in a sound fiscal manner.

The following Vision Statement reminds us who we are and what we do every day, now and in the future.

We are a local government agency, dedicated to providing outstanding public service and collaborative leadership, now and in the future.

The TCPUD's Core Values are over-arching values and standards that guide our approach to all services and activities at TCPUD. The Core Values are guiding principles kept in the forefront while preparing the budget. These core values offer clear and thoughtful direction for achieving community expectations and working cohesively as a team. The core value statements are as follows:

Service

We extend our passion for service to all we encounter, and consider the following as our "customers"; rate payers, fellow team members, contractors, Board of Directors, agencies, taxpayers, visitors and the entire community we serve.

Professionalism

We are a team of professionals that take pride in always doing what is right. We value our role as financial stewards and are dedicated to serving our community in the most efficient, effective and safe manner.

Teamwork

We put team success first and work to promote cooperation and commitment within the District to fulfill our mission and serve our community. We believe that together we achieve more.

Initiative

We are committed to the pursuit of excellence and believe that innovation, learning and growth are critical to that pursuit. We all act like owners and take personal responsibility for the District's success.

Communication

We value relationships in all areas and believe that communication is fundamental to the success of our team, our "customers" and our community.

Overview of Tahoe City Public Utility

The Tahoe City Public Utility (TCPUD) was founded in 1938 to provide some of the governmental needs of the residents of Tahoe City. It is the oldest local government established in the Tahoe Basin and was formed initially to provide public water service to the local community. Established under the State of California's Public Utility Act, the founders of TCPUD chose a form of government that could provide multiple types of services. Since its establishment, TCPUD has grown both in size and scope of services and now provides sewer collection and transmission for all residences and businesses in the TCPUD service area; water production and distribution services in five separate water systems and parks, golf, facilities and recreation services throughout the TCPUD. It operates and maintains 23 miles of bike trails, parks, beaches, boat launching facility, campground and the Tahoe City downtown sidewalks. In addition, TCPUD sponsors numerous recreation programs, operates the Rideout Community Center and rents community buildings and fields for the benefit of residents and visitors.

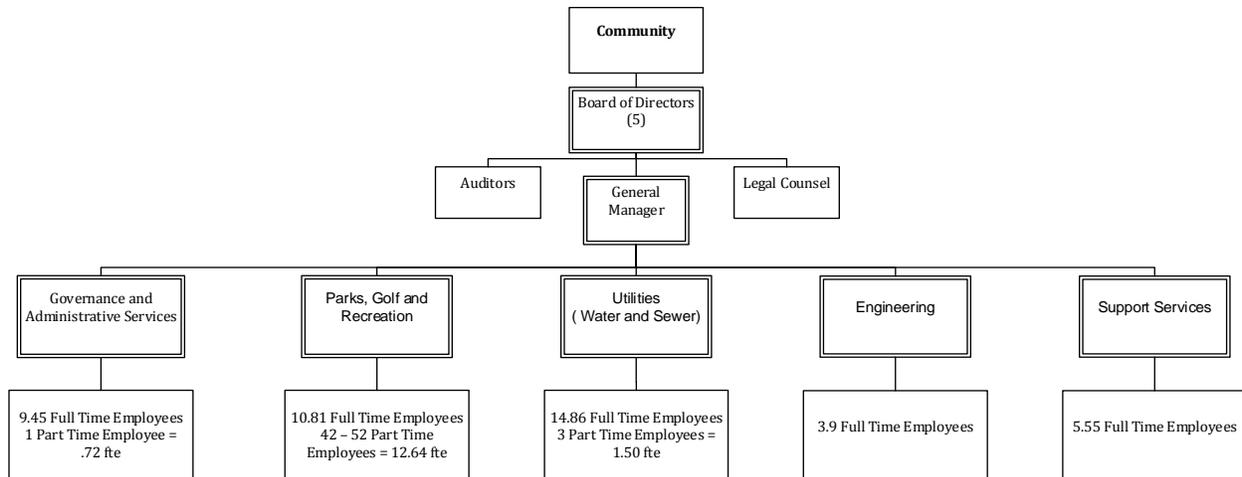
Water service is provided in five separate systems and serves approximately half of the homes and businesses in TCPUD.

- Water customers – 4,200
- Sewer customers – 7,665
- Parks and Recreation customers –over 1,000,000

The boundaries of TCPUD lie within both Placer and El Dorado Counties; extending from Emerald Bay to Dollar Hill, and along the Truckee River to the Nevada County line. The service area is very large, encompassing over 31 square miles. TCPUD is governed by a five person elected Board of Directors. These Directors determine the policies and set the direction for the TCPUD. The Board appoints a General Manager who oversees the day to day operations of TCPUD. In addition, the Board forms special citizen advisory committees when complicated issues need more community outreach or focused study.

Under the direction of General Manager Cindy Gustafson, 45 full time employees and approximately 59 seasonal and part-time employees provide the listed services. Employees serve in five departments: Utilities, Parks, Golf and Recreation, Engineering, Support Services and Governance and Administrative Services.

The following is the TCPUD 2017 Organizational Chart:



Sustainability of Operations

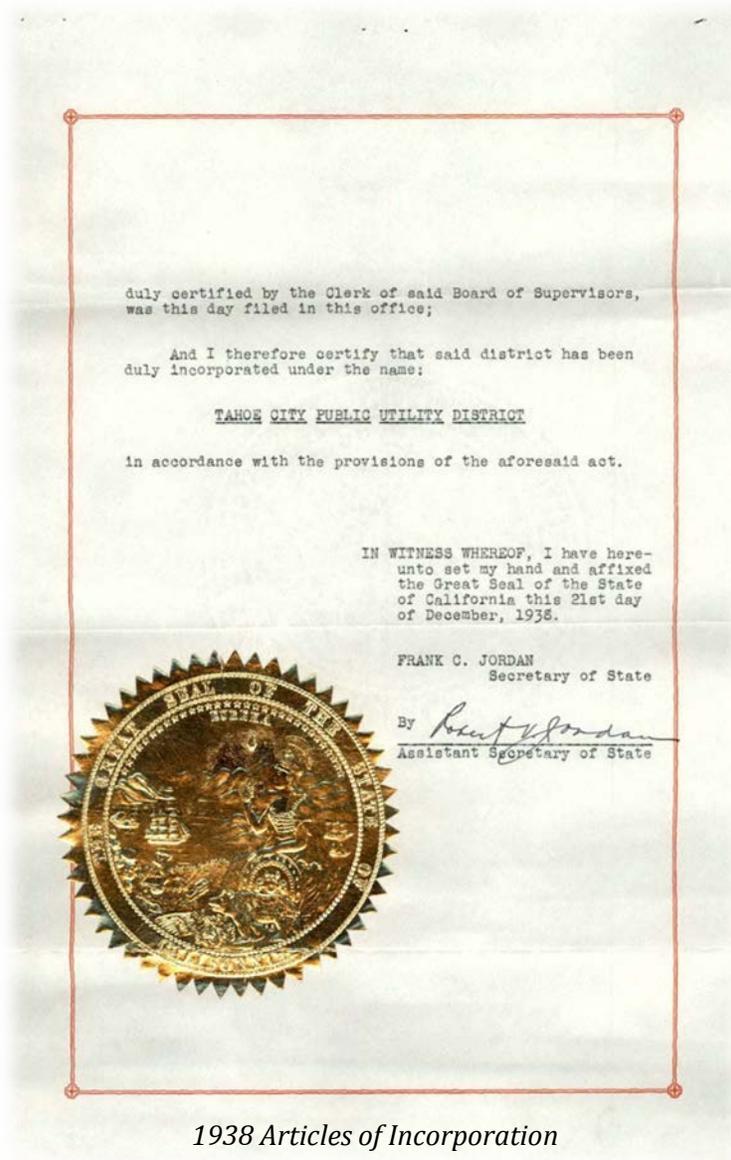
Developing and adopting budgets that support TCPUD goals and generating the required resources is a continuous process and does not stop when the budget is adopted. Though the 2017 budget plan looks at the next 12 months, it's prudent that TCPUD look beyond 12 months to insure the sustainability of operations and services by using long-term financial planning to anticipate future needs and insure sustainability into the future.

Revenue is a critical piece to sustainability for all of TCPUD's operations. In preparing for 2017, TCPUD recognized that the impacts of the emergency water conservation regulation mandates has set a new normal for how our water customers now use water. The 2017 contemplates these new normal patterns that have seen reduced usage on average by 24% compared to 2013. Before the emergency water conservation regulation mandates TCPUD undertook a 2014 Water and Sewer Rate Study (Study) and Proposition 218 process. Through this process maximum water base and tiered rates were set for fiscal periods 2015-2019. The Study took into consideration the seasonality of TCPUD population allowing TCPUD to adopt water rate structures to sustain operations during periods of low water use. Water base rates make up 80% of water's revenue which allows for sustainability of water operations. This inherent low water use has allowed TCPUD to sustain the customer's new normal use patterns. The Study describes the methodology, findings, and conclusions of the water and sewer rate study updating process. The water and sewer rate report is located on our website at www.tcpud.org.

TCPUD receives both operational and capital grants to support operations and fund critical capital infrastructure. Operations receive grants to support maintenance of the bike trail system and maintenance of property owned by Placer County. Operational grants are also received from the Department of Boating and Waterways to support our very successful Sailing Program, grant funds are received from the California Department of Water Resources for our Water Conservation Rebate Programs, and dollars from the United States Forest Service go toward fire protection projects. A new grant for 2017 is a pilot program to remove snow from a portion of the bike trails funded by transit occupancy tax. Additional grant funding is sought each year from various other funding sources appropriate for specific projects and needs. In 2017, TCPUD is working to receive significant funding from the California State Water Board's State Revolving fund to help finance the West Lake Tahoe Regional Water Treatment Plant and the acquisition and improvements of Mid Sierra Water Company. Improvements such as interconnections to existing TCPUD water systems is a high priority, whereas meter installations and other improvements continue to be made in the coming years.

TCPUD provides a high level of service to our rate payers, taxpayers, and community and the cost of providing these services are closely monitored. As a service provider, personnel cost is budgeted at 67% of direct operational cost. Employee benefits make up 34.1% of personnel cost and is closely monitored, especially with the rising cost of pension, other post employee benefits, and health insurance. TCPUD continues to work with the employees on how to control rising pension cost. During 2014 union negotiations, TCPUD was able to negotiate continued pension cost-sharing arrangements with employees beginning in 2015.

TCPUD continues to look five years out. Using the 2014 adopted Water and Sewer Rate Study, the 2014 Class and Compensation Study, the CalPERS Annual Valuation Report, and the 2015-2019 union agreement, a five year financial forecast was prepared. We will regularly update this forecast and adjust to changing economic factors to insure sustainability of TCPUD.



BUDGET OVERVIEW

TCPUD is on a calendar-year (January 1 - December 31) budget cycle and each year the Board of Directors adopts an operating and capital budget. On November 18, 2016, the Board of Directors adopted Resolution Number 16-34, adopting the Operating and Capital Budget for 2017. Expenditures for operating, excluding depreciation, total \$10,416,082, non-operating expenditures total \$118,428, debt service payments total \$783,709 and expenditures for capital improvement projects total \$17,632,990. The result of which is a combined total for all expenditures of \$28,951,209.

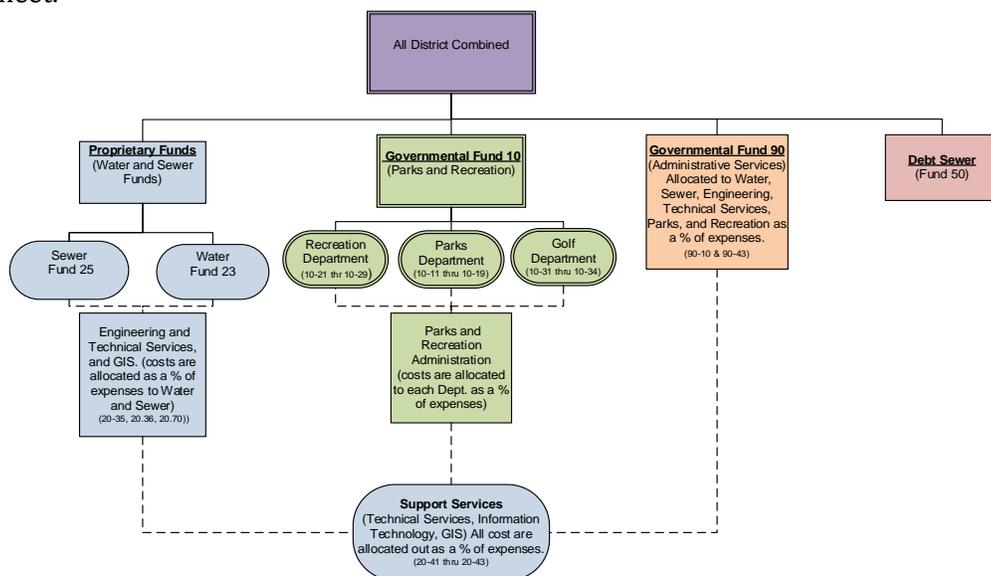
TCPUD uses property tax, user fees, grants, and interest income to fund the services and capital expenditures to be provided in 2017. The Budget Overview Section will address the budget structure and assumptions used to determine the 2017 expenditures of \$28,951,209. Overviews of revenue, expenses, property tax, reserves, net position, and financial policies are also addressed.

Staff continues to improve on information in the published budget document in order to enhance transparency of TCPUD operations and bring greater understanding to the budget. This year, we have enhanced the budget schedules with a focus on direct expenses, other direct expenses, project recovery, updated the reserve schedule, updated the financial policies, and added the District's 2017 Strategic Plan. Additionally, TCPUD launched OpenGov, a digital platform that provides the public with direct access to some of the District's financial information in real-time. OpenGov will provide yet another layer of transparency into the District's financial stewardship of its rate and tax revenue. Currently there are seven financial schedules available to view and the District will continue to add more.

Zero based budgeting (ZBB) is a process that builds a budget from the ground up, and ZBB is used for the vast majority of the TCPUD's budget plan.

Structure and Budget Process

TCPUD has three Governmental Funds and two Proprietary Funds, one for water and the other sewer. The following chart shows how the budget rolls up to the All District Combined budget schedules. New in 2017, the Utility Proprietary Fund has been broken out into separate Water and Sewer Proprietary Funds. For budget purposes the reader will not notice any changes with the exception of substituting "fund" for "department". The separating of Utility Fund is most noticeable in the balance sheet.



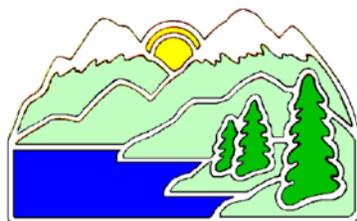
Proprietary Utility Fund 23 accounts for water activities and supporting engineering, technical services, and geographic information systems (GIS) functions, whereas Proprietary Utility Fund 25 accounts for sewer activities and supporting engineering, technical services, and GIS functions

Governmental Fund for Parks, Golf and Recreation, Fund 10 account for parks, golf, recreations, and GIS functions.

Governmental Fund for Governance and Administrative Services, Fund 90 account for all costs by their nature to support all functions of the TCPUD such as Board of Director's Office' General Manager's Office, information technology, human resources, grants, community outreach, finance, and accounting. These costs are allocated to the appropriate areas based on a percent of expense formula.

Support Services Department accounts for technical services and GIS. The Engineering Department captures all engineering related expenses across the District. These costs are allocated to the appropriate areas based on a percentage of expense formula.

Debt Service Fund 50 captures all costs associated with debt service payments of TCPUD not reported in the Proprietary Fund.



**Tahoe City
Public Utility District**

Budget Task and Activities

The TCPUD's 2017 budget was adopted by the Board of Directors on November 18, 2016. The following table gives an overview of the timeline, budget tasks, and activities that take place during the budget process to the adoption of the budget.

Timeline	Task
Month of August	Review Budget Schedule and Assumptions with Committees
Tuesday, August 09, 2016	<u>Committees to review schedule and assumptions</u>
Thursday, August 11, 2016	Parks and Recreation Committee
Wednesday, August 17, 2016	Water and Sewer Committee Finance Committee
Mid-August	Mgmt. Team to Review 2016 Strategic Plan
By 9/9/2016	Review 2017 department goals with GM
Friday, August 26, 2016	Roll out budget sheets
Friday, August 26, 2016 through Friday, September 30, 2016	Managers to develop operating budget to be to be completed for October Committee Meetings
Friday, August 26, 2016 through Thursday, September 22, 2016	Develop Draft Capital Budgets with project titles, amounts, priority rankings, and justifications. Draft 5 year capital budgets with project captions and cost estimates
Thursday, September 08, 2016	<u>Committees to review goals & objectives and finalize assumptions</u>
Tuesday, September 13, 2016	Water and Sewer Committee
Wednesday, September 14, 2016	Parks and Recreation Committee Finance Committee
Thursday, September 22, 2016 through Wednesday, October 12, 2016	Complete draft operating budgets including all program data Management review and revision of capital budget, 5 year capital budget, operating budget /goals/strategic plan objectives
<u>Week before Board Meeting:</u>	<u>Committee - Review draft operating and capital budgets (Distribute budget sheets)and discuss goals & objectives</u>
Tuesday, October 18, 2016	Parks and Recreation
Thursday, October 20, 2016	Water and Sewer
Wednesday, October 19, 2016	Finance
	After Committee meeting adjust operating budgets if needed
Wednesday, October 19, 2016	Draft departmental narratives due for operating budget
Wednesday, October 26, 2016	Draft five-year capital plan
Monday, October 24, 2016	Prepare power point for Board Budget Workshop
Through Friday, October 28, 2016	Finish draft
Monday, October 31, 2016	Run through power point
Wednesday, November 02, 2016	Board Budget Workshop-Review Draft (begin at 4PM - 7PM)
Wednesday, November 09, 2016 Through Thursday, November 17, 2016	Make changes to budget based on Board's direction from workshop
Friday, November 18, 2016	Public Hearing for Water and Sewer Rate Changes (Must be posted 30 days to take effect)
Friday, November 18, 2016	Adopt 2017 Resolution for operating and capital budgets Adopt changes to water rates. Need to prepare ordinance Adopt changes to sewer rates. Need to prepare ordinance
Wednesday, November 23, 2016	Post changes to water and sewer rates for 30 days
Friday, December 16, 2016	If needed bring back budget for adoption

Note: Additional meetings may be scheduled as needed.

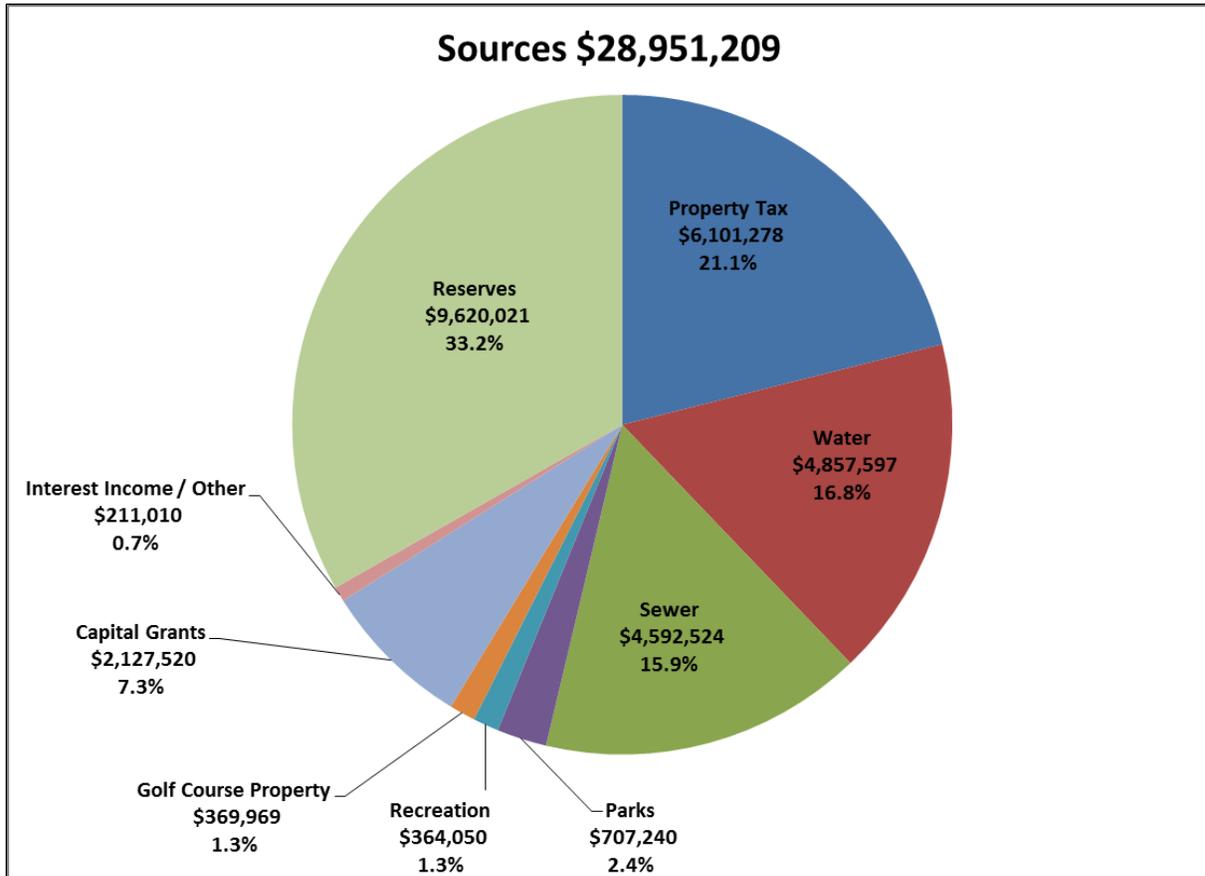
Each year the staff develops budget assumptions based on current year results and known factors. The following are the 2017 budget assumptions used to develop the 2017 operating budget:

General Economic Environment:		(Average of CIP for Urban Wage Earners and Clerical Worker (CIP-W) for San Francisco Oakland-San Jose, CA and CPI-W for U.S. City Average All Items - Aug. Report	
Consumer Price Index increase		August 2016	1.56%
ENR - Construction Cost Index (more applicable when labor cost are high)		July 2016	3.4%
ENR - Building Cost Index (more applicable for structures)		July 2017	2.7%
Placer County Investment earnings percentage			1.25%
LAIF investment earnings percentage			0.460%
Labor and Benefits:			
Labor Costs			
-Annual merit review increases based on satisfactory to excellent performance (limited to top of range)			1%-5%
-Cost of living adjustment (COLA) for satisfactory or above performance (25% of COLA goes to pay for UAL)		August 2016	1.56%
Minimum Wage	State effective date 1/1/2017 (up \$1.00) --->		\$ 11.00
Benefits			
-Medical Insurance at new PERS rates (Basic Sacramento rates)			Family Rate
Choice		-0.9%	\$ 1,881.02
Select		-3.6%	\$ 1,667.82
	Est. decrease for Health Ins. --->		\$ (6,132)
-Fund full ARC rate for post-employment retirement medical benefits			\$ 272,085
-Dental self funded plan per employee & dependent(s)			\$ 1,500
-Vision self funded plan per employee & dependent(s)			\$ 350
-PERS Classic Annualized Unfunded Accrued Liability payment:		Blended Total --->	\$ 457,628
-PERS PEPRAs Unfunded Accrued Liability		Blended Total --->	\$ 51
-PERS -Employer Retirement Pension Cost		2016/17	Prop 2017/18
Classic (2.7% @ 55) employee rate:		11.634%	11.675%
PEPRA (2% @ 62) employee rate: January - June		6.555%	6.600%
-Worker's Compensation Premiums	Experience modification factor ---> (Increased 0.06 from .81)		0.87
-Health Deferral (depends on MOU)			50% to 50%
Other Significant Rates:			
Utilities rate increases			Est. Increase
-Electric (Liberty Utilities 2015 General Rate Case Ruling) CPI-U less .5%		10/10/2016	10.00%
-Natural gas U.S. EIA July 2016 Short-Term Outlook		8/12/2016	-0.40%
-Telephone			
Land Line (AT&T and Utility Telephone)		n/a	0.00%
Cell Phone (Verizon)		n/a	0.00%
-Fuel U.S. EIA July 2016 Short-Term Outlook -0.0%		8/12/2016	0.60%
Diesel -.9%, Gas -.3%, combined .6%			
Insurance			Budget
-Property (based on 1% of insurable value)			\$ 41,292
-General liability		1.0%	\$ 94,614
-Earthquake/flood		3.0%	\$ 9,466

Expenditures and Revenues

The following Sources and Uses of Funds charts show the inflows and outflows of cash. The Sources of Funds chart shows where the cash is coming from while the Uses chart shows how cash is being used.

Sources



The following table shows the change year-on-year and the percentage of the 2017 total for sources of funds.

Sources	Budget		Change Yr on Yr		% Change of 2017 Total
	2016	2017	\$	% Chg	% of Total
Property Tax	\$ 5,890,553	\$ 6,101,278	\$ 210,725	3.6%	21.1%
Water	4,469,463	4,857,597	388,134	8.7%	16.8%
Sewer	4,415,039	4,592,524	177,485	4.0%	15.9%
Parks	603,827	707,240	103,413	17.1%	2.4%
Recreation	356,575	364,050	7,475	2.1%	1.3%
Golf Course Property	23,724	369,969	346,245	1459.5%	1.3%
Capital Grants	4,205,218	2,127,520	(2,077,698)	-49.4%	7.3%
Interest Income / Other	205,392	211,010	5,618	2.7%	0.7%
Reserves	1,346,780	9,620,021	8,273,241	614.3%	33.2%
	<u>\$ 21,516,571</u>	<u>\$ 28,951,209</u>	<u>\$ 7,434,638</u>	<u>34.55%</u>	<u>100.0%</u>

The change year-over-year of \$8.3M in reserves is to fund the increase in capital spending. These funds have been accumulated over time.

Revenues

Water (16.8%) and sewer (15.9%) revenues together make up 32.7% of sources of funds for the TCPUD. Water revenue is derived from the sale of water to residential and commercial customers by charging a base rate on meter size and consumption usage through a tiered rate structure. Sewer revenue is based on connections per residential customer or the number of fixtures for commercial customers.

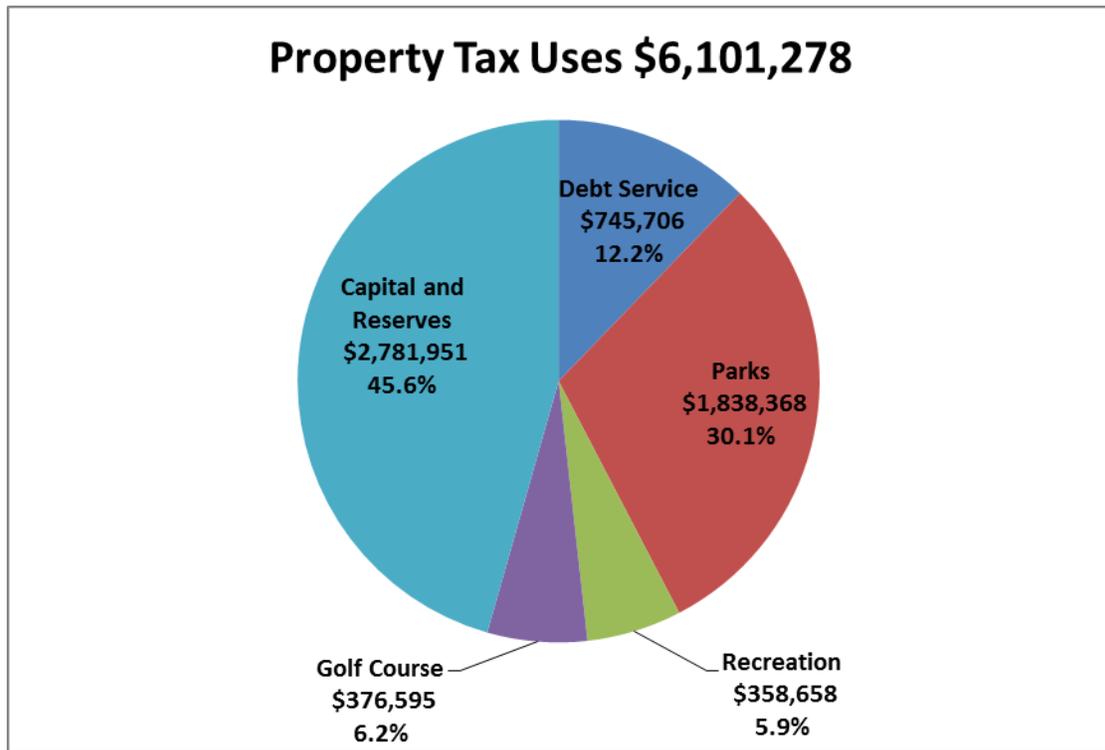
Grant revenue earmarked for capital expenditures is 7.3% of the total sources of funds for the TCPUD. It will only be realized once we expend the money for specific capital projects. See the 2017-2021 Capital Five-Year Capital Plan section for a detailed list of the specific projects designated for grant revenue.

Parks (2.4%) and Recreation (1.3%) revenue make up 3.7% of the total sources of funds and derives its income from user fees and facility rentals. The 2017 Budget calls for a drawdown of reserves in the amount of \$9,620,021, or 33.2% of sources of revenue to fund needed capital infrastructure and to acquire two water systems on the West Shore.

Property Tax

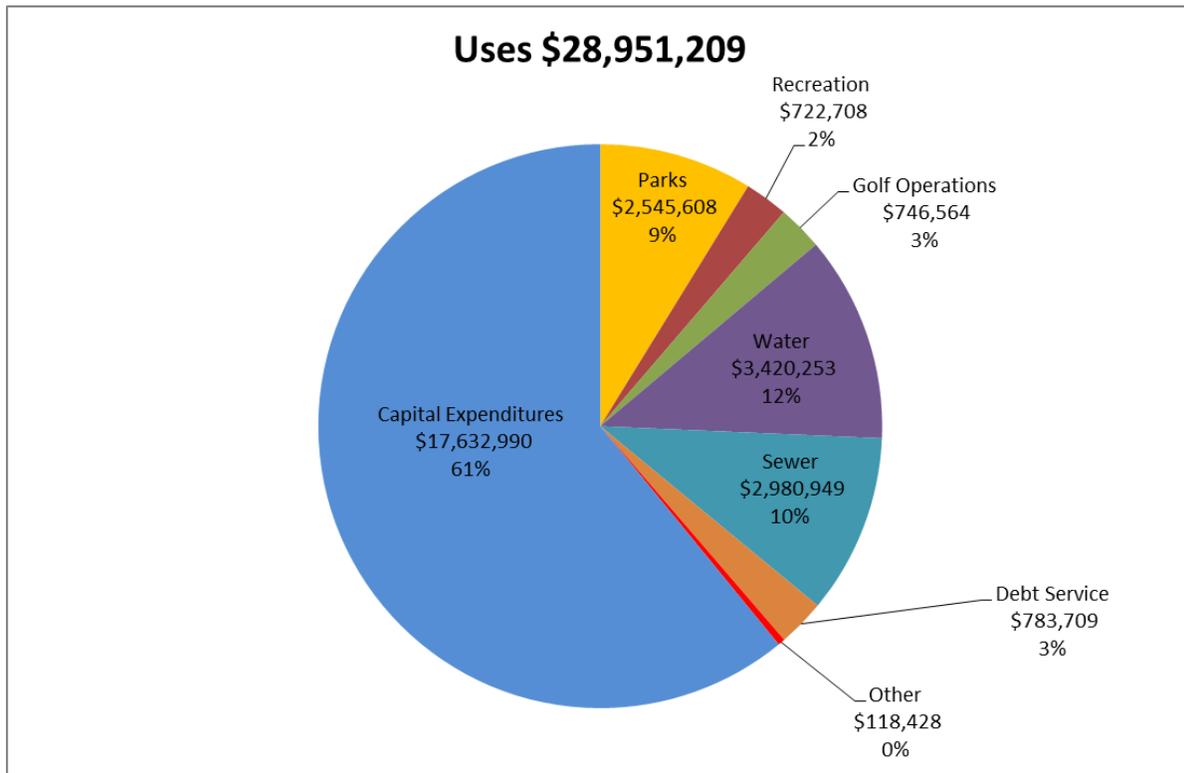
Property tax is 21.1% of all revenue sources and is the largest single source of revenue excluding reserves. We provide services in two counties and, as such, receive property tax revenue from Placer County and El Dorado County. Property tax revenue is budgeted to increase by 3.6% and is allocated for Parks operations (30.1%), Recreation (5.9%), golf course (6.2%), capital and reserves (45.6%), and debt service (12.2%). Property tax revenue is based on the value of property in Placer County, California and El Dorado County, California, within TCPUD boundaries. Taxable value is the base year value of the property (established per Proposition 13) plus the annual inflation factor, or current market value, whichever is lower. TCPUD shares in the property tax collected within its boundaries.

The following pie chart shows how property tax is budgeted to be used.



Uses

The following chart shows the 2017 budgeted uses from all TCPUD' s operational areas, capital expenditures, debt service, and other uses in the amount of \$28,951,209.



The following table shows the change year-on-year for Uses of funds.

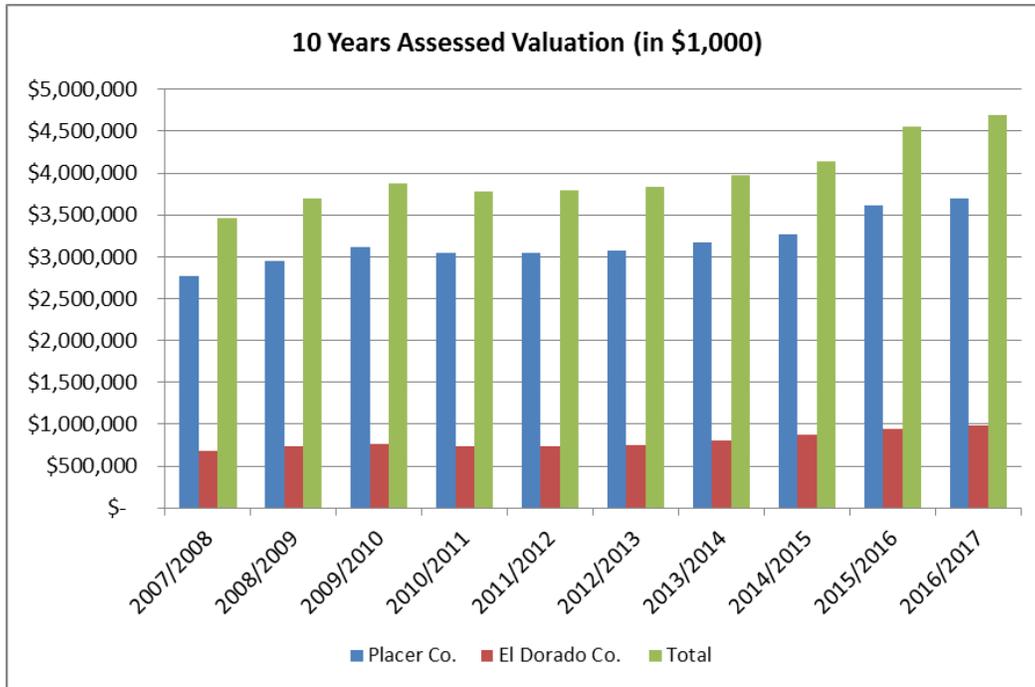
Uses	Budget		Change Yr on Yr		% Change of 2017 Total
	2016	2017	\$	% Chg	% of Total
Parks	\$ 2,342,306	\$ 2,545,608	\$ 203,302	8.7%	8.8%
Recreation	702,428	722,708	20,280	2.9%	2.5%
Golf Course Property	230,795	746,564	515,769	223.5%	2.6%
Water	3,428,098	3,420,253	(7,845)	-0.2%	11.8%
Sewer	3,114,794	2,980,949	(133,845)	-4.3%	10.3%
Debt Service	780,884	783,709	2,825	0.4%	2.7%
Other	117,422	118,428	1,006	0.9%	0.4%
Capital Expenditures	10,799,844	17,632,990	6,833,146	63.3%	60.9%
	<u>\$ 21,516,571</u>	<u>\$ 28,951,209</u>	<u>\$ 7,434,638</u>	<u>34.55%</u>	<u>100.0%</u>

Note: Beginning with 2017, golf property operations are reported as a department now that the full operation will be managed by TCPUD. In 2016 golf expenses was realized generally within Parks.

Capital expenditures are increasing 63.3% primarily due to the following projects; the Bunker Tank, West Lake Tahoe Regional Water Treatment Plant, and the Mid-Sierra Utility acquisition. Operational costs increased primarily due to taking over golf course operations and Debt Service remains flat year-on-year.

Assessed Valuation and Property Tax

The TCPUD is a multi-county special district and provides services in both Placer County and El Dorado County. The following chart shows the last 10 years of assessed valuation within TCPUD boundaries for Placer County and El Dorado County. Over a 10-year period (2007/2008 - 2016/2017), assessed value within the TCPUD boundaries increased by 35.6%.



The 2016/2017 TCPUD assessed values compared to last year's 2015/2016 saw Placer County up 3.1% and El Dorado 7.0% increases respectively. Proposition 13, passed in California in 1978 caps the growth of property's assessed value at no more than 2% each year unless the market value of a property falls lower. When this happens, Proposition 8, also passed in 1978, allows the property to be temporarily reassessed at the lower value. However, if the market value rises, the assessed value and resulting property taxes may increase more than 2% in a year, up to the annually adjusted Proposition 13, known as "catch-ups". California property tax law also allows property to be reassessed when real estate is sold; it is assessed for the new owner based on the purchase price.

Property tax is a significant source of revenue for the TCPUD. When budgeting for property tax, a conservative approach is taken. Budget on budget property tax is increasing by 3.6%. In prior years, this revenue source has grown relatively rapidly due to average annual growth in assessed values; however, due to declines in assessed valuation, we saw property tax revenue drop, but now trends again show annual growth in assessed values as shown in the previous chart.

Below are the last 9 years of actual property tax and the 2017 budget. The rise in the 2016 actuals is a result of conservatively budgeting for assessed value growth for both Placer County and El Dorado County.



Net Position

The following chart shows the last 10 years of Net Position for the TCPUD. Net position is an indicator of financial health. Net position presents financial information on all of the TCPUD's assets, liabilities, and deferred inflows/outflows of resources, with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the TCPUD is improving or deteriorating. As the following chart indicates, net position continues on an upward trend but in 2015 dropped \$4.3 million due to the implementation of GASB 68 Accounting, Accounting and financial Reporting for Pensions



Private Water Companies

The TCPUD has been approached by the customers or owners of several private water companies seeking to be acquired. In all cases, significant capital upgrades would be required to bring these water systems into compliance with TCPUD standards. It is often difficult for these systems to obtain financing for upgrades due to their small size. In 2017 TCPUD will be purchasing one of these private water companies. It is probable that the TCPUD will use its borrowing capacity and/or reserves to finance acquire and upgrade their water system for this system. With the recent passing of Proposition 1, Water Bond (2014), the TCPUD will continue to seek both consolidation and improvement funds for water system acquisitions and construction grant funds for the West Lake Tahoe Regional Water Treatment Plants.

Pension

On September 12, 2012, Governor Brown signed the California Public Employees' Pension Reform Act of 2013 (PEPRA) into law. PEPRA took effect January 1, 2013. Basically, PEPRA affects new TCPUD employees hired on or after January 1, 2013, through provisions affecting benefit formulas, the definition of what comprises pensionable earnings, limits on pensionable earnings, and other matters. The new law also calls for new members to pay 50 percent of the normal cost of benefits by 2018. Beginning July 1, 2015, Classic employees (hired before 1/1/2013) will begin contributing to the pension unfunded liability as outlined in the Union Memorandum of Understanding effective January 1, 2015.

Beginning with the June 30, 2013 annual valuation report, the pool's unfunded liability is allocated to each individual plan based on the plan's total liability rather than by the plan's individual payroll. This allows tracking of each employer's own unfunded liability and allows for faster pay down if desired. The following table shows the funded ratio for the TCPUD as presented in the CalPERS Annual Valuation Reports

CalPERS Plan's Funded Status	June 30 ¹			
	2012	2013	2014	2015
Present Value of Projected Benefits	\$ 33,011,036	\$ 34,835,001	\$ 36,997,518	\$ 38,565,392
Entry Age Normal Accrued Liability	28,583,174	30,181,346	32,438,945	33,755,688
Plan's Market Value of Assets	20,717,903	23,104,538	25,783,773	25,608,161
Unfunded Liability	7,865,271	7,076,808	6,655,172	8,147,527
Funded Ratio	72.5%	76.6%	79.5%	75.9%

¹ CalPERS Annual Valuation Report as of June 30, 2013, 2014, & 2015

The TCPUD has already negotiated for employees to pick up their full 8% of the employee required pension contributions and to also contribute to the unfunded liability. In 2011, the TCPUD paid off its almost \$2.3 million side fund liability, which was established at the time the TCPUD's plan was rolled into a multi-agency risk pool and is in addition to the unfunded liabilities of the risk pool. The amortization of the side fund will cease in 2019.

Reserves

The Board has established strong policies on reserve levels. These reserves are established to address immediate situations such as working capital and emergencies, as well as long-term capital needs and infrastructure renewal. After the acceptance of the annual audit the Board of Directors will consider adjustments to the reserves as outlined in the Enterprise Funds Unrestricted Net Position and Reserves Policy and the General Fund Reserve Policy. Below is the current reserve table

as adopted at the December 16, 2016 Board Meeting. The reserve table reflects a \$4,600,000 shift from the General Fund Unassigned Fund Balance to Non-Water Customer Property Tax Reserve for purchase of a private water company.

	Adopted 12/16/2016			
	Water	Sewer	General Fund	Total
Target Reserves				
Minimum Capital Reserve	\$ 1,639,533	\$ 1,901,141	\$ 1,034,429	\$ 4,575,103
Minimum Rolling Stock Reserve	140,900	140,900	130,200	412,000
Budget Stabilization	842,295	735,594	747,637	2,325,526
Non-Water Customer Property Tax Reserve	6,463,105			6,463,105
				-
Subtotal target reserves	9,085,833	2,777,635	1,912,266	13,775,734
Undesignated / Unassigned	-	215,077	2,681,365	2,896,442
Total	\$ 9,085,833	\$ 2,992,712	\$ 4,593,631	\$ 16,672,176

Debt Administration

At the end of 2016, the TCPUD had total long-term debt outstanding of \$ 2,737,636 and paid down long-term debt during the year by \$689,710. The next debt to retire is Zion's First National in August 2017. There is no new borrowing planned in 2017. The following table shows the scheduled 2017 debt service payments for TCPUD.

<u>Debt Service</u>	<u>Maturity</u>	<u>Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Zions Bank 2M	2017	4.300%	\$ 240,402	\$ 7,780	\$ 248,182
Sidewalk Imp Bonds	2019	2.001%	12,513	752	13,265
Bank of America	2019	4.050%	307,093	27,434	334,527
Series C Bonds	2021	1.898%	41,885	3,073	44,958
State Revolving Fund	2028	1.800%	112,741	26,963	139,704
Total Debt Expenditures			<u>\$ 714,634</u>	<u>\$ 66,002</u>	<u>\$ 780,636</u>

Financial Policies and Ordinances

The Board of Directors has the responsibility and statutory authority to set policies and ordinances to set the direction and make decisions for TCPUD for the benefit of their constituents. Some of the key policies and ordinances are as follows:

- Ordinance 263-Water Ordinance Rules, Regulations, Rates and Charges Governing the Use, Operation and Management of the District Water System Facilities
- Ordinance 255-Sewer Rules, Regulations, Rates and Charges Governing the Use, Operation and Management of the District Sewer System Facilities
- Investment Policy
- Capitalization Policy
- General Fund Balances Policy

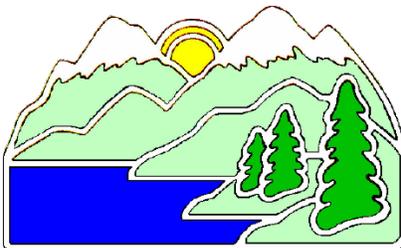
- Enterprise Funds Unrestricted Net Position and Reserves Policy
- Water System Acquisition Policy
- Delegation Guidelines
- Delegation of Authority to General Manager
- Technical Consultant Selection Policy Procedure
- Records Retention Policy

The Board of Directors during 2016 adopted a set of policies that enhances the District's commitment to strengthen the public's confidence and provide guidance for organizational performance.

- Brown Act Policy
- Ethics Policy
- Board Reimbursement Policy
- Conflict of Interest for TCPUD
- Public Record Policy

District Strategic Initiatives and Goals

The following pages present the District's 2017 Strategic Initiatives and Goals and Measures. The District workload continues to increase in part due to externally driven projects and programs. In addition to the externally driven items, the District has a number of internal priorities. During the 2017 budget process we reviewed the strategic initiatives, goals and measures to ensure the budget would provide for the accomplishment of each department budget plan in accordance with their goals. The entire management and supervisory team has participated in the process, reviewed our current workload, and has provided input into the full strategic plan. We have done our best to prioritize the goals and measures and ensure they fit within the long term vision and plan of the District.



**Tahoe City
Public Utility District**

TAHOE CITY PUBLIC UTILITY DISTRICT STRATEGIC INITIATIVES 2016-2019 REVISED 2017

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017
1 Provide Exceptional District Management & Governance	1.1 Develop & Implement the 2019 Strategic Plan	2016 - 1.1.A Manage District through updated 2017 adopted measures 1.1.B Develop Best Practices for scanning & filing of documents for entire District (paper filing, Laserfiche & T Drive)
	1.2 Promote Customer & Taxpayer Transparency	1.2.A Update Candidate/Employee/Customer Orientation 1.2.B Complete District Website Redesign Project 1.2.C Implement Board Meeting Webcast System 1.2.D Seek out & schedule opportunities for District presentations with community groups 1.2.E Continue FlashVote, increase subscribers, & release a minimum of 1 "survey" every 60 days 1.2.F Host 2 District Tours for Community Leaders/Partners/Agencies/Staff 1.2.G Expand OpenGov Reports for consumption, FTE, etc.
	1.3 Leverage Technology to Increase Efficiencies & Effectiveness of District Systems	1.3.A Implement Laserfiche System Upgrades - Client software update 1.3.B Implement VUEWorks Enhancements for Parks & Utilities (Time Coding, Develop Reporting, MobileVUE, Fleet Maintenance) 1.3.C Complete Annual IT Asset Replacement/Rotation 1.3.D Develop District Property Rights GIS Database 1.3.E Complete 100% Residential Customer APN File Scanning 1.3.F Complete 100% Commercial Customer File Scanning 1.3.G Utilize VUEWorks, Harvest, & other tracking systems to evaluate service delivery efficiencies & staffing levels 1.3.H Migrate All "District Records" - to Laserfiche
	1.4 Continually Update District Policies & Procedures to Industry Best Practices	1.4.A Implement & Maintain Records Retention Plan 1.4.B Draft & present Sewer & Water Ordinance Revisions for Board adoption 1.4.C Develop a District-wide Purchasing Policy
	1.5 Ensure Board Member Governance Training & Participation	1.5.A Achieve all required certificates & participate in other training & conferences 1.5.B Attend District sponsored events & other organization meetings
	1.6 Evaluate Alternative Structures for Service Delivery	1.6.A Complete process with NTPUD, & consider other partnerships, consolidations, & privatization as appropriate 1.6.B Participate with Placer County & TCDA on formation of a Business Assessment District
	1.7 Manage Risk Exposure Across all District Operations	1.7.A Maintain the JPIA's Commitment to Excellence Program

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017
2 Ensure Safe & Sustainable Water & Sewer Services for all District Taxpayers	2.1 Provide Safe & Efficient Drinking Water	2.1.A Meet or exceed all water quality goals & water system loss standards
	2.2 Meet or Exceed Industry Standards for Water System Loss	2.2.A Track system loss monthly, investigate & repair all system leaks
	2.3 Expand District Taxpayers' Water Supply through Regional Partnerships	2.3.A Evaluate & follow up on all partnership opportunities
	2.4 Evaluate Mergers, Consolidations or Acquisitions of Mutual, Private, or Public Water Systems	2.4.A Follow-up on all inquiries or opportunities
		2.4.B Provide continued effort for acquisition of Mid Sierra Utilities
		2.4.C Develop strategic planning process for water system acquisitions
	2.5 Implement New Technology to Improve Operational Efficiency & Effectiveness	2.5.A Implement VUEWorks mobile application & capture all staff time through VUEWorks
		2.5.B Implement & refine field use of GraniteNet program for field inspections, data collection & reporting
	2.6 Complete Master Plans	2.6.A Complete Final Draft of Sewer Pump Station Master Plan. Substantially complete Rubicon Water System Master
	2.7 Reduce Sanitary Sewer Overflows & Infiltration & Inflow in the Collection System	2.7.A Clean 50% of District sewer lines
		2.7.B Televiser/inspect 20% of District sewer lines, repair as necessary
	2.8 Maintain Compliance with all Regulations & Standards	2.8.A Implement conservation targets & other restrictions per State Conservation Mandate
2.9 Provide Required Oversight & Coordination for State & County Road & Erosion Control Projects	2.9.A Coordinate with various parties to assure the safety & continuity of service of District facilities	
2.10 Ensure Infrastructure Renewal per Adopted Five Year Capital Improvement Plans	2.10.A Install 7 emergency bypass ports & develop emergency plans for all sewer pump stations	
	2.10.B Complete recoating of Rubicon 2 & 3 Tanks	
	2.10.C Complete the six remaining Tahoe City Main Production Meter Replacements	
	2.10.D Complete the 3rd Year of Large Commercial/Domestic Meter Replacement Program to include 15 replacements	
	2.10.E Complete the Cedar Point Water Service Line Replacements	
	2.10.F Complete the remaining seven Sewer Pump Station Flow Meter Installations	
	2.10.G Complete three to five locations for the Satellite Pump Station Control Upgrade Program	
	2.10.H Begin Year 1 of Sewer Pump Station Transfer Switch Replacements to include up to four locations	
	2.10.I Lake Forest Water System Abandonments (Bunker on the Beach)	
	2.11 Improve Technical Services Delivery Program	2.11.A Review & Revise FOG Ordinance
2.11.B Review Cross-Connection Program policies/procedures & revise as needed		
2.11.C Document & improve internal policies/procedures		
2.11.D Improve Public Outreach - workshops with contractors & realtors - website content		
2.12 Increase Cost Recovery & Efficiencies for Technical Services Division	2.12.A Develop Technical Service Fee Schedule Update Report	
	2.12.B Review Inspection/Permitting software solutions	

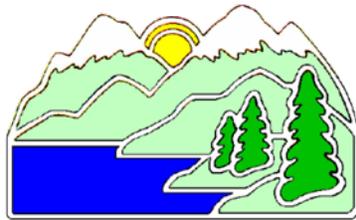
STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017	
3 Provide Sustainable, Customer Responsive, Recreation & Leisure Opportunities	3.1 Expand Recreational Offerings & Programs	3.1.A Monitor & evaluate operations & programming of TC Ice Rink. Make changes, add programs as necessary. Determine additional operating needs. 3.1.B Monitor & evaluate operations of winter snow removal of bike trails. Work with Caltrans, Placer County & property owners. Adapt operations as necessary 3.1.C Monitor & evaluate golf course & pro shop operations. Work with expand & improve number of rounds & recreation offerings 3.1.D Document & follow up with Caltrans HWY 89 EIP impacts to bike trails. 3.1.E Mitigate operational & capital impacts to bike trails due to Fanny Bridge Project Construction 3.1.F Monitor & analyze food & beverage operations. Draft lease extensions as appropriate	
	3.2 Develop Parks & Recreation Master Plan	3.2.A Complete Phase I - Complete asset replacement costs & evaluate age & condition of parks infrastructure 3.2.B Develop Master Plans for Skylandia Park & Lake Forest Boat Ramp Parking, Golf Course	
	3.3 Update Leases & Agreements for Park Facilities	3.3.A Complete negotiations for renewed MSA's with Placer County 3.3.B Negotiate Lease Amendment with TTUSD for Rideout School Regarding changes in 2017/18	
	3.4 Implement Parks Infrastructure Renewal Projects per 5 Year Capital Plan	3.4.A Install new lights at Conners Field 3.4.B Install solution to stabilize Midway Trail 3.4.C Develop plan for Bell's Landing erosion issues 3.4.D Construct ADA accessible playground at Marie Sluchak Park 3.4.E Replace Skylandia Camp Lodge 3.4.F Finalize design/permitting for installation of Rideout Entry Sign at SR89 in 2018 3.4.G Purchase/construct capital improvements to Golf Course	
	3.5 Increase Utilization of Rideout Community Center	3.5.A Develop plan for moving out of Rideout for 2017/18 school year. Determine changes in recreation needs 3.5.B Implement recreation office changes due to Rideout closure	
	3.6 Increase Participation in District Recreation Programs	3.6.A Improve results in meeting cost recovery goals 3.6.B Increase programming for adult & special interest classes	
	3.7 Participate in Planning for Tahoe City Lodge Club House & Parking Improvements	3.7.A Negotiate various agreements with developer which ensure enhanced recreational opportunities & other MOU partners' goals	
	3.8 Fully Implement VUEWorks Maintenance Management System	3.8.A Implement VUEWORKS mobile application, & capture all staff time through VUEWorks	
	4 Maintain a High Performing Team of Professional Staff	4.1 Provide Increased Training & Development for All Staff	4.1.A Expand management staffs' involvement in outside organizations, agencies, & community activities 4.1.B Initiate succession planning & development for entire District 4.1.C Continue staff development with training & team building exercises 4.1.D Continue to provide regular training, cross training, & development opportunities 4.1.E Develop Board Policy Manual
		4.2 Demonstrate Core Values in all Interactions	4.2.A Hold quarterly District-wide meetings & other meetings on topics as appropriate 4.2.B Provide regular updates at all staff meetings 4.2.C Plan & implement District-wide staff activities 4.2.D Emphasize Trainings & Activities around Core Values
		4.3 Engage in Regional Efforts to Expand Local Workforce	4.3.A Participate in TTCF workforce housing study & task 4.3.B Participate in Tahoe Prosperity Center efforts on improving workforce in the region

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017
5 Protect & Improve District Infrastructure	5.1 Proactively Respond to Other Agencies' Projects Impacting District Infrastructure	5.1.A Monitor & inspect construction of District Facilities associated with the SR89 / Fanny Bridge Project 5.1.B Review & approve TTAD's emergency helipad project plans & easement 5.1.C Address & follow up on CalTrans ECP construction impacts to District trails & utilities 5.1.D Review & approve plans, specs & agreements for Meeks Bay Bike Trail Project 5.1.E Monitor & inspect construction (if awarded) of Meeks Bay Bike Trail Project by CFLHD Contractor 5.1.F Review & approve plans, specs & agreements for the Tahoe City Lodge Development 5.1.G Review & approve plans, specs & agreements for the Homewood Mountain Resort Development 5.1.H Complete the Tahoe City Wells 2 & 3 CTC License
	5.2 Complete Capital Projects per Five-Year Capital Plans	5.2.A Complete Wetlands Conservation Easement with Lahontan & Placer County 5.2.B Complete construction of the Rubicon Water Service Line Replacements Project 5.2.C Complete construction of Tahoe City Sewer System Rehabilitation Project - Phase 2 5.2.D Complete construction of the Bunker Water Tank Replacement Project 5.2.E Complete permitting & design for the Truckee River Trail Pavement Rehabilitation Project 5.2.F Complete construction of the Truckee River Trail Pavement Rehabilitation Project 5.2.G Complete permitting, design, funding, & water rights for West Lake Tahoe Regional Water Treatment Plant (WLTRWTP) 5.2.H Complete permitting & design for the TCGC Rear Parking/Maintenance Area BMP Compliance Project 5.2.I Complete permitting & design for the Manzanita Water Main Replacement (Polybutylene) Project 5.2.J Complete construction for the Manzanita Water Main Replacement (Polybutylene) Project 5.2.K Complete permitting/design/easement acquisition for the Dollar 1 (Edgewater) Sewer Lift Station Backup Power Project 5.2.L Complete permitting & design for the John Cain Sewer Main Realignment Project 5.2.M Complete permitting & design for the Dollar-Edgewater Sewer Line Rehabilitation Project 5.2.N Complete permitting & design for the Highlands Water Service Line Replacements (Polybutylene) Project 5.2.O Complete permitting & design for the Tahoe City Main Emergency Water Supply Project (pending funding)
	5.3 Improve Cost Effectiveness of Project Delivery	5.3.A Complete updates/rewrites of Capital Project Bidding & Contract Front End Documents (Division 0) 5.3.B Complete updates/rewrites of Capital Project General Provisions & Special Provisions (Division 1) 5.3.C Create Category A & B Contract Document Packages (if appropriate) 5.3.D Adopt final Construction Contract Bidding Policy & Procedure 5.3.E Complete updates/rewrites of Sewer Technical Specifications

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017
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STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017
6 Ensure District's Long-Term Financial Sustainability	6.1 Maintain the District's Strong Financial Position	6.1.A Meet or Exceed Budgeted Net Position 6.1.B Support new golf/food & beverage/ice rink operations by developing tools & reports to monitor success 6.1.C Evaluate cost-effective alternatives for service delivery
	6.2 Continue to Build Reserves According to Adopted Policies	6.2.A Review & monitor reserve funds to designated levels as directed by Board
	6.3 Identify & Develop Plans to Address Items that may Impact the District's Financial Stability	6.3.A Develop policy for addressing UAL
		6.3.B Develop policy for addressing OPEB
		6.3.C Monitor impacts & changes to the Affordable Care Act excise tax on health premiums
		6.3.D Update five-year financial model
	6.4 Complete Requirements for a Comprehensive Annual Financial Report (CAFR)	6.4.A Expand the Management's Discussion & Analysis section of the audit report
6.4.B Expand the Required Supplementary Information section of the audit report		
6.5 Research Opportunities to Cost Effectively Amend Employee Benefits	6.5.A Analyze PEHA programs for potential cost-savings	
6.6 Meet or Exceed GASB Requirements & Best Practices	6.6.A Implement new water & sewer funds	
6.7 Obtain Outside Funding for District Projects & Operations	6.7.A Research & apply for funding to implement West Lake Tahoe Regional Water Treatment Plant	
	6.7.B Research & apply for all applicable funding opportunities for District Capital projects	
7 Maintain Proactive Leadership with Community & Agency Partners	7.1 Participate Effectively with Other Organizations & Agencies	7.1.A Monitor & participate in Placer County Area Plan process as it impacts TCPUD properties & assets
		7.1.B Participate in Stakeholder Group for Lake Tahoe West Partnership
		7.1.C Participate in regular meetings with other agencies including: TRPA, Conservancy, TTUSD, TTSA Managers, PCWA, Placer County CEO's office, NTRAC, & Parks Commission
		7.1.D Participate in regular meetings with other organizations & groups including: Breakfast Club, NLTRA, & service organizations
		7.1.E Resolve ownership of Meeks Bay Trail segment with TTD, USFS, & El Dorado County
		7.1.F Create & manage a marketing program & budget for TCGC, TCWSP & leverage co-op efforts with TCPUD Concessions where applicable
		7.1.G Review 100% of all Monthly NLTRA Meeting agendas & attend or notify staff of relevant matters
		7.1.H Create (or contract for) uniformed templates for email blasts, continue email collection, & provide customers with subscription self management
		7.1.I Continued attendance &/or monitoring of agendas of NLTRA/TCDA/WASA/ & others as necessary
		7.1.J Revise TCGC Memorandum of Understanding to address changes as appropriate
7.2 Participate & Respond as Appropriate to Community Events & Projects	7.2.A Monitor Tahoe XC Lodge Project & develop agreement on ownership & funding partnership	
	7.2.B Attend various community events & activities as requested	
	7.2.C Provide communication & presentation efforts on specific District project / programs / activities to outside agencies & the public	

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**Tahoe City
Public Utility District**

2017 ALL DISTRICT COMBINED BUDGET SCHEDULES



Ground Breaking of Homewood Bike Trail

The following three pages are the budget schedules for 1) All District Combined by Departments, 2) All District Combined by Expense Category, and 3) Property Tax Revenue schedules. The first two budget schedules show the results of the 2017 combined budget for all of TCPUD's operations through total surplus/deficit, in two different formats. The schedules are presented side-by-side for comparison purposes and ease of use between them.

It should be noted that the All District Combined by Department has a new format. Property tax revenue has been moved to its own section to bring visibility to how property tax is budgeted by operations, capital and reserves, debt service.

The All District Combined By Category Budget Schedule has a new format. In addition to breaking out the property tax revenue, the expense section has been reformatted into four distinct expense sections to better classify expenses. The sections are 1) Direct Operating Expenses, 2) Other Direct Cost and Project Recovery 3) Allocations, and 4) Non-Operating Expense.

All District Combined by Department

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Operating Revenues					
Water Department	\$ 4,342,675	\$ 4,469,463	\$ 4,524,367	\$ 4,857,597	\$ 388,134
Sewer Department	4,446,183	4,415,039	4,419,470	4,592,524	177,485
Parks Department	604,313	603,827	644,557	707,240	103,413
Recreation Department	311,070	356,575	358,394	364,050	7,475
Golf Course Property	28,030	23,724	21,716	369,969	346,245
Governance and Administrative Services	41,487	-	1,105	-	-
Total Operating Revenue	9,773,758	9,868,628	9,969,609	10,891,380	1,022,752
Operating Expenses (Excluding Depreciation)					
Water Department	3,155,689	3,428,098	3,199,705	3,420,253	(7,845)
Sewer Department	2,320,144	3,114,794	2,640,363	2,980,949	(133,845)
Parks Department	2,074,287	2,342,306	2,313,176	2,545,608	203,302
Recreation Department	642,481	702,428	688,962	722,708	20,280
Golf Course Property	203,540	230,795	76,062	746,564	515,769
Governance and Administrative Services	41,487	-	1,105	-	-
Total Operating Expenses	8,437,628	9,818,421	8,919,373	10,416,082	597,661
Net Operating Income (Loss)	1,336,130	50,207	1,050,236	475,298	425,091
Property Tax Revenue Allocation					
Property Tax for Parks Operations	1,469,974	1,738,479	1,668,619	1,838,368	99,889
Property Tax for Recreation Operations	331,411	345,853	330,568	358,658	12,805
Property Tax for Golf Operations	175,510	207,071	54,346	376,595	169,524
Property Taxes for Capital and Reserves	3,615,061	2,853,445	3,176,497	2,781,951	(71,494)
Property Tax for Debt Service	745,865	745,704	745,744	745,706	2
Total Property Tax	6,337,821	5,890,552	5,975,774	6,101,278	210,726
Non-Operating (Exclude Amortization)					
Revenues	313,131	205,392	339,076	211,010	5,618
Expenses	(111,087)	(117,420)	(116,072)	(118,428)	(1,008)
Total Non-Operating Income (Expense)	202,044	87,972	223,004	92,582	4,610
Surplus (Deficit) Before Debt & Capital	7,875,995	6,028,731	7,249,014	6,669,158	640,427
Debt Service Payments					
Principal Payments	(625,403)	(648,610)	(648,610)	(672,749)	(24,139)
Interest Expense	(115,566)	(91,175)	(91,216)	(66,002)	25,173
Principal Payments- Utility Fund	(40,331)	(41,100)	(40,331)	(44,958)	(3,858)
Total Debt Service Payments	(781,300)	(780,885)	(780,157)	(783,709)	(2,824)
Capital Expenditures	(5,619,353)	(10,799,844)	(4,806,602)	(17,632,990)	(6,833,146)
Less: Grant Funded Project Reimbursements	610,789	4,205,218	2,468,196	2,127,520	(2,077,698)
Net District Funded Capital	(5,008,564)	(6,594,626)	(2,338,406)	(15,505,470)	(8,910,844)
Total Surplus(Deficit)	\$ 2,086,131	\$ (1,346,780)	\$ 4,130,451	\$ (9,620,021)	\$ (8,273,241)
Recap by Fund					
Water	\$ (427,065)	\$ (2,612,150)	\$ 351,976	\$ (10,295,374)	\$ (7,683,224)
Sewer	(339,326)	(847,089)	1,511,484	(971,080)	(123,991)
General Fund	2,852,522	2,112,459	2,266,991	1,646,433	(466,026)
Total Surplus(Deficit)	\$ 2,086,131	\$ (1,346,780)	\$ 4,130,451	\$ (9,620,021)	\$ (8,273,241)

All District Combined by Category

All District Combined by Expense Category
Net Operating, Change in Net Position, and Surplus (Deficit)

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Water Department	4,283,302	4,430,613	4,517,094	4,820,097	\$ 389,484
Sewer Department	4,446,183	4,415,039	4,414,970	4,592,524	177,485
Parks Department	289,840	289,694	329,428	334,668	44,974
Recreation Department	290,234	333,075	303,571	339,050	5,975
Golf Course Property	28,030	23,724	21,716	369,969	346,245
Governance and Administrative Services	41,487	-	1,105	-	-
Grant Revenue	394,682	376,483	381,725	435,072	58,589
Total Revenues	9,773,758	9,868,628	9,969,609	10,891,380	1,022,752
Direct Operating Expenses					
Personnel cost	6,313,191	6,966,948	6,538,791	7,496,121	529,173
Professional Services	291,049	599,058	578,983	564,285	(34,773)
Charges & Services	966,230	1,064,909	920,214	1,129,398	64,489
Materials & Supplies	968,537	1,164,197	850,632	1,274,572	110,375
Insurance	120,298	145,033	146,674	151,160	6,127
Utilities	487,210	544,870	504,756	537,580	(7,290)
Total Direct Operating Expenses	9,146,515	10,485,015	9,540,050	11,153,116	668,101
Net Operating Income (Loss) Before Property Tax	627,243	(616,387)	429,559	(261,736)	354,651
Property Tax Used for Operations					
Property Tax for Parks Operations	1,469,974	1,738,479	1,668,619	1,838,368	99,889
Property Tax for Recreation Operations	331,411	345,853	330,568	358,658	12,805
Property Tax for Golf Operations	175,510	207,071	54,346	376,595	169,524
Total Property Tax for Operations	1,976,895	2,291,403	2,053,533	2,573,621	282,218
Net Income Before Other Direct Expenses and Project Recovery	2,604,138	1,675,016	2,483,092	2,311,885	636,869
Other Direct Expenses and Project Recovery					
Depreciation	1,507,800	1,396,104	1,395,404	1,521,312	125,208
Project recovery - Water	(269,810)	(452,083)	(160,820)	(212,210)	239,873
Project recovery - Sewer	(204,988)	(122,336)	(149,979)	(271,042)	(148,706)
Project recovery - GSS/Parks/Rec	(142,090)	-	(217,879)	(131,782)	(131,782)
Project recovery-Operating	-	-	-	(30,000)	(30,000)
Total Other Direct Expenses and Project Recovery	890,912	821,685	866,724	876,278	54,593
Allocations					
Governance & Admin. Services	(91,999)	(92,175)	(91,997)	(92,002)	173
Total Other Direct Expenses and Project Recovery	(91,999)	(92,175)	(91,997)	(92,000)	175
Net Income before Non-Operating	1,805,225	945,506	1,708,365	1,527,607	582,101
Non-Operating Revenues and Expenses					
Property Tax	3,615,061	2,853,445	3,176,497	2,781,951	(71,494)
Property Tax used for Debt Service	745,865	745,704	745,744	745,706	2
Interest Income	206,696	108,952	201,567	114,244	5,292
Assessment	35,438	35,180	35,180	34,930	(250)
Proceeds from asset Sales	2,963	720	10,800	720	-
Other	68,034	60,539	91,529	61,116	577
Pension Asset Amortization and GASB 68	329,599	(322,020)	-	-	322,020
County Collection Fee	(111,087)	(117,420)	(116,072)	(118,428)	(1,008)
Interest Expense	(115,566)	(91,175)	(91,216)	(66,002)	25,173
Debt Service - Principal	(625,403)	(648,610)	(648,610)	(672,749)	(24,139)
Total Non-Operating Revenues (Expenses)	4,151,600	2,625,315	3,405,419	2,881,488	256,173
Net Income before Other Non-Operating	5,956,825	3,570,821	5,113,784	4,409,095	838,274
Other Non Operating					
Capital Grant Revenue	608,764	4,205,219	2,468,196	2,127,520	(2,077,699)
Contributed Capital	2,025	-	-	-	-
Capital outlay	(1,115,993)	(3,511,386)	(3,222,051)	(2,791,588)	719,798
Change in Fund Balance / Net Position	5,451,621	4,264,654	4,359,929	3,745,027	(519,627)
Cash Flow Adjustments					
Depreciation	1,507,800	1,396,104	1,395,404	1,521,312	125,208
Pension Asset Amortization and GASB 68	(329,599)	322,020	-	-	(322,020)
Principal Payments- Utility Fund	(40,331)	(41,100)	(40,331)	(44,958)	(3,858)
Capital Expenditures	(4,503,360)	(7,288,458)	(1,584,551)	(14,841,402)	(7,552,944)
Total Cash Flow Adjustments	(3,365,490)	(5,611,434)	(229,478)	(13,365,048)	(7,753,614)
Total Surplus(Deficit)	\$ 2,086,131	\$ (1,346,780)	\$ 4,130,451	\$ (9,620,021)	\$ (8,273,241)
Recap by Fund					
Water	\$ (427,065)	\$ (2,612,150)	\$ 351,976	\$ (10,295,374)	\$ (7,683,224)
Sewer	(339,326)	(847,089)	1,511,484	(971,080)	(123,991)
General Fund	2,852,522	2,112,459	2,266,991	1,646,433	(466,026)
Total Surplus(Deficit)	\$ 2,086,131	\$ (1,346,780)	\$ 4,130,451	\$ (9,620,021)	\$ (8,273,241)
Total Debt Outstanding End of Fiscal Year	\$ 3,427,346	\$ 2,757,896	\$ 2,758,288	\$ 2,040,581	\$ (717,315)
Total Property Tax	\$ 6,337,821	\$ 5,890,552	\$ 5,975,774	\$ 6,101,278	\$ 210,726

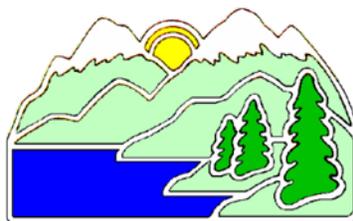
Property Tax Revenue Schedule

TCPUD receives property tax from both Placer County and El Dorado County. The following schedule shows 78.1% of the property tax revenue is from Placer County and 21.9% from El Dorado County.

Since TCPUD is a calendar fiscal year and both counties have fiscal years ending June 30, the budgeted property tax revenue spans two fiscal years 2016-2017 (January – June) and 2017-2018 (July – December).

Tax Revenue - Uses

	2016 Jan-Dec Budget	2016 Jan-Dec Projection	Percent Change	2017 Jan-Dec Budget	% of Total	Budget vs. Budget Percent Change
General Tax Revenue						
Placer County	\$ 4,623,804	\$ 4,699,026	1.6%	\$ 4,766,080	78.1%	3.1%
El Dorado County	1,266,748	1,276,748	0.8%	1,335,198	21.9%	5.4%
Total General	\$ 5,890,552	\$ 5,975,774	1.4%	\$ 6,101,278	100.0%	3.6%
	2016 Jan-Dec Budget	Percent of General Fund	2016 Jan-Dec Projection	Percent of General Fund	2017 Jan-Dec Budget	Budget vs. Budget % of Total Percent Change
General for Debt Service	\$ 745,704	12.7%	\$ 745,744	12.5%	\$ 745,706	12.2% 0.0%
Parks	1,738,479	29.5%	1,668,856	27.9%	1,838,351	30.1% 5.7%
Recreation	345,853	5.9%	330,353	5.5%	358,667	5.9% 3.7%
Golf Course Property	207,071	3.5%	54,324	0.9%	376,603	6.2% 81.9%
Property Taxes to Capital and Reserves	2,853,445	48.4%	3,176,497	53.2%	2,781,951	45.6% -2.5%
	\$ 5,890,552	100.0%	5,975,774	100.0%	\$ 6,101,278	100.0% 3.6%



**Tahoe City
Public Utility District**

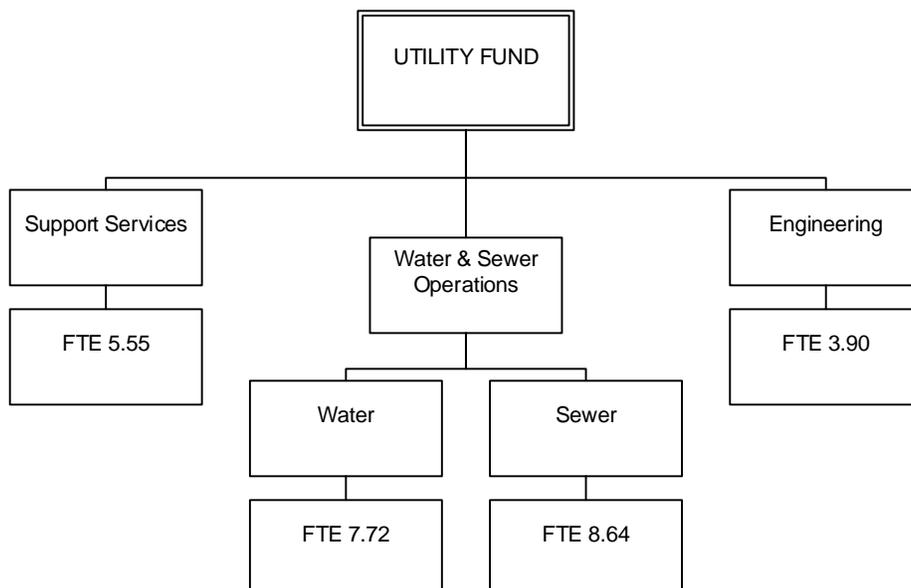
UTILITY COMBINED



Vector Work at the Outlet Parcel

The Utility Fund combines the Water and Sewer Funds which supplies safe clean drinking water and provides for sewage collection that is exported outside of the Tahoe Basin to protect Lake Tahoe and the Truckee River water quality. The Utility Fund receives direct support from Support Services, Engineering, as well as Governance and Administrative Services, which is allocated to water and sewer on a percentage of expense basis. The technical services support, part of support services, is allocated 100% to water and sewer operations.

Below in the Utility Fund Structure and Budget Process Chart shows how the budget numbers roll up.



Utility Fund Budget Schedule

Net Operating , Change in Net Position, and Surplus (Deficit)

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Base - Residential	\$ 2,861,051	\$ 3,030,864	\$ 3,030,361	\$ 3,212,628	\$ 181,764
Base-Commercial	295,523	312,732	313,581	333,844	21,112
Base - Fire Protection Svcs	173,168	174,024	186,008	198,036	24,012
Sewer - Residential	3,592,750	3,596,104	3,599,043	3,744,256	148,152
Sewer - Comm	728,400	726,072	729,000	756,844	30,772
Flat Permit & Inspection Fees	49,521	34,356	36,616	41,788	7,432
Permit & Inspect. Fees at Cost	23,132	21,100	10,836	20,400	(700)
Drought Conservation Penalty	26,250	-	(350)	-	-
Consumption - Residential	517,671	538,538	647,055	721,249	182,711
Consumption - Commercial	327,869	314,821	285,633	294,664	(20,157)
Connection Fees	30,630	30,000	31,140	30,000	-
Grant Revenue	59,373	38,850	11,773	37,500	(1,350)
Rental Income	18,522	18,528	18,547	18,576	48
Other	84,998	48,513	44,594	40,336	(8,177)
Total revenue	8,788,858	8,884,502	8,943,837	9,450,121	565,619
Direct Operating Expenses					
Personnel cost	1,932,225	2,367,561	2,019,137	2,388,209	20,648
Professional Services	25,822	32,900	30,500	46,900	14,000
Charges & Services	382,548	395,097	348,283	386,888	(8,209)
Materials & Supplies	430,044	578,888	383,124	527,522	(51,366)
Insurance	41,358	53,089	53,089	51,236	(1,853)
Utilities	222,880	281,276	283,300	297,686	16,410
Total Direct Operating Expenses	3,034,877	3,708,811	3,117,433	3,698,441	(10,370)
Net Operating Income (Loss)	5,753,981	5,175,691	5,826,404	5,751,680	575,989
Other Direct Cost and Project Recovery					
Depreciation	1,507,800	1,396,104	1,395,404	1,521,312	125,208
Project recovery - Water	(101,686)	(40,000)	(90,000)	(40,000)	-
Project recovery - Sewer	(27,316)	(122,336)	(99,304)	(122,336)	-
Project recovery-Operating	(11,302)	-	-	(30,000)	(30,000)
Total Other Direct Expenses	1,367,496	1,233,768	1,206,100	1,328,976	95,208
Non Direct Operating Expense					
Governance & Admin. Services	997,454	1,110,127	1,003,108	1,080,813	(29,314)
Eng/Tech Svcs/GIS Allocation	1,583,806	1,886,290	1,908,831	1,814,284	(72,006)
Capital outlay	-	-	-	-	-
Total Non Direct Operating Expense	2,581,260	2,996,417	2,911,939	2,895,097	(101,320)
Net Income before Other Non-Operating	1,805,225	945,506	1,708,365	1,527,607	582,101
Non-Operating Revenue and Expenses					
Property Tax	23,287	23,290	23,290	23,293	3
Interest Income	118,439	64,527	112,171	67,600	3,073
Assessment	21,669	21,665	21,665	21,665	-
Proceeds from asset Sales	-	360	9,600	360	-
Other	69,183	60,060	91,469	60,636	576
Pension Asset Amortization	-	(247,349)	-	-	247,349
County Collection Fee	(1,297)	(1,824)	(1,800)	(1,824)	-
Pension Amort - GASB 68	329,598	-	-	-	-
Interest Expense	(4,626)	(3,856)	(3,857)	(3,073)	783
Total Non-Operating Revenue (Expenses)	556,253	(83,127)	252,538	168,657	251,784
Net Income before Other Non-Operating	2,361,478	862,379	1,960,903	1,696,264	833,885
Other Non Operating					
Capital Grant Revenue	237,620	1,364,487	132,035	402,330	(962,157)
Change in Net Position	2,599,098	2,226,866	2,092,938	2,098,594	(128,272)
Adjustments for Cash Flow					
Depreciation	1,507,800	1,396,104	1,395,404	1,521,312	125,208
Pension Asset Amortization and GASB 68	(329,598)	247,349	-	-	(247,349)
Debt Service Principal	(40,331)	(41,100)	(40,331)	(44,958)	(3,858)
Capital Expenditures	(4,503,360)	(7,288,458)	(1,584,551)	(14,841,402)	(7,552,944)
Total Adjustments for Cash Flow	(3,365,489)	(5,686,105)	(229,478)	(13,365,048)	(7,678,943)
Total Surplus(Deficit)	\$ (766,391)	\$ (3,459,239)	\$ 1,863,460	\$ (11,266,454)	\$ (7,807,215)
Recap by Department					
Water	(427,065)	(2,612,150)	351,976	(10,295,374)	(7,683,224)
Sewer	(339,326)	(847,089)	1,511,484	(971,080)	(123,991)
Total Surplus(Deficit)	\$ (766,391)	\$ (3,459,239)	\$ 1,863,460	\$ (11,266,454)	\$ (7,807,215)

Water and Sewer Rate Overview

HDR Engineering, Inc. (HDR) was retained by the TCPUD to perform a water and sewer rate study update, based on the study completed by HDR in 2009. The previous study developed metered water rates on a limited amount of metered consumption data, as well as the development of sewer rates, both for a five-year period as provided under Proposition 218. Another key component of the prior rate study was the movement away from funding annual operating expenses with property tax revenues. TCPUD has moved away from using property tax to fund operations. Since the completion of the 2009 study, there have been changes with TCPUD's customers and costs which resulted in the need to update the rate analysis. For example, in the previous study, residential customers had just begun to transition from un-metered to metered rates which resulted in limited amounts of consumption data. For this study, all of the residential and commercial customers are metered and, subsequently, there is now ample historical consumption data to analyze. With this, assumptions can be made regarding characteristics and typical use of each customer and the customer classes in total. A key driver in the update was the capital improvement plan (CIP) for the next five-year period for both the water and sewer utilities. In addition, while the TCPUD did adopt the full level of rate adjustments in the HDR 2009 Rate Study as provided under the Proposition 218 process, TCPUD never fully implemented those rates.

The development of the HDR 2014 Rate Study examined the adequacy of the existing current water and sewer rates, provided the basis for adjustments to rates, and to adequately and equitably fund the operating and capital needs of the TCPUD. The 2014 Comprehensive Water and Sewer Rate Study describes the methodology, findings, and conclusions of the water and sewer rate study updating process and can be found on TCPUD's website.

The 2014 Comprehensive Water and Sewer Rate Study uses three interrelated analyses to address the adequacy and equity of a utility's rates. These three analyses are a revenue requirement analysis, a cost of service analysis, and a rate design analysis. The result of the water and sewer rate study recommended adjusting the overall water revenue by 6.0% annually and overall sewer revenue by 5.7% annually.

Also, impacting revenue is the unprecedented drought in California and the extension of both emergency water conservation mandates and consumer's voluntary reduction in water use. The water budget incorporates the new normal of reduced water use as a result of on-going drought mandates and water users embracing watering saving habits.



**Tahoe City
Public Utility District**

Water and Sewer Strategic Initiatives, Goals and Measures

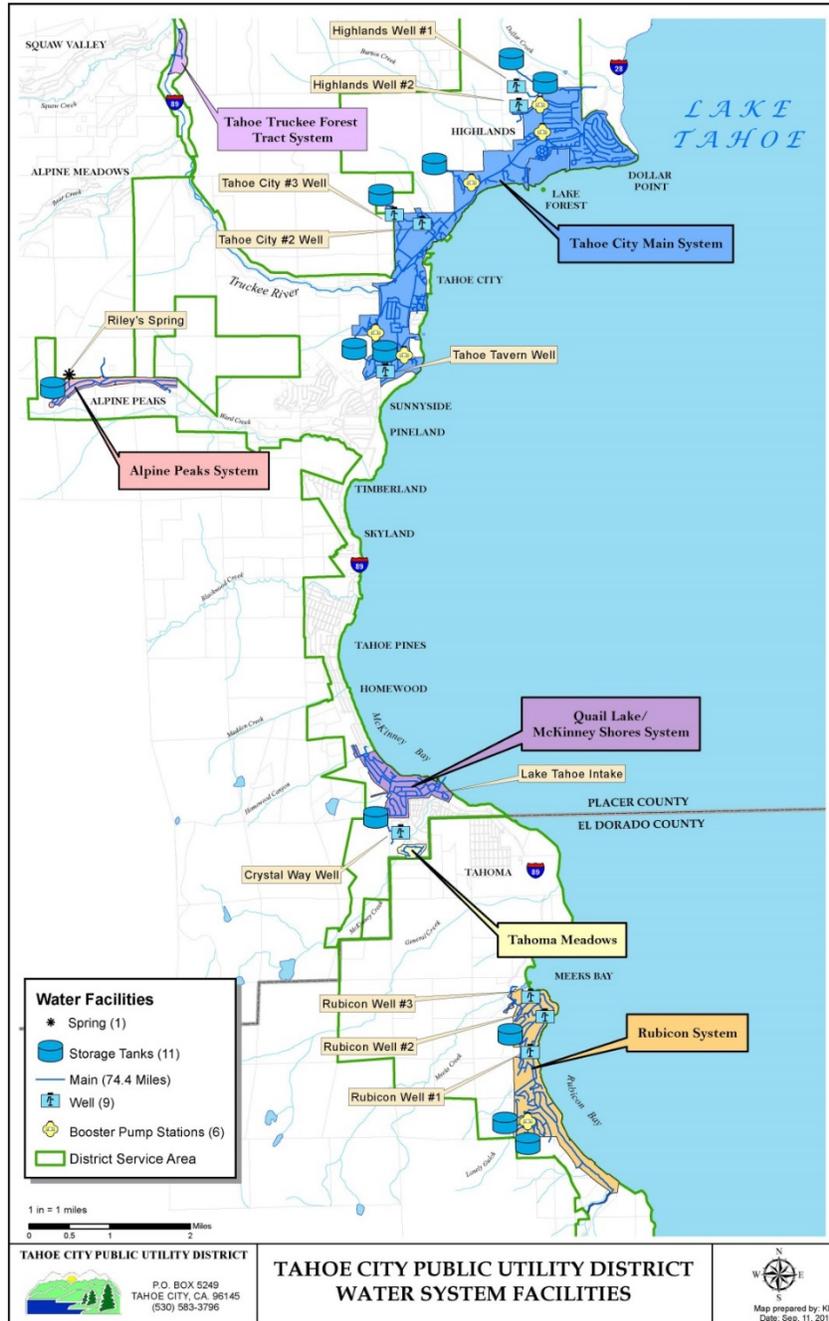
The 2017 Strategic Initiatives, Goals and Measures for the Water and Sewer Department are outlined below.

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017
2 Ensure Safe and Sustainable Water and Sewer Services for all District Taxpayers	2.1 Provide safe and efficient drinking water	2.1.A Meet or exceed all water quality goals and water system loss standards
	2.2 Meet or Exceed Industry Standards for Water System Loss	2.2.A Achieve all required certificates & participate in other training & conferences
	2.3 Expand District Taxpayers' Water Supply through Regional Partnerships	2.3.A Evaluate and follow up on all partnership opportunities
	2.5 Implement New Technology to Improve Operational Efficiency and Effectiveness	2.5.A Participate with Placer County & TCDA on formation of a Business Assessment District
		2.4.B Implement and refine field use of GraniteNet program for field inspections, data collection and reporting
	2.6 Complete Master Plans	2.6.A Complete Final Draft of Sewer Pump Station Master Plan. Substantially complete Rubicon Water System Master Plan
	2.7 Reduce Sanitary Sewer Overflows and Infiltration and Inflow in the Collection System	2.7.A Clean 50% of District sewer lines
		2.7.B Negotiate various agreements with developer which ensure enhanced recreational opportunities 7 other MOU partners'
	2.8 Maintain Compliance with all Regulations and Standards	2.8.A Implement conservation targets and other restrictions per State Conservation Mandate
	2.9 Provide required oversight and coordination for State and County Road and Erosion Control projects	2.9.A Coordinate with various parties to assure the safety and continuity of service of District facilities
2.10 Ensure Infrastructure Renewal per Adopted Five Year Capital Improvement Plans	2.10.A Install 7 emergency bypass ports and develop emergency plans for all sewer pump stations	
	2.10.B Complete recoating of Rubicon 2 and 3 Tanks	
	2.10.C Complete the six remaining Tahoe City Main Production Meter Replacements	
	2.10.D Complete the 3rd Year of Large Commercial/Domestic Meter Replacement Program to include 15 replacements	
	2.10.E Complete the Cedar Point Water Service Line Replacements	
	2.10.F Complete the remaining seven Sewer Pump Station Flow Meter Installations	
	2.10.G Complete three to five locations for the Satellite Pump Station Control Upgrade Program	
	2.10.H Begin Year 1 of Sewer Pump Station Transfer Switch Replacements to include up to four locations	
	2.10.I Lake Forest Water System Abandonments (Bunker on the Beach)	
	4 Maintain a High Performing Team of Professional Staff	4.1 Provide Increased Training and Development for All Staff

Water Fund

Water Infrastructure and Resources Policy Statement

TCPUD develops and delivers safe and adequate water supply for District water customers, ensures long-range resource and infrastructure planning for all District taxpayers, and supports improvements that will lead to an efficient and effective integrated regional water system



Water Overview

We serve approximately 4,200 residential and commercial water connections and provide quality drinking water to five separate systems through 85 miles of water mains combined. The five separate systems serve approximately half of the homes and businesses in TCPUD's overall service territory boundaries. The other remaining half of homes and businesses are served potable water through a number of private water purveyors, mutual water companies and other public water systems.

TCPUD's five separate systems are:

- Tahoe City System
- Alpine Peaks System
- McKinney/Quail System
- Rubicon System
- Tahoma Meadows System

The water sources include deep groundwater wells, as well as treated surface water, to provide clean, healthy drinking water that meets or exceeds all current water quality standards. With a team of dedicated staff, we insure that safe drinking water is available 24 hours a day, seven days a week.



Water Service Line Capital Replacement Project

The following page shows the Water Combined Budget Schedule by revenue and expense categories. The expense section of the budget schedule has been reformatted into four distinct sections in an attempt to better classify expenses. The sections are 1) Direct Operating Expenses, 2) Other Direct Cost and Project Recovery 3) Allocations, and 4) Non-Operating Expense. The total water budget continues to include engineering, technical services, GIS and G&AS allocation expenses that now appear in the Allocations section.

Water Combined Budget Schedule

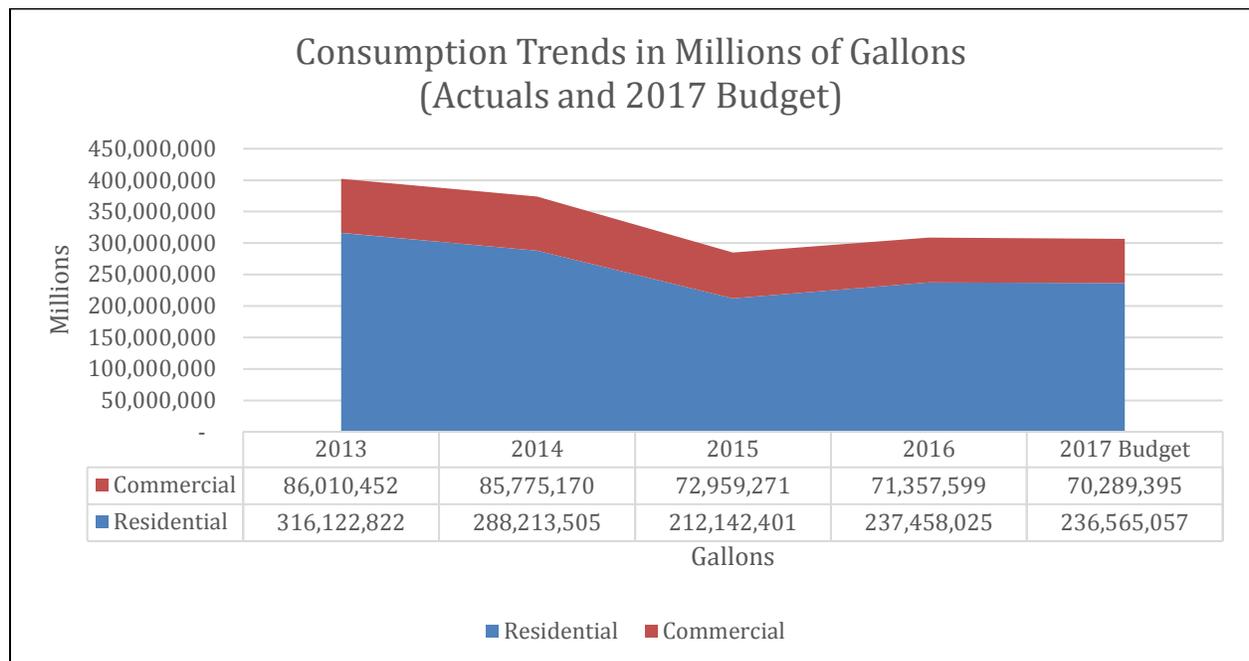
Water Fund (Includes Engineering/Tech Services/GIS Allocations)
Net Operating , Change in Net Position, and Surplus (Deficit)

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Base - Residential	\$ 2,861,051	\$ 3,030,864	\$3,030,361	\$ 3,212,628	\$ 181,764
Base-Commercial	295,523	312,732	313,581	333,844	21,112
Base - Fire Protection Svcs	173,168	174,024	186,008	198,036	24,012
Flat Permit & Inspection Fees	9,000	8,356	5,558	8,400	44
Permit & Inspect. Fees at Cost	11,566	10,550	2,330	10,200	(350)
Drought Conservation Penalty	26,250	-	(350)	-	-
Consumption - Residential	517,671	538,538	647,055	721,249	182,711
Consumption - Commercial	327,869	314,821	285,633	294,664	(20,157)
Connection Fees	17,100	15,000	19,100	15,000	-
Grant Revenue	59,373	38,850	7,273	37,500	(1,350)
Rental Income	18,522	18,528	18,547	18,576	48
Other	25,582	7,200	9,271	7,500	300
Total Revenues	4,342,675	4,469,463	4,524,367	4,857,597	388,134
Direct Operating Expenses					
Personnel cost	1,117,683	1,108,799	1,042,738	1,151,468	42,669
Professional Services	19,692	29,500	28,000	43,500	14,000
Charges & Services	218,966	231,087	207,983	210,385	(20,702)
Materials & Supplies	250,170	312,216	234,424	296,919	(15,297)
Insurance	18,903	24,550	24,550	24,582	32
Utilities	158,707	201,880	202,700	217,524	15,644
Total Direct Operating Expenses	1,784,121	1,908,032	1,740,395	1,944,378	36,346
Net Operating Income (Loss) Before Other Direct Expenses, Allocations, and Non-Operating	2,558,554	2,561,431	2,783,972	2,913,219	351,788
Other Direct Expense and Project Recovery					
Depreciation	880,606	861,186	860,625	928,812	67,626
Project recovery - Water	(101,235)	(40,000)	(90,000)	(40,000)	-
Project recovery-Operating	(11,302)	-	-	(30,000)	(30,000)
Total Other Direct Expenses and Project Recovery	768,069	821,186	770,625	858,812	37,626
Allocations					
Governance & Admin. Services	581,642	573,483	565,372	568,708	(4,775)
Eng/Tech Svcs/GIS Allocation	902,463	986,583	983,938	977,167	(9,416)
Total Allocations	1,484,105	1,560,066	1,549,310	1,545,875	(14,191)
Net Income before Other Non-Operating	306,380	180,179	464,037	508,532	328,353
Non-Operating Revenues and (Expenses)					
Property Tax	23,287	23,290	23,290	23,293	3
Interest Income	58,427	32,263	56,086	33,800	1,537
Assessment	21,669	21,665	21,665	21,665	-
Proceeds from asset Sales	-	180	4,800	180	-
Other	34,143	30,030	45,735	30,318	288
Pension Asset Amortization	-	(114,848)	-	-	114,848
County Collection Fee	(640)	(912)	(900)	(912)	-
Pension Amort - GASB 68	193,208	-	-	-	-
Interest Expense	(4,626)	(3,856)	(3,857)	(3,073)	783
Total Non-Operating Revenues (Expenses)	325,468	(12,188)	146,819	105,271	117,459
Net Income before Other Non-Operating	631,848	167,991	610,856	613,803	445,812
Other Non Operating					
Capital Grant Revenue	237,620	1,364,487	132,035	402,330	(962,157)
Change in Net Position	\$ 869,468	\$ 1,532,478	\$ 742,891	\$ 1,016,133	\$ (516,345)
Adjustments for Cash Flow					
Depreciation	880,606	861,186	860,625	928,812	67,626
Pension Asset Amortization and GASB 68	(193,208)	114,848	-	-	(114,848)
Debt Service Principal	(40,331)	(41,100)	(40,331)	(44,958)	(3,858)
Capital Expenditures	(1,943,600)	(5,079,562)	(1,211,209)	(12,195,361)	(7,115,799)
	(1,296,533)	(4,144,628)	(390,915)	(11,311,507)	(7,166,879)
Total Surplus(Deficit)	\$ (427,065)	\$ (2,612,150)	\$ 351,976	\$ (10,295,374)	\$ (7,683,224)

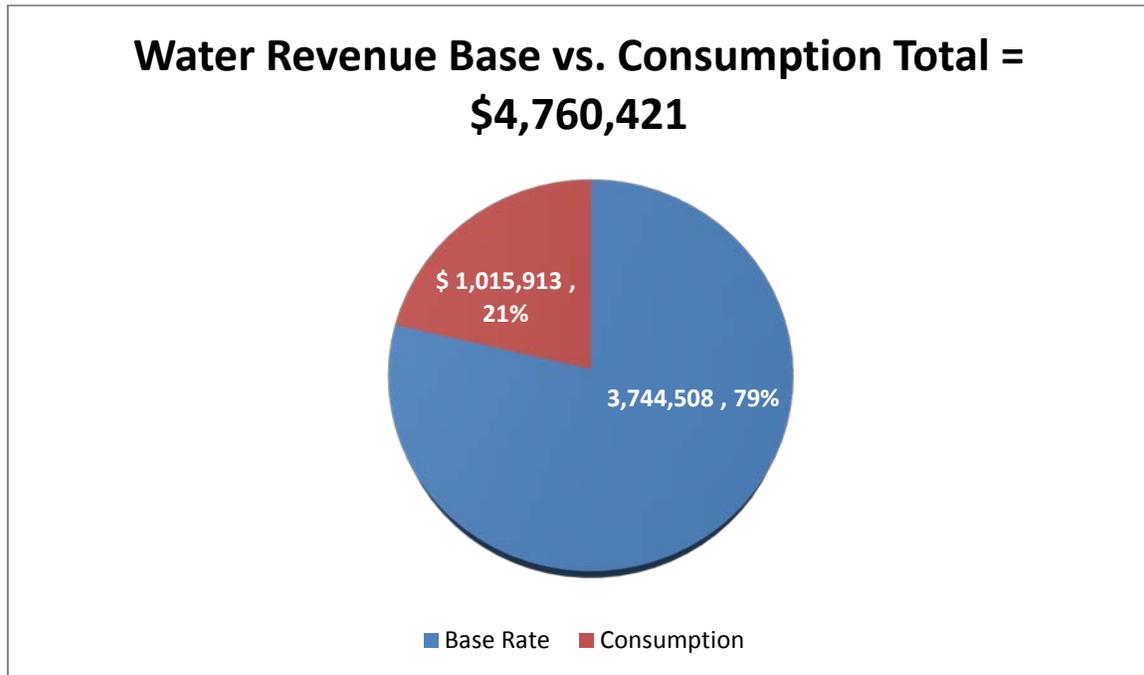
Summary of Operations

Revenue Overview

Overall total water revenue is up budget-to-budget by \$389,442, or 8.9%. The change is a result of bringing the water rates to the maximum 2017 approved Proposition 218 rates. The increased revenue from base rates is \$226,888 budget to budget or a blended 6.5% increase for residential and commercial base revenue. Water consumption revenue is budgeted to increase by \$182,711 for residential customers and decrease by -\$20,157 for commercial customers, yielding a net increase of \$162,554. The “new normal” of water conservation with regards to annual consumption is now incorporated in budget models. The following graph shows the last four years of actual consumption and the 2017 budget. Since 2013 consumption gallons have decreased 23.7%.



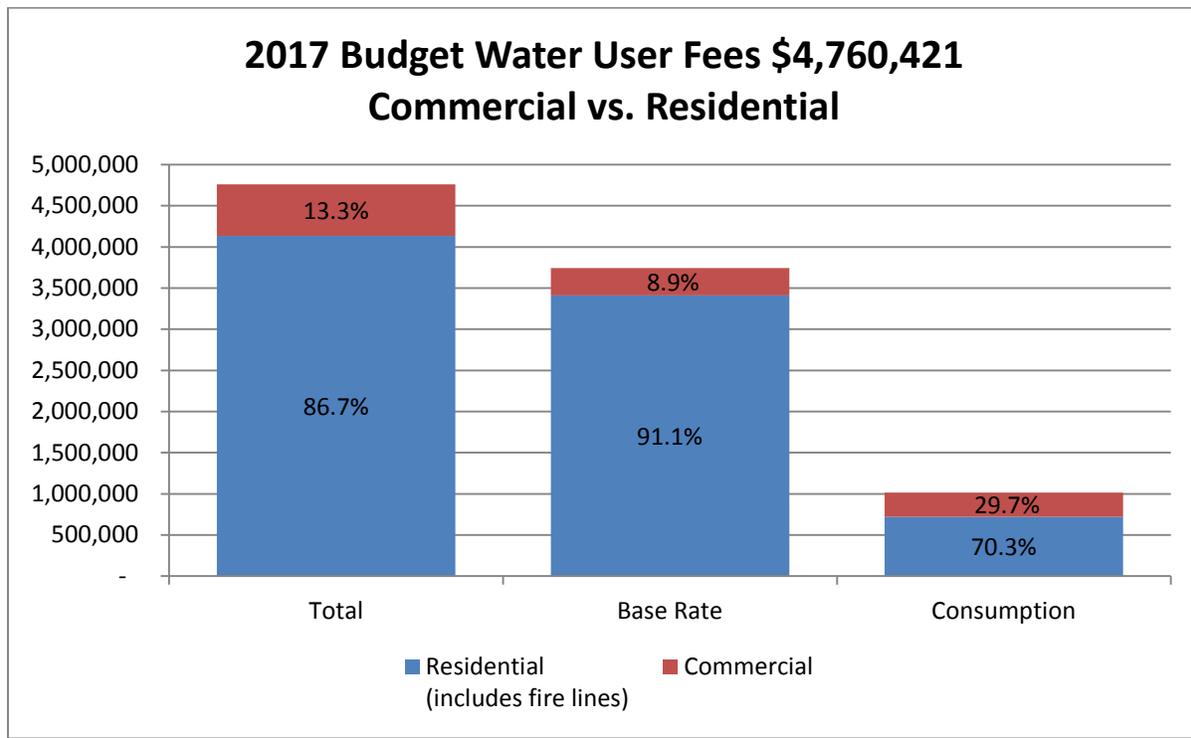
The following graph shows the relationship between water base rate revenue to consumption revenue as a percentage total revenue. This highlights the importance of base rates which are typically higher at Lake Tahoe than in metropolitan areas. Some of the factors that affect rates are environmental, winter climate, mountainous terrain, fragmented water systems, lack of new development revenue, and higher labor costs. All of these factors contribute incrementally to the higher overall cost of providing service to our customers.



Permit and inspection fees from Technical Services are also allocated to the water department along with grant revenue secured for the Engineering Department.

Water revenue is broken out in two classes of customers, residential and commercial, and within these two classes further broken out by base rate and consumption. As described above, all base and tier rates were budgeted at the maximum 2017 Proposition 218 rates.

The residential water rate structure consists of a monthly meter charge (base rate) based on meter size and a four-block increasing consumption rate structure on a per 1,000 gallon basis. The commercial customers are currently charged a monthly meter charge, which varies based on meter size, and an increasing block consumption charge on a per 1,000 gallon basis. The following graph shows the relationship of commercial verse residential and base rate to consumption revenue.



Expenses and Personnel Overview

Direct water operating expenses, include personnel cost, professional services, charges & services, materials & supplies, insurance, and utilities and are increasing \$36,346 or 1.9% budget-to-budget. Other Direct Cost which include depreciation, and project recovery and are up + \$37,620 or + 4.6%. Non Direct Operating Expenses are decreasing \$12,529 or -0.8%. Allocations are down -\$14,191 or - 0.9%

Personnel costs, 59.2% of the direct cost are budgeted to increase by approximately \$42,669 or 3.8% due to changes in health benefits status, and general salary and benefit increases. Full time equivalents decreased by .32 and were allocated to the Sewer Fund.

	Budget		Change	
	2016	2017	FTE	%
<u>Full Time Equivalents (FTE)</u>				
Full time Year Round	7.28	7.72	0.44	5.7%
Part Time / Seasonal	0.75	0.63	(0.12)	-19.0%
	8.03	8.35	0.32	4.0%

Water Rates Schedule

Residential Rates/ Commercial Rates – the following 2017 water rates schedule shows the Board adopted 2017 base and tiered rates for residential and commercial customers that are the maximum. Proposition 218 rates were based on the 2014 HDR Rate Study and were raised to the maximum 2017 Proposition rates.

**TAHOE CITY PUBLIC UTILITY DISTRICT
2017 WATER RATES
EFFECTIVE JANUARY 1, 2017**

WATER SERVICE SIZE BASE RATE SCHEDULE	RESIDENTIAL MONTHLY BASE RATES	COMMERCIAL MONTHLY BASE RATES	CONNECTION FEES
Standard Base Rate by Meter Size			
METER - .75"	\$66.25	\$79.75	\$2,500.00
METER - 1.00"	\$100.00	\$127.50	\$3,000.00
METER - 1.25"	\$129.00	\$154.75	as determined
METER - 1.50"	\$153.25	\$185.75	\$6,000.00
METER - 2.00"	\$206.25	\$248.75	\$9,600.00
METER - 2.50"	n/a	\$310.75	as determined
METER - 3.00"	\$312.25	\$372.75	\$21,000.00
METER - 4.00"	\$411.00	\$493.00	as determined
METER - 6.00"	\$617.25	\$738.50	as determined
METER - 8.00"	n/a	\$988.50	as determined
Combined Fire Services (CFS) Base Rate by Meter Size			
CFS - 3/4"	\$91.25	\$104.75	\$1,200.00
CFS - 1"	\$99.65	\$113.15	\$1,200.00
CFS - 1.5"	\$150.00	\$177.50	\$1,200.00
CFS - 2"	\$166.65	\$194.15	\$1,200.00
CFS - >2"	as determined	as determined	as determined
Private Fire Protection and / or Private Fire Hydrant Base Rate Schedule			
PRIVATE FIRE SYSTEM (sprinklers) SIZES VARY (size based on point of connection)	\$ 33.40/inch	\$ 33.40/inch	\$1,200.00
FIRE HYDRANT (on private property) SIZES VARY (size based on point of connection)	\$ 33.40/inch	\$ 33.40/inch	\$1,200.00

NOTE: The majority of residential customers have a 3/4" service size.

MONTHLY WATER CONSUMPTION RATES			
<u>Per 1,000 gallons</u>	<u>RESIDENTIAL</u>	<u>Per 1,000 gallons</u>	<u>COMMERCIAL</u>
0 -- 8,000	\$2.29	0 -- 8,000	\$5.99
8,001 -- 20,000	\$3.15	8,001 -- and above	\$5.99
20,001 -- 40,000	\$4.61		
in excess of 40,001 gallons	\$8.25		

(Consumption rates effective Feb. 1, 2017)

Water Department Budget Schedules

The following budget schedules for Water Production 23.11 and Storage, Transmission and Distribution 23.12 show the rolled up budget cost by revenue and expense categories.

Water Production 23.11					\$ Chg
	Actual	Budget	Projected	Budget	2017 Bud to Bud 2016 inc. (dec.)
	2015	2016	2016	2017	
Revenues					
Base - Residential	\$ 2,861,051	\$ 3,030,864	\$ 3,030,361	\$ 3,212,628	\$ 181,764
Base-Commercial	295,523	312,732	313,581	333,844	21,112
Base - Fire Protection Svcs	173,168	174,024	186,008	198,036	24,012
Drought Conservation Penalty	26,250	-	(350)	-	-
Consumption - Residential	517,671	538,538	647,055	721,249	182,711
Consumption - Commercial	327,869	314,821	285,633	294,664	(20,157)
Connection Fees	17,100	15,000	19,100	15,000	-
Grant Revenue	15,345	-	-	-	-
Rental Income	18,522	18,528	18,547	18,576	48
Other	25,582	7,200	9,271	7,500	300
Total Revenues	4,278,081	4,411,707	4,509,206	4,801,497	389,790
Direct Operating Expenses					
Personnel cost	481,523	545,971	574,094	588,684	42,713
Professional Services	6,674	8,500	7,000	8,500	-
Charges & Services	132,337	134,169	105,095	115,069	(19,100)
Materials & Supplies	85,984	102,660	68,124	97,836	(4,824)
Insurance	8,756	12,166	12,166	12,588	422
Utilities	113,797	145,836	146,400	157,005	11,169
Total Direct Operating Expenses	829,071	949,302	912,879	979,682	30,380
Net Operating Income (Loss) Before Other Direct Expenses and Allocations	3,449,010	3,462,405	3,596,327	3,821,815	359,410
Other Direct Expenses and Project Recovery					
Depreciation	128,566	111,300	111,300	147,744	36,444
Project recovery - Water	(50,211)	(10,000)	(55,000)	(10,000)	-
Total Other Direct Expenses and Project Recovery	78,355	101,300	56,300	137,744	36,444
Allocations					
Governance & Admin. Services	266,044	285,952	296,551	287,244	1,292
Eng/Tech Svcs/GIS Allocation	373,105	465,670	510,486	467,426	1,756
Total Allocations	639,149	751,622	807,037	754,670	3,048
Net Operating Income	\$ 2,731,506	\$ 2,609,483	\$ 2,732,990	\$ 2,929,401	\$ 319,918

Water Department Schedule: Water Production 23.11 includes overall costs and resources necessary to produce potable water from wells and Lake Tahoe and provide necessary treatment to make water suitable for delivery to the water distribution system. Major expenses in this category include personnel, utilities (primarily electricity), materials and supplies (primarily chemicals) as well as Governance and Administrative Services, Engineering Department, and Support Services allocations. Primary labor expenses involve preventative and corrective maintenance of the water well and water treatment pumping stations.

Storage, Transmission and Distribution 23.12

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Direct Operating Expenses					
Personnel cost	636,160	562,828	468,644	562,784	(44)
Professional Services	13,018	21,000	21,000	35,000	14,000
Charges & Services	86,629	96,918	102,888	95,316	(1,602)
Materials & Supplies	164,186	209,556	166,300	199,083	(10,473)
Insurance	10,147	12,384	12,384	11,994	(390)
Utilities	44,910	56,044	56,300	60,519	4,475
Total Direct Operating Expenses	955,050	958,730	827,516	964,696	5,966
Net Operating Income (Loss) Before Other Direct Expenses, Allocations, and Non-Operating	(955,050)	(958,730)	(827,516)	(964,696)	(5,966)
Other Direct Expenses and Project Recovery					
Depreciation	744,547	744,864	744,864	776,040	31,176
Project recovery-Water	(51,024)	(30,000)	(35,000)	(30,000)	-
Project recovery-Operating	(11,302)	-	-	(30,000)	(30,000)
Total Other Direct Expenses and Project Recovery	682,221	714,864	709,864	716,040	1,176
Allocations					
Governance & Administrative Services	315,598	287,531	268,821	281,464	(6,067)
Eng/TechSvs/GIS Allocation	472,257	468,179	462,752	458,669	(9,510)
Total Allocations	787,855	755,710	731,573	740,133	(15,577)
Net Operating Income (Loss)	\$(2,425,126)	\$(2,429,304)	\$(2,268,953)	\$(2,420,869)	\$ 8,435

Water Department Schedule: Storage, Transmission and Distribution, 23.12 includes overall costs and resources necessary to deliver the produced water to our customers, through a series of tanks, pipes, pumps, and meters. Major expenses in this category include personnel, utilities (primarily electricity), materials and supplies, such as pipes, valves, water meters, water meter boxes, valve boxes, etc. as well as Governance and Administrative Services, Engineering Department, and Support Services allocations. Primary labor expenses involve preventative and corrective maintenance of the tanks, pipes, water meters and booster pumping stations.

2017 Water Capital Improvement Plan

Below is 2017 water capital, the first year of the Five Year Capital Plan for the Water Department. The primary focus of the capital plan in 2017 is the Mid-Sierra Water Acquisition, Tahoe Cedars Water System Interconnections, Bunker Water Tank Replacement, and continued progress on West Lake Tahoe Regional Water Treatment Plant. The remainder of the projects focus on distribution system improvements to improve fire flows, meter replacements, and replacing or rehabilitating aging and/or leaking infrastructure.

The Mid-Sierra Water Company Acquisition is budgeted to be \$4,600,000 plus an additional \$1,756,619 in interconnections. These projects were not part of the HDR rate study and have not been part of the 5 year capital plan. Staff is aggressively seeking additional funding for acquisition and improvements through California Proposition 1, Water Bond approved on November 4, 2014. Additional funding from this bond is being sought for construction of the West Lake Tahoe Regional Water Treatment Plant.

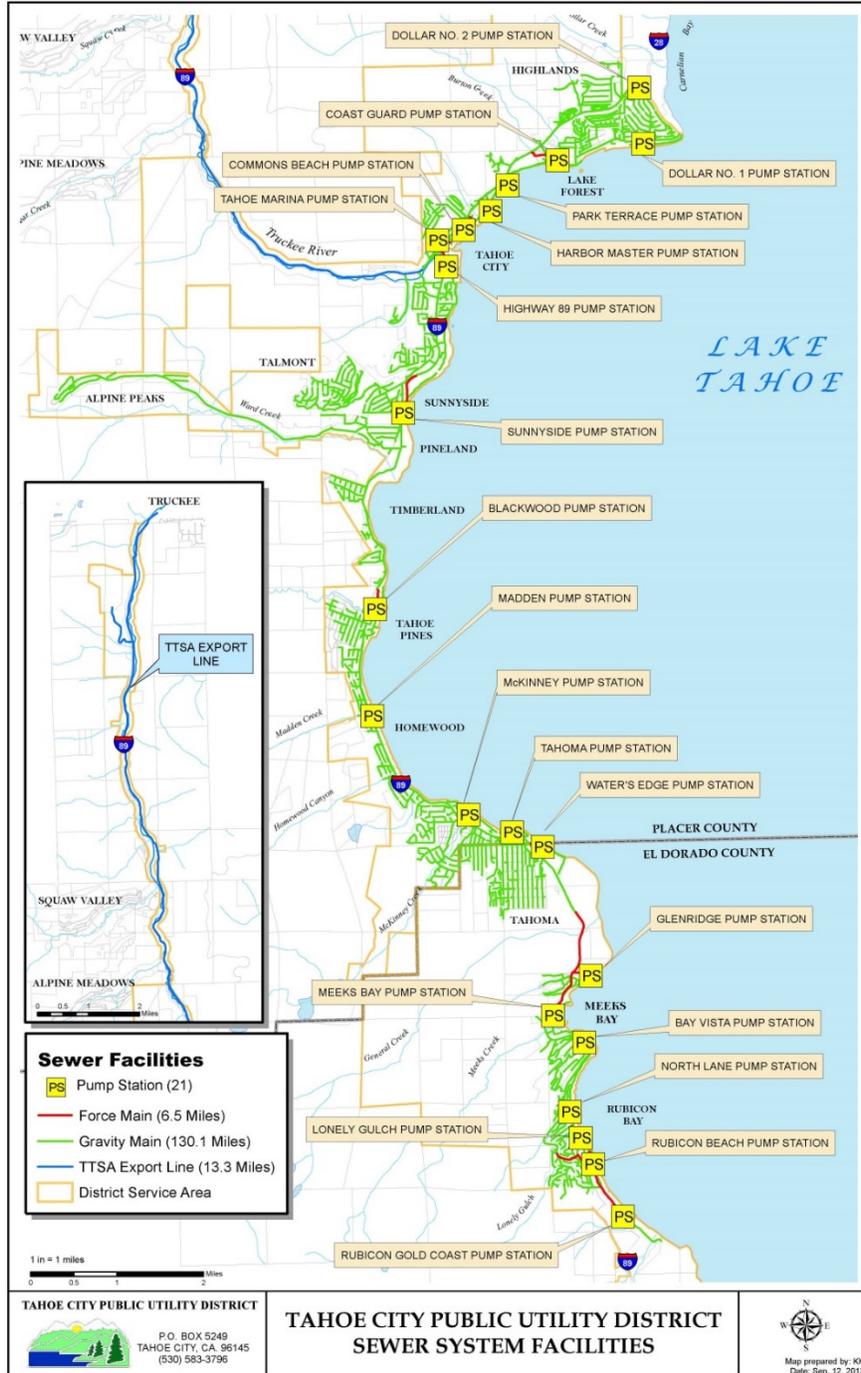
<u>Water Project Summary Description</u>		<u>Amount</u>
1	Public Projects Relocations/Upgrades (EIP) (P&D/CONST)	\$ 218,250
2	Rubicon Service Line Replacements (Polybutylene) (CONST)	3,534
3	West Lake Tahoe Regional Water Treatment Plant (P&D)	1,248,447
4	Bunker Water Tank Replacement (P&D/CONST)	2,987,186
5	TC Main Emergency Water Supply Project (P&D)	46,512
6	Manzanita Water Main Replacement (Polybutylene) (P&D/CONST)	406,512
7	Mid-Sierra Water Company Acquisition (P&D/CONST)	4,600,000
8	Tahoe Cedars Water System Interconnection (P&D/CONST)	1,290,345
9	Madden Creek Water System Interconnection (P&D/CONST)	466,274
10	Highlands Easements Service Line Replacements (Polybutylene) (P&D)	75,064
11	Lake Forest Water System - Abandon Existing LFWC Facilities	15,000
12	Tahoe City Main Production Meter Replacements	13,000
13	Large Commercial/Domestic Meter Replacement Program	35,547
14	Cedar Point Condo Water Service Line Replacements (CONST)	40,690
15	Rubicon Tank No.s 2 & 3 Interior Recoating	350,000
Water Subtotal		11,796,361
<u>Shared Vehicles/Equipment</u>		
1	2004 Chevy Trailblazer	\$ 23,500
2	2002 Case 590 Super M	140,000
3	2006 Vactor 2113	485,000
4	2003 Chevy S-10 Compact	24,500
5	Utilities Hydro	125,000
	Allocate 50% to Water Operations	798,000
	Total 2017 Water Capital	12,195,361
	Less Grant Funding	(402,330)
	Net Districted Funded Capital	\$ 11,793,031

Additional information on the capital plan can be found in the 2017-2021 Five-Year Capital Plan Section.

Sewer Fund

Wastewater Collection and Export Policy Statement

TCPUD ensures public health and environmental protection while collecting and exporting wastewater through the continuous implementation of best practices in preventive maintenance, infrastructure renewal, and emergency response.



Sewer Overview

We serve approximately 7,665 sewer customers. We accomplish this through the management and operation of nine main lift stations, 12 satellite lift stations, 121 miles of gravity collection and export lines, and 6.4 miles of force mains. On average, we move one million gallons of sewage daily.

With a team of dedicated staff, we insure that our sewer facilities are operational 24 hours a day, seven days a week.



Manhole Maintenance

The following page shows the Sewer Combined Budget Schedule by revenue and expense categories. The expense section of the budget schedule has been reformatted into four distinct sections in an attempt to better classify expenses. The sections are 1) Direct Operating Expenses, 2) Other Direct Cost and Project Recovery 3) Allocations, and 4) Non-Operating Expense. The total Sewer budget continues to include engineering, technical services, GIS and G&AS allocation expenses that now appear in the Allocations section.

Sewer Combined Budget Schedule

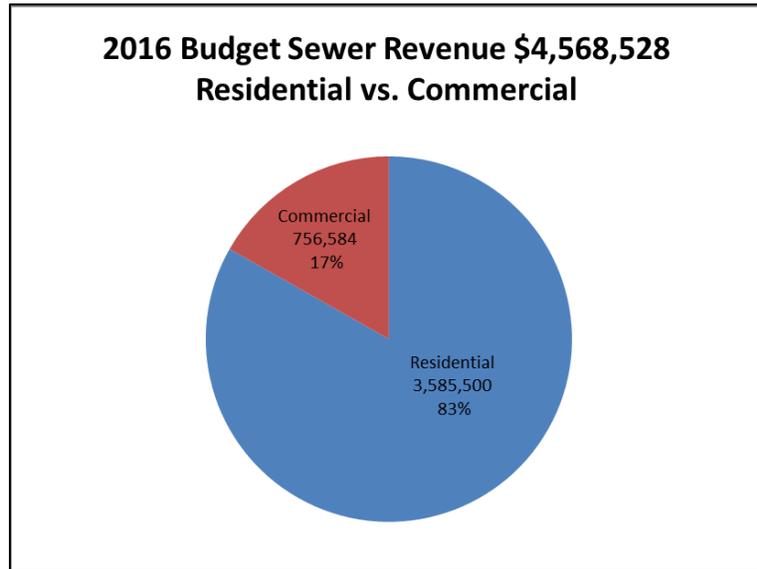
Sewer Fund (Include Engineering/Tech Services/GIS)
Net Operating , Change in Net Position, and Surplus (Deficit)

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Sewer - Residential	\$ 3,592,750	\$ 3,596,104	\$ 3,599,043	\$ 3,744,256	\$ 148,152
Sewer - Comm	728,400	726,072	729,000	756,844	30,772
Flat Permit & Inspection Fees	40,521	26,000	31,058	33,388	7,388
Permit & Inspect. Fees at Cost	11,566	10,550	8,506	10,200	(350)
Connection Fees	13,530	15,000	12,040	15,000	-
Grant Revenue	-	-	4,500	-	-
Other	59,416	41,313	35,323	32,836	(8,477)
Total Revenues	4,446,183	4,415,039	4,419,470	4,592,524	177,485
Direct Operating Expenses					
Personnel cost	814,542	1,258,762	976,399	1,236,741	(22,021)
Professional Services	6,130	3,400	2,500	3,400	-
Charges & Services	163,582	164,010	140,300	176,503	12,493
Materials & Supplies	179,874	266,672	148,700	230,603	(36,069)
Insurance	22,455	28,539	28,539	26,654	(1,885)
Utilities	64,173	79,396	80,600	80,162	766
Total Direct Operating Expenses	1,250,756	1,800,779	1,377,038	1,754,063	(46,716)
Net Operating Income (Loss) Before Other Direct Expenses, Allocations, and Non-Operating Expenses	3,195,427	2,614,260	3,042,432	2,838,461	224,201
Other Direct Expenses and Project Recovery					
Depreciation	627,194	534,918	534,779	592,500	57,582
Project recovery - Water	(451)	-	-	-	-
Project recovery-Sewer	(27,316)	(122,336)	(99,304)	(122,336)	-
Total Other Direct Expenses and Project Recovery	599,427	412,582	435,475	470,164	57,582
Allocations					
Governance & Admin. Services	415,812	536,644	437,736	512,105	(24,539)
Eng/Tech Svs/GIS Allocation	681,343	899,707	924,893	837,117	(62,590)
Total Allocations	1,097,155	1,436,351	1,362,629	1,349,222	(87,129)
Net Income before Other Non-Operating	1,498,845	765,327	1,244,328	1,019,075	253,748
Non-Operating Revenues and Expenses					
Interest Income	60,012	32,264	56,085	33,800	1,536.0
Proceeds from asset Sales	-	180	4,800	180	-
Other	35,040	30,030	45,734	30,318	288
Pension Asset Amortization	-	(132,501)	-	-	132,501
County Collection Fee	(657)	(912)	(900)	(912)	-
Pension Amort - GASB 68	136,390	-	-	-	-
Total Non-Operating Revenues (Expenses)	230,785	(70,939)	105,719	63,386	134,325
Change in Net Position	1,729,630	694,388	1,350,047	1,082,461	388,073
Adjustments for Cash Flow					
Depreciation	627,194	534,918	534,779	592,500	57,582
Pension Asset Amortization & GASB 68	(136,390)	132,501	-	-	(132,501)
Capital Expenditures	(2,559,760)	(2,208,896)	(373,342)	(2,646,041)	(437,145)
	(2,068,956)	(1,541,477)	161,437	(2,053,541)	(512,064)
Total Surplus(Deficit)	\$ (339,326)	\$ (847,089)	\$ 1,511,484	\$ (971,080)	\$ (123,991)

Summary of Operations

Revenue Overview

Overall total sewer revenue is up budget-to-budget by \$177,485, or 4.0%. This is due to increasing sewer rates to the 2016 Prop 218 from the 2015 level, an increase in budget-to-budget but still below maximum 2017 levels. Sewer user fee revenue is broken out into two classes of customers: residential and commercial. Residential makes up 83.2% of the user fees and commercial customers 16.8%. Permit and inspection fees from Technical Services are also allocated to the sewer department.



Expenses and Personnel Overview

Direct sewer operating costs, include personnel cost, professional services, charges & services, materials & supplies, insurance, and utilities are decreasing -\$46,716 or -2.6% budget-to-budget. Other Direct Cost which include depreciation, and project recovery are up +\$57,582 or +14.0% due to depreciation. Allocations are decreasing \$87,129 largely due to a shift in Support Services allocations to other departments.

Personnel costs reflect the direct cost incurred by sewer employees and are budgeted to decrease by approximately -\$22,021, or -1.7% while FTEs are up 0.31. This is due to overall decreasing benefits from medical insurance deferrals and decreased allocable personnel cost based on decreasing sewer expenses of the total water and sewer cost.

	Budget		Change	
	2016	2017	FTE	%
Full Time Equivalent (FTE)				
Full time Year Round	7.58	7.77	0.19	2.4%
Part Time / Seasonal	0.75	0.87	0.12	13.8%
	8.33	8.64	0.31	3.7%

Sewer Rate Schedule

Sewer Rates – the following schedule shows the 2017 adopted rates which were kept to under the 2016 Proposition 218 approved rates based on the 2014 HDR Rate Study. The change in rates represents a 4.0% increase year on year.

TAHOE CITY PUBLIC UTILITY DISTRICT 2017 SEWER RATES EFFECTIVE JANUARY 1, 2017

SEWER SERVICE DESCRIPTION	UNIT DESCRIPTION	SEWER RATES (PER MONTH)	SEWER RATES (PER QUARTER)	CONNECTION FEES
RESIDENTIAL	dwelling unit	\$39.95	\$119.85	\$1,000.00
MOTEL W/O KITCHEN	motel unit	\$16.26	\$48.78	\$395.00
MOTEL W/KITCHEN	motel unit	\$17.33	\$51.99	\$435.00
SEATING - OUTSIDE/BAR SEATS	per seat	\$1.11	\$3.33	\$25.00
SEATING - INSIDE	per seat	\$2.23	\$6.69	\$50.00
LAUNDRY - PER MACHINE < 10 LBS	per machine	\$8.12	\$24.36	\$200.00
HOTEL W/BATHROOM	motel unit	\$16.26	\$48.78	\$395.00
HOTEL W/O BATHROOM	motel unit	\$10.25	\$30.75	\$250.00
CAMPSITE W/SEWER	each	\$20.14	\$60.42	\$490.00
CAMPSITE W/O SEWER	each	\$17.33	\$51.99	\$435.00
SNACK BAR	each	\$60.04	\$180.12	\$1,475.00
SERVICE STATION	each	\$60.04	\$180.12	\$1,475.00
BEAUTY / BARBER SHOP (per chair)	each chair, min 2	\$21.64	\$64.92	\$980.00
THEATRE	each	\$120.02	\$360.06	\$2,945.00
BOAT PUMP	each	\$60.04	\$180.12	\$1,475.00
FOOD SERVICE ESTAB LIC	each service counter	\$26.60	\$79.80	
SWIMMING POOL/SPA BACKWASH	per filter	\$20.14	\$60.42	\$440.00
UNCLASSIFIED SEWER	as determined	as determined	as determined	as determined
.5 SEWER UNIT (1-10 FIXTURES)	each	\$20.14	\$60.42	\$500.00
1.0 SEWER UNIT (11-20 FIXTURES)	each	\$39.95	\$119.85	\$1,000.00
COMM'CL NON-REST < 1,000 SQ FT	each	\$39.95	\$119.85	\$1,000.00
COMM'CL NON-REST > 1,000 SQ FT	each	\$20.14	\$60.42	\$5,000.00
PRO-RATED SEWER CHARGE	each	\$1.09	\$3.27	as determined

NOTE Customers with both water and sewer service from the TCPUD are billed monthly,
Customers who only receive sewer service from the TCPUD are billed quarterly.

Sewer Department Budget Schedules

The following sewer budget schedules are broken out by Sewer Pump Stations 25.21, Sewer Line Maintenance 25.22, and Sewer Joint Facilities 25.23.

Sewer Pump Stations 25.21

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Sewer - Residential	3,592,750	3,596,104	3,599,043	3,744,256	148,152
Sewer - Comm	728,400	726,072	729,000	756,844	30,772
Connection Fees	13,530	15,000	12,040	15,000	-
Other	14,579	18,000	20,548	18,000	-
Total Revenues	4,349,259	4,355,176	4,360,631	4,534,100	178,924
Direct Operating Expenses					
Personnel cost	396,991	645,858	461,551	649,838	3,980
Professional Services	3,642	1,000	1,500	1,000	-
Charges & Services	63,426	88,509	76,950	87,983	(526)
Materials & Supplies	65,837	94,928	56,200	87,791	(7,137)
Insurance	10,915	14,675	14,675	14,246	(429)
Utilities	58,303	71,300	73,300	72,066	766
Total Direct Operating Expenses	599,114	916,270	684,176	912,924	(3,346)
Net Operating Income (Loss) Before Other Direct Expenses and Allocations	3,750,145	3,438,906	3,676,455	3,621,176	182,270
Other Direct Operating Expenses and Project Recovery					
Depreciation	98,657	79,488	79,488	86,532	7,044
Project recovery - Water	(451)	-	-	-	-
Project recovery-Sewer	(27,316)	(102,336)	(99,304)	(102,336)	-
Total Other Direct Operating Expenses and Project Recovery	70,890	(22,848)	(19,816)	(15,804)	7,044
Allocations					
Governance & Admin. Services	211,977	278,977	222,257	270,973	(8,004)
Eng/Tech Svs/GIS Allocation	315,996	450,404	449,713	422,786	(27,618)
Total Allocations	527,973	729,381	671,970	693,759	(35,622)
Net Operating Income	\$ 3,151,282	\$ 2,732,373	\$ 3,024,301	\$ 2,943,221	\$ 210,848

Sewer Department Schedule: Sewer Pump Stations 25.21 includes overall costs and resources necessary to operate and maintain sewage pumping stations used to pump collected raw sewage up to locations where gravity flow can transport raw sewage out of the District's service area for treatment at the Tahoe-Truckee Sanitation Agency (T-TSA). Major expenses in this category include personnel, utilities (primarily electricity), as well as Governance and Administrative Services, Engineering Department, and Support Services allocations. Primary labor expenses involve preventative and corrective maintenance of the pumping stations.

Sewer Line Maintenance 25.22

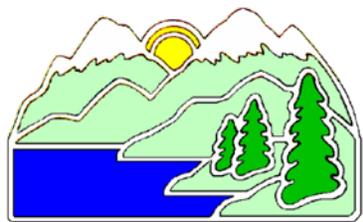
	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Direct Operating Expenses					
Personnel cost	405,008	600,012	489,914	573,607	(26,405)
Professional Services	2,488	2,400	1,000	2,400	-
Charges & Services	56,940	65,297	61,350	87,520	22,223
Materials & Supplies	112,973	162,952	91,300	137,316	(25,636)
Insurance	11,234	13,548	13,548	12,106	(1,442)
Utilities	4,843	6,996	6,200	6,996	-
Total Direct Operating Expenses	593,486	851,205	663,312	819,945	(31,260)
Net Operating Income (Loss) Before Other Direct Expenses and Allocations	(593,486)	(851,205)	(663,312)	(819,945)	31,260
Other Direct Operating Expenses and Project Recovery					
Depreciation	521,043	450,408	450,408	500,952	50,544
Project recovery - Sewer	-	(20,000)	-	(20,000)	-
Total Other Direct Operating Expenses and Allocations	521,043	430,408	450,408	480,952	50,544
Allocations					
Governance & Support Services	203,835	257,667	215,479	241,132	(16,535)
Engineering Allocation	320,754	417,775	435,999	375,759	(42,016)
Total Allocations	524,589	675,442	651,478	616,891	(58,551)
Net Operating Income	\$ (1,639,118)	\$ (1,957,055)	\$ (1,765,198)	\$ (1,917,788)	\$ 39,267

Sewer Department Schedule: Sewer Line Maintenance 25.22 includes overall costs and resources to operate and maintain the gravity pipes used to collect and transport sewage from a customer's property and convey the raw sewage out of the District's service area for treatment at the Tahoe-Truckee Sanitation Agency (T-TSA). Major expenses in this category include personnel, utilities (primarily electricity), as well as Administrative Services, Engineering Department, and Support Services allocations. Primary labor expenses involve preventative and corrective maintenance of the of gravity sewer pipes including, cleaning, televising and repairing these pipes.

Sewer Joint Facilities 25.23

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Other	\$ 44,837	\$ 23,313	\$ 14,775	\$ 14,836	\$ (8,477)
Total revenue	44,837	23,313	14,775	14,836	(8,477)
Direct Operating Expenses					
Personnel cost	12,543	12,892	24,934	13,296	404
Charges & Services	43,216	10,204	2,000	1,000	(9,204)
Materials & Supplies	1,064	8,792	1,200	5,496	(3,296)
Insurance	306	316	316	302	(14)
Utilities	1,027	1,100	1,100	1,100	-
Total Direct Operating Expenses	58,156	33,304	29,550	21,194	(12,110)
Net Operating Income (Loss)	\$ (13,319)	\$ (9,991)	\$ (14,775)	\$ (6,358)	\$ 3,633

The Sewer Joint Facilities Schedule: Department 25-23 represents the cost associated to operate the Dollar Hill joint sewer facilities with the North Tahoe Public Utility District (NTPUD). The maintenance, operations, and administration cost of the joint facilities is shared by both TCPUD and NTPUD based on total annual flow.



**Tahoe City
Public Utility District**

2017 Sewer Capital Improvement Plan

Below are the 2017 capital improvement projects, the first year of the Five-Year Capital Plan, for the Sewer Department. The primary focus of the 2017 capital plan is the Tahoe City Residential Sewer System Rehabilitation, Dollar/Edgewater Lake front sewer line replacements (SLR), and the vactor truck purchase. Other project priorities include Dollar 1 (Edgewood) Backup Power, control upgrades, sewer flow meters and pump station bypass facilities. The primary objective of all of the projects is to improve the reliability and redundancy of the collection system and reduce the risk of sanitary sewer overflows. Additional information on the capital plan can be found in the 2017-2021 Five-Year Capital Plan Section.

	<u>Sewer Project Summary Description</u>		<u>Amount</u>
1	Line Replacement/Sliplining/Manhole Rehabilitation/Lateral Repairs	\$	50,000
2	Public Projects Relocations/Upgrades (EIP) (P&D/CONST)		215,350.00
3	WS Export Truckee River Crossing Repair (CONST)		1,450.00
4	Tahoe City Residential Sewer System Rehabilitation (CONST)		1,581,342.00
5	John Cain (Talmont) Sewer Replacement Project (P&D)		44,640.00
6	Dollar 1 (Edgewater) Backup Power (P&D)		14,729.00
7	Dollar/Edgewater Lakefront SLR (P&D)		172,205.00
8	Pump Station Flow Meters & Bypass Ports (CONST)		21,325.00
9	Satellite Pump Station Controls (P&D/CONST)		40,000.00
10	Transfer Switch Replacement (P&D/CONST)		51,000.00
11	Easement Line Cleaning Machine (PURCH)		45,000.00
12	Portable Sewer Flow Meters (PURCH)		<u>10,000.00</u>
	Sewer Subtotal	\$	2,247,041
	<u>Shared Vehicles/Equipment</u>		
1	2004 Chevy Trailblazer	\$	23,500
2	2002 Case 590 Super M		140,000
3	2006 Vactor 2113		485,000
4	2003 Chevy S-10 Compact		24,500
5	Utilities Hydro		<u>125,000</u>
	Allocate 50% to Sewer Operations	\$	798,000
			<u>399,000</u>
	Total 2017 Sewer Capital	\$	<u><u>2,646,041</u></u>

Engineering Department



Homewood Bike Trail Before



Homewood Bike Trail After

Engineering Overview

The Engineering Department consists of three departments: Engineering, Special Studies, and Projects. Staff time within the Engineering Department can be allocated to Engineering or Projects depending on assigned duties.

Overall, the Engineering Department provides for general oversight of operating budget creation and management, asset management, design and construction standards, other governmental and permitting agency relations, non-capital project management, technical policies and procedures, and technical support to other departments.

The Projects Department is responsible for planning, designing, permitting, and constructing a wide variety of Capital Improvement Projects within the Water, Sewer, and Parks and Recreation Departments. These projects vary from neighborhood waterline and sewer line replacements to bike trail rehabilitations to regional water treatment plants. It is estimated that the Projects Department will be involved in over \$17 million of capital projects in 2017.

The Special Studies/Projects Department is responsible for master planning and other studies, reports, or projects that are not capital expenditures. This Department was set up to capture consulting and other related expenses for preparing these occasional special studies and its budget is highly variable year to year.

Engineering Department 2017 Strategic Initiatives, Goals and Measures

The 2017 Engineering Department Strategic Initiatives, Goals and Measures are listed below. They are part of the overall District Strategic Plan. The entire District Strategic Plan, Goals and Measures are outlined on pages 25-30.

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017
5 Protect and Improve District Infrastructure	5.1 Proactively Respond to Other Agencies' Projects Impacting District Infrastructure	5.1.A Monitor and inspect construction of District Facilities associated with the SR89 / Fanny Bridge Project
		5.1.B Review and approve TTAD's emergency helipad project plans and easement
		5.1.C Achieve all required certificates & participate in other training & conferences
		5.1.D Attend District sponsored events & other organization meetings
		5.1.E Monitor and inspect construction (if awarded) of Meeks Bay Bike Trail Project by CFLHD Contractor
		5.1.F Review and approve plans, specs and agreements for the Tahoe City Lodge Development
		5.1.G Participate with Placer County & TCDA on formation of a Business Assessment District
		5.1.H Complete the Tahoe City Wells 2 and 3 CTC License Renewal
	5.2 Complete Capital Projects per Five-Year Capital Plans	5.2.A Complete Wetlands Conservation Easement with Lahontan and Placer County
		5.2.B Complete construction of the Rubicon Water Service Line Replacements Project
		5.2.C Complete construction of Tahoe City Sewer System Rehabilitation Project - Phase 2
		5.2.D Negotiate various agreements with developer which ensure enhanced recreational opportunities 7 other MOU partners'
		5.2.E Complete permitting & design for the Truckee River Trail Pavement Rehabilitation Project
		5.2.F Complete construction of the Truckee River Trail Pavement Rehabilitation Project
		5.2.G Complete permitting, design, funding, and water rights for West
		5.2.H Complete permitting & design for the TCGC Rear Parking/Maintenance Area BMP Compliance Project
		5.2.I Complete permitting & design for the Manzanita Water Main Replacement (Polybutylene) Project
		5.2.J Complete construction for the Manzanita Water Main Replacement (Polybutylene) Project
		5.2.K Complete permitting/design/easement acquisition for the Dollar 1 (Edgewater) Sewer Lift Station Backup Power Project
		5.2.L Complete permitting & design for the John Cain Sewer Main Realignment Project
	5.2.M Complete permitting & design for the Dollar-Edgewater Sewer	
5.2.N Complete permitting & design for the Highlands Water Service Line Replacements (Polybutylene) Project		
5.2.O Complete permitting & design for the Tahoe City Main Emergency Water Supply Project (pending funding acquisition)		
5.3 Improve Cost Effectiveness of Project Delivery	5.3.A Complete updates/rewrites of Capital Project Bidding and Contract Front End Documents (Division 0)	
	5.3.B Complete updates/rewrites of Capital Project General Provisions and Special Provisions (Division 1)	
	5.3.C Create Category A and B Contract Document Packages (if appropriate)	
	5.3.D Adopt final Construction Contract Bidding Policy & Procedure	
	5.3.E Complete updates/rewrites of Sewer Technical Specifications	

Engineering Department Combined Budget Schedule

The following page shows the All Engineering Combined Budget Schedule by revenue and expense categories. The expense section of the budget schedule has been reformatted into four distinct sections in an attempt to better classify expenses. The sections are 1) Direct Operating Expenses, 2) Other Direct Cost and Project Recovery 3) Allocations, and 4) Non-Operating Expense.

All Expenses are transferred out each month as part of the month end close process to Water and Sewer Departments based on a percentage of water and sewer operating expenses.

All Engineering Combined (Depts. 35,70,36)					
	Actual	Budget	Projected	Budget	\$ Chg
	2015	2016	2016	2017	2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Grant Revenue	\$ -	\$ 38,850	\$ 2,773	\$ 37,500	\$ (1,350)
Total Revenues	-	38,850	2,773	37,500	(1,350)
Direct Operating Expenses					
Personnel cost	911,373	956,804	741,716	801,034	(155,770)
Professional Services	35,357	292,300	282,926	214,600	(77,700)
Charges & Services	31,624	39,331	13,925	13,957	(25,374)
Materials & Supplies	8,238	5,990	3,552	3,734	(2,256)
Insurance	9,361	10,891	10,896	6,637	(4,254)
Utilities	1,326	1,800	886	1,200	(600)
Total Direct Operating Expenses	997,279	1,307,116	1,053,901	1,041,162	(265,954)
Net Operating Income (Loss) Before Other Direct Expenses and Allocations	(997,279)	(1,268,266)	(1,051,128)	(1,003,662)	264,604
Other Direct Expenses and Project Recovery					
Project recovery - Water	(168,124)	(412,083)	(70,820)	(172,210)	239,873
Project recovery - Sewer	(177,672)	-	(50,675)	(148,706)	(148,706) ✓
Project recovery - GSS/Parks/Rec	(142,090)	-	(217,879)	(131,782)	(131,782) ✓
Project recovery - Operating	(56,877)	(135,000)	(70,000)	(135,000)	-
Total Other Direct Expenses and Project Recovery	(544,763)	(547,083)	(409,374)	(587,698)	(40,615)
Allocations					
Governance & Support Services	343,011	324,655	258,822	252,443	(72,212)
Engineering Allocation	(795,527)	(1,045,838)	(900,576)	(668,407)	377,431
Total Allocations	(452,516)	(721,183)	(641,754)	(415,964)	305,219
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Summary of Operations

Revenue Overview

The 2017 budget shows \$37,500 in grant funding for the Rubicon Water System Master Plan. This grant requires a 50% match to achieve the full grant funding and will only be realized when the master plan is actually completed.

Personnel Overview and Expenses

Overall personnel costs are down \$155,770 due to the reallocation of personnel to the Support Services Department.

The following FTE table shows the change year-on-year in personnel.

<u>Full Time Equivalents (FTE)</u>	<u>2016</u>	<u>2017</u>	<u>Change in</u>	
			<u>FTE</u>	<u>%</u>
Full time Year Round	5.42	3.90	(1.52)	-28.0%

All Expenses are down to budget due to the reallocation of expenses related to Support Services Department. Professional services are down budget-to-budget due to the one-time cost for the aerial imagery project in the 2016 budget.

Engineering Department Budget Schedules

Engineering Dept. 20.35

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Direct Operating Expenses					
Personnel cost	419,653	535,752	309,086	347,046	(188,706)
Professional Services	35,357	55,600	25,990	21,600	(34,000)
Charges & Services	31,146	39,019	13,192	13,645	(25,374)
Materials & Supplies	7,121	4,828	2,566	2,572	(2,256)
Insurance	9,361	10,891	10,896	6,637	(4,254)
Utilities	1,326	1,800	886	1,200	(600)
Total Direct Operating Expenses	503,964	647,890	362,616	392,700	(255,190)
Net Operating Income (Loss) Before Other Direct Expenses and Allocations	(503,964)	(647,890)	(362,616)	(392,700)	255,190
Other Direct Expenses and Project Recovery					
Project recovery-Operating	(56,877)	(70,000)	(70,000)	(70,000)	-
Total Other Direct Expenses and Project Recovery	(56,877)	(70,000)	(70,000)	(70,000)	-
Allocations					
Governance & Support Services	175,335	195,763	117,797	116,857	(78,906)
Engineering Allocation	(622,422)	(773,653)	(410,413)	(439,557)	334,096
Total Allocations	(447,087)	(577,890)	(292,616)	(322,700)	255,190
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Engineering Projects Dept. 20.70

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Direct Operating Expenses					
Personnel cost	491,720	421,052	432,630	453,988	32,936
Charges & Services	478	312	505	312	-
Materials & Supplies	1,117	1,162	986	1,162	-
Total Direct Operating Expenses	493,315	422,526	434,121	455,462	32,936
Net Operating Income (Loss) Before Other Direct Expenses and Allocations	(493,315)	(422,526)	(434,121)	(455,462)	(32,936)
Other Direct Expenses and Project Recovery					
Project recovery - Water	(168,124)	(412,083)	(70,820)	(172,210)	239,873
Project recovery-Sewer	(177,672)	-	(50,675)	(148,706)	(148,706)
Project recovery-GSS/Parks	(142,090)	-	(217,879)	(131,782)	(131,782)
Project recovery-Operating	-	-	-	-	-
Total Other Direct Expenses and Project Recovery	(487,886)	(412,083)	(339,374)	(452,698)	(40,615)
Allocations					
Governance & Support Services	167,676	128,892	141,025	135,586	6,694
Engineering Allocation	(173,105)	(139,335)	(235,772)	(138,350)	985
Total Allocations	(5,429)	(10,443)	(94,747)	(2,764)	7,679
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

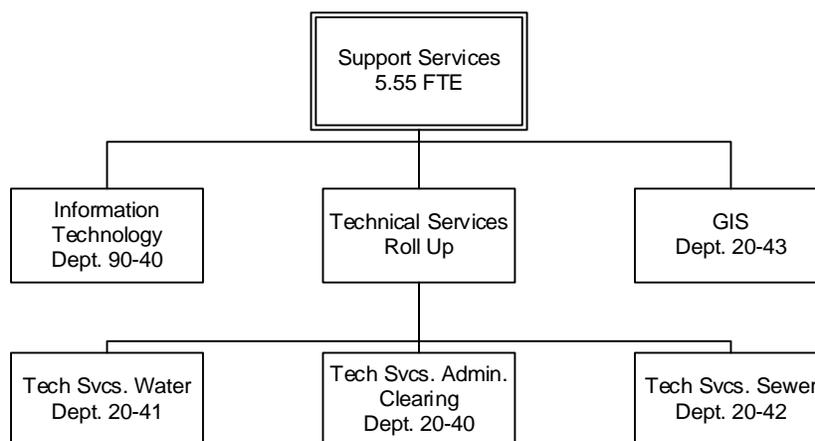
Special Studies Dept. 20.36

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Grant Revenue	\$ -	\$ 38,850	\$ 2,773	\$ 37,500	\$ (1,350)
Total revenue	-	38,850	2,773	37,500	(1,350)
Operating Expenses:					
Professional Services	-	236,700	256,936	193,000	(43,700)
Charges & Services	-	-	228	-	-
Engineering Allocation	-	(132,850)	(254,391)	(90,500)	42,350
Project recovery-Operating	-	(65,000)	-	(65,000)	-
Total Operating Expenses	-	38,850	2,773	37,500	(1,350)
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Support Services Department

Policy Statement

The Support Services Department is to empower the District and its customers with the tools and information they need to succeed. We deliver responsive support, service and solutions that increase productivity and efficiency.



Support Services Overview

The Support Services Department was created in 2016 as the result of an organizational structure revision intended to achieve a more efficient and effective workload balance within the District. The Support Services Department is comprised of three core areas; Technical Services, Information Technology, and Geographic Information System (GIS). The consolidation of these core, customer service focused areas, into a single department will provide our customers, both internal and external with a high level of service and responsiveness.

- Technical Services
 - Construction Permitting & Inspection
 - Customer billing determination
 - Ordinance administration and compliance
 - Cross-Connection Control Program Administration
 - FOG (Fats, Oils & Grease) Management Program Administration
 - Water Conservation Program Administration
- Information Systems & Technology Administration
 - Enterprise software management & administration
 - Network maintenance & support
 - Computer support services
 - CMMS (Computerized Maintenance Management System) Program Administration

- GIS (Geographic Information Systems) Program Administration
 - Asset Management
 - System Mapping
 - Property Rights management (easements, agreements, encumbrances)

Support Services 2017 Strategic Initiatives, Goals and Measures

The 2017 Strategic Initiatives, Goals and Measures for the Support Services Department are outlined below. The entire District’s Strategic Plan, Goals and Measures are outlined on pages 25-30.

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017
1 Provide Exceptional District Management and Governance	1.2 Promote Customer and Taxpayer Transparency	1.2.B Complete District Website Redesign Project 1.2.C Implement Board Meeting Webcast System Improvements
	1.3 Leverage Technology to Increase Efficiencies and Effectiveness of District Systems	1.3.A Implement Laserfiche System Upgrades - Client software update
		1.3.B Implement VUEWorks Enhancements for Parks and Utilities (Time Coding, Develop Reporting, MobileVUE, Fleet Maintenance)
		1.3.C Complete Annual IT Asset Replacement/Rotation Program
1.3.D Develop District Property Rights GIS Database		
1.3.E Complete 100% Residential Customer APN File Scanning		
1.3.F Complete 100% Commercial Customer File Scanning		
	1.4 Continually Update District Policies and Procedures to Industry Best Practices	1.4.B Draft and present Sewer & Water Ordinance Revisions for Board adoption
2 Ensure Safe and Sustainable Water and Sewer Services for all District Taxpayers	2.11 Improve Technical Services Program Delivery	2.11.A Review & Revise FOG Ordinance
		2.11.B Review Cross-Connection Program policies/procedures and revise as needed
		2.11.C Document and improve internal policies/procedures
		2.11.D Improve Public Outreach - workshops with contractors and realtors - website content
	2.12 Increase Cost Recovery and Efficiencies for Technical Services Division	2.12.A Develop Technical Service Fee Schedule Update Report
		2.12.B Review Inspection/Permitting software solutions
3 Provide Sustainable, Customer Responsive, Recreation and Leisure Opportunities	3.1 Expand Recreational Offerings and Programs	3.1.F Monitor and analyze food and beverage operations. Draft lease extensions as appropriate

Support Services Budget Schedule

The combined budget schedule includes Technical Services and GIS activities. The Information Technology portion of Support Services is reported in Fund 90, Governance and Administrative Services. The expense section of the budget schedule has been reformatted into four distinct sections in an attempt to better classify expenses. The sections are 1) Direct Operating Expenses, 2) Other Direct Cost and Project Recovery 3) Allocations, and 4) Non-Operating Expense.

Personnel Overview and Expenses

The following FTE shows the restated change year-to-year for FTEs.

Support Services	2016	2017	Change in FTE	%
Technical Services	4.70	4.25	(0.45)	-9.6%
GIS	1.00	1.30	0.30	
Information Technology	0.20	0.45	0.25	
	5.90	6.00	0.10	1.7%

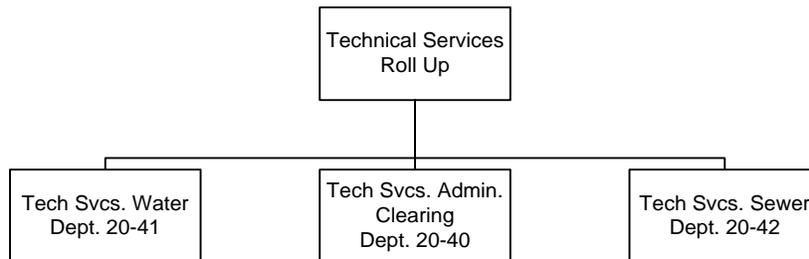
Technical Services and GIS Combined

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Flat Permit & Inspection Fees	\$ 49,521	\$ 34,356	\$ 36,616	\$ 41,788	\$ 7,432
Permit & Inspect. Fees at Cost	23,132	21,100	10,836	20,400	(700)
Grant Revenue	44,028	-	9,000	-	-
Total revenue	116,681	55,456	56,452	62,188	6,732
Direct Operating Expenses					
Personnel cost	514,801	543,320	702,740	784,068	240,748
Professional Services	9,191	6,000	39,765	20,500	14,500
Charges & Services	43,332	37,561	36,075	63,116	25,555
Materials & Supplies	8,990	15,328	11,990	19,849	4,521
Insurance	10,180	11,160	9,300	15,643	4,483
Utilities	865	900	950	1,260	360
Total Direct Operating Expenses	587,359	614,269	800,820	904,436	290,167
Net Income (Loss) Before Non-Operating and Allocations	(470,678)	(558,813)	(744,368)	(842,248)	(283,435)
Other Direct Expenses					
Depreciation	14,987	10,044	9,344	10,044	-
Total Other Direct Expenses	14,987	10,044	9,344	10,044	-
Allocations					
Governance & Support Services	200,920	187,333	260,149	268,244	80,911
Tech Svs and GIS Allocation	(686,585)	(756,190)	(1,013,861)	(1,120,536)	(364,346)
Total Allocations	(485,665)	(568,857)	(753,712)	(852,292)	(283,435)
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Technical Services Budget Schedule

The Technical Services team is responsible for providing front line customer service; permitting and inspection services; ordinance administration and compliance; as well as the administration of the District's Cross-Connection Control Program and FOG (Fats, Oils & Grease) Management Program. The team is committed to providing the highest level of customer service and responsiveness.

A new accounting structure was put into place for 2016 and continues in 2017. The department codes for Technical Services are as follows. All transactions will be coded either directly to water (20.41) or sewer (20.42) departments whenever possible. When transactions are not clearly identifiable they will be coded to department 20.40. Monthly allocations to clear out 20.40 will occur to allocate expenses between sewer and water as part of the month close process based on a percent of total water and sewer operating expenses to the total. Revenue transactions will be allocated based on an even split between the sewer and water departments.



Summary of Operations

Revenue Overview

Technical Service revenue is up \$6,732 or 12.1% budget-to-budget and includes permit fees for a variety of services such as install, repair, replace house service sewers, internal water-using fixtures, construction, replace or remove grease trap, and more. Inspection fees are collected when a TCPUD inspector inspects sewer and water work to ensure compliance with TCPUD requirements.

Technical Services also oversee the Water Conservation Cash Rebate Programs. These programs are designed to help our TCPUD water customers save water at their home or business.



Supportive Services
Technical Services Combined (20.41 and 20.42)

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Flat Permit & Inspection Fees	\$ 49,521	\$ 34,356	36,616	\$ 41,788	\$ 7,432
Permit & Inspect. Fees at Cost	23,132	21,100	10,836	20,400	(700)
Grant Revenue	44,028	-	9,000	-	-
Total revenue	116,681	55,456	56,452	62,188	6,732
Direct Operating Expenses					
Personnel cost	514,801	543,320	587,212	630,690	87,370
Professional Services	9,191	6,000	14,765	20,500	14,500
Charges & Services	43,332	37,561	20,300	33,293	(4,268)
Materials & Supplies	8,990	15,328	11,550	16,299	971
Insurance	10,180	11,160	9,300	12,564	1,404
Utilities	865	900	850	960	60
Total Direct Operating Expenses	587,359	614,269	643,977	714,306	100,037
Net Income (Loss) Before Other Expenses and Allocations	(470,678)	(558,813)	(587,525)	(652,118)	(93,305)
Other Direct Expenses					
Depreciation	14,987	10,044	9,344	10,044	-
Total Other Direct Expenses	14,987	10,044	9,344	10,044	-
Allocations					
Governance & Admin. Services	200,920	187,333	209,198	212,242	24,909
Tech Services Allocation	(686,585)	(756,190)	(806,067)	(874,404)	(118,214)
Total Allocations	(485,665)	(568,857)	(596,869)	(662,162)	(93,305)
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Technical Services Water Dept. 20.41

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Flat Permit & Inspection Fees	\$ 9,000	\$ 8,356	\$ 5,558	\$ 8,400	\$ 44
Permit & Inspect. Fees at Cost	11,566	10,550	2,330	10,200	(350)
Grant Revenue	44,028	-	4,500	-	-
Total revenue	64,594	18,906	12,388	18,600	(306)
Direct Operating Expenses					
Personnel cost	257,401	271,660	260,990	333,592	61,932
Professional Services	4,595	3,000	7,000	10,250	7,250
Charges & Services	38,906	27,405	12,625	21,042	(6,363)
Materials & Supplies	4,496	7,666	6,950	8,837	1,171
Insurance	5,090	5,580	4,650	6,282	702
Utilities	433	450	450	480	30
Total Direct Operating Expenses	310,921	315,761	292,665	380,483	64,722
Net Income (Loss) Before Other Expenses and Allocations	(246,327)	(296,855)	(280,277)	(361,883)	(65,028)
Other Direct Expenses					
Depreciation	7,493	5,022	4,461	5,028	6
Total Other Direct Expenses	7,493	5,022	4,461	5,028	6
Allocations					
Governance & Admin. Services	106,358	96,297	95,073	112,958	16,661
Tech Services Allocation	(360,178)	(398,174)	(379,811)	(479,869)	(81,695)
Total Allocations	(253,820)	(301,877)	(284,738)	(366,911)	(65,034)
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Technical Services Sewer Dept. 20.42

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Flat Permit & Inspection Fees	40,521	26,000	31,058	33,388	7,388
Permit & Inspect. Fees at Cost	11,566	10,550	8,506	10,200	(350)
Grant Revenue	-	-	4,500	-	-
Total revenue	52,087	36,550	44,064	43,588	7,038
Direct Operating Expenses					
Personnel cost	257,400	271,660	326,222	297,098	25,438
Professional Services	4,596	3,000	7,765	10,250	7,250
Charges & Services	4,426	10,156	7,675	12,251	2,095
Materials & Supplies	4,494	7,662	4,600	7,462	(200)
Insurance	5,090	5,580	4,650	6,282	702
Utilities	432	450	400	480	30
Total Direct Operating Expenses	276,438	298,508	351,312	333,823	35,315
Net Income (Loss) Before Other Expenses and Allocations	(224,351)	(261,958)	(307,248)	(290,235)	(28,277)
Other Direct Expenses					
Depreciation	7,494	5,022	4,883	5,016	(6)
Total Other Direct Expenses	7,494	5,022	4,883	5,016	(6)
Allocations					
Governance & Admin. Services	94,562	91,036	114,125	99,284	8,248
Tech Services Allocation	(326,407)	(358,016)	(426,256)	(394,535)	(36,519)
Total Allocations	(231,845)	(266,980)	(312,131)	(295,251)	(28,271)
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Technical Services Rate Schedule

Fee Code	Fee Code Description - Allocable to Sewer and Water 20-40-3015	Amount
001	Standard Administrative Processing Fee	\$ 24.00
002	Refund of Permit Fees Processing Fee	\$ 24.00
010	Residential Minor Permit Fee	\$ 60.00
011	Residential Major/New Const Permit Fee	\$ 175.00
012	Inspection Fee	\$ 41.00
060	Disconnect Water/Sewer Fee	\$ 65.00
019	Commercial Major/New Construction Permit Fee	\$ 175.00
021	Commercial Minor Permit Fee	\$ 60.00

Fee Code	Fee Code Description - Allocable to Sewer 20-42-3015	Amount
059	Disconnect Sewer Only	\$ 65.00
013	Residential Sewer Pump System Review Fee	\$ 171.00
061	Residential Minor Permit Fee - Sewer Only Customer	\$ 60.00
062	Residential Major/New Const Permit Fee - Sewer Only Customer	\$ 175.00
063	Septic Tank Abandonment Review Fee	\$ 41.00
064	Commercial Minor Permit Fee - Sewer Only Customer	\$ 60.00
065	Commercial Major/New Construction Permit Fee - Sewer Only Customer	\$ 175.00
066	Inspection Fee - Sewer Only Customer	\$ 41.00
067	Repeat Inspection - Escrow Sewer Air Test	\$ 41.00
068	Standard Administrative Processing Fee - Sewer Only Customer	\$ 24.00
069	Refund of Permit Fees Processing Fee - Sewer Only Customer	\$ 24.00
072	Connection Fee Refund Processing Fee	\$ 87.00

Fee Code	Connection Fees	Amount
201	Sewer	\$ 1,000.00
103	Water 3/4 Inch	\$ 2,500.00
104	Water 1 inch	\$ 3,000.00
138	Fire Sprinkler	\$ 1,200.00

Fee Code	Building Permit Deposits	Deposit Amount	Billed
032	Sewer Development Agreement	\$ 1,000.00	A/C
031	Water Development Agreement	\$ 1,000.00	A/C
086	Major Commercial Permit	\$ 525.00	A/C
033	Easement Research	\$ 60.00	A/C

A/C = Actual Cost

Information Technology Budget Schedule

The Information Technology team manages the District’s information systems and technology resources, striving to provide its internal customers with the tools and information they need in an efficient and reliable manner. The Information Technology budget encompasses staff time and consultant costs related to management and administration, as well as direct costs for information technology hardware (workstations, servers, printers, scanners, etc.); materials and supplies; and enterprise software purchases and annual maintenance costs.

Department 90-43 department created in 2016 is part of the Support Services Division. For accounting purposes 90-43 rolls up into Fund 90.

Information Technology 90.43

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Operating Expenses:					
Personnel cost	-	39,728	47,732	15,938	(23,790)
Professional Services	-	55,008	57,094	95,660	40,652
Charges & Services	33,998	53,381	51,879	44,836	(8,545)
Materials & Supplies	27,919	23,700	19,652	32,005	8,305
Insurance	-	-	-	336	336
Utilities	-	-	-	312	312
Governance & Support Services	(61,917)	(171,817)	(176,357)	(189,087)	(17,270)
Total Operating Expenses	-	-	-	-	-
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

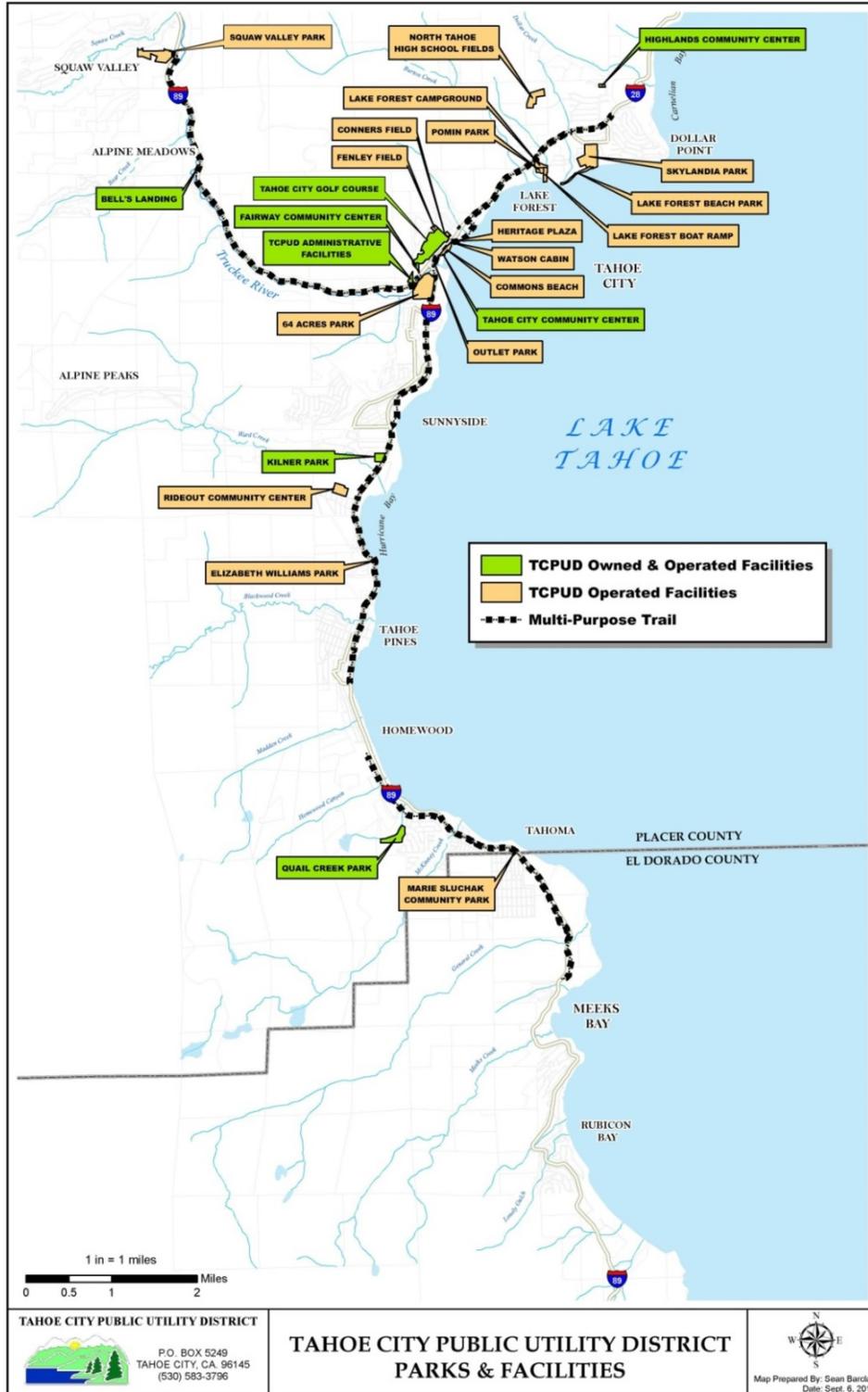
Geographic Information Systems

The Geographic Information Systems team manages District asset data; District infrastructure and system mapping; and provides responsive office and field applications to staff that allow for effective access to critical District data.

Geographic Information System 20.43

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Direct Operating Expenses					
Personnel cost	\$ -	\$ -	\$ 115,528	\$ 153,378	\$ 153,378
Professional Services	-	-	25,000	-	-
Charges & Services	-	-	15,775	29,823	29,823
Materials & Supplies	-	-	440	3,550	3,550
Insurance	-	-	-	3,079	3,079
Utilities	-	-	100	300	300
Total Direct Operating Expenses	-	-	156,843	190,130	190,130
Net Income (Loss) Before Non-Operating and Allocations	-	-	(156,843)	(190,130)	(190,130)
Allocations					
Governance & Support Services	-	-	50,951	56,002	56,002
GIS Allocation	-	-	(207,794)	(246,132)	(246,132)
Total Allocations	-	-	(156,843)	(190,130)	(190,130)
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -
GIS Allocation					
Water Production 23.11	\$ -	\$ -	\$ 45,027	\$ 48,047	48,047
Storage, Transmission and Distribution 23.12	-	-	40,817	47,126	47,126
Sewer Pump Stations 25.21	-	-	33,746	45,855	45,855
Sewer Line Maintenance 25.22	-	-	32,717	40,799	40,799
Parks 10.19	-	-	55,487	64,305	64,305
	\$ -	\$ -	\$ 207,794	\$ 246,132	\$ 246,132

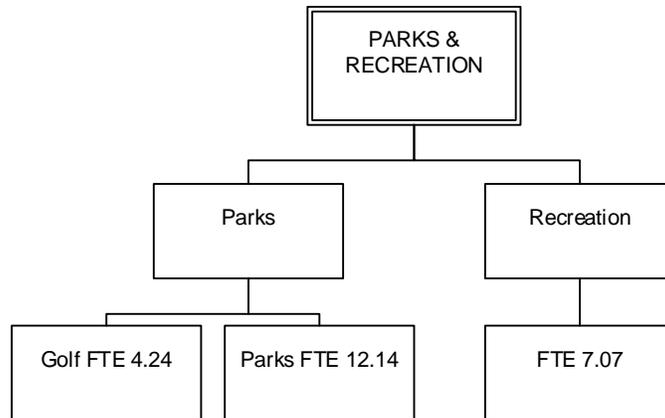
PARKS, GOLF AND RECREATION



Parks, Golf and Recreation Overview

The Parks, Golf, and Recreation Department is committed to providing quality parks and recreational services to its visitors, residents, rate payers and community. We encourage and support community participation with the improvement and development of our parks and recreation offerings. We approach parks and recreation with a balanced approach: weighing desired and needed services against the cost to provide them. The Parks, Golf, and Recreation Budget reflects increased costs to provide continuous high quality facilities and programs. The Parks, Golf, and Recreation Department operates and maintains parks, beaches, 23 miles of bike trails, golf course property, a boat launching facility, a campground and the Tahoe City downtown sidewalks. In addition, the TCPUD sponsors numerous recreation programs, special events, operates the Rideout Community Center, and rents community buildings for the benefit of residents and visitors.

Operating grants are used to help support parks and recreation facilities and programs. Currently in place is a Placer County Maintenance Service agreement that addresses Lake Forest Beach Park, Commons Beach Park, Heritage Plaza, Customs House, Squaw Valley Park, Squaw Valley bike trail, Lake Shore and North Shore Bike Trail winter snow removal, and the Transit Center. The State of California Department of Transportation Maintenance Agreement addresses maintenance of the bike trails. The trails maintained are State Route 89 from Sugar Pine Point State Park to Squaw Valley Road and State Route 28 from 400 feet north of Jack Pine Avenue to Dollar Drive. The State of California – Department of Boating and Waterways grant supports the sailing program. Below is the Structure and Budget Roll up chart.



Homewood Bike Trail Ribbon Cutting Ceremony

Parks, Golf and Recreation Combined Budget Schedule

The following Combined Parks, Golf, and Recreation schedule includes all departments for parks, golf property, recreation, and administration. It also includes all non-operating costs and shows the change in fund balance and net inflows. The 2017 budget is estimating a \$1,646,433 increase to the General Fund, down from \$2,112,459 in the 2016 budget.

Combined Parks, Golf, and Recreation Operating, Net Income, and Change in Fund Balance

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ 354,108	\$ 400,595	\$ 402,740	\$ 728,939	\$ 328,344
Sidewalk Assessment Revenue	23,843	24,324	23,108	24,918	594
Grant Revenue	335,309	337,633	369,952	397,572	59,939
Rental Income	93,304	88,900	83,315	107,389	18,489
Other	136,849	132,674	145,552	182,441	49,767
Total Revenue	943,413	984,126	1,024,667	1,441,259	457,133
Direct Operating Expenses					
Personnel cost	1,460,102	1,488,896	1,464,885	1,807,681	318,785
Professional services	42,877	27,275	16,505	10,350	(16,925)
Charges & Services	283,616	292,400	263,499	375,052	82,652
Materials and supplies	349,695	404,025	302,869	557,243	153,218
Insurance	30,846	35,138	38,077	42,540	7,402
Utilities	225,643	221,628	181,547	197,683	(23,945)
Total Direct Operating Expenses	2,392,779	2,469,362	2,267,382	2,990,549	521,187
Net Operating Income (Loss)	(1,449,366)	(1,485,236)	(1,242,715)	(1,549,290)	(64,054)
Non Direct Operating Expenses					
Governance & Support Services	459,350	671,167	685,333	825,026	153,859
GIS Allocation	-	-	55,487	64,305	64,305
Project recovery - Operating	68,179	135,000	70,000	135,000	-
Total Non Direct Operating Expenses	527,529	806,167	810,818	1,024,331	218,164
Tax Revenue	1,976,895	2,291,403	2,053,533	2,573,621	282,218
Net Operating Income	\$ -				
Non-Operating Revenue and Expenses					
Property Tax	3,615,061	2,853,445	3,176,497	2,781,951	(71,494)
Interest Income	88,204	44,424	89,396	46,644	2,220
Proceeds from asset Sales	1,525	360	1,200	360	-
Other	293	480	60	480	-
Pension Asset Amortization	-	(74,671)	-	-	74,671
County Collection Fee	(109,790)	(115,596)	(114,272)	(116,604)	(1,008)
Total Non-Operating Revenue (Expenses)	3,595,293	2,708,442	3,152,881	2,712,831	4,389
Net Income before Other Non-Operating	3,595,293	2,708,442	3,152,881.00	2,712,831	4,389
Other Non Operating					
Capital Grant Revenue	371,144	2,840,732	2,336,161	1,725,190	(1,115,542)
Contributed Capital	2,025	-	-	-	-
Capital outlay	(1,115,993)	(3,511,386)	(3,222,051)	(2,791,588)	719,798
Change in Fund Balance	\$ 2,852,469	\$ 2,037,788	\$ 2,266,991	\$ 1,646,433	\$ (391,355)
Adjustments for Cash Flow					
Pension Asset Amortization	-	74,671	-	-	(74,671)
Total Adjustments for Cash Flow	-	74,671	-	-	(74,671)
Net inflows (outflows)	\$ 2,852,469	\$ 2,112,459	\$ 2,266,991	\$ 1,646,433	\$ (466,026)

The following Combined Parks, Golf, and Recreation Net Operating Income budget schedule shows each major area broken out through net operating income. The Parks and Recreation Administration (10.90) department is allocated out to each area based on an expense allocation formula.

It should be noted that in 2016 golf operations were in department 10-20 but since TCPUD has decided to assume the summer and winter operations at the golf property year new departments were created. They are 10-31 (Pro Shop), 10-32 (Food and Beverage), 10-33 (Grounds), and 10-34 (Winter Sports Park) were created to capture the cost to operate the golf property.

Combined Parks, Recreation, and Golf
Net Operating Income

	Parks Summary (Depts 11 - 19)	All Recreation Summary (Depts 21-29)	Golf Course Property (Depts 31 - 34)	Parks and Recreation 10.90	Total Parks and Recreation Fund
Revenues					
User Fees	\$ 138,300	\$ 299,900	\$ 290,739	\$ -	\$ 728,939
Sidewalk Assessment Revenue	24,918	-	-	-	24,918
Grant Revenue	372,572	25,000	-	-	397,572
Rental Income	83,000	-	24,389	-	107,389
Other	88,450	39,150	54,841	-	182,441
Total Revenue	707,240	364,050	369,969	-	1,441,259
Direct Operating Expenses					
Personnel cost	925,514	344,594	316,449	221,124	1,807,681
Professional services	9,000	600	750	-	10,350
Charges & Services	156,130	121,720	77,651	19,551	375,052
Materials and supplies	414,812	47,111	93,020	2,300	557,243
Insurance	21,166	8,252	7,954	5,168	42,540
Utilities	159,296	300	36,827	1,260	197,683
Total Direct Operating Expenses	1,685,918	522,577	532,651	249,403	2,990,549
Net Operating Income (Loss) Before Other Direct Expenses, Allocations, and Non-Operating Expenses					
	(978,678)	(158,527)	(162,682)	(249,403)	(1,549,290)
Other Direct Expenses and Project Recovery					
Project recovery - Operating	135,000	-	-	-	135,000
Total Other Direct Expenses and Project Recovery	135,000	-	-	-	135,000
Allocations					
Parks & rec. admin allocation	160,506	42,902	45,995	(249,403)	-
Governance & Support Services	499,879	157,229	167,918	-	825,026
GIS Allocation	64,305	-	-	-	64,305
Total Allocations	724,690	200,131	213,913	(249,403)	889,331
Net Income (loss) before tax revenue					
	(1,838,368)	(358,658)	(376,595)	-	(2,573,621)
Tax Revenue	1,838,368	358,658	376,595	-	2,573,621
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Parks, Golf and Recreation Department 2017 Strategic Initiatives, Goals and Measures

The 2017 Parks, Golf, and Recreation Department Strategic Initiatives, Goals and Measures are listed below. The entire District's Strategic Plan, Goals and Measures are outlined on pages 25-30.

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017
3 Provide Sustainable, Customer Responsive, Recreation & Leisure Opportunities	3.1 Expand Recreational Offerings & Programs	3.1.A Monitor & evaluate operations & programming of TC Ice Rink. Make changes, add programs as necessary. Determine additional operating needs. 3.1.B Monitor & evaluate operations of winter snow removal of bike trails. Work with Caltrans, Placer County & property owners. Adapt operations as necessary 3.1.C Monitor & evaluate golf course & pro shop operations. Work with expand & improve number of rounds & recreation offerings 3.1.D Document & follow up with Caltrans HWY 89 EIP impacts to bike trails. 3.1.E Mitigate operational & capital impacts to bike trails due to Fanny Bridge Project Construction 3.1.F Monitor & analyze food & beverage operations. Draft lease extensions as appropriate
	3.2 Develop Parks & Recreation Master Plan	3.2.A Complete Phase I - Complete asset replacement costs & evaluate age & condition of parks infrastructure 3.2.B Develop Master Plans for Skylandia Park & Lake Forest Boat Ramp Parking, Golf Course
	3.3 Update Leases & Agreements for Park Facilities	3.3.A Complete negotiations for renewed MSA's with Placer County 3.3.B Negotiate Lease Amendment with TTUSD for Rideout School Regarding changes in 2017/18
	3.4 Implement Parks Infrastructure Renewal Projects per 5 Year Capital Plan	3.4.A Install new lights at Conners Field 3.4.B Install solution to stabilize Midway Trail 3.4.C Develop plan for Bell's Landing erosion issues 3.4.D Construct ADA accessible playground at Marie Sluchak Park 3.4.E Replace Skylandia Camp Lodge 3.4.F Finalize design/permitting for installation of Rideout Entry Sign at SR89 in 2018 3.4.G Purchase/construct capital improvements to Golf Course
	3.5 Increase Utilization of Rideout Community Center	3.5.A Develop plan for moving out of Rideout for 2017/18 school year. Determine changes in recreation needs 3.5.B Implement recreation office changes due to Rideout closure
	3.6 Increase Participation in District Recreation Programs	3.6.A Improve results in meeting cost recovery goals 3.6.B Increase programming for adult & special interest classes
	3.7 Participate in Planning for Tahoe City Lodge Club House & Parking Improvements	3.7.A Negotiate various agreements with developer which ensure enhanced recreational opportunities & other MOU partners' goals
	3.8 Fully Implement VUEWorks Maintenance Management System	3.8.A Implement VUEWORKS mobile application, & capture all staff time through VUEWorks

Parks Department

TCPUD plans, develops, operates and maintains quality park, trail and recreation facilities to serve residents, property owners and visitors.

Parks Overview

The Parks Department operates and maintains, for the benefit of its community; seven athletic fields, nine community parks, three beach parks, a campground, boat ramp, golf course property, ice rink, six tennis courts, dog park, 23 miles of multi-use trails and five community buildings receiving over one million user visits annually. Also, the Parks Department oversees the Nordic Center, five playgrounds, river ingress/egress facilities, two portable stages, sidewalks, 118 streetlights, four public plazas and the Tahoe City Wye island.



Outlet Parcel

The following Parks Budget Schedule expense section has been reformatted into four distinct sections in an attempt to better classify expenses. The sections are 1) Direct Operating Expenses, 2) Other Direct Cost and Project Recovery 3) Allocations, and 4) Non-Operating Expense.

Parks Budget Schedules

Parks Summary (Depts 11 - 19)

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ 102,146	\$ 104,470	\$ 136,336	\$ 138,300	\$ 33,830
Sidewalk Assessment Revenue	23,843	24,324	23,108	24,918	594
Grant Revenue	314,473	314,133	315,129	372,572	58,439
Rental Income	93,304	88,900	83,315	83,000	(5,900)
Other	70,547	72,000	86,669	88,450	16,450
Total Revenue	604,313	603,827	644,557	707,240	103,413
Direct Operating Expenses					
Personnel cost	939,968	933,604	904,560	925,514	(8,090)
Professional services	27,472	13,975	10,545	9,000	(4,975)
Charges and services	158,103	134,158	141,105	156,130	21,972
Materials and supplies	285,653	330,689	259,498	414,812	84,123
Insurance	19,263	21,252	23,457	21,166	(86)
Utilities	165,285	171,853	170,385	159,296	(12,557)
Total Direct Operating Expenses	1,595,744	1,605,531	1,509,550	1,685,918	80,387
Net Operating Income (Loss) Before Other Expenses and Allocations	(991,431)	(1,001,704)	(864,993)	(978,678)	23,026
Other Operating Expenses and Project Recovery					
Project recovery - Operating	60,880	135,000	70,000	135,000	-
Total Other Operating Expenses and Project Recovery	60,880	135,000	70,000	135,000	-
Allocations					
¹ Parks allocation	(37,101)	(38,598)	-	-	38,598
Parks & rec. admin allocation	160,008	177,410	180,391	160,506	(16,904)
Governance & Support Services	294,756	462,963	497,748	499,879	36,916
GIS Allocation	-	-	55,487	64,305	64,305 ¹
Total Allocations	417,663	601,775	733,626	724,690	122,915
Tax Revenue	1,469,974	1,738,479	1,668,619	1,838,368	99,889
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

¹ 2015 and 2016 parks allocation will not clear due to creation of new Golf Course Property departments

The following table shows the 2017 Parks' Departments Budget by individual departments.

	Athletic Fields & Courts Dept. 10.11	Beaches Dept. 10.12	Boat Ramp & Campground Dept. 10.13	Community Buildings Dept. 10.14	Parklands Dept. 10.15	Property Management Dept. 10.16	Sidewalk and Amenities Dept. 10.17	Recreation Trails Dept. 10.18	Parks Allocable Dept. 10.19	Total Parks
Revenues										
User Fees	\$ -	\$ -	\$ 137,600	\$ -	\$ -	\$ -	\$ -	\$ 700	\$ -	\$ 138,300
Sidewalk Assessment Revenue	-	-	-	-	-	-	24,918	-	-	24,918
Grant Revenue	-	68,376	-	-	9,300	76,536	-	218,360	-	372,572
Rental Income	9,750	18,100	-	42,000	13,150	-	-	-	-	83,000
Other	-	10,450,000	24,000,000	19,000,000	19,500,000	-	2,500,000	12,000,000	1,000	88,450
Total Revenue	9,750	96,926	161,600	61,000	41,950	76,536	27,418	231,060	1,000	707,240
Direct Operating Expenses										
Personnel cost	105,155	82,113	103,177	90,824	122,772	38,881	16,560	123,265	242,767	925,514
Professional services	-	500	500	-	-	-	-	-	8,000	9,000
Charges & Services	11,878	10,375	15,162	41,769	18,519	-	350	31,670	26,407	156,130
Materials and supplies	58,755	25,435	19,205	78,940	58,105	2,350	6,630	116,440	48,952	414,812
Insurance	2,573	2,031	2,820	2,189	2,966	879	387	2,845	4,476	21,166
Utilities	19,940	16,024	9,279	72,288	11,586	-	10,255	6,364	13,560	159,296
Total Direct Operating Expenses	198,301	136,478	150,143	286,010	213,948	42,110	34,182	280,584	344,162	1,685,918
Net Operating Income (Loss) Before Other Expenses and Allocations	(188,551)	(39,552)	11,457	(225,010)	(171,998)	34,426	(6,764)	(49,524)	(343,162)	(978,678)
Other Operating Expenses and Project Recovery										
Project recovery - Operating	-	-	-	-	-	-	-	-	135,000	135,000
Total Other Operating Expenses and Project Recovery	-	-	-	-	-	-	-	-	135,000	135,000
Allocations										
Parks allocation	76,741	54,380	56,665	126,184	84,987	17,101	14,161	112,248	(542,467)	-
Recreation allocation	-	-	-	-	-	-	-	-	-	-
Parks & rec. admin allocation	22,446	16,197	16,545	36,686	24,860	5,099	4,282	34,391	-	160,506
Governance & Support Services	84,406	59,185	61,781	44,071	92,267	18,544	15,423	124,202	-	499,879
GIS Allocation	-	-	-	-	-	-	-	-	64,305	64,305
	183,593	129,762	134,991	206,941	202,114	40,744	33,866	270,841	(478,162)	724,690
Tax Revenue	372,144	169,314	123,534	431,951	374,112	6,318	40,630	320,365	-	1,838,368
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Summary Parks of Operations

Revenue

The following table shows parks revenue by department compared to last year's budget, excluding tax revenue. Parks revenue is budgeted to increase by 17.1% or \$103,413 from last year's budget primarily due to the increased revenue derived from daily boating fees and increased grant revenue for winter snow removal.

Parks Revenue	Budget		Inc. (Dec.)	%
	2016	2017		
Athletic Fields and Courts	\$ 13,250	\$ 9,750	\$ (3,500)	-26.4%
Beaches	22,350	28,550	\$ 6,200	27.7%
Lake Forest Boat Ramp & Campground	128,470	161,600	\$ 33,130	25.8%
Community Buildings	53,800	61,000	\$ 7,200	13.4%
Parklands	25,600	32,650	\$ 7,050	27.5%
Sidewalk & Amenities	26,824	27,418	\$ 594	2.2%
Recreation Trails	19,400	12,700	\$ (6,700)	-34.5%
Grants	314,133	372,572	\$ 58,439	18.6%
Parks Allocable	-	1,000	1,000	n/a
Total	\$ 603,827	\$ 707,240	\$ 103,413	17.1%

The following Tax Revenue Subsidy table compares change in the tax revenue subsidy required to provide parks and community facilities services to the community. Overall, the tax revenue needed to support park's operations increased by 5.7% or \$99,889. The changes to the various departments is due increased repair and maintenance to facilities, moving out the Rideout facility, and adding winter snow removal.

Tax Revenue Subsidy	Budget		Inc. (Dec.)	%
	2016	2017		
Athletic Fields and Courts	\$ 333,905	\$ 372,144	\$ 38,239	11.5%
Beaches	167,919	169,314	1,395	0.8%
Lake Forest Boat Ramp & Campground	120,245	123,534	3,289	2.7%
Community Buildings	523,806	431,951	(91,855)	-17.5%
Parklands	319,392	374,112	54,720	17.1%
Property Management	2,112	6,318	4,206	199.1%
Sidewalk & Amenities	43,501	40,630	(2,871)	-6.6%
Recreation Trails	227,599	320,365	92,766	40.8%
Total	\$ 1,738,479	\$ 1,838,368	\$ 99,889	5.7%

Personnel Overview and Expenses

Personnel cost are down -.09% or -\$8,090 due to the allocation of parks staff to the new golf property operations.

Parks Full Time Equivalents

Full Time Equivalents (FTE)	2016		Change in	
	2016	2017	FTE	%
Full time Year Round	6.74	6.40	(0.34)	-5.0%
Part Time / Seasonal	5.57	5.74	0.17	3.1%
Total	12.31	12.14	(0.17)	-1.4%

The following two tables show two views into the parks direct operational cost. The first table shows the direct operational cost by expense category and the second table by department. Materials and supplies are up due to additional work scheduled to various Community Buildings. Material and supplies are up due to winter trail snow clearing equipment lease for Recreation Trails.

Direct Expenses by Category	Budget		Inc. (Dec.)	%
	2016	2017		
Personnel cost	\$ 933,604	\$ 925,514	(8,090)	-0.87%
Professional Services	13,975	9,000	(4,975)	n/a
Charges & Services	134,158	156,130	21,972	16.38%
Materials & Supplies	330,689	414,812	84,123	25.44%
Insurance	21,252	21,166	(86)	-0.40%
Utilities	171,853	159,296	(12,557)	-7.31%
Total	\$ 1,605,531	\$ 1,685,918	\$ 80,387	5.01%

Direct Expenses by Department (excl GAS)	Budget		Inc. (Dec.)	%
	2016	2017		
Athletic Fields and Courts	\$ 188,341	\$ 198,301	9,960	5.3%
Beaches	138,801	136,478	(2,323)	-1.7%
Public Access Boat Ramp & Campground	137,637	150,143	12,506	9.1%
Community Buildings	349,403	286,010	(63,393)	-18.1%
Parklands	190,062	213,948	23,886	12.6%
Property Management	41,449	42,110	661	1.6%
Sidewalk & Amenities	36,617	34,182	(2,435)	-6.6%
Recreation Trails	221,475	280,584	59,109	26.7%
Parks Allocable	301,746	344,162	42,416	14.1%
Total	\$ 1,605,531	\$ 1,685,918	\$ 80,387	5.01%

Fee Schedules

The following fee schedule shows the multiple facility rentals available consisting of: beaches, athletic fields, community centers, trails, classrooms, parks, courts, etc. for TCPUD residents, community and visitors.

FACILITY		RESIDENT						NON-RESIDENT					
		Merit		Non-Profit		Private		Merit		Non-Profit		Private	
		2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
ADMIN	Board Room < 25 ppl**	N/A	N/A	\$32	\$33	N/A	N/A	N/A	N/A	\$43	\$44	N/A	N/A
	Board Room > 25 ppl**	N/A	N/A	\$40	\$41	N/A	N/A	N/A	N/A	\$55	\$57	N/A	N/A
TCC	Upstairs Room	\$15	\$15	\$37	\$37	\$71	\$71	\$18	\$18	\$55	\$55	\$93	\$93
T TRAILS	Flat Rate**	\$137	\$141	\$137	\$137	\$137	\$141	\$137	\$141	\$137	\$141	\$137	\$141
HCC	Bldg**	\$14	\$14	\$42	\$42	\$97	\$97	\$21	\$21	\$56	\$56	\$133	\$133
	Bldg & Outside**	\$22	\$23	\$64	\$66	\$145	\$149	\$31	\$32	\$82	\$84	\$199	\$205
FCC	Fireside Room	\$12	\$12	\$32	\$32	\$54	\$54	\$15	\$15	\$41	\$41	\$73	\$73
	Lakeview Room	\$15	\$15	\$39	\$39	\$88	\$88	\$20	\$20	\$52	\$52	\$118	\$118
	Lakeview Room w/kitchen	\$37	\$37	\$89	\$89	\$170	\$170	\$48	\$48	\$119	\$119	\$232	\$232
	Tessie Room	\$16	\$16	\$48	\$48	\$111	\$111	\$22	\$22	\$67	\$67	\$150	\$150
	Entire Building	\$52	\$52	\$204	\$204	\$274	\$274	\$71	\$71	\$237	\$237	\$369	\$369
	Kitchen	\$22	\$22	\$52	\$52	\$85	\$85	\$29	\$29	\$69	\$69	\$114	\$114
HERITAGE	Entire Area**	\$20	\$21	\$40	\$41	\$60	\$62	\$32	\$33	\$60	\$62	\$93	\$96
COMMONS	Group BBQ Area	\$27	\$28	\$53	\$55	\$84	\$87	\$33	\$34	\$72	\$74	\$111	\$114
	Amphitheater	\$20	\$21	\$41	\$42	\$62	\$64	\$33	\$34	\$62	\$64	\$96	\$99
	BBQ & Amp.	\$40	\$41	\$68	\$70	\$113	\$116	\$52	\$54	\$105	\$108	\$176	\$181
	East Vista**	\$21	\$22	\$41	\$42	\$62	\$64	\$33	\$34	\$62	\$64	\$96	\$99
	West Vista**	\$21	\$22	\$41	\$42	\$62	\$64	\$33	\$34	\$62	\$64	\$96	\$99
	Parking Lot**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Beach Area**	\$40	\$41	\$68	\$70	\$113	\$116	\$40	\$41	\$105	\$108	\$159	\$164
	Whole Park-Day Rate**	\$311	\$320	\$621	\$640	N/A	N/A	\$479	\$493	\$955	\$984	N/A	N/A
FIELDS	Sport Fields	\$13	\$13	\$26	\$27	\$41	\$42	\$20	\$21	\$34	\$35	\$57	\$59
	Pomin Day Rate	\$107	\$110	\$201	\$207	\$335	\$345	\$143	\$147	\$270	\$278	\$450	\$464
NTHS	Upper or Bechdolt*	\$12	\$12	\$26	\$27	\$41	\$42	\$20	\$21	\$34	\$35	\$57	\$59
	Rideout	\$12	\$12	\$26	\$27	\$41	\$42	\$20	\$21	\$34	\$35	\$57	\$59
COURTS	Tennis Courts (Kilner)	\$9	\$9	\$11	\$11	\$12	\$12	\$12	\$12	\$13	\$13	\$18	\$19
	Volleyball Court (Kilner)	\$9	\$9	\$11	\$11	\$12	\$12	\$12	\$12	\$13	\$13	\$18	\$19
PARKS	Sky Park Group Picnic Area	\$21	\$22	\$44	\$45	\$72	\$74	\$27	\$28	\$55	\$57	\$96	\$99
	Kilner Group Picnic Area	\$16	\$16	\$34	\$35	\$60	\$62	\$23	\$24	\$44	\$45	\$77	\$79
	Sky Special Events 1/2 day**	\$81	\$83	\$201	\$207	\$419	\$432	\$107	\$110	\$270	\$278	\$562	\$579
	Sky Special Events all day**	\$160	\$165	\$401	\$413	\$667	\$687	\$217	\$224	\$541	\$557	\$902	\$929
RCC	Classroom	\$7	\$7	\$18	\$18	\$40	\$40	\$10	\$10	\$25	\$25	\$55	\$55
	Gym	\$7	\$7	\$22	\$22	\$52	\$52	\$11	\$11	\$31	\$31	\$69	\$69
	Kitchen	\$22	\$22	\$48	\$48	\$79	\$79	\$26	\$26	\$65	\$65	\$107	\$107
	Gym & Kitchen	\$30	\$30	\$72	\$72	\$134	\$134	\$38	\$38	\$97	\$97	\$180	\$180
	Entire Bldg-no Kitchen**	\$25	\$25	\$91	\$91	\$122	\$122	\$32	\$32	\$106	\$106	\$165	\$165
	Entire Bldg w/ Kitchen**	\$37	\$37	\$137	\$137	\$185	\$185	\$47	\$47	\$160	\$160	\$246	\$246

Fee Schedules (continued)

Kayak & Paddleboard Storage Rack Rental

- Available Lakefront storage space rental at Commons Beach, Skylandia Park and Lake Forest Beach
- Total number of racks is 6, each having 16 available rental spaces for a total of 96 storage spaces available for rent
- Rentals are available for TCPUD residents, community and visitors

Below are the Kayak Paddle Board Storage Rental Fees

	1 Per Space	2 Per Space
Kayak Paddle Board Storage Rental Fees	Boat/Board	Boats/Boards
Summer Rental/Resident ¹ (May 1 – September 30)	\$150	\$225
Summer Rental/Non-Resident (May 1 – Sept. 30)	\$200	\$300
Year-Round Rental/Resident ¹ (May 1 – April 30)	\$200	\$275
Year-Round Rental/Non-Resident (May 1 – April 30)	\$275	\$375
¹ TCPUD Residents qualify for Resident Fee. Proof of residency required.		

Lake Forest Boat Launch

The Lake Forest Boat Launch is operated and maintained by TCPUD and is open to all TCPUD residents, community and visitors. Below is the fee schedule:

Lake Forest Boat Ramp Fees / Passes	Fees / Passes
Daily (CA Resident)	\$15
Daily (Out of State)	\$20
Annual Pass (Resident)	\$265
Annual Pass (CA Resident)	\$375
Summer Pass ² (Resident)	\$195
Summer Pass ² (CA Resident)	\$275
² Summer Passes May 1 Sept. 30	

Plaque Program

The Plaque Program is available at the Commons Beach and Lakeside Trail areas only. This program is opened to all TCPUD residents, community and visitors. Below is the Donation Schedule.

Recognition Plaque Donation Program	Fees
Standard Post	\$1,500
Prime Post	\$2,000

Parks Budget Schedules (Departments 11 - 19)

Athletic Fields & Courts Department 10.11

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Rental Income	17,473	13,250	12,025	9,750	(2,275)
Total Revenue	<u>17,473</u>	<u>13,250</u>	<u>12,025</u>	<u>9,750</u>	<u>(2,275)</u>
Direct Operating Expenses					
Personnel cost	102,393	117,596	94,021	105,155	(12,441)
Professional Services	-	-	-	-	-
Charges & Services	12,872	11,675	8,900	11,878	203
Materials & Supplies	31,255	38,650	34,500	58,755	20,105
Insurance	3,061	2,875	3,385	2,573	(302)
Utilities	14,728	17,545	19,200	19,940	2,395
Total Direct Operating Expenses	<u>164,309</u>	<u>188,341</u>	<u>160,006</u>	<u>198,301</u>	<u>9,960</u>
Net Operating Income (Loss) Before Other Expenses and Allocations	(146,836)	(175,091)	(147,981)	(188,551)	(12,235)
Allocations					
Parks & rec. admin allocation	20,926	24,529	25,658	22,446	(2,083)
Parks allocation	54,507	55,763	72,556	76,741	20,978
Governance & Support Services	51,540	78,522	83,884	84,406	5,884
Total Allocations	<u>126,973</u>	<u>158,814</u>	<u>182,098</u>	<u>183,593</u>	<u>24,779</u>
Tax Revenue	273,809	333,905	330,079	372,144	37,014
Net Operating Income	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

The following table shows the task codes used to track revenue and expenses for each of the areas within the Athletic Fields and Courts Department.

<u>Task code</u>	<u>Description</u>	<u>Task code</u>	<u>Description</u>
1101-0000	NTHS Upper Ball fields	1106-0000	Kilner Courts
1102-0000	NTHS Tennis Courts	1107-0000	Fenley Field
1103-0000	Pomin Park	1108-0000	NTHS Bechdolt Field
1104-0000	Connors Field	1109-0000	Athletic Fields & Courts
1105-0000	TLS Tennis Courts	1110-0000	Rideout Facilities

Beaches Dept. 10.12

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Grant Revenue	66,369	67,027	67,028	68,376	1,349
Rental Income	15,754	15,350	17,189	18,100	2,750
Other	19,275	7,000	20,451	10,450	3,450
Total revenue	101,398	89,377	104,668	96,926	7,549
Direct Operating Expenses					
Personnel cost	68,247	85,423	66,609	82,113	(3,310)
Professional Services	3,333	500	2,795	500	-
Charges & Services	9,355	10,650	8,490	10,375	(275)
Materials & Supplies	18,213	24,360	21,025	25,435	1,075
Insurance	2,030	2,079	2,452	2,031	(48)
Utilities	12,958	15,789	14,500	16,024	235
Distribution account	-	-	-	-	-
Total Direct Operating Expenses	154,141	180,261	168,413	190,858	10,597
Net Income (Loss) Before Other Expenses and Allocations	(52,743)	(90,884)	(63,745)	(93,932)	(3,048)
Allocations					
Parks allocation	40,005	41,460	52,542	54,380	12,920
Recreation allocation	-	-	-	-	-
Parks & rec. admin allocation	15,028	18,785	18,581	16,197	(2,588)
Governance & Support Services	36,950	58,250	60,746	59,185	935
Engineering Allocation	-	-	-	-	-
Total Allocations	91,983	118,495	131,869	129,762	11,267
Tax Revenue	104,721	167,919	143,072	169,314	1,395
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

The following table shows the task codes used to track revenue and expenses to the individual beach locations.

<u>Task code</u>	<u>Description</u>	<u>Task code</u>	<u>Description</u>
1201-0000	Chambers Beach	1203-0000	Commons Beach
1202-0000	Lake Forest Beach	1209-0000	Beaches General

Boat Ramp & Campground Dept. 10.13

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ 102,146	\$ 104,470	\$ 136,000	\$ 137,600	\$ 33,130
Other	23,800	24,000	24,000	24,000	-
Total revenue	125,946	128,470	160,000	161,600	33,130
Direct Operating Expenses					
Personnel cost	77,787	98,536	74,963	103,177	4,641
Professional Services	-	500	-	500	-
Charges & Services	11,967	12,754	11,405	15,162	2,408
Materials & Supplies	16,677	14,455	17,600	19,205	4,750
Insurance	2,415	2,695	2,900	2,820	125
Utilities	8,353	8,697	9,200	9,279	582
Distribution account	-	-	-	-	-
Total Direct Operating Expenses	117,199	137,637	116,068	150,143	12,506
Net Income (Loss) Before Other Expenses and Allocations	8,747	(9,167)	43,932	11,457	20,624
Allocations					
Parks allocation	36,788	38,884	52,631	56,665	17,781
Recreation allocation	-	-	-	-	-
Parks & rec. admin allocation	13,685	17,302	18,612	16,545	(757)
Governance & Support Services	34,420	54,892	60,849	61,781	6,889
Engineering Allocation	-	-	-	-	-
Total Allocations	\$ 84,893	\$ 111,078	\$ 132,092	\$ 134,991	\$ 23,913
Tax Revenue	76,146	120,245	88,160	123,534	3,289
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

The following table shows the task codes used to track revenue and expenses to the Lake Forest boat ramp and campground.

<u>Task code</u>	<u>Description</u>
1301-0000	Lake Forest Boat Ramp
1302-0000	Lake Forest Campground
1309-0000	Lake Forest Public General

Community Buildings Dept. 10.14

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ -	\$ -	\$ -	\$ -	\$ -
Other	3,959	4,000	17,618	19,000	15,000
Total revenue	53,112	53,800	58,218	61,000	7,200
Direct Operating Expenses					
Personnel cost	160,174	129,910	151,472	90,824	(39,086)
Professional Services	200	-	-	-	-
Charges & Services	69,659	42,991	54,150	41,769	(1,222)
Materials & Supplies	72,619	83,230	66,615	78,940	(4,290)
Insurance	2,873	3,040	3,330	2,189	(851)
Utilities	92,276	90,232	89,750	72,288	(17,944)
Distribution account	-	-	-	-	-
Total Direct Operating Expenses	397,801	349,403	365,317	286,010	(63,393)
Net Income (Loss) Before Other Expenses and Allocations	(344,689)	(295,603)	(307,099)	(225,010)	70,593
Other Operating Expenses and Project Recovery					
Project recovery - Operating	4,003	-	-	-	-
Total Other Operating Expenses and Project Recovery	4,003	-	-	-	-
Allocations					
Parks allocation	155,349	113,315	165,654	126,184	12,869
Recreation allocation	-	-	-	-	-
Parks & rec. admin allocation	57,384	50,940	58,581	36,686	(14,254)
Governance & Support Services	43,270	63,948	99,518	44,071	(19,877)
Engineering Allocation	-	-	-	-	-
Total Allocations	\$ 256,003	\$ 228,203	\$ 323,753	\$ 206,941	\$ (21,262)
Tax Revenue	604,695	523,806	630,852	431,951	(91,855)
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

The following table shows the task codes used to track revenue and expenses to each individual community building.

Task code	Description	Task code	Description
1401-0000	Fairway Community Center	1407-0000	Portable Stage
1402-0000	Highlands Community Center	1408-0000	Rideout School Facility
1403-0000	Skylandia House	1409-0000	Community Buildings General
1404-0000	Tahoe Community Center	1410-0000	Watson Cabin
1406-0000	Administration Building		

Parklands Dept. 10.15

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ -	\$ -	\$ -	\$ -	\$ -
Grant Revenue	9,050	9,139	9,139	9,300	161
Other	13,324	16,500	19,100	19,500	3,000
Total revenue	30,371	34,739	41,192	41,950	7,211
Direct Operating Expenses					
Personnel cost	88,690	122,667	93,968	122,772	105
Professional Services	3,093	-	-	-	-
Charges & Services	19,851	18,399	18,427	18,519	120
Materials & Supplies	18,569	34,655	25,600	58,105	23,450
Insurance	2,853	3,043	3,250	2,966	(77)
Utilities	10,855	11,298	11,100	11,586	288
Distribution account	-	-	-	-	-
Total Direct Operating Expenses	143,911	190,062	152,345	213,948	23,886
Net Income (Loss) Before Other Expenses and Allocations	(113,540)	(155,323)	(111,153)	(171,998)	(16,675)
Allocations					
Parks allocation	53,532	57,708	69,081	84,987	27,279
Parks & rec. admin allocation	20,422	25,799	24,430	24,860	(939)
Governance & Support Services	48,151	80,562	79,867	92,267	11,705
Total Allocations	122,105	164,069	173,378	202,114	38,045
Tax Revenue	235,645	319,392	284,531	374,112	54,720
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

The following table shows the task codes used to track revenue and expenses to the individual parks and general use areas.

<u>Task code</u>	<u>Description</u>	<u>Task code</u>	<u>Description</u>
1501-0000	Elizabeth Williams Park	1509-0000	Parklands General
1502-0000	Highlands Park	1510-0000	Heritage Plaza
1503-0000	Kilner Park	1511-0000	Outlet Parcels
1504-0000	Quail Creek Property	1512-0000	Quail Lake Fire Treatment
1505-0000	Skylandia Park	1513-0000	Rideout Forest
1506-0000	Marie Sluchak Park	1514-0000	Dog Park
1507-0000	64 Acres	1515-0000	TCPUD Boardwalk/Vista
1508-0000	Bell's Landing	1516-0000	Parks Signage

Property Management Dept. 10.16

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ -	\$ -	\$ 336	\$ -	\$ -
Grant Revenue	75,694	74,607	75,045	76,536	1,929
Total revenue	75,694	74,607	75,381	76,536	1,929
Direct Operating Expenses					
Personnel cost	19,793	31,993	22,811	38,881	6,888
Professional Services	-	-	-	-	-
Charges & Services	2,326	1,000	1,300	-	(1,000)
Materials & Supplies	253	7,700	1,450	2,350	(5,350)
Insurance	657	756	1,000	879	123
Utilities	-	-	-	-	-
Total Direct Operating Expenses	23,029	41,449	26,561	42,110	661
Net Income (Loss) Before Other Expenses and Allocations	52,665	33,158	48,820	34,426	1,268
Allocations					
Parks allocation	8,295	12,369	12,044	17,101	4,732
Recreation allocation	-	-	-	-	-
Parks & rec. admin allocation	3,217	5,637	4,259	5,099	(538)
Governance & Support Services	7,603	17,264	13,924	18,544	1,280
Engineering Allocation	-	-	-	-	-
Total Allocations	19,115	35,270	30,227	40,744	5,474
Tax Revenue	(33,550)	2,112	(18,593)	6,318	4,206
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

The following table shows the task codes used to track revenue and expenses to the individual locations not owned by TCPUD.

<u>Task code</u>	<u>Description</u>	<u>Task code</u>	<u>Description</u>
1601-0000	Management - Other	1605-0000	Squaw Valley Park
1602-0000	Placer County Lots	1606-0000	Squaw Valley Bike Trail
1603-0000	Customs House landscaping	1607-0000	Transit Center
1604-0000	Customs House snow removal		

Sidewalk and Amenities Dept. 10.17

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ -	\$ -	\$ -	\$ -	\$ -
Sidewalk Assessment Revenue	23,843	24,324	23,108	24,918	594
Other	2,196	2,500	-	2,500	-
Total revenue	26,039	26,824	23,108	27,418	594
Direct Operating Expenses					
Personnel cost	15,184	18,576	12,777	16,560	(2,016)
Professional Services	420	5,000	-	-	(5,000)
Charges & Services	5,850	450	260	350	(100)
Materials & Supplies	1,730	2,630	2,575	6,630	4,000
Insurance	387	408	500	387	(21)
Utilities	9,275	9,553	9,200	10,255	702
Distribution account	-	-	-	-	-
Total Direct Operating Expenses	32,846	36,617	25,312	34,182	(2,435)
Net Income (Loss) Before Other Expenses and Allocations	(6,807)	(9,793)	(2,204)	(6,764)	3,029
Allocations					
Parks allocation	12,997	12,032	11,478	14,161	2,129
Recreation allocation	-	-	-	-	-
Parks & rec. admin allocation	4,964	5,125	4,059	4,282	(843)
Governance & Support Services	10,971	16,551	13,270	15,423	(1,128)
Engineering Allocation	-	-	-	-	-
Total Allocations	28,932	33,708	28,807	33,866	158
Tax Revenue	35,739	43,501	31,011	40,630	(2,871)
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

The following table shows the task code used to track revenues and expenses to the sidewalks.

<u>Task code</u>	<u>Description</u>
1701-0000	Sidewalks

Recreation Trails Dept. 10.18

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ -	\$ -	\$ -	\$ 700	\$ 700
Grant Revenue	163,360	163,360	163,917	218,360	55,000
Other	7,553	18,000	5,500	12,000	(6,000)
Total revenue	173,840	182,760	169,965	231,060	48,300
Direct Operating Expenses					
Personnel cost	77,910	116,328	88,061	123,265	6,937
Professional Services	15,000	-	-	-	-
Charges & Services	3,195	12,900	14,961	31,670	18,770
Materials & Supplies	88,780	83,515	50,432	116,440	32,925
Insurance	2,620	2,638	3,500	2,845	207
Utilities	6,890	6,094	6,500	6,364	270
Distribution account	-	-	-	-	-
Total Direct Operating Expenses	194,395	221,475	163,454	280,584	59,109
Net Income (Loss) Before Other Expenses and Allocations	(20,555)	(38,715)	6,511	(49,524)	(10,809)
Allocations					
Parks allocation	65,981	66,617	74,117	112,248	45,631
Parks & rec. admin allocation	24,382	29,293	26,211	34,391	5,098
Governance & Support Services	61,851	92,974	85,690	124,202	31,228
Engineering Allocation	-	-	-	-	-
Total Allocations	152,214	188,884	186,018	270,841	81,957
Tax Revenue	172,769	227,599	179,507	320,365	92,766
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

The following table shows the task codes used to track revenue and expenses to each individual trail location.

<u>Task code</u>	<u>Description</u>
1801-0000	West Shore Trail
1802-0000	North Shore Trail
1803-0000	Wye
1804-0000	Truckee River Trail
1805-0000	Lakeside Trail - downtown
1809-0000	Trails - General

Parks Department
Parks Allocable Dept. 10.19

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Other	\$ 440	\$ -	\$ -	\$ 1,000	\$ 1,000
Total revenue	440	-	-	1,000	1,000
Operating Expenses					
Personnel cost	329,790	212,575	299,878	242,767	30,192
Professional Services	5,426	7,975	7,750	8,000	25
Charges & Services	23,028	23,339	23,212	26,407	3,068
Materials & Supplies	37,557	41,494	39,701	48,952	7,458
Insurance	2,367	3,718	3,140	4,476	758
Utilities	9,950	12,645	10,935	13,560	915
Parks allocation	(464,555)	(436,746)	(510,103)	(542,467)	(105,721)
GIS Allocation	-	-	55,487	64,305	64,305
Project recovery - Operating	56,877	135,000	70,000	135,000	-
Total Operating Expenses	440	-	-	1,000.00	1,000.00
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Parks Department 10-19, Parks Allocable is the administrative overhead for the Parks Department and is allocated to the Parks and Golf operating departments based on the percentage of direct expenses of each department to total direct expense for all of the Parks Department. The following shows the amount allocated to each of the park's departments.

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Athletic Fields & Courts Dept. 10.11	\$ 54,507	\$ 55,763	\$ 72,556	\$ 76,741	\$ 20,978
Beaches Dept. 10.12	40,005	41,460	52,542	54,380	12,920
Boat Ramp & Campground Dept. 10.13	36,788	38,884	52,631	56,665	17,781
Community Buildings Dept. 10.14	155,349	113,315	165,654	126,184	12,869
Parklands Dept. 10.15	53,532	57,708	69,081	84,987	27,279
Property Management Dept. 10.16	8,295	12,369	12,044	17,101	4,732
Sidewalk and Amenities Dept. 10.17	12,997	12,032	11,478	14,161	2,129
Recreation Trails Dept. 10.18	65,981	66,617	74,117	112,248	45,631
	\$ 427,454	\$ 398,148	\$ 510,103	\$ 542,467	\$ 144,319

Parks Allocable has two task codes:

<u>Task code</u>	<u>Description</u>
1901-0000	Parks - General
1902-0000	Parks - Shop

Golf Course Property Department

TCPUD plans, develops, operates and maintains quality park, trail and recreation facilities to serve residents, property owners and visitors.

Golf Course Property Overview

At the end of 2016, Duncan Golf Management and TCPUD mutually agreed to go in different directions and TCPUD official took over the operation of the golf course property and signed a contract with a new food and beverage session. These changes are anticipated to increase costs, but also increase revenue.

Summer Operations

In the summer the golf course will be under District management in 2017. The 9 hole, 2,691 yard, par 33 golf course has been a pillar in the community since 1917. The District plans to improve the quality of the course, add more clinics and programs for kids and women and increase overall use of the facility. The course will celebrate its 100th year anniversary this summer.



Aerial View of the Golf Course

Winter Operations

In the winter, the golf course property is converted into the Tahoe City Winter Sports Park which features 4.0 kilometers (2.48 miles) of groomed cross country and snow shoe trails, a sledding hill, and new at the end of 2016 an outdoor, 50' x 80' modular (portable) ice skating rink. The Winter Sports Park is operated by Tahoe Cross Country as part of their concession agreement with the District.



Ice Rink at the Winter Sports Park

The following Golf Course Property Budget Schedule is a new department added as a result of TCPUD taking over the golf property operations. The expense section are formatted into four distinct sections in an attempt to better classify expenses. The sections are 1) Direct Operating Expenses, 2) Other Direct Cost and Project Recovery 3) Allocations, and 4) Non-Operating Expense.

Golf Course Property Budget Schedule

Net Operating Income					
	Actual	Budget	Projected	Budget	\$ Chg
	2015	2016	2016	2017	2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ -	\$ -	\$ -	\$ 290,739	\$ 290,739
Rental Income	-	-	-	24,389	24,389
Other	28,030	23,724	21,716	54,841	31,117
Total Revenues	<u>28,030</u>	<u>23,724</u>	<u>21,716</u>	<u>369,969</u>	<u>346,245</u>
Direct Operating Expenses					
Personnel cost	8,750	19,413	22,337	316,449	297,036
Professional services	9,407	12,500	5,560	750	(11,750)
Charges and services	12,662	17,991	7,500	77,651	59,660
Materials and supplies	21,932	23,600	5,676	93,020	69,420
Insurance	454	453	151	7,954	7,501
Utilities	58,652	48,115	10,483	36,827	(11,288)
Total Direct Operating Expenses	<u>111,857</u>	<u>122,072</u>	<u>51,707</u>	<u>532,651</u>	<u>410,579</u>
Net Operating Income (Loss) Before Other Expenses and Allocations	(83,827)	(98,348)	(29,991)	(162,682)	(64,334)
Other Operating Expenses and Project Recovery					
Project recovery - Operating	7,299	-	-	-	-
Total Other Operating Expenses and Project Recovery	<u>7,299</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Allocations					
Parks allocation	37,101	38,598	-	-	(38,598)
Parks & rec. admin allocation	12,824	16,985	5,704	45,995	29,010
Governance & Support Services	34,459	53,140	18,651	167,918	114,778
Total Allocations	<u>84,384</u>	<u>108,723</u>	<u>24,355</u>	<u>213,913</u>	<u>105,190</u>
Tax Revenue	175,510	207,071	54,346	376,595	169,524
Net Operating Income	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

The following golf schedule shows the new departments added to capture all cost associated with operating the golf course property year round. The negative tax revenue of \$73,618 in the Golf Proshop represents tax subsidy not needed for golf operations. All other golf departments are budgeted to receive a tax subsidy.

	Golf Proshop Dept. 10.31	Food and Beverage 10.32	Golf Grounds 10.33	Winter Sports Park 10.34	Total Golf Course Property
Revenues					
User Fees	\$ 290,739	\$ -	\$ -	\$ -	\$290,739
Rental Income	24,389	-	-	-	24,389
Other	20,000	17,741	-	17,100	54,841
Total Revenues	335,128	17,741	-	17,100	369,969
Direct Expenses					
Personnel cost	128,436	3,976	147,043	36,994	316,449
Professional services	250	-	-	500	750
Charges & Services	33,591	6,500	24,385	13,175	77,651
Materials and supplies	19,100	4,000	63,070	6,850	93,020
Insurance	3,279	84	3,316	1,275	7,954
Utilities	2,243	8,848	9,540	16,196	36,827
Total Direct Expenses	186,899	23,408	247,354	74,990	532,651
Net Income (Loss) from Operations	148,229	(5,667)	(247,354)	(57,890)	(162,682)
Non Direct Expenses					
Parks & rec. admin allocation	(15,839)	(2,150)	(20,651)	(7,355)	(45,995)
Governance & Support Services	(58,772)	(7,902)	(74,873)	(26,371)	(167,918)
Net Income (loss) before tax revenue	73,618	(15,719)	(342,878)	(91,616)	(376,595)
Tax Revenue	(73,618)	15,719	342,878	91,616	376,595
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Golf Full Time Equivalents

Full Time Equivalents (FTE)	2016	2017	Change in	
			FTE	%
Full time Year Round	-	1.91	1.91	100.0%
Part Time / Seasonal	-	2.33	2.33	100.0%
	-	4.24	4.24	100.0%

The following positions have been added to the budget to support the golf course property; Golf Course Manager, Senior Golf Operations Specialist, seasonal golf maintenance worker, golf water technicians, cashiers, and starters.

Golf Proshop Dept. 10.31

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ -	\$ -	\$ -	\$ 290,739	\$ 290,739
Other	28,030	23,724	21,716	20,000	(3,724)
Total Revenues	28,030	23,724	21,716	335,128	311,404
Direct Operating Expenses					
Personnel cost	4,490	6,471	15,401	128,436	121,965
Professional Services	8,437	-	5,560	250	250
Charges & Services	6,532	-	-	33,591	33,591
Materials & Supplies	5,304	1,270	5,676	19,100	17,830
Insurance	200	151	151	3,279	3,128
Utilities	1,373	400	739	2,243	1,843
Total Direct Operating Expenses	26,336	8,292	27,527	186,899	178,607
Net Operating Income (Loss) Before Other Expenses and Allocations	1,694	15,432	(5,811)	148,229	132,797
Allocations					
Parks allocation	8,736	2,622	-	-	(2,622)
Parks & rec. admin allocation	3,020	1,154	3,037	15,839	14,685
Governance & Support Services	8,113	3,610	9,929	58,772	55,162
Total Allocations	19,869	7,386	12,966	74,611	67,225
Tax Revenue	\$ 18,175	\$ (8,046)	\$ 18,777	\$ (73,618)	\$ (65,572)
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

2017 Golf Course Fee Schedule



GREENS FEES

Daily Rate 18-Hole Play

Type	Rate
Adult	\$60
Seniors (65+)	\$10 off posted green fees
Military	\$10 off posted green fees
Students (18-23)	\$10 off posted green fees
Juniors (17 and under)	\$25
Twilight (unlimited after 4 pm)	\$30
Cart Rental	\$30

Daily Rate 9-Hole Play

Type	Rate
Adult	\$35
Seniors (65+)	\$10 off posted green fees
Military	\$10 off posted green fees
Students (18-23)	\$10 off posted green fees
Juniors (17 and under)	\$15
Cart Rental	\$20

SEASON PASSES* (Carts not Included)

Unlimited Play Passes

Type	Rate
Adult Pass	\$595
Couples Pass (2 adults - married/domestic)	\$1,095
Family Pass (2 adults - married/domestic + all children 17 & under)	\$1,195
Junior Pass (17 and under)	\$150
Junior Pass with Parent Pass Holder	\$100

Limited Play Passes

Type	Rate
Midweek Adult Pass - Monday-Friday	\$395
<i>\$10 discount off Daily Rate for weekend play</i>	

Member Card

Type	Rate
Members Card (Includes 1 Free round + \$10 off posted Daily Rates)	\$100

Cart Passes

Type	Rate
Individual	\$200
Couples/Family	\$250
Senior (65 and over)	\$150

*Pass and Member Card Holders

Includes a Commemorative 100th Anniversary gift
 Receive 20% off in the Pro Shop
 Advanced Tee times not available June 30 - July 5

Food and Beverage 10.32

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ -	\$ -	\$ -	\$ -	\$ -
Other	-	-	-	17,741	17,741
Total revenue	-	-	-	17,741	17,741
Direct Operating Expenses					
Personnel cost	-	-	-	3,976	3,976
Professional Services	-	-	-	-	-
Charges & Services	-	-	-	6,500	6,500
Materials & Supplies	4,959	766	-	4,000	3,234
Insurance	254	151	-	84	(67)
Utilities	-	850	9,744	8,848	7,998
Distribution account	-	-	-	-	-
Total Direct Operating Expenses	5,213	1,767	9,744	23,408	21,641
Net Income (Loss) Before Other Expenses and Allocations	(5,213)	(1,767)	(9,744)	(5,667)	(3,900)
Allocations					
Parks allocation	1,729	559	-	-	(559)
Recreation allocation	-	-	-	-	-
Parks & rec. admin allocation	598	246	1,075	2,150	1,904
Governance & Support Services	1,606	769	3,515	7,902	7,133
Engineering Allocation	-	-	-	-	-
Total Allocations	\$ 3,933	\$ 1,574	\$ 4,590	\$ 10,052	\$ 8,478
Tax Revenue	9,146	3,341	14,334	15,719	12,378
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Golf Grounds 10.33

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ -	\$ -	\$ -	\$ -	\$ -
Other	-	-	-	-	-
Total revenue	-	-	-	-	-
Direct Operating Expenses					
Personnel cost	4,260	6,471	6,936	147,043	140,572
Professional Services	-	12,500	-	-	(12,500)
Charges & Services	567	-	500	24,385	24,385
Materials & Supplies	7,470	17,000	-	63,070	46,070
Insurance	-	-	-	3,316	3,316
Utilities	43,815	43,748	-	9,540	(34,208)
Distribution account	-	-	-	-	-
Total Direct Operating Expenses	56,112	79,719	7,436	247,354	167,635
Net Income (Loss) Before Other Expenses and Allocations	(56,112)	(79,719)	(7,436)	(247,354)	(167,635)
Other Operating Expenses and Project Recovery					
Project recovery - Operating	7,299	-	-	-	-
Total Other Operating Expenses and Project Recovery	7,299	-	-	-	-
Allocations					
Parks allocation	18,611	25,206	-	-	(25,206)
Recreation allocation	-	-	-	-	-
Parks & rec. admin allocation	6,433	11,092	820	20,651	9,559
Governance & Support Services	17,287	34,703	2,682	74,873	40,170
Engineering Allocation	-	-	-	-	-
Total Allocations	42,331	71,001	3,502	95,524	24,523
Tax Revenue	105,742	150,720	10,938	342,878	192,158
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Winter Sports Park 10.34

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ -	\$ -	\$ -	\$ -	\$ -
Other	-	-	-	17,100	17,100
Total revenue	-	-	-	17,100	17,100
Direct Operating Expenses					
Personnel cost	-	6,471	-	36,994	30,523
Professional Services	970	-	-	500	500
Charges & Services	5,563	17,991	7,000	13,175	(4,816)
Materials & Supplies	4,199	4,564	-	6,850	2,286
Insurance	-	151	-	1,275	1,124
Utilities	13,464	3,117	-	16,196	13,079
Distribution account	-	-	-	-	-
Total Direct Operating Expenses	24,196	32,294	7,000	74,990	42,696
Net Income (Loss) Before Other Expenses and Allocations	(24,196)	(32,294)	(7,000)	(57,890)	(25,596)
Allocations					
Parks allocation	8,025	10,211	-	-	(10,211)
Recreation allocation	-	-	-	-	-
Parks & rec. admin allocation	2,773	4,493	772	7,355	2,862
Governance & Support Services	7,453	14,058	2,525	26,371	12,313
Engineering Allocation	-	-	-	-	-
Total Allocations	18,251	28,762	3,297	33,726	4,964
Tax Revenue	42,447	61,056	10,297	91,616	30,560
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Recreation Department

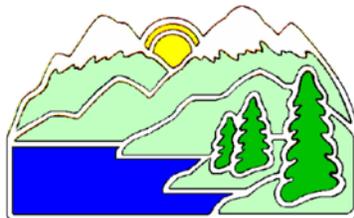
TCPUD promotes and facilitates a wide variety of recreation and leisure activities and services for residents, property owners and visitors of all ages.



Staging for the Sailing Program

Recreation Overview

The Recreation Department provides quality indoor and outdoor recreation programming, activities and community events for all age groups. TCPUD strives to provide the best experiences while meeting the needs and interests of our community. The Recreation Department served over 75,000 users through 75 programs in 2016 with the Commons Beach concerts being the largest, serving over 30,000 participants. We plan to increase overall participation for many of the programs in 2017.



**Tahoe City
Public Utility District**

Recreation 2017 Strategic Initiatives, Goals and Measures

The 2017 Recreation Department Strategic Initiatives, Goals, and Measures are listed below. The entire District's Strategic Plan and Goals are outlined on pages 25-30.

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017
3 Provide Sustainable, Customer Responsive, Recreation and Leisure Opportunities	3.5 Increase Utilization of Rideout Community Center	3.5.A Develop plan for moving out of Rideout for 2017/18 school year. Determine changes in recreation needs. 3.5.B Implement recreation office changes due to Rideout closure
	3.6 Increase Participation in District Recreation Programs	3.6.A Improve results in meeting cost recovery goals 3.6.B Increase programming for adult and special interest classes



Camp Skylandia

The following Recreation Budget Schedule expense section has been reformatted into four distinct sections in an attempt to better classify expenses. The sections are 1) Direct Operating Expenses, 2) Other Direct Cost and Project Recovery 3) Allocations, and 4) Non-Operating Expense.

Recreation Combined Budget Schedule

All Recreation Summary (Depts 21-29)
Operating and Net Income

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ 251,962	\$ 296,125	\$ 266,404	\$ 299,900	\$ 3,775
Grant Revenue	20,836	23,500	54,823	25,000	1,500
Other	38,272	36,950	37,167	39,150	2,200
Total revenue	311,070	356,575	358,394	364,050	7,475
Direct Operating Expenses					
Personnel cost	310,554	321,905	326,257	344,594	22,689
Professional Services	5,998	800	400	600	(200)
Charges & Services	94,971	119,120	96,104	121,720	2,600
Materials & Supplies	41,879	47,436	36,095	47,111	(325)
Insurance	6,716	8,092	8,836	8,252	160
Utilities	196	400	665	300	(100)
Total Direct Operating Expenses	460,314	497,753	468,357	522,577	24,824
Net Operating Income (Loss) Before Other Expenses and Allocations	(149,244)	(141,178)	(109,963)	(158,527)	(17,349)
Allocations					
Recreation allocation	-	-	(2)	-	-
Parks & rec. admin allocation	52,032	49,611	51,673	42,902	(6,709)
Governance & Support Services	130,135	155,064	168,934	157,229	2,165
Total Allocations	182,167	204,675	220,605	200,131	(4,544)
Tax Revenue	331,411	345,853	330,568	358,658	12,805
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

The following table shows the eight (8) departments that make up the 2017 Recreation Budget.

	Aquatics Department 10.21	Adult Sports Dept. 10.22	After School Programs Dept. 10.23	Day Camp Dept. 10.24	Special Events Dept. 10.25	Youth Sports Dept. 10.26	Rideout Recreation Programs Dept. 10.27	Recreation Allocable Dept. 10.29	Total All Recreation
Revenues									
User Fees	\$ 65,000	\$ 38,750	\$ 32,000	\$ 110,000	\$ 5,700	\$ 18,450	\$ 30,000	\$ -	\$ 299,900
Grant Revenue	25,000	-	-	-	-	-	-	-	25,000
Other	1,700	-	-	-	37,200	250	-	-	39,150
Total revenue	91,700	38,750	32,000	110,000	42,900	18,700	30,000	-	364,050
Direct Operating Expenses									
Personnel cost	79,691	26,528	40,574	71,532	32,482	17,783	41,722	34,282	344,594
Professional Services	-	-	-	-	-	-	-	600	600
Charges & Services	13,365	13,865	3,600	19,350	42,250	6,100	14,500	8,690	121,720
Materials & Supplies	16,800	4,150	2,325	4,000	5,950	2,950	1,750	9,186	47,111
Insurance	2,141	552	978	1,930	718	367	1,060	506	8,252
Utilities	60	60	-	60	-	-	-	120	300
Total Direct Operating Expenses	112,057	45,155	47,477	96,872	81,400	27,200	59,032	53,384	522,577
Net Operating Income (Loss)	(20,357)	(6,405)	(15,477)	13,128	(38,500)	(8,500)	(29,032)	(53,384)	(158,527)
Allocations									
Recreation allocation	(10,900)	(5,314)	(6,917)	(9,063)	(8,667)	(4,197)	(8,326)	53,384	-
Parks & rec. admin allocation	(9,534)	(4,198)	(5,023)	(8,030)	(7,467)	(2,754)	(5,896)	-	(42,902)
Governance & Support Services	(35,056)	(15,471)	(17,945)	(29,721)	(26,760)	(10,509)	(21,767)	-	(157,229)
Net Income (loss) before tax revenue	(75,847)	(31,388)	(45,362)	(33,686)	(81,394)	(25,960)	(65,021)	-	(358,658)
Tax Revenue	75,847	31,388	45,362	33,686	81,394	25,960	65,021	-	358,658
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Summary of Operations

Each year, the Recreation Department strives to recover some, if not all, of the direct cost each program incurs. Adult programming strives to recover 100% of their direct cost and youth programs strive to cover, at a minimum, 50%. Below are the 2015 actuals, 2016 budget, 2016 projected and 2017 budgeted cost recovery goals set for each major program. Note, recreation allocation is not included as a direct expense in cost recovery

Cost Recovery	Actual 2015			Budget 2016			Projected 2016			Budget 2017		
	Revenue	Direct Exp	¹ Cost Recovery %									
Aquatics	\$ 82,743	\$ 92,446	89.5%	91,200	109,204	83.5%	\$ 112,823	\$ 89,900	125.5%	\$ 91,700	\$ 112,057	81.8%
Adult Sports	26,657	49,307	54.1%	38,250	42,867	89.2%	32,500	49,981	65.0%	38,750	45,155	85.8%
After School Programs	15,978	36,515	43.8%	27,000	37,363	72.3%	21,000	39,471	53.2%	32,000	47,477	67.4%
Day Camp	103,948	89,090	116.7%	105,000	86,048	122.0%	110,480	90,628	121.9%	110,000	96,872	113.6%
Special Events	40,102	62,445	64.2%	40,450	70,843	57.1%	42,341	66,434	63.7%	42,900	81,400	52.7%
Youth Sports	15,315	18,733	81.8%	15,200	23,883	63.6%	16,250	20,529	79.2%	18,700	27,200	68.8%
Rideout Recreation Programs	26,327	69,286	38.0%	39,475	79,226	49.8%	23,000	63,692	36.1%	30,000	59,032	50.8%
Total	\$ 311,070	\$ 417,822	74.5%	\$ 356,575	\$ 449,434	79.3%	\$ 358,394	\$ 420,635	85.2%	\$ 364,050	\$ 469,193	77.6%

Overall cost recovery is expected to remain at around 77.6%. Day camp cost recovery is expected to remain strong even though costs are going up slightly. Adult sports recovery cost is expected to increase due to continued increase in softball teams and the addition of broomball.

Revenue Overview

The overall user fees and grants are budgeted to be relatively flat, increasing 2.1%. This is based on actual user fee trends for the Recreation Afterschool Program (RAP), and Skylandia Day Camp programs. Rideout Recreation Program revenue is expected to fall due to loss of the Rideout facility due to construction by the school district. The Sailing program grant fees are budgeted to increase by \$1,500.

Recreation Revenue	Budget		Inc. (Dec.)	%
	2016	2017		
Aquatics	\$ 68,700	\$ 66,700	\$ (2,000)	-2.9%
Adult Sports	38,250	38,750	500	1.3%
After School Programs	27,000	32,000	5,000	18.5%
Day Camp	105,000	110,000	5,000	4.8%
Special Events	40,450	42,900	2,450	6.1%
Youth Sports	15,200	18,700	3,500	23.0%
Rideout Recreation Programs	38,475	30,000	(8,475)	-22.0%
Sailing Program Grant	23,500	25,000	1,500	6.4%
Total	\$ 356,575	\$ 364,050	\$ 7,475	2.1%

The following Tax Revenue Subsidy table compares budget-on-budget the tax revenue subsidy required to provide recreation services to the community. It shows the Recreation Department requires an additional \$12,805 in tax revenue subsidy for 2017. Property owners pay annual property taxes which are used to help subsidize recreation programs and, in return, TCPUD has established resident recreation rates at discounted prices.

Tax Revenue Subsidy	Budget		Inc. (Dec.)	%
	2016	2017		
Aquatics	\$ 72,722	\$ 75,847	\$ 3,125	4.3%
Adult Sports	29,138	31,388	2,250	7.7%
After School Programs	34,908	45,362	10,454	29.9%
Day Camp	24,302	33,686	9,384	38.6%
Special Events	70,013	81,394	11,381	16.3%
Youth Sports	24,096	25,960	1,864	7.7%
Rideout Recreation Programs	90,674	65,021	(25,653)	-28.3%
Total	\$ 345,853	\$ 358,658	\$ 12,805	3.7%

Personnel Overview and Expenses

Personnel costs are up \$22,689 budget-to-budget. This is due to a small increase in part-time/seasonal cost along with general salary and benefit increases. There are no significant changes to personnel levels.

Full Time Equivalents (FTE)	2016		Change in	
	2016	2017	FTE	%
Full time Year Round	2.50	2.50	-	0.0%
Part Time / Seasonal	4.45	4.57	0.12	2.7%
	6.95	7.07	0.12	1.7%

The following two tables show two views into the recreation direct operational expenses. The first table shows the direct operational expenses by category and the second table by department. Recreation direct expenses are up 4.99% or \$24,824. Though up only 7.06% year on year, personnel costs are over 75% of the overall increase at \$22,689. Compared to Rideout recreation programs personnel expenses are dropping \$11,098 and represent 55% of the overall reduction in Rideout year on year change.

Also included in the expenses are equipment cost for boats used in the sailing program and increase storage cost; transportation costs for an additional bus for camp field trips; program instructors costs based on development of new recreation programs; increased training and travel.

Direct Expenses by Category	Budget			
	2016	2017	Inc. (Dec.)	%
Personnel cost	\$ 321,905	\$ 344,594	\$ 22,689	7.05%
Professional Services	800	600	(200)	n/a
Charges & Services	119,120	121,720	2,600	2.18%
Materials & Supplies	47,436	47,111	(325)	-0.69%
Insurance	8,092	8,252	160	1.98%
Utilities	400	300	(100)	-25.00%
Total	\$497,753	\$522,577	\$24,824	4.99%

Direct Expenses by Department	Budget			
	2016	2017	Inc. (Dec.)	%
Aquatics	\$ 109,204	\$ 112,057	\$ 2,853	2.6%
Adult Sports	42,867	45,155	2,288	5.3%
After School Programs	37,363	47,477	10,114	27.1%
Day Camp	86,048	96,872	10,824	12.6%
Special Events	70,843	81,400	10,557	14.9%
Youth Sports	23,883	27,200	3,317	13.9%
Rideout Recreation Programs	79,226	59,032	(20,194)	-25.5%
Recreation Allocable	48,319	53,384	5,065	10.5%
Total	\$ 497,753	\$ 522,577	\$ 24,824	4.99%

**Recreation Department Budget Schedules
Departments 21-29**

Aquatics Department 10.21

	Actual 2015	Budget 2016	Projected 2016	Budget 2017
Revenues				
User Fees	\$ 60,207	\$ 67,000	\$ 58,000	\$ 65,000
Grant Revenue	20,836	22,500	54,823	25,000
Other	1,700	1,700	-	1,700
Total revenue	82,743	91,200	112,823	91,700
Direct Operating Expenses				
Personnel cost	56,028	74,393	65,009	79,691
Professional Services	5,998	200	200	-
Charges & Services	12,223	13,050	12,425	13,365
Materials & Supplies	16,468	19,350	9,700	16,800
Insurance	1,726	2,111	2,536	2,141
Utilities	3	100	30	60
Total Direct Operating Expenses	98,507	118,701	100,098	122,957
Net Operating Income (Loss) Before Other Expenses and Allocations	(15,764)	(27,501)	12,725	(31,257)
Allocations				
Recreation allocation	6,061	9,497	10,198	10,900
Parks & rec. admin allocation	9,708	10,893	11,044	9,534
Governance & Support Services	26,138	34,328	36,105	35,056
Total Allocations	41,907	54,718	57,347	55,490
Tax Revenue	51,610	72,722	34,424	75,847
Net Operating Income	\$ -	\$ -	\$ -	\$ -

<u>Task code</u>	<u>Description</u>	<u>Task code</u>	<u>Description</u>
2101-0000	NTA Classes	2104-0000	Swim Lessons
2102-0000	Youth/Adult Classes	2105-0000	Swim Team
2103-0000	Sailing Camp	2109-0000	Activities & Classes General

Adult Sports Dept. 10.22

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ 26,657	\$ 38,250	\$ 32,500	\$ 38,750	\$ 500
Total revenue	26,657	38,250	32,500	38,750	500
Direct Operating Expenses					
Personnel cost	33,000	25,342	33,465	26,528	1,186
Professional Services	-	-	-	-	-
Charges & Services	12,015	13,000	11,980	13,865	865
Materials & Supplies	3,681	3,850	3,700	4,150	300
Insurance	441	555	811	552	(3)
Utilities	170	120	25	60	(60)
Total Direct Operating Expenses	54,322	47,598	55,651	50,469	2,871
Net Operating Income (Loss) Before Other Expenses and Allocations	(27,665)	(9,348)	(23,151)	(11,719)	(2,371)
Allocations					
Recreation allocation	5,015	4,731	5,670	5,314	583
Parks & rec. admin allocation	6,029	4,852	6,140	4,198	(654)
Governance & Support Services	15,398	14,938	20,073	15,471	533
Total Allocations	26,442	24,521	31,883	24,983	462
Tax Revenue	49,092	29,138	49,364	31,388	2,250
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

<u>Task code</u>	<u>Description</u>	<u>Task code</u>	<u>Description</u>
2200-0000	Line Management	2207-0000	Women's Softball League
2201-0000	Coed Softball League	2208-0000	Men's Softball League
2202-0000	Open Gym Classes	2209-0000	Adult Sports General
2203-0000	Sports Classes	2211-0000	Fall/Spring Volleyball
2204-0000	Summer Basketball	2212-0000	Fall/Spring Basketball
2205-0000	Kickball	2213-0000	Other Programs
2206-0000	Fall Softball		

After School Programs Dept. 10.23

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ 15,978	\$ 27,000	21,000.00	32,000.00	\$ 5,000
Total revenue	15,978	27,000	21,000.00	32,000.00	5,000
Direct Operating Expenses					
Personnel cost	30,548	30,656	33,582.00	40,574.00	9,918
Professional Services	-	-	-	-	-
Charges & Services	3,822	3,900	3,000.00	3,600.00	(300)
Materials & Supplies	1,535	2,050	2,050.00	2,325.00	275
Insurance	610	757	839.00	978.00	221
Total Direct Operating Expenses	42,703	42,480	43,949	54,394	11,914
Net Operating Income (Loss) Before Other Expenses and Allocations	(26,725)	(15,480)	(22,949)	(22,394)	(6,914)
Allocations					
Recreation allocation	6,188	5,117	4,478.00	6,917.00	1,800
Parks & rec. admin allocation	5,961	4,815	4,849.00	5,023.00	208
Governance & Support Services	13,126	14,613	15,852.00	17,945.00	3,332
Engineering Allocation	-	-	-	-	-
Total Allocations	25,275	24,545	25,179	29,885	5,340
Tax Revenue	45,812	34,908	43,650.00	45,362.00	10,454
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

Task code	Description
2301-0000	RAP (Rec. After School Prg)
2302-0000	Holiday Camps
2309-0000	Kidz Club General

Day Camp Dept. 10.24

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ 103,948	\$ 105,000	\$ 110,480	\$ 110,000	\$ 5,000
Total revenue	103,948	105,000	110,480	110,000	5,000
Direct Operating Expenses					
Personnel cost	63,418	60,962	67,389	71,532	10,570
Professional Services	-	-	-	-	-
Charges & Services	17,317	19,700	17,739	19,350	(350)
Materials & Supplies	6,857	3,600	3,460	4,000	400
Insurance	1,495	1,726	2,030	1,930	204
Utilities	3	60	10	60	-
Distribution account	-	-	-	-	-
Total Direct Operating Expenses	93,136	93,713	100,910	105,935	12,222
Net Operating Income (Loss) Before Other Expenses and Allocations	10,812	11,287	9,570	4,065	(7,222)
Allocations					
Recreation allocation	4,046	7,665	10,282	9,063	1,398
Parks & rec. admin allocation	7,936	8,618	11,133	8,030	(588)
Governance & Support Services	22,816	26,971	36,398	29,721	2,750
Total Allocations	34,798	43,254	57,813	46,814	3,560
Tax Revenue	19,940	24,302	37,961	33,686	9,384
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

<u>Task code</u>	<u>Description</u>
2401-0000	Day Camps
2402-0000	After Camp

Special Events Dept. 10.25

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ 3,530	\$ 5,450	\$ 5,424	\$ 5,700	\$ 250
Other	36,572	35,000	36,917	37,200	2,200
Total revenue	40,102	40,450	42,341	42,900	2,450
Direct Operating Expenses					
Personnel cost	21,902	29,942	25,059	32,482	2,540
Professional Services	-	-	-	-	-
Charges & Services	33,724	35,550	34,675	42,250	6,700
Materials & Supplies	6,248	4,650	6,000	5,950	1,300
Insurance	571	701	700	718	17
Utilities	-	-	-	-	-
Total Direct Operating Expenses	70,543	78,336	73,971	90,067	11,731
Net Operating Income (Loss) Before Other Expenses and Allocations	(30,441)	(37,886)	(31,630)	(47,167)	(9,281)
Allocations					
Recreation allocation	8,098	7,493	7,537	8,667	1,174
Parks & rec. admin allocation	9,373	7,707	8,161	7,467	(240)
Governance & Support Services	22,061	24,420	26,681	26,760	2,340
Total Allocations	39,532	39,620	42,379	42,894	3,274
Tax Revenue	61,875	70,013	66,472	81,394	11,381
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

<u>Task code</u>	<u>Description</u>	<u>Task code</u>	<u>Description</u>
2501-0000	Soup Showdown	2506-0000	Halloween Events
2502-0000	Bike Derby	2507-0000	Concerts
2503-0000	Other Special Events	2508-0000	Craft Bazaar
2504-0000	Snow Fest	2509-0000	Special Events - General
2505-0000	Easter Egg Hunt		

Youth Sports Dept. 10.26

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ 15,315	\$ 14,950	\$ 16,000	\$ 18,450	\$ 3,500
Grant Revenue	-	-	-	-	-
Other	-	250	250	250	-
Total revenue	15,315	15,200	16,250	18,700	3,500
Direct Operating Expenses					
Personnel cost	16,311	15,004	14,379	17,783	2,779
Professional Services	-	-	-	-	-
Charges & Services	2,091	5,800	5,000	6,100	300
Materials & Supplies	59	2,750	750	2,950	200
Insurance	272	329	400	367	38
Utilities	-	-	-	-	-
Total Direct Operating Expenses	22,307	27,131	22,858	31,397	4,266
Net Operating Income (Loss) Before Other Expenses and Allocations	(6,992)	(11,931)	(6,608)	(12,697)	(766)
Allocations					
Recreation allocation	3,574	3,248	2,329	4,197	949
Parks & rec. admin allocation	3,223	2,834	2,522	2,754	(80)
Governance & Support Services	7,286	9,331	8,245	10,509	1,178
Engineering Allocation	-	-	-	-	-
Total Allocations	14,083	15,413	13,096	17,460	2,047
Tax Revenue	17,501	24,096	17,375	25,960	1,864
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

<u>Task code</u>	<u>Description</u>	<u>Task code</u>	<u>Description</u>
2601-0000	Lacrosse	2605-0000	Sports Classes
2602-0000	Teen Sports	2606-0000	Other Youth Sports
2603-0000	Girls' Softball	2609-0000	Youth Sports General
2604-0000	Basketball		

Rideout Recreation Programs Dept. 10.27

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Revenues					
User Fees	\$ 26,327	\$ 38,475	\$ 23,000	\$ 30,000	\$ (8,475)
Total revenue	26,327	39,475	23,000	30,000	(9,475)
Direct Operating Expenses					
Personnel cost	56,001	52,820	56,200	41,722	(11,098)
Professional Services	-	-	-	-	-
Charges & Services	10,091	20,900	4,500	14,500	(6,400)
Materials & Supplies	1,914	4,100	2,145	1,750	(2,350)
Insurance	1,280	1,406	847	1,060	(346)
Utilities	-	-	-	-	-
Distribution account	-	-	-	-	-
Total Direct Operating Expenses	78,796	89,794	70,918	67,358	(22,436)
Net Operating Income (Loss) Before Other Expenses and Allocations	(52,469)	(50,319)	(47,918)	(37,358)	12,961
Allocations					
Parks allocation	-	-	-	-	-
Recreation allocation	9,510	10,568	7,226	8,326	(2,242)
Parks & rec. admin allocation	9,802	9,892	7,824	5,896	(3,996)
Governance & Support Services	23,310	30,463	25,580	21,767	(8,696)
Total Allocations	42,622	50,923	40,630	35,989	(14,934)
Tax Revenue	85,581	90,674	81,322	65,021	(25,653)
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

<u>Task code</u>	<u>Description</u>	<u>Task code</u>	<u>Description</u>
2701-0000	Rideout General	2703-0000	Teens
2702-0000	Seniors	2704-0000	Rideout Classes

The Recreation Allocable Department is the administrative cost required to support the recreational programs and activities provided for the Recreation Department. The cost is allocated to each of the recreation departments based on total cost

Recreation Allocable Dept. 10.29

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Operating Expenses:					
Personnel cost	33,346	32,786	31,174	34,282	1,496
Professional Services	-	600	200	600	-
Charges & Services	3,688	7,220	6,785	8,690	1,470
Materials & Supplies	5,117	7,086	8,290	9,186	2,100
Insurance	321	507	673	506	(1)
Utilities	20	120	600	120	-
Recreation allocation	(42,492)	(48,319)	(47,722)	(53,384)	(5,065)
Total Operating Expenses	-	-	-	-	-
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

The above shows the direct operational cost for the Recreation Department's services by expense category. The following table is by area.

Parks and Recreation Administration

The Parks and Recreation Administration Department (Dept. 10-90) captures administration and other related costs to oversee all the parks and recreation facilities and activities.

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Operating Expenses					
Personnel cost	200,830	213,974	211,731	221,124	7,150
Professional Services	-	-	-	-	-
Charges & Services	17,880	21,131	18,790	19,551	(1,580)
Materials & Supplies	231	2,300	1,600	2,300	-
Insurance	4,413	5,341	5,633	5,168	(173)
Utilities	1,510	1,260	14	1,260	-
Parks & rec. admin allocation	(224,864)	(244,006)	(237,768)	(249,403)	(5,397)
Total Operating Expenses	-	-	-	-	-
Net Operating Income	\$ -	\$ -	\$ -	\$ -	\$ -

The following table shows the amount each department shares in these costs which are allocated based on the individual department's total cost divided by the combined cost for all of the parks and recreation facilities and activities.

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Athletic Fields & Courts Dept. 10.11	20,926	24,529	25,658	22,446	(2,083)
Beaches Dept. 10.12	15,028	18,785	18,581	16,197	(2,588)
Boat Ramp & Campground Dept. 10.13	13,685	17,302	18,612	16,545	(757)
Community Buildings Dept. 10.14	57,384	50,940	58,581	36,686	(14,254)
Parklands Dept. 10.15	20,422	25,799	24,430	24,860	(939)
Property Management Dept. 10.16	3,217	5,637	4,259	5,099	(538)
Sidewalk and Amenities Dept. 10.17	4,964	5,125	4,059	4,282	(843)
Recreation Trails Dept. 10.18	24,382	29,293	26,211	34,391	5,098
Aquatics Department 10.21	9,708	10,893	11,044	9,534	(1,359)
Adult Sports Dept. 10.22	6,029	4,852	6,140	4,198	(654)
After School Programs Dept. 10.23	5,961	4,815	4,849	5,023	208
Day Camp Dept. 10.24	7,936	8,618	11,133	8,030	(588)
Special Events Dept. 10.25	9,373	7,707	8,161	7,467	(240)
Youth Sports Dept. 10.26	3,223	2,834	2,522	2,754	(80)
Rideout Recreation Programs Dept. 10.27	9,802	9,892	7,824	5,896	(3,996)
Golf Proshop Dept. 10.31	3,020	1,154	3,037	15,839	14,685
Food and Beverage 10.32	598	246	1,075	2,150	1,904
Golf Grounds 10.33	6,433	11,092	820	20,651	9,559
Winter Sports Park 10.34	2,773	4,493	772	7,355	2,862
	\$ 224,864	\$ 244,006	\$ 237,768	\$ 249,403	\$ 5,397

2017 Parks and Recreation Capital Improvement Plan

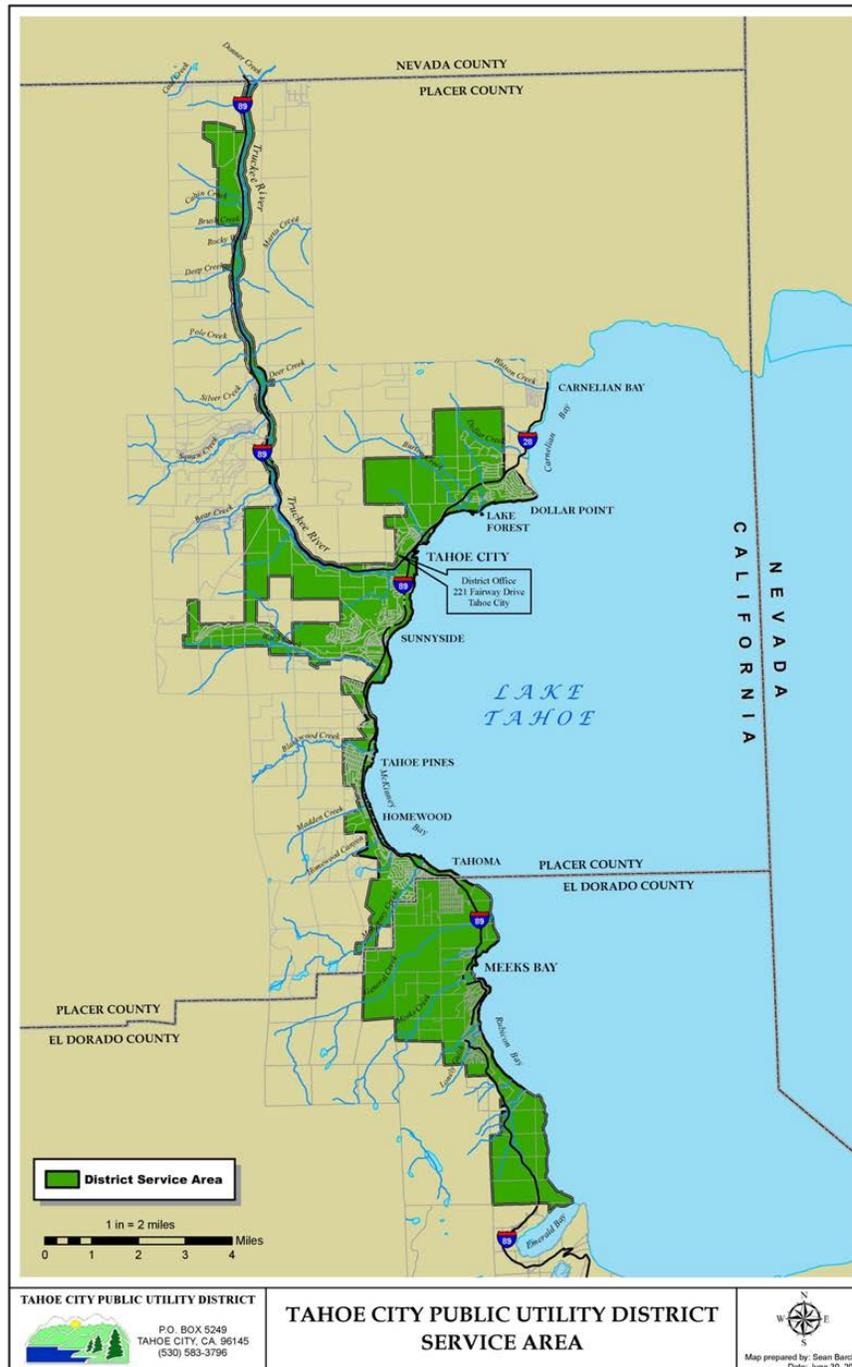
The following schedule lists the 2017 capital projects planned for Parks and Recreation at \$2,791,588 less grant funding anticipated of \$1,725,190 and a net of District funded capital of \$1,066,298. For more information on the Parks and Recreation Capital Improvement plan, see the 2016-2020 Five-Year Capital Plan Section.

	<u>Parks, Golf, and G&AS Capital Expenditures</u>	<u>Amount</u>
1	Administration Building Improvements	\$ 50,000
2	Bells Landing Repair and Improvements	40,000
3	Update Trail Map Signs	6,500
4	Midway Trail Erosion	10,000
5	Sugar Pine – Meeks Bay	150,000
6	Fairway CC ADA Improvements	10,000
7	Golf Course Irrigation Transmission Line	10,000
8	Golf Course BMP's	60,244
9	TCGC Practice Netting	7,500
10	TCGC Bunker Drainage-Sand	5,500
11	TCGC Drainage	15,000
12	Ice Rink	44,272
13	Commons Drinking Fountain	8,000
14	Power Pedestal	7,000
15	Connors Field Lights Replacement	195,000
16	Rideout Sign @ Hwy 89	2,640
17	Truckee River Trail Pavement Rehab	1,603,690
18	Truckee River Restoration	30,232
19	Homewood Bike Trail	35,000
20	Marie Sluchak Park	75,000
21	Governance and Administrative Services Capital (see G&AS section)	103,500
	 <u>Equipment / Vehicle</u>	
22	MultiHog Snow Blower/Cleaner/Sweeper	110,000
23	Top Dresser	16,000
24	Greens Aerator	26,510
25	Utility Vehicles	9,000
26	Greens Mower/Tee Mower	57,000
27	Replace Ballfield/Golf Course Rough Mower	67,000
28	Replace 1336 Snow Blower	8,000
29	Sod Cutter	6,000
30	2007 Chevy Colorado	23,000
	Total Parks, Golf, and G&AS Capital	2,791,588
	Less Grant Funding	1,725,190
	Net District Funded Parks and Rec Capital	<u>\$ 1,066,398</u>

GOVERNANCE AND ADMINISTRATIVE SERVICES

(Formerly Administrative Services)

TCPUD prioritizes responsible and effective management, fiscal accountability, integrated planning, community involvement, revenues from outside resources, public responsiveness, technological advancement, and safety in the delivery of all of its services.



Governance and Administrative Services Overview

Governance and Administrative Services (G&AS) is comprised of and oversees the following functions for TCPUD: Board of Director’s office, the General Manager’s office, Accounting and Finance, Human Resources, Risk Management, Information Technology, the District Clerk’s office, and Grant and Community Relations. Also, legal counsel and the independent auditor functions come under the G&AS umbrella.

Governance and Administrative Services 2017 Strategic Initiatives, Goal and Measures

The 2017 Governance and Administrative Services’ strategic initiatives, goals and measures are listed below. The entire District’s strategic plan goals and measures are outlined on pages 25-30.

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017
1 Provide Exceptional District Management & Governance	1.1 Develop & Implement the 2019 Strategic Plan	2016 - 1.1.A Manage District through updated 2017 adopted measures 1.1.B Develop Best Practices for scanning & filing of documents for entire District (paper filing, Laserfiche & T Drive)
	1.2 Promote Customer & Taxpayer Transparency	1.2.A Update Candidate/Employee/Customer Orientation 1.2.B Complete District Website Redesign Project 1.2.C Implement Board Meeting Webcast System 1.2.D Seek out & schedule opportunities for District presentations with community groups 1.2.E Continue FlashVote, increase subscribers, & release a minimum of 1 "survey" every 60 days 1.2.F Host 2 District Tours for Community Leaders/Partners/Agencies/Staff 1.2.G Expand OpenGov Reports for consumption, FTE, etc.
	1.3 Leverage Technology to Increase Efficiencies & Effectiveness of District Systems	1.3.A Implement Laserfiche System Upgrades - Client software update 1.3.B Implement VUEWorks Enhancements for Parks & Utilities (Time Coding, Develop Reporting, MobileVUE, Fleet Maintenance) 1.3.C Complete Annual IT Asset Replacement/Rotation 1.3.D Develop District Property Rights GIS Database 1.3.E Complete 100% Residential Customer APN File Scanning 1.3.F Complete 100% Commercial Customer File Scanning 1.3.G Utilize VUEWorks, Harvest, & other tracking systems to evaluate service delivery efficiencies & staffing levels 1.3.H Migrate All "District Records" - to Laserfiche
	1.4 Continually Update District Policies & Procedures to Industry Best Practices	1.4.A Implement & Maintain Records Retention Plan 1.4.B Draft & present Sewer & Water Ordinance Revisions for Board adoption 1.4.C Develop a District-wide Purchasing Policy
	1.5 Ensure Board Member Governance Training & Participation	1.5.A Achieve all required certificates & participate in other training & conferences 1.5.B Attend District sponsored events & other organization meetings
	1.6 Evaluate Alternative Structures for Service Delivery	1.6.A Complete process with NTPUD, & consider other partnerships, consolidations, & privatization as appropriate 1.6.B Participate with Placer County & TCDA on formation of a Business Assessment District
	1.7 Manage Risk Exposure Across all District Operations	1.7.A Maintain the JPIA's Commitment to Excellence Program

STRATEGIC INITIATIVES	GOALS	MEASURES FOR 2017	
4 Maintain a High Performing Team of Professional Staff	4.1 Provide Increased Training & Development for All Staff	4.1.A Expand management staffs' involvement in outside organizations, agencies, & community activities	
		4.1.B Initiate succession planning & development for entire District	
		4.1.C Continue staff development with training & team building exercises	
		4.1.D Continue to provide regular training, cross training, & development opportunities	
		4.1.E Develop Board Policy Manual	
	4.2 Demonstrate Core Values in all Interactions	4.2.A Hold quarterly District-wide meetings & other meetings on topics as appropriate	
		4.2.B Provide regular updates at all staff meetings	
		4.2.C Plan & implement District-wide staff activities	
		4.2.D Emphasize Trainings & Activities around Core Values	
4.3 Engage in Regional Efforts to Expand Local Workforce	4.3.A Participate in TTCF workforce housing study & task		
	4.3.B Participate in Tahoe Prosperity Center efforts on improving workforce in the region		
6 Ensure District's Long-Term Financial Sustainability	6.1 Maintain the District's Strong Financial Position	6.1.A Meet or Exceed Budgeted Net Position	
		6.1.B Support new golf/food & beverage/ice rink operations by developing tools & reports to monitor success	
		6.1.C Evaluate cost-effective alternatives for service delivery	
	6.2 Continue to Build Reserves According to Adopted Policies	6.2.A Review & monitor reserve funds to designated levels as directed by Board	
	6.3 Identify & Develop Plans to Address Items that may Impact the District's Financial Stability	6.3.A Develop policy for addressing UAL	
		6.3.B Develop policy for addressing OPEB	
		6.3.C Monitor impacts & changes to the Affordable Care Act excise tax on health premiums	
		6.3.D Update five-year financial model	
	6.4 Complete Requirements for a Comprehensive Annual Financial Report (CAFR)	6.4.A Expand the Management's Discussion & Analysis section of the audit report	
		6.4.B Expand the Required Supplementary Information section of the audit report	
	6.5 Research Opportunities to Cost Effectively Amend Employee Benefits	6.5.A Analyze PEHA programs for potential cost-savings	
6.6 Meet or Exceed GASB Requirements & Best Practices	6.6.A Implement new water & sewer funds		
6.7 Obtain Outside Funding for District Projects & Operations	6.7.A Research & apply for funding to implement West Lake Tahoe Regional Water Treatment Plant		
	6.7.B Research & apply for all applicable funding opportunities for District Capital projects		
7 Maintain Proactive Leadership with Community & Agency Partners	7.1 Participate Effectively with Other Organizations & Agencies	7.1.A Monitor & participate in Placer County Area Plan process as it impacts TCPUD properties & assets	
		7.1.B Participate in Stakeholder Group for Lake Tahoe West Partnership	
		7.1.C Participate in regular meetings with other agencies including: TRPA, Conservancy, TTUSD, TTSA Managers, PCWA, Placer County CEO's office, NTRAC, & Parks Commission	
		7.1.D Participate in regular meetings with other organizations & groups including: Breakfast Club, NLTRA, & service organizations	
		7.1.E Resolve ownership of Meeks Bay Trail segment with TTD, USFS, & El Dorado County	
		7.1.F Create & manage a marketing program & budget for TCGC, TCWSP & leverage co-op efforts with TCPUD Concessions where applicable	
		7.1.G Review 100% of all Monthly NLTRA Meeting agendas & attend or notify staff of relevant matters	
		7.1.H Create (or contract for) uniformed templates for email blasts, continue email collection, & provide customers with subscription self management	
		7.1.I Continued attendance &/or monitoring of agendas of NLTRA/TCDA/WASA/ & others as necessary	
		7.1.J Revise TCGC Memorandum of Understanding to address changes as appropriate	
		7.2 Participate & Respond as Appropriate to Community Events & Projects	7.2.A Monitor Tahoe XC Lodge Project & develop agreement on ownership & funding partnership
			7.2.B Attend various community events & activities as requested
			7.2.C Provide communication & presentation efforts on specific District project / programs / activities to outside agencies & the public

Governance Administrative Services Budget Schedule

Department 90-10 and 90-43					
	Actual	Budget	Projected	Budget	\$ Chg
	2015	2016	2016	2017	2017 Bud to Bud 2016 inc. (dec.)
Revenues					
Other	\$ 41,487	\$ -	\$ 1,105	\$ -	\$ -
Total revenue	41,487	-	1,105	-	-
Operating Expenses					
Personnel cost	1,494,690	1,610,367	1,610,313	1,715,129	104,762
Professional Services	177,802	240,583	209,287	271,935	31,352
Charges & Services	225,110	300,520	258,432	290,385	(10,135)
Materials & Supplies	171,570	159,966	149,097	166,224	6,258
Insurance	28,553	34,755	35,312	35,104	349
Utilities	36,496	39,266	38,073	39,751	485
Governance & Support Services	(2,092,734)	(2,385,457)	(2,299,409)	(2,518,528)	(133,071)
Total Operating Expenses	41,487	-	1,105	-	-
Net Operating Income	\$ -				
Administrative Services Allocation					
Water	\$ 581,642	\$ 573,483	\$ 565,372	\$ 568,708	\$ (4,775)
Sewer	415,812	536,644	437,736	512,105	(24,539)
Engineering	175,335	195,763	117,797	116,857	(78,906)
Engineering Projects	167,676	128,892	141,025	135,586	6,694
Support Services (Tech Svs & GIS)	200,920	187,333	260,149	268,244	80,911
Recreation	130,135	155,064	168,934	157,229	2,165
Parks	294,756	462,963	497,748	499,879	36,916
Golf Course Property	34,459	53,140	18,651	167,918	114,778
Parks Facilities Charge Back	91,999	92,175	91,997	92,002	(173)
	\$ 2,092,734	\$ 2,385,457	\$ 2,299,409	\$ 2,518,528	\$ 133,071

Summary of Operations

Personnel Overview and Operating Expenses

Personnel cost are up \$104,762, or 6.5% to last year's budget. This is a result of general salary and benefit increases, increased allocated hours from the Director of Support Services, longevity pay, and increased cost for the replacement benefit fund.

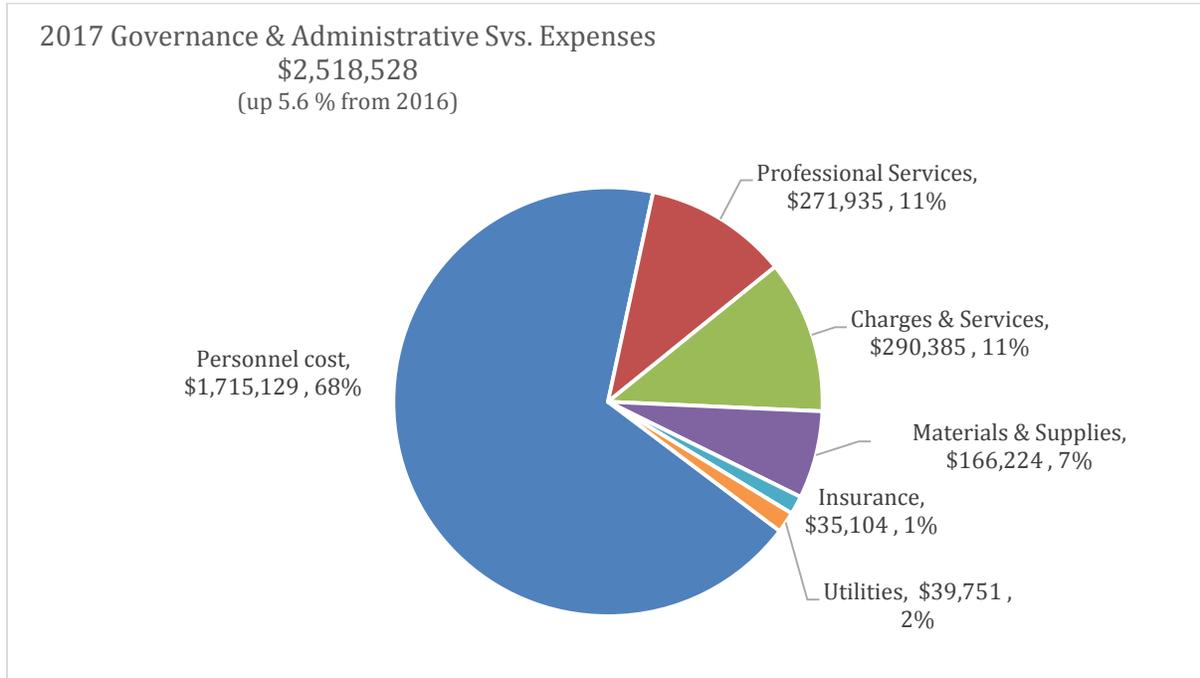
Other changes to operating expenses are due to:

Professional Services: Professional Services cost are up 13% or \$31,352 due to increasing the information technology consultant weekly coverage and increased audit fees for GASB 68 and separating the Utility Fund into Water and Sewer Funds.

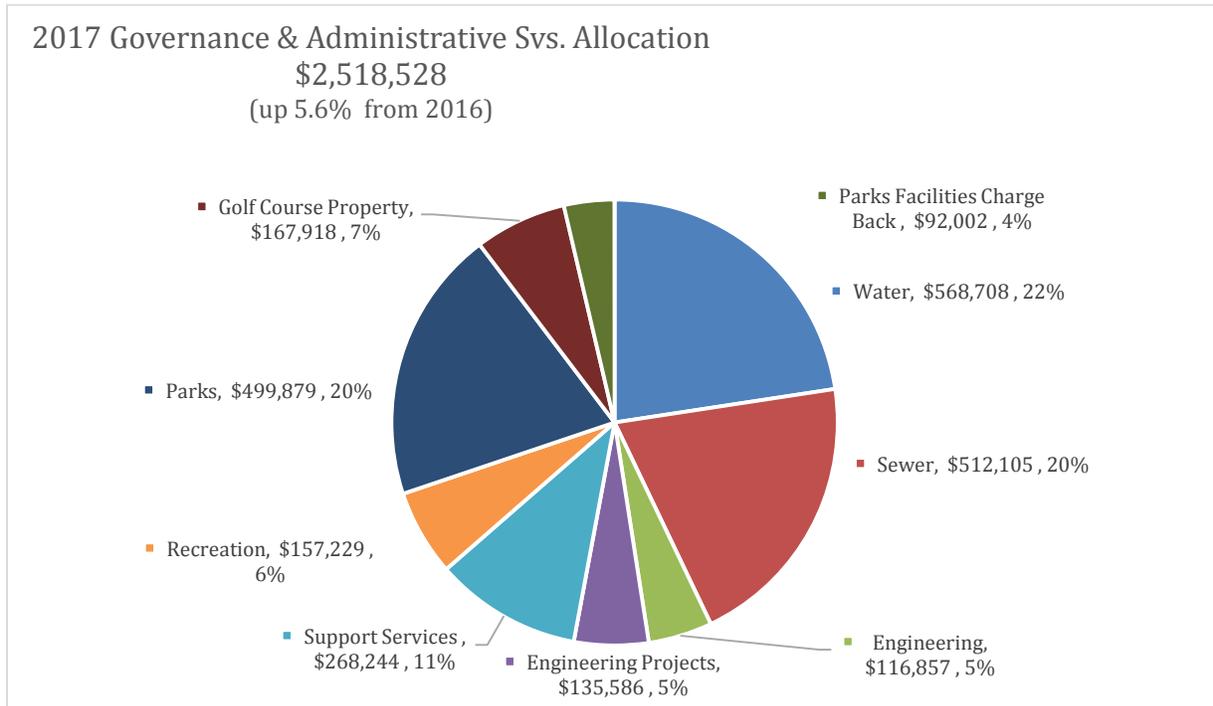
Charges and Services: Charges and services are -3.4% or -\$10,135 lower. This is a result of removing the election fees for Placer and El Dorado Counties in a non-election year.

Material and Supplies: Material and supplies are up 3.9% or \$6,258. This is a result of the increase workstation cost and security camera repairs.

The following pie chart by department graphically breaks down the G&AS allocation by expense categories.



The following pie chart by department graphically breaks down the G&AS allocation by department.



Allocation of Governance and Administrative Services

The cost of G&AS is allocated to all activities on the basis of the activity expenses to the total District combined expenses; thereby, each department shares in the cost of G&AS proportionally. Below is how G&AS is allocated to each activity for the 2017 budget.

	Budget 2017		
	Department Expense	Expense Percentage	G&AS Allocation
<u>Water, Sewer, TechSvs, GIS, Eng.</u>			
Water Production 23.11	\$ 979,682	11.4%	\$ 287,244
Storage, Transmission and Distribution 23.12	964,696	11.2%	281,464
Sewer Pump Stations 25.21	912,924	10.8%	270,973
Sewer Line Maintenance 25.22	819,945	9.6%	241,132
Technical Services Wtr Dept. 20.41	380,483	4.5%	112,958
Technical Services Sewer Dept. 20.42 Swr	333,823	3.9%	99,284
Geographic Information System (GIS) 20.43	190,130	2.2%	56,002
Engineering Dept. 20.35	392,700	4.6%	116,857
Engineering Projects Dept. 20.70	455,462	5.4%	135,586
Sub total	5,429,845	63.6%	1,601,500
<u>Parks Department</u>			
Athletic Fields & Courts Dept. 10.11	297,488	3.4%	84,406
Beaches Dept. 10.12	207,055	2.3%	59,185
Boat Ramp & Campground Dept. 10.13	223,353	2.5%	61,781
Community Buildings Dept. 10.14	448,880	1.7%	44,071
Parklands Dept. 10.15	323,795	3.7%	92,267
Property Management Dept. 10.16	64,310	0.7%	18,544
Sidewalk and Amenities Dept. 10.17	52,625	0.6%	15,423
Recreation Trails Dept. 10.18	427,223	4.9%	124,202
Sub total	2,044,729	19.8%	499,879
<u>Recreation</u>			
Aquatics Department 10.21	132,491	1.4%	35,056
Adult Sports Dept. 10.22	54,667	0.6%	15,471
After School Programs Dept. 10.23	59,417	0.7%	17,945
Day Camp Dept. 10.24	113,965	1.2%	29,721
Special Events Dept. 10.25	97,534	1.1%	26,760
Youth Sports Dept. 10.26	34,151	0.4%	10,509
Rideout Recreation Programs Dept. 10.27	73,254	0.9%	21,767
Sub total	565,479	6.2%	157,229
<u>Golf Property</u>			
Golf Proshop Dept. 10.31	202,738	2.3%	58,772
Food and Beverage 10.32	25,558	0.3%	7,902
Golf Grounds 10.33	268,005	3.0%	74,873
Winter Sports Park 10.34	82,345	1.0%	26,371
Sub total	578,646	6.7%	167,918
Subtotal	8,618,699	96.3%	2,426,526
Credit to Community Buildings Dept. 10.14 For Facility Maintenance	-	3.7%	92,002
Total	\$ 8,618,699	100.0%	\$ 2,518,528

2017 Governance & Administrative Services Capital Plan

	<u>Project Description</u>	<u>2017</u>
1	TCPUD Website Replacement	\$ 60,000
2	Accounts Payable Scanning Project - Phase 2	8,500
3	221 Admin Building Improvement Project	<u>35,000</u>
		<u>\$ 103,500</u>

G&AS has three (3) capital projects planned for 2017 as shown in the table above.

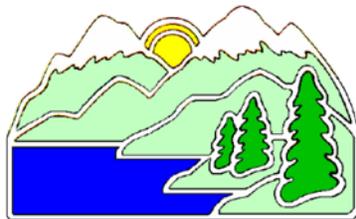
Project 1 – TCPUD Website Replacement: Create an RFP and hire a consultant for the complete rebuild of the District’s outdated website

Project 2 - The Accounts Payable Scanning Project Phase 2: Utilize Laserfiche for routing and approval of accounts payable.

Project 3 – 221 Admin. Building Improvement Project: This is a multi-phased project encompassing planning, design and construction to the Administrative building infrastructure to increase efficiencies, maximize use of available space and evaluate the potential of adding new space. The project will also address ADA compliance. Areas of focus include Board Room, Conference Room, Copy/Supply Room, and storage rooms.

More detailed information on the capital plan can be found in the 2017-2021 Five-Year Capital Plan Section.

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**Tahoe City
Public Utility District**

NON-OPERATING AND DEBT SERVICE

Non-Operating Overview

Non-operating consists of those revenue and expenses not part of daily operations, such as property tax available for capital and debt service, interest income, pension amortization, county collections, debt service, and other non-operating items.

Non-operating Combined Budget Schedule

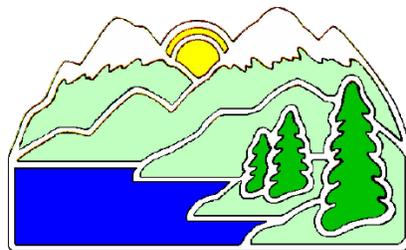
	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg. 2017 Bud to Bud 2016 Inc. (dec.)
Non-Operating Revenue and Expenses					
Property Tax	\$3,615,061	\$2,853,445	\$3,176,497	\$2,781,951	\$ (71,494)
Property Tax used for Debt Service	745,865	745,704	745,744	745,706	2
Interest Income	206,696	108,952	201,567	114,244	5,292
Assessment	35,438	35,180	35,180	34,930	(250)
Proceeds from asset Sales	2,963	720	10,800	720	-
Other	68,034	60,539	91,529	61,116	577
Pension Asset Amortization	329,599	(322,020)	-	-	322,020
County Collection Fee	(111,087)	(117,420)	(116,072)	(118,428)	(1,008)
Debt Issuance Expense	-	-	-	-	-
Interest Expense	(115,566)	(91,175)	(91,216)	(66,002)	25,173
Debt Service - Principal	(625,403)	(648,610)	(648,610)	(672,749)	(24,139)
Principal Payments- Utility Fund					-
Total Non-operating Revenue (Expenses)	4,151,600	2,625,315	3,405,419	2,881,488	256,173
Other Non-operating					
Capital Grant Revenue	608,764	4,205,219	2,468,196	2,127,520	(2,077,699)
Contributed Capital	2,025	-	-	-	-
Capital outlay	(1,115,993)	(3,511,386)	(3,222,051)	(2,791,588)	719,798
Net Non-operating	\$3,646,396	\$3,319,148	\$2,651,564	\$2,217,420	\$ (1,101,728)
Recap by Fund					
Parks and Recreation / General Fund	\$2,852,469	\$2,037,788	\$2,266,991	\$1,646,433	\$ (391,355)
Utility Fund	793,870	1,281,360	384,573	570,987	(710,373)
Debt Service Fund	57	-	-	-	-
Net Non- Operating	\$3,646,396	\$3,319,148	\$2,651,564	\$2,217,420	\$ (1,101,728)

The 2017 budget includes property tax revenue of \$2,781,951 which represents what is available for capital spending and capital reserves after parks and recreation operational and debt service payment needs are met. Also, property tax used for debt service payments is \$745,706. See section on Debt Service (department 50-10). The remaining non-operating revenue items of interest income, assessment, proceeds from asset sales, and other total \$211,010 for 2017 budget.

Interest income is from investments with Placer County Treasurer and the California State Treasurer Local Agency Investment Fund. Assessment income represents collections to pay down the Series C Bonds and the Sidewalk Special Assessments and amounts collected for the Silvertip Drive reimbursement agreement. Other non-operating revenue of \$61,116 consists of Utility billing late payment penalties for \$60,000 and other smaller amounts, such as discounts earned, early payments and proceeds from asset sales.

Non-operating expense consists of a County collection fee that is the administration fee charged TCPUD for collection of property tax. There are no planned non-operating transfers from the General Fund to the Utility Fund in the 2017 budget.

Capital Outlay is planned capital for parks, recreation, and Governance and Administrative Services. Capital outlay is only recorded in the General Fund as an expenditure required by governmental accounting practices. Capital cost for water and sewer assets are capitalized and depreciated over the assets useful life.



**Tahoe City
Public Utility District**

Department 20.80 and 10.80 Non-Operating Budget Schedules

Utility Fund Non-Operating (23-80 and 25-80)

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Non-Operating Revenue and Expenses					
Property Tax	\$ 23,287	\$ 23,290	\$ 23,290	\$ 23,293	\$ 3
Interest Income	118,439	64,528	112,171	67,600	3,072
Assessment	21,669	21,665	21,665	21,665	-
Proceeds from asset Sales	1,438	360	9,600	360	-
Other	67,741	60,060	91,469	60,636	576
Pension Amortization	329,599	(247,349)	-	-	247,349
County Collection Fee	(1,297)	(1,824)	(1,800)	(1,824)	-
Interest Expense	(4,626)	(3,856)	(3,857)	(3,073)	783
Total Non-Operating Revenue (Expenses)	556,250	(83,126)	252,538	168,657	251,783
Other Non Operating					
Capital Grant Revenue	237,620	1,364,486	132,035	402,330	(962,156)
Net Non-Operating	\$ 793,870	\$ 1,281,360	\$ 384,573	\$ 570,987	\$ (710,373)

General Fund Non-Operating (10-80)

	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Non-Operating Revenue and Expenses					
Property Tax	3,615,061	2,853,445	3,176,497	2,781,951	(71,494)
Interest Income	88,204	44,424	89,396	46,644	2,220
Proceeds from asset Sales	1,525	360	1,200	360	-
Other	293	480	60	480	-
Pension Asset Amortization	-	(74,671)	-	-	74,671
County Collection Fee	(109,790)	(115,596)	(114,272)	(116,604)	(1,008)
Total Non-Operating Revenue (Expenses)	3,595,293	2,708,442	3,152,881	2,712,831	4,389
Other Non Operating					
Capital Grant Revenue	371,144	2,840,732	2,336,161	1,725,190	(1,115,542)
Contributed Capital	2,025	-	-	-	-
Capital outlay	(1,115,993)	(3,511,386)	(3,222,051)	(2,791,588)	719,798
Net Non-Operating	\$ 2,852,469	\$ 2,037,788	\$ 2,266,991	\$ 1,646,433	\$ (391,355)

Department 50.10 Debt Service Budget Schedule

Department 50.10 accounts for principal and interest payments made during the year except for Series C Refund Bonds with Zion First National Bank which are paid out of the Utility Fund.

Debt Service (Dept. 50.10)					
	Actual 2015	Budget 2016	Projected 2016	Budget 2017	\$ Chg 2017 Bud to Bud 2016 inc. (dec.)
Non-Operating Revenue and Expenses					
Property Tax	722,578	722,414	722,454	722,413	(1)
Assessment	13,769	13,515	13,515	13,265	(250)
Interest Expense	(110,940)	(87,319)	(87,359)	(62,929)	24,390
Debt Service - Principal	(625,403)	(648,610)	(648,610)	(672,749)	(24,139)
Total Other Non-Operating	57	-	-	-	-
Non-Operating Revenue and Expenses	\$ 57	\$ -	\$ -	\$ -	\$ -

The following schedule shows the 2017 long-term debt repayments for the TCPUD. Department 50.10 will pay out \$735,678 in debt service; \$62,929 (interest expense); \$672,749 (principal). The Water Fund will pay \$44,958.

Amount Paid To:	Debt Service						
	Payment	Jan.	Mar.	June	July	Sept.	Dec.
Zions First National Bk (Wtr & Swr Imp)	\$ 248,182	\$ 124,090	\$ -	\$ -	\$ 124,092	\$ -	\$ -
Bank of America (Pension Refunding)	334,527	-	83,632	83,632	-	83,632	83,631
Zions First National Bank (Sidewalk)	13,265	-	376	-	-	12,889	-
State Water Resources Control Bd (SFR)	139,704	-	-	-	-	139,704	-
Amount paid through Department 50.10	735,678	124,090	84,008	83,632	124,092	236,225	83,631
Zions First National Bank Water Fund (Series C)	44,958	-	-	-	22,479	-	22,479
Total District Debt Service	\$ 780,636	\$ 124,090	\$ 84,008	\$ 83,632	\$ 146,571	\$ 236,225	\$ 106,110

The following table shows the revenue sources used to pay the debt service payments. The revenue sources include general tax revenue, supplemental user fees, and assessments. At the time of the budget, the TCPUD has made no plans to borrow. The interest rates on two of the TCPUD's debts dropped in 2012. The Zion's Sidewalk Improvement Bond payments dropped from 6.015% to 2.0010% in 2012. Also, the Zion's Series C Bonds dropped from 6.050% to 1.898%. The next debt to retire is Zion's Bank Water and Sewer Refunding and Improvement debt in 2017.

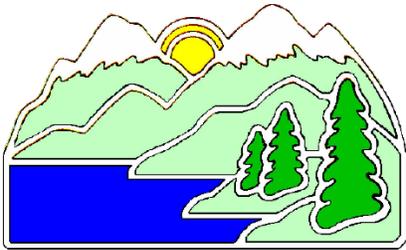
Long-Term Debt Revenue and Expenditures Budget Summary

Revenue Sources

	Debt Service Fund 50	Utility Fund 20	Total
General Tax Revenue - Bank of America	\$ 334,527	\$ -	\$ 334,527
General Tax Revenue - Series C Bonds		23,293	23,293
General Tax Revenue - State Revolving Fund	139,704		139,704
General Tax Revenue - Zions Bank	248,182		248,182
Sub Total - General Tax Revenue Pledged to Debt Serv	722,413	23,293	745,706
Sidewalk Special Assessment	13,265		13,265
Supplemental User Fees - Series C Bonds		21,665	21,665
Total Revenue - All Sources	\$ 735,678	\$ 44,958	\$ 780,636

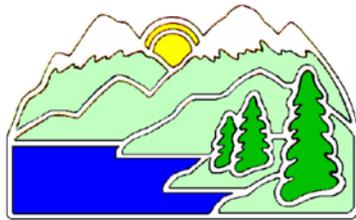
Debt Service

	<u>Maturity</u>	<u>Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Zions Bank \$2M	2017	4.300%	\$ 240,402	\$ 7,780	\$ 248,182
Sidewalk Imp Bonds	2019	2.001%	12,513	752	13,265
Bank of America	2019	4.050%	307,093	27,434	334,527
Series C Bonds	2021	1.898%	41,885	3,073	44,958
State Revolving Fund	2028	1.800%	112,741	26,963	139,704
Total Debt Expenditures			\$ 714,634	\$ 66,002	\$ 780,636



**Tahoe City
Public Utility District**

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**Tahoe City
Public Utility District**

PERSONNEL



*2016 new employees (from left to right)
John Scherfenberg and Kyle Mead*

Personnel

We are a service organization and it is the employees who are the face of TCPUD. Investing in and valuing our employees is investing in TCPUD. Each and every employee is committed to providing excellent customer service to TCPUD's community, residents, rate payers and visitors. In addition to providing competitive wages and benefits, TCPUD is committed to providing a workplace environment that allows our employees, working together, to excel. Below are the District Core Values.

- **Service** – *We extend our passion for service to all we encounter, and consider the following as our “customers”; rate payers, fellow team members, contractors, Board of Directors, agencies, taxpayers, visitors and the entire community we serve.*
- **Professionalism** – *We are a team of professionals that take pride in always doing what is right. We value our role as financial stewards and are dedicated to serving our community in the most efficient, effective and safe manner.*
- **Teamwork** – *We put team success first and work to promote cooperation and commitment within the District to fulfill our mission and serve our community. We believe that together we achieve more.*
- **Initiative** – *We are committed to the pursuit of excellence and believe that innovation, learning and growth are critical to that pursuit. We all act like owners and take personal responsibility for the District's success.*
- **Communication** – *We value relationships in all areas and believe that communication is fundamental to the success of our team, our “customers” and our community.*

The adopted budget addresses the 2015-2019 Memorandum of Understanding (MOU) with International Union of Operating Engineers Stationary Local Number 39 which covers administrative, utilities, engineering, and parks and recreation employees.

TCPUD negotiated through the MOU bargaining unit for a cost of living adjustment (COLA) using the average of the two following Consumer Price Indices (CPI): CPI for Urban Wage Earners and Clerical Workers (CPI-W) for San Francisco-Oakland-San Jose, CA and CPI-W for U.S. City Average All Items. Averages will be based on August to August percent change. The 2017 COLA is 1.56%. The MOU also makes available to eligible employees a pension plan. The TCPUD's current pension plan formulas are: Classic Employees - CalPERS 2.7% @ 55, Single Highest Year; PEPRAs Employees - CalPERS 2.0% at 62, Three Year Average.

Starting July 1, 2011, employees began making a contribution of 1% towards the employee contribution portion of the pension plan. Effective January 1, 2012, and each year thereafter, the employee's deduction towards the employee portion of the pension contribution was increased by an amount equal to 75% of COLA applied for same year until such time as the employee is paying the entire employee contribution. Effective January 1, 2015, employees are responsible for the entire 8.0% employee contribution. Other factors, such as deferred health benefits considered in the MOU, are also reflected in the 2017 budget.

The MOU also provided for employee participation to the unfunded pension liability as determined by the PERS Annual Valuation Report as of June 30, 2013. Beginning January 1, 2016, Classic Members will contribute an amount equal to 25% of the increase of the Unfunded Accrued Liability (UAL) over the base year of 2014-2015 (\$211,893), as shown on the CalPERS Actuarial Valuation dated October 2014. Classic Members will contribute these funds by the District reducing its' existing contribution to their 457 deferred compensation plan. Beginning January 1, 2016 and for the remainder of the contract, Classic Member's will contribute an amount equal to 25% of the increase of the UAL over the base year of 2014-2015 (\$211,893), as shown on the CalPERS Actuarial Valuation for the corresponding year. The calculation to determine the employee cost share is determined annually and is not to exceed 50% of the total normal cost.

On September 12, 2012, Governor Brown signed the California Public Employees' Pension Reform Act of 2013 (PEPRA) into law. PEPRA took effect January 1, 2013. Basically, PEPRA affects new TCPUD employees hired on or after January 1, 2013, through provisions affecting benefit formulas, the definition of what comprises pensionable earnings, limits on pensionable earnings, and other matters. The 2017 budget provides for ten employees subject to PEPRA.

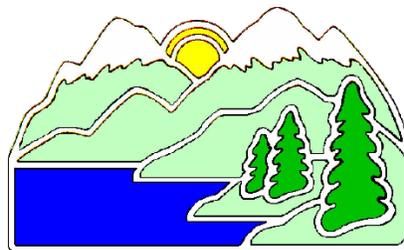
With escalating personnel cost, especially health care cost, TCPUD was able to establish a Health Reimbursement Arrangement for employees who voluntarily switched to a lower-cost premium health insurance. This allowed the TCPUD to share half the annual savings with participating employees. The Affordable Care Act Cadillac 40% Tax to employers has been delayed to January 1, 2020. The District continues to look for ways to minimize this tax.

As per an agreement with the union made in September 2012, the TCPUD agreed to perform a compensation study prior to November 1, 2014. The TCPUD retained Bryce Consulting to conduct a District-wide classification and compensation study involving all positions. The classification study involved employee questionnaires and interviews in order to: identify job requirements, update job descriptions District-wide, and determine comparable jobs during survey. The compensation study involved taking those updated job descriptions and comparing them to surrounding agencies. The survey parameters taken into account were: employer size, geographic proximity and nature of services provided. Thirteen agencies were selected with an additional three for Parks and Recreation only due to limited labor market. Once the data was compiled, it was analyzed to produce the labor

market 75th percentile using total compensation. The overall result was expanding the ranges to allow more movement and opportunity to earn more into the future.

The following table shows the full-time equivalents (FTE) change budget-on-budget, District-wide and by Department.

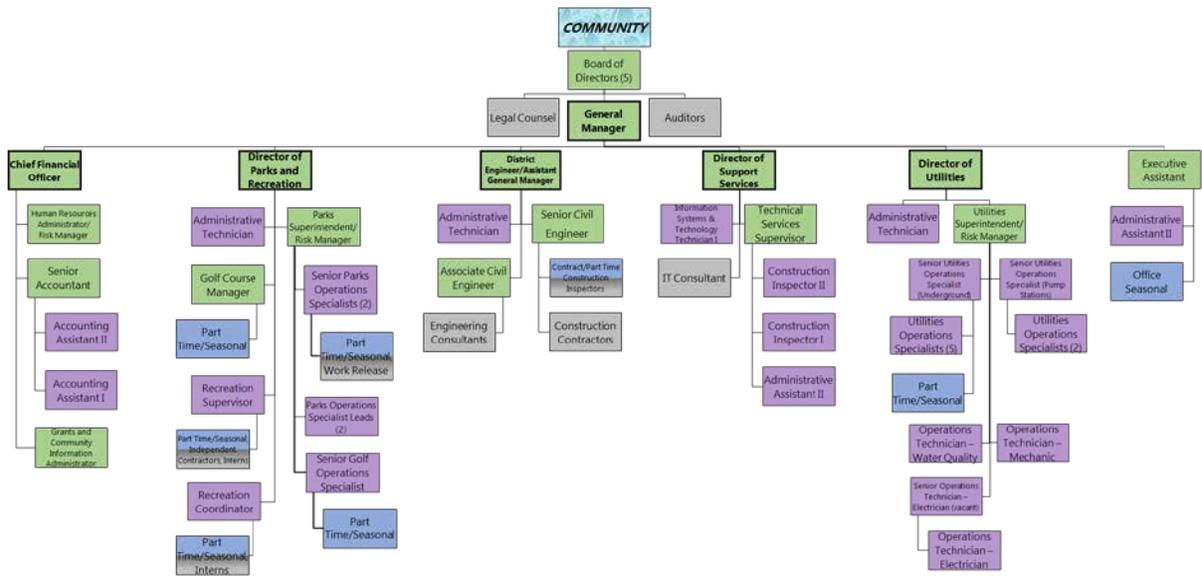
District Wide	Budget 2016	Net Change Up (down)	Budget 2017		
Full-time year round	42.72	1.85	44.57		
Part-time/Seasonal	12.24	2.62	14.86		
Total District	54.96	4.47	59.43		
				Proposed	
Department	Budget 2016	Net Change Up (down)	Budget 2017	2017 Budget	
				FTYR	PT/Seasonal
Utilities	16.36	-	16.36	14.86	1.50
Support Services	4.00	1.55	5.55	5.55	-
Engineering	5.42	(1.52)	3.90	3.90	-
Parks and Recreation	19.26	(0.05)	19.21	8.90	10.31
Golf	-	4.24	4.24	1.91	2.33
GS&S	9.92	0.25	10.17	9.45	0.72
Total Departments	54.96	4.47	59.43	44.57	14.86



**Tahoe City
Public Utility District**

The following organization chart shows the structure of TCPUD and the relationship among the departments and staff. The General Manager oversees 44.57 full-time employees and 14.86 FTE seasonal employees.

Organization Chart 2017 District Wide



The 2017 budget continues to focus on delivering exceptional service and capital projects. With the District taking over the full time operation of the golf course and the added responsibility of a new ice rink, the budget includes the addition of one full time Senior Golf Specialist and a 0.85 FTE Golf Course Manager. Part time/seasonal positions also increased by 2.62 FTE largely due to the addition of golf summer operations.

The following 2017 budget assumptions were used to develop the personnel budget:

General Economic Environment:

(Average of CIP for Urban Wage Earners and Clerical Worker (CIP-W) for San Francisco Oakland-San Jose, CA and CPI-W for U.S. City Average All Items - Aug. Report

Consumer Price Index increase	August 2016	1.56%
ENR - Construction Cost Index (more applicable when labor cost are high)	July 2016	3.4%
ENR - Building Cost Index (more applicable for structures)	July 2017	2.7%
Placer County Investment earnings percentage		1.25%
LAIIF investment earnings percentage		0.460%

Labor and Benefits:

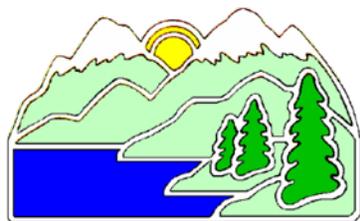
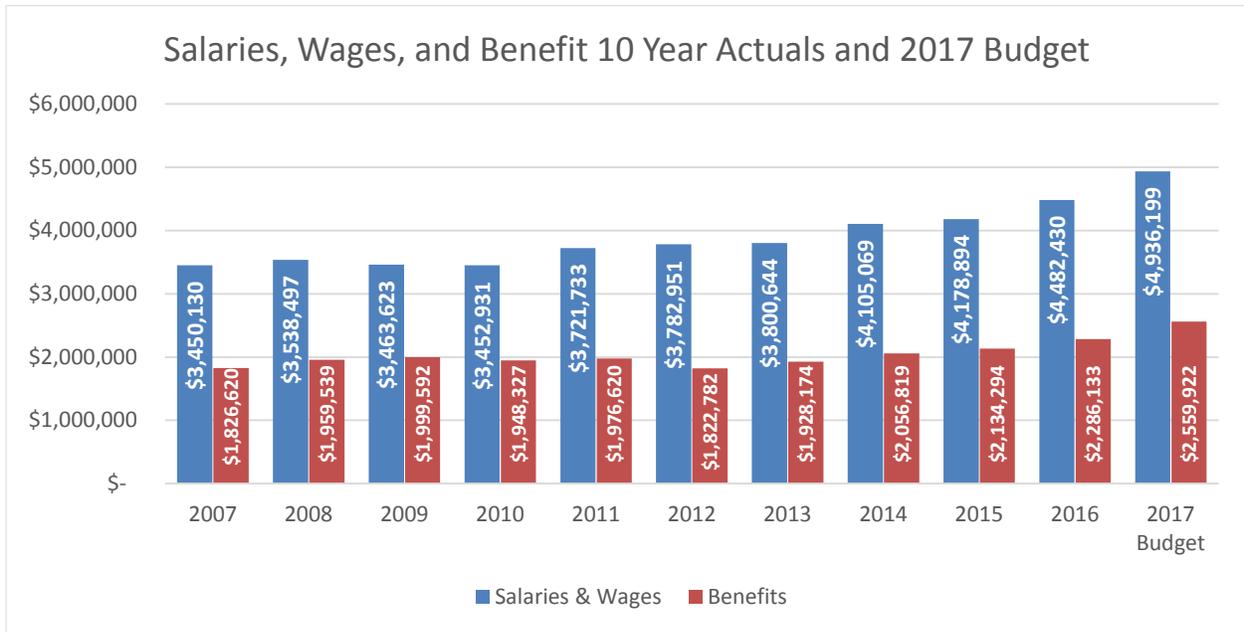
Labor Costs

-Annual merit review increases based on satisfactory to excellent performance (limited to top of range)		1%-5%
-Cost of living adjustment (COLA) for satisfactory or above performance (25% of COLA goes to pay for UAL)	August 2016	1.56%
Minimum Wage	State effective date 1/1/2017 (up \$1.00) --->	\$ 11.00

Benefits

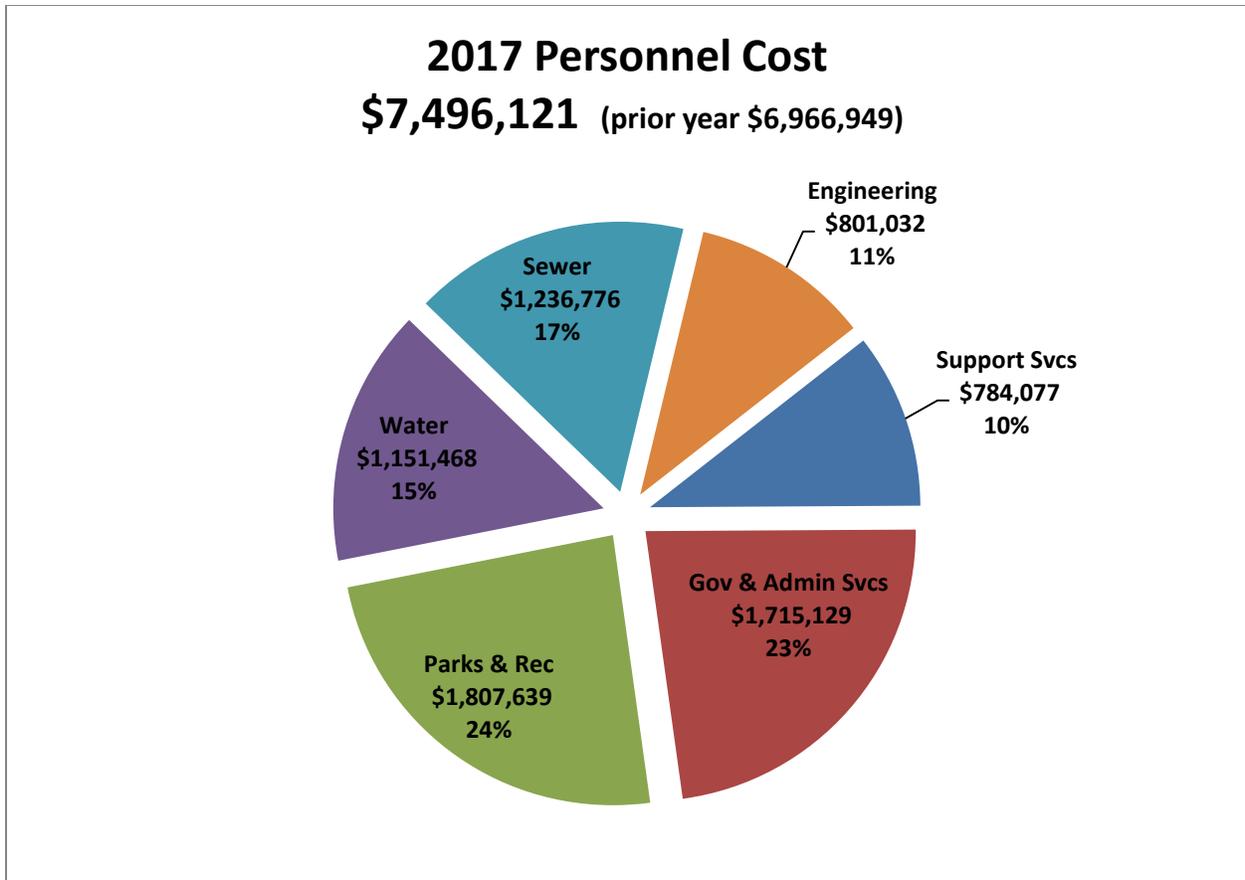
-Medical Insurance at new PERS rates (Basic Sacramento rates)		Family Rate
Choice	-0.9%	\$ 1,881.02
Select	-3.6%	\$ 1,667.82
	Est. decrease for Health Ins. --->	\$ (6,132)
-Fund full ARC rate for post-employment retirement medical benefits		\$ 272,085
-Dental self funded plan per employee & dependent(s)		\$ 1,500
-Vision self funded plan per employee & dependent(s)		\$ 350
-PERS Classic Annualized Unfunded Accrued Liability payment:	Blended Total --->	\$ 457,628
-PERS PEPRA Unfunded Accrued Liability	Blended Total --->	\$ 51
-PERS -Employer Retirement Pension Cost	2016/17	Prop 2017/18
Classic (2.7% @ 55) employee rate:	11.634%	11.675%
PEPRA (2% @ 62) employee rate: January - June	6.555%	6.600%
-Worker's Compensation Premiums	Experience modification factor ---> (Increased 0.06 from .81)	0.87
-Health Deferral (depends on MOU)		50% to 50%

The following chart shows the salaries and benefits trends since 2007 for the last 10 years and 2017 Budget. The District Wide Salaries and Benefits Trends chart shows a steady increase in salaries. This is due to CPI, merit increases, and increased staffing levels to meet service demands. It should be noted that the impacts of the 2014 Class and Compensation Study expanded and reset the ranges allowing for greater salary growth into the future. Benefits include pension, health insurance, dental and vision costs, social security taxes, workers' compensation costs, and other miscellaneous benefits.

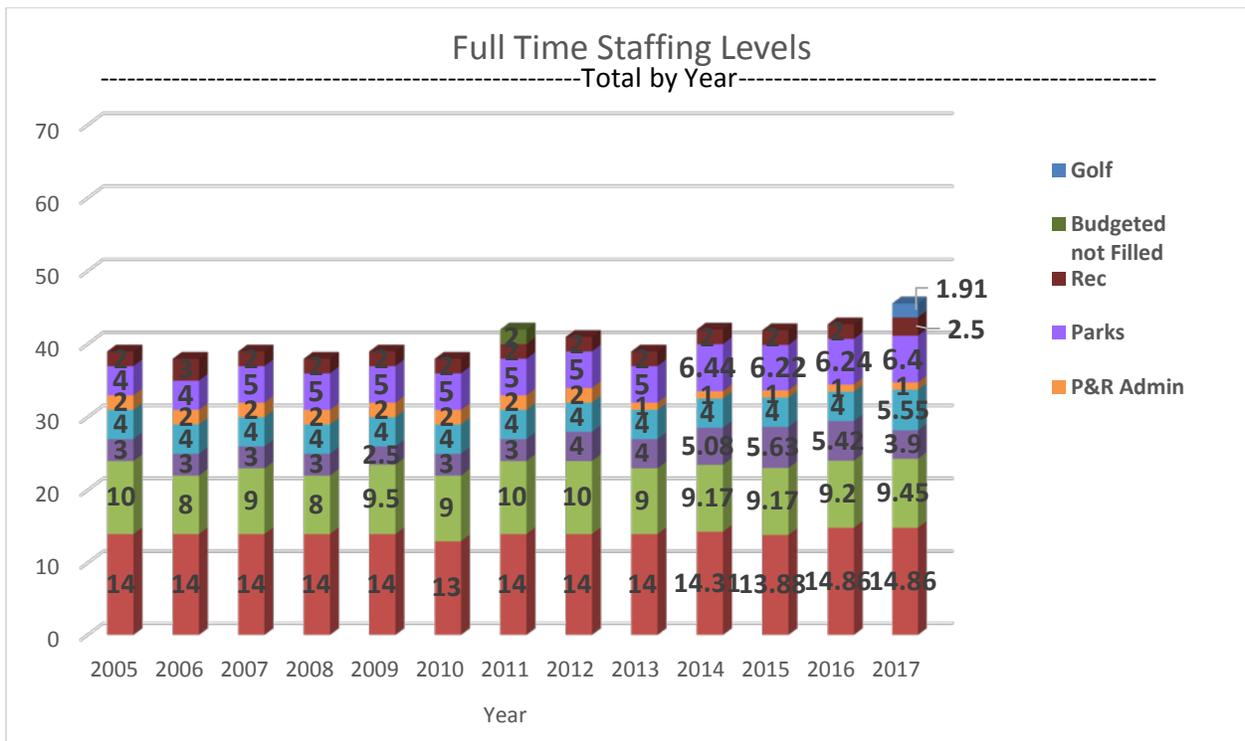


**Tahoe City
Public Utility District**

The following pie chart shows the percentage breakdown among departments.



The following chart shows the full-time staffing levels back to 2005.



TCPUD maintains two salary ranges: 1) Classified and Seasonal Salary Ranges, and 2) Management, Supervisory and Professional Salary Ranges. Both ranges show the position/title, monthly amount for entry and top of range, hourly rate of pay for entry and top of range, and percentage spreads for each position/title on the ranges for prior year and current. The MOU requires that the Classified and Seasonal Salary Ranges increase by COLA each year. This increase was also approved for our non-represented employees.

2017 Salary Ranges

TAHOE CITY PUBLIC UTILITY DISTRICT										
CLASSIFIED AND SEASONAL SALARY RANGES - EFFECTIVE JANUARY 1, 2017										
POSITION	2016				2017 RANGE	2017				RANGE SPREAD
	HOURLY		MONTHLY			HOURLY		MONTHLY		
	MIN	MAX	MIN	MAX		MIN	MAX	MIN	MAX	
Senior Utilities Operations Specialist ~	\$36.63	\$47.62	\$6,349.52	\$8,254.38	138	\$37.20	\$48.36	\$6,448.58	\$8,383.15	30%
Senior Operations Technician - Electrician ~	\$36.63	\$47.62	\$6,349.52	\$8,254.38	138	\$37.20	\$48.36	\$6,448.58	\$8,383.15	30%
Operations Technician - Electrician ~	\$34.85	\$45.31	\$6,041.35	\$7,853.76	133	\$35.40	\$46.02	\$6,135.60	\$7,976.28	30%
Operations Technician - Water Quality ~	\$33.16	\$43.11	\$5,748.14	\$7,472.58	128	\$33.68	\$43.78	\$5,837.81	\$7,589.16	30%
Operations Technician - Mechanic ~	\$32.51	\$42.26	\$5,634.88	\$7,325.34	126	\$33.02	\$42.92	\$5,722.78	\$7,439.62	30%
Utilities Operations Specialist III ~	\$32.51	\$42.26	\$5,634.88	\$7,325.34	126	\$33.02	\$42.92	\$5,722.78	\$7,439.62	30%
Construction Inspector II ^	\$31.55	\$41.02	\$5,469.16	\$7,109.91	123	\$32.05	\$41.66	\$5,554.48	\$7,220.82	30%
Engineering Technician II ^	\$30.32	\$39.42	\$5,255.75	\$6,832.48	119	\$30.79	\$40.03	\$5,337.74	\$6,939.07	30%
Information Systems & Technology Technician II ^	\$30.32	\$39.42	\$5,255.75	\$6,832.48	119	\$30.79	\$40.03	\$5,337.74	\$6,939.07	30%
Utilities Technician ~	\$28.85	\$37.51	\$5,000.67	\$6,500.87	114	\$29.30	\$38.09	\$5,078.68	\$6,602.28	30%
Utilities Operations Specialist II ~	\$28.85	\$37.51	\$5,000.67	\$6,500.87	114	\$29.30	\$38.09	\$5,078.68	\$6,602.28	30%
Construction Inspector I ^	\$28.00	\$36.40	\$4,853.60	\$6,309.68	111	\$28.44	\$36.97	\$4,929.32	\$6,408.11	30%
Administrative Technician *	\$26.12	\$33.95	\$4,527.04	\$5,885.15	104	\$26.52	\$34.48	\$4,597.66	\$5,976.96	30%
Utilities Operations Specialist I ~	\$25.60	\$33.28	\$4,437.84	\$5,769.19	102	\$26.00	\$33.80	\$4,507.07	\$5,859.19	30%
Recreation Supervisor ^	\$25.10	\$32.63	\$4,350.40	\$5,655.52	100	\$25.49	\$33.14	\$4,418.26	\$5,743.74	30%
Accounting Technician *	\$24.85	\$32.30	\$4,307.32	\$5,599.52	99	\$25.24	\$32.81	\$4,374.52	\$5,686.87	30%
Engineering Technician I ^	\$24.36	\$31.67	\$4,222.45	\$5,489.19	97	\$24.74	\$32.16	\$4,288.32	\$5,574.82	30%
Information Systems & Technology Technician I ^	\$24.36	\$31.67	\$4,222.45	\$5,489.19	97	\$24.74	\$32.16	\$4,288.32	\$5,574.82	30%
Senior Golf Operations Specialist ~	\$24.12	\$31.35	\$4,180.65	\$5,434.84	96	\$24.50	\$31.84	\$4,245.86	\$5,519.62	30%
Senior Parks Operations Specialist ~	\$24.12	\$31.35	\$4,180.65	\$5,434.84	96	\$24.50	\$31.84	\$4,245.86	\$5,519.62	30%
Accounting Assistant II *	\$23.41	\$30.43	\$4,057.69	\$5,275.00	93	\$23.77	\$30.91	\$4,120.99	\$5,357.29	30%
Recreation Coordinator ^	\$22.27	\$28.96	\$3,860.76	\$5,018.98	88	\$22.62	\$29.41	\$3,920.99	\$5,097.28	30%
Administrative Assistant II *	\$21.62	\$28.10	\$3,747.21	\$4,871.38	85	\$21.96	\$28.54	\$3,805.67	\$4,947.37	30%
Parks Operations Specialist Lead ~	\$21.62	\$28.10	\$3,747.21	\$4,871.38	85	\$21.96	\$28.54	\$3,805.67	\$4,947.37	30%
Accounting Assistant I *	\$20.77	\$27.01	\$3,601.00	\$4,681.30	81	\$21.10	\$27.43	\$3,657.17	\$4,754.33	30%
Administrative Assistant I *	\$19.19	\$24.94	\$3,325.46	\$4,323.10	73	\$19.48	\$25.33	\$3,377.34	\$4,390.54	30%
Parks Operations Specialist I ~	\$19.19	\$24.94	\$3,325.46	\$4,323.10	73	\$19.48	\$25.33	\$3,377.34	\$4,390.54	30%
Office Assistant *	\$16.69	\$21.70	\$2,893.03	\$3,760.94	59	\$16.95	\$22.04	\$2,938.16	\$3,819.61	30%
Water Conservation Technician (S)	\$26.89	\$34.96	\$4,660.96	\$6,059.25	111	\$26.89	\$34.96	\$4,660.96	\$6,059.25	30%
Utilities Seasonal (S)	\$20.15	\$41.81	\$3,492.66	\$7,247.76	82-129	\$20.15	\$41.81	\$3,492.66	\$7,247.76	108%
Recreation Specialist (S)	\$16.68	\$31.96	\$2,891.01	\$5,540.22	63-102	\$16.68	\$31.96	\$2,891.01	\$5,540.22	92%
Sailing/Swimming Specialist (S)	\$13.81	\$22.12	\$2,393.01	\$3,833.86	44-65	\$13.81	\$22.12	\$2,393.01	\$3,833.86	60%
Parks Seasonal (S)	\$10.35	\$20.63	\$1,793.18	\$3,575.91	1-58	\$10.50	\$20.63	\$1,820.00	\$3,575.91	96%
Parks Cashier (S)	\$10.35	\$13.45	\$1,793.18	\$2,331.13	1-15	\$10.50	\$13.45	\$1,820.00	\$2,331.13	28%
Sailing/Swimming Instructor II (S)	\$10.14	\$13.18	\$1,757.85	\$2,285.20	1-13	\$10.50	\$13.18	\$1,820.00	\$2,285.20	26%
Office Seasonal (S)	\$10.00	\$16.57	\$1,733.33	\$2,872.87	1-36	\$10.50	\$16.57	\$1,820.00	\$2,872.87	58%
Recreation Leader (S)	\$10.00	\$15.77	\$1,733.33	\$2,733.44	1-31	\$10.50	\$15.77	\$1,820.00	\$2,733.44	50%
Sailing/Swimming Instructor I (S)	\$10.00	\$11.70	\$1,733.33	\$2,028.00	1	\$10.50	\$11.70	\$1,820.00	\$2,028.00	11%

2017 COLA: 1.56%

Annual Uniform Allowance: ~ \$540.58 ^ \$405.43 * \$270.29

Standby Pay Daily: \$65/Weekday, \$75/Weekend Day or Holiday

Longevity Pay > 15 yrs of service: 2.50%

(S) = Seasonal Positions use unadjusted Base Range

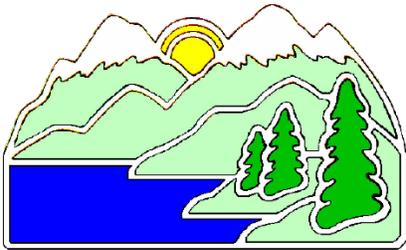
Last Updated 10/11/16

Minimum Wage \$10.50/hr 1-1-2017

**TAHOE CITY PUBLIC UTILITY DISTRICT
MANAGEMENT, SUPERVISORY AND PROFESSIONAL SALARY RANGES - EFFECTIVE JANUARY 1, 2017**

POSITION	2016				2017 RANGE	2017				RANGE SPREAD
	HOURLY		MONTHLY			HOURLY		MONTHLY		
	MIN	MAX	MIN	MAX		MIN	MAX	MIN	MAX	
General Manager ~	\$77.26	\$100.44	\$13,391.96	\$17,409.55	213	\$78.47	\$102.01	\$13,600.88	\$17,681.14	30%
District Engineer/Assistant General Manager ^	\$65.89	\$85.66	\$11,420.95	\$14,847.24	197	\$66.92	\$86.99	\$11,599.12	\$15,078.85	30%
Chief Financial Officer ~	\$58.47	\$76.02	\$10,135.51	\$13,176.17	185	\$59.39	\$77.20	\$10,293.63	\$13,381.72	30%
Director of Utilities *	\$58.47	\$76.02	\$10,135.51	\$13,176.17	185	\$59.39	\$77.20	\$10,293.63	\$13,381.72	30%
Director of Support Services ^	\$54.54	\$70.90	\$9,453.58	\$12,289.65	178	\$55.39	\$72.01	\$9,601.05	\$12,481.37	30%
Director of Parks and Recreation *	\$49.87	\$64.83	\$8,643.78	\$11,236.92	169	\$50.65	\$65.84	\$8,778.62	\$11,412.21	30%
Utilities Superintendent *	\$48.40	\$62.92	\$8,389.57	\$10,906.44	166	\$49.16	\$63.90	\$8,520.45	\$11,076.58	30%
Senior Civil Engineer ^	\$47.45	\$61.68	\$8,224.26	\$10,691.54	164	\$48.19	\$62.64	\$8,352.56	\$10,858.33	30%
Associate Civil Engineer ^	\$42.95	\$55.84	\$7,445.32	\$9,678.91	154	\$43.62	\$56.71	\$7,561.46	\$9,829.90	30%
Human Resources Administrator ~	\$41.69	\$54.20	\$7,226.35	\$9,394.26	151	\$42.34	\$55.04	\$7,339.08	\$9,540.81	30%
Technical Services Supervisor ^	\$37.74	\$49.06	\$6,541.92	\$8,504.50	141	\$38.33	\$49.83	\$6,643.98	\$8,637.17	30%
Parks Superintendent *	\$37.74	\$49.06	\$6,541.92	\$8,504.50	141	\$38.33	\$49.83	\$6,643.98	\$8,637.17	30%
Senior Accountant ~	\$34.51	\$44.86	\$5,981.54	\$7,776.00	132	\$35.05	\$45.56	\$6,074.85	\$7,897.31	30%
Golf Course Manager *	\$37.74	\$49.06	\$6,541.92	\$8,504.50	131	\$34.70	\$45.11	\$6,014.70	\$7,819.12	30%
Executive Assistant ~	\$32.83	\$42.68	\$5,691.23	\$7,398.60	127	\$33.35	\$43.35	\$5,780.01	\$7,514.02	30%
Grants and Community Information Administrator ~	\$32.51	\$42.26	\$5,634.88	\$7,325.34	126	\$33.02	\$42.92	\$5,722.78	\$7,439.62	30%
Accountant II ~	\$29.72	\$38.64	\$5,152.20	\$6,697.85	117	\$30.19	\$39.24	\$5,232.57	\$6,802.34	30%
Accountant I ~	\$26.38	\$34.29	\$4,572.31	\$5,944.01	105	\$26.79	\$34.83	\$4,643.64	\$6,036.73	30%

2017 COLA: 1.56%
 Annual Uniform Allowance: ~ \$271.06 ^ \$486.69 * \$621.20
 Longevity Pay > 15 yrs of service: 2.50%
 District Accountant, District Treasurer, and District Clerk are Board Appointed positions compensated at \$100/year.
 Last Updated 10/11/2016



**Tahoe City
Public Utility District**

2017 Payroll Calendar

JANUARY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January

6	Pay Day
13	PPE
20	Pay Day
27	PPE
2	Holiday
16	Holiday

July

7	Pay Day
14	PPE
21	Pay Day
28	PPE
4	Holiday

JULY						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

FEBRUARY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

February

3	Pay Day
10	PPE
17	Pay Day
24	PPE
20	Holiday

August

4	Pay Day
11	PPE
18	Pay Day
25	PPE

AUGUST						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

MARCH						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

March

3	Pay Day
10	PPE
17	Pay Day
24	PPE
31	Pay Day

September

1	Pay Day
8	PPE
15	Pay Day
22	PPE
29	Pay Day
4	Holiday

SEPTEMBER						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

APRIL						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

April

7	PPE
14	Pay Day
21	PPE
28	Pay Day

October

6	PPE
13	Pay Day
20	PPE
27	Pay Day

OCTOBER						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

MAY						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

May

5	PPE
12	Pay Day
19	PPE
26	Pay Day
29	Holiday

November

3	PPE
10	Pay Day
17	PPE
24	Pay Day
10	Holiday
23	Holiday
24	Holiday

NOVEMBER						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

JUNE						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

June

2	PPE
9	Pay Day
16	PPE
23	Pay Day
30	PPE

December

1	PPE
8	Pay Day
15	PPE
22	Pay Day
29	PPE
25	Holiday
26	Holiday

DECEMBER						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

2017-2021 FIVE-YEAR CAPITAL PLAN



Tahoe City Sewer Rehabilitation Plans

A capital budget includes planned outlays for capital assets with long expected lives and which are designed to produce income or support operations. The capital threshold for TCPUD begins at \$5,000, must be used in operations, and have a life greater than three years.

The five-year capital plan lists and describes capital projects planned over the next five years. The five-year capital spending plans for \$52,314,503 in capital spending offset by \$9,403,223 in grants secured, grants unsecured, or other outside funding sources. Net District funded five year capital plan is \$42,911,280. The following table shows the total District-Wide, grant funded, and District-Wide Funded Capital for five years by fund.

Summarized Five-Year Capital Plan

	<u>Total 5 - Years</u>
<u>District Total</u>	
Governance & Administrative Services	\$ 995,500
Water	31,574,249
Sewer	9,908,596
Parks	8,052,158
Vehicles	1,784,000
Total District Wide Capital	52,314,503
 <u>Less Grand Funded Capital</u>	
Water Grant Capital	4,110,033
Parks Grant Capital	5,293,190
Subtotal Grant Funded Capital	9,403,223
 <u>Net District Funded Capital</u>	
Governance & Administrative Services	995,500
Water	27,464,216
Sewer	9,908,596
Parks and Recreation	2,758,969
District-Wide Vehicles	1,784,000
Total District-Wide Funded Capital	\$ 42,911,280

The five-year capital plan represents staff's best efforts to meet the long-term infrastructure needs of TCPUD. The five-year capital plan is anticipating \$9,403,223 of grand funding. The net District's funded capital is to be paid by a combination of rate revenue, capital reserves, and property tax revenues.

Top 10 Projects in the Next 5 Years

The following table shows the top 10 capital projects and vehicle purchases for the next five years which represent 66.7% of the five- year District-Wide Capital.

<u>Top 10 Capital Projects in the Next Five Years and Vehicles</u>	2017 Amount	2018-2021 Amount	Five-Year Amount
West Lake Tahoe Regional Water Treatment Plant	1,248,447	9,269,259	10,517,706
Rubicon Water System Transmission Improvements	-	5,051,875	5,051,875
Mid-Sierra Water Company Acquisition	\$ 4,600,000	\$ -	\$ 4,600,000
Bunker Water Tank Replacement	2,987,186	314,900	3,302,086
Rehabilitation of asphalt on West Shore Bike Trail	-	3,300,000	3,300,000
Tahoe City Residential Sewer System Rehabilitation	1,581,342	81,644	1,662,986
Rehabilitation of asphalt from TC to Squaw	1,568,190	3,500	1,571,690
Tahoe Cedars Water System Interconnection	1,290,345	-	1,290,345
Tahoe City Main Source & Storage Augmentation Projects	-	1,067,343	1,067,343
Dollar/Edgewater Lakefront SLR	172,205	577,200	749,405
District-Wide Vehicles	821,000	963,000	1,784,000
Total Top 10 Capital Projects and Vehicles	\$ 14,268,715	\$20,628,721	\$ 34,897,436
Total District-Wide Capital	\$ 17,632,990	\$34,681,513	\$ 52,314,503
Total Top 10 Capital Projects and Vehicles % of Total	80.9%	59.5%	66.7%

The detail capital budget sheets at listed below follow:

- District-Wide Summary
- Water
- Sewer
- Parks and Recreation
- Administrative Services
- District-wide Vehicles

Five Year Capital Budget Schedules

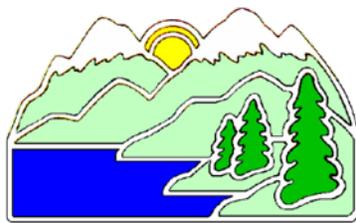
Tahoe City Public Utility District
Five Year Capital Plan
District-Wide Summary
2017-2021

	2017	2018	2019	2020	2021	Total 5 - Years
<u>District-Wide Capital</u>						
Water	11,796,361	10,380,901	2,777,854	3,447,321	3,171,812	31,574,249
Sewer	2,247,041	1,734,449	2,627,105	1,650,000	1,650,000	9,908,596
Parks & Recreation Department	2,665,087	877,571	1,916,500	1,376,000	1,217,000	8,052,158
Governance & Support Services	103,500	465,000	250,000	100,000	77,000	995,500
District-Wide Vehicles	821,000	483,000	173,000	156,000	151,000	1,784,000
Total District-Wide Capital	17,632,990	13,940,921	7,744,459	6,729,321	6,266,812	52,314,503
<u>Less Grant Funded Capital</u>						
Water Grant Capital	402,330	3,336,933	370,770	-	-	4,110,033
Parks Grant Capital	1,578,190	3,500	-	-	-	1,581,690
Parks Grant Capital-unsecured	147,000	40,000	1,222,500	1,202,000	1,100,000	3,711,500
Subtotal grant funded capital	2,127,520	3,380,433	1,593,270	1,202,000	1,100,000	9,403,223
<u>Net District Funded Capital</u>						
Water	11,394,031	7,043,968	2,407,084	3,447,321	3,171,812	27,464,216
Sewer	2,247,041	1,734,449	2,627,105	1,650,000	1,650,000	9,908,596
Parks & Recreation Department	939,898	834,071	694,000	174,000	117,000	2,758,969
Governance & Support Services	103,500	465,000	250,000	100,000	77,000	995,500
District-Wide Vehicles	821,000	483,000	173,000	156,000	151,000	1,784,000
Total District-Wide Funded Capital	\$ 15,505,470	\$ 10,560,488	\$ 6,151,189	\$ 5,527,321	\$ 5,166,812	\$ 42,911,280

For detailed capital budget information go the following pages in this section.

Asset Category	Upgrade or Replacement	2017 Budget		2018		2019		2020		2021		2017 - 2021 Project Subtotal
		Project Budget	Project Phase									
ENGINEERING PROJECTS												
	Line Replacement/Slip lining											
8350	Manhole Rehabilitation	\$ 50,000	P&D/CONST	\$ 250,000								
	Lateral Repairs											
NA	Public Projects Relocations/Upgrades (EIP)	\$ 215,350	P&D/CONST	\$ 950	P&D/CONST	\$ 215,350						
8330	WS Export Truckee River Crossing Repair	\$ 1,450	P&D/CONST	\$ 1,450								
8315	Tahoe City Residential Sewer System Rehabilitation	\$ 1,581,342	CONST	\$ 81,644	CONST	\$ 1,662,986						
NEW	John Cain (Tahmont) Sewer Replacement Project	\$ 44,640	P&D	\$ 134,520	CONST	\$ 179,160						
8360	Dollar I (Edgewater) Backup Power	\$ 14,729	P&D	\$ 102,600	CONST	\$ 117,329						
8357	Emergency Bypass Facilities (Pump Stations & Force Mains)	\$ 172,205	P&D	\$ 577,200	CONST	\$ 749,405						
8359	Satellite Pump Station Overflow Wet Wells											
	Metering Manholes											
	West Shore H2S Control Facilities											
	Projects as Defined by Future Sewer Master Plan											
		\$ 2,079,716		\$ 1,583,449		\$ 2,527,105		\$ 1,500,000		\$ 1,550,000		\$ 4,400,000
SUBTOTAL ENGINEERING PROJECTS												
OPERATIONAL PROJECTS												
8314	Pump Station Flow Meters & Bypass Ports	\$ 21,325	CONST	\$ 21,325								
8345	Satellite Pump Station Controls	\$ 40,000	P&D/CONST	\$ 40,000								
8334	Transfer Switch Replacement	\$ 51,000	P&D/CONST	\$ 102,000								
8307	Essment Line Cleaning Machine	\$ 45,000	PURCH	\$ 45,000								
NA	Portable Sewer Flow Meters	\$ 10,000	PURCH	\$ 10,000								
	Equipment or Facility Replacement/Upgrades	\$ 167,325		\$ 151,000		\$ 100,000		\$ 100,000		\$ 100,000		\$ 400,000
SUBTOTAL OPERATIONAL PROJECTS												
		\$ 2,247,041		\$ 1,734,449		\$ 2,627,105		\$ 1,650,000		\$ 1,650,000		\$ 9,908,596
GRAND TOTAL EXPENDITURES												

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**Tahoe City
Public Utility District**

	2017			2018			2019			2020			2021			2017-2021 Project Subtotal
	Project Budget			Project Budget			Project Budget			Project Budget			Project Budget			
	District Funded	Outside Funding Secured	Outside Funding Not Secured	District Funded	Outside Funding Secured	Outside Funding Not Secured	District Funded	Outside Funding Secured	Outside Funding Not Secured	District Funded	Outside Funding Secured	Outside Funding Not Secured	District Funded	Outside Funding Secured	Outside Funding Not Secured	
PARKS & RECREATION 5-YEAR CAPITAL BUDGET																
ADMIN BUILDING - 221 Fairway	\$ 50,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000
Admin Parking Lot Overlay																\$ 60,000
Admin New Roof	\$ 5,000			\$ 50,000												\$ 50,000
Rec Office Remodel							\$ 85,000									\$ 5,000
Admin Boiler Replacement	\$ 45,000															\$ 85,000
Admin Stairway Replacement																\$ 45,000
ADA Pathway-overlay				\$ 10,000												\$ 10,000
BELLAS LANDING																
Stairway Improvements	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,000
Retaining Wall Repair-Design	\$ 5,000											\$ 12,000				\$ 12,000
Retaining Wall Repair-Const	\$ 35,000											\$ 5,000				\$ 35,000
BIKE TRAILS																
Truckee River Trail Pavement Rehab - Design (TC to Squaw)	\$ 257,232	\$ 1,578,190	\$ -	\$ 10,000	\$ 3,500	\$ -	\$ 75,000	\$ -	\$ 1,100,000	\$ 10,000	\$ -	\$ 1,100,000	\$ -	\$ -	\$ 1,100,000	\$ 5,233,921
Truckee River Trail Pavement Rehab - Const (TC to Squaw)	\$ 35,500															\$ 35,500
Truckee River Trail Pavement Rehab - Const (TC to Squaw)	\$ 1,566,190				\$ 3,500											\$ 1,571,690
Midway Trail Ernsion - Const	\$ 30,232	\$ 10,000														\$ 10,000
Truckee River Restoration - Const																\$ 30,232
Homeswood Bike Trail - Const	\$ 35,000															\$ 35,000
Update Trail Map Signs	\$ 6,500						\$ 75,000									\$ 6,500
Replace River Ranch Chute Wall/Grade																\$ 75,000
Sugar Pine to Meeks Bay - Const	\$ 150,000								\$ 1,100,000							\$ 150,000
West Shore Bike Trail Rehab				\$ 10,000												\$ 10,000
Truckee River Trail Interpretive Sign Replace										\$ 10,000						\$ 10,000
Lakeside Trail 5:7 Wood Plank Repairs																\$ 10,000
FAIRWAY COMMUNITY CENTER																
Hung Ceiling Removal	\$ 10,000	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Parking Lot Lighting/replace posts				\$ 15,000			\$ 25,000			\$ 30,000						\$ 15,000
Parking Lot Overlay																\$ 25,000
ADA Improvements	\$ 10,000															\$ 30,000
GOLF COURSE																
Irrigation Transmission Line	\$ 98,244	\$ -	\$ -	\$ 305,500	\$ -	\$ -	\$ 52,000	\$ -	\$ -	\$ 44,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 542,244
Golf Course Capital - FID	\$ 10,000			\$ 30,000						\$ 30,000						\$ 10,000
Golf Course BMP's - Design	\$ 60,244															\$ 60,244
Golf Course BMP's - Const				\$ 228,000												\$ 228,000
Banker Draining/Sand	\$ 5,500			\$ 5,500			\$ 7,000			\$ 7,000						\$ 22,500
Banker Draining/Sand	\$ 5,500			\$ 5,500			\$ 7,000			\$ 7,000						\$ 22,500
Drainage	\$ 15,000			\$ 7,000			\$ 7,000			\$ 7,000						\$ 35,000
Golf Cart Paths				\$ 25,000												\$ 25,000
Golf Course Poles/Cables																\$ 25,000
HIGHLANDS COMMUNITY CENTER																
Roof Replacement (Old Bldg)																\$ 12,000
KILNER PARK																
Playground Replacement	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180,000
Restrooms				\$ 100,000												\$ 80,000
ICE RINK																
Ice Bank	\$ 44,272	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,272
Ice Bank	\$ 28,940															\$ 28,940
Ice Bank	\$ 15,332															\$ 15,332
EQUIPMENT																
Maintifing	\$ 189,510	\$ -	\$ 110,000	\$ 153,571	\$ -	\$ -	\$ 9,500	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 590,081
Maintifing/Sweeper			\$ 110,000													\$ 110,000
Parway Blower				\$ 60,000					\$ 70,000							\$ 70,000
Parway Blower				\$ 28,571												\$ 28,571
Purf Sweeper/Vacuum				\$ 24,000												\$ 24,000
Top Dresser	\$ 16,000															\$ 16,000
Greens Aerator	\$ 26,510															\$ 26,510
Heavy Duty Utility Vehicle				\$ 25,000												\$ 25,000
Utility Vehicles	\$ 9,000															\$ 9,000
Toolcat Replacement	\$ 57,000												\$ 50,000			\$ 50,000
Greens Mower/Tree Mower	\$ 67,000															\$ 67,000
Replace Ballfield/Golf Course Rough Mower	\$ 8,000						\$ 6,500									\$ 8,000
Replace 1335 Snow Blower	\$ 6,000															\$ 6,000
Seed Scatter																\$ 6,000
Toolcat Implement/Replace				\$ 16,000												\$ 16,000
SUB-TOTAL DISTRICT OWNED FACILITIES & EQUIP EXP	\$ 689,258	\$ 1,578,190	\$ 110,000	\$ 644,071	\$ 3,500	\$ -	\$ 337,500	\$ -	\$ 1,170,000	\$ 164,000	\$ -	\$ 1,112,000	\$ 103,000	\$ -	\$ 1,100,000	\$ 7,011,518

	2017			2018			2019			2020			2021		
	Project Budget			Project Budget			Project Budget			Project Budget			Project Budget		
	District Funded	Outside Funding Secured	Outside Funding Not Secured	District Funded	Outside Funding Secured	Outside Funding Not Secured	District Funded	Outside Funding Secured	Outside Funding Not Secured	District Funded	Outside Funding Secured	Outside Funding Not Secured	District Funded	Outside Funding Secured	Outside Funding Not Secured
PARKS & RECREATION 5-YEAR CAPITAL BUDGET															
NON-DISTRICT FACILITIES WITH PROGRAMS															
COMMONS BEACH	\$ 8,000	\$ -	\$ 7,000	\$ 13,500	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ 14,000	\$ -	\$ -
Commons Drinking Fountain	\$ 8,000												\$ 14,000		
Picnic Area					\$ 40,000										
Railings at Commons Stairs						\$ 40,000									
Mixta Concrete Repair								\$ 25,000							
Power Pile/etal For Concert Vendors			\$ 7,000												
Parking Lot Overlay															
Granite Railings									\$ 15,000						
Beach Restrooms Auto Locks 6 restrooms															
CONNORS FIELD	\$ 195,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 202,500
Connors Field Light Replacement	\$ 15,000														\$ 15,000
Connors Field Light Replacement	\$ 180,000								\$ 7,500						\$ 180,000
Dugout Replacement															\$ 7,500
NVHS BECHDOLT FIELD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Replace Scoreboard							\$ 5,000		\$ 5,000						\$ 10,000
NVHS UPPER FIELD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 250,000
NVHS Upper Field Light Repl - Design							\$ 25,000								\$ 25,000
NVHS Upper Field Light Repl - Const							\$ 215,000						\$ 10,000		\$ 215,000
Belethers															\$ 10,000
RIDEOUT COMMUNITY CENTER	\$ 2,640	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 28,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,640
Rideout Sign @ Hwy 89 - Design	\$ 2,640														\$ 2,640
Rideout Sign @ Hwy 89 - Const				\$ 20,000			\$ 8,000								\$ 20,000
Rideout Garden							\$ 20,000								\$ 20,000
Rideout Entryway Floor															\$ 20,000
SKYLANDIA BEACH/PARK/HOUSE	\$ -	\$ -	\$ -	\$ 98,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 138,000
Skylandia Camp Lodge				\$ 5,000											\$ 5,000
Skylandia Camp Lodge				\$ 35,000											\$ 35,000
Picnic Gazebo				\$ 40,000			\$ 40,000								\$ 40,000
Parking Lot Improvements				\$ 18,000											\$ 18,000
Water Bars/Stair Replacement/Picnic															\$ 40,000
GATEWAY (OUTLET PARCEL)	\$ -	\$ -	\$ -	\$ 8,500	\$ -	\$ -	\$ 43,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,000
Repair wood planks Outlet & Lakeside 4							\$ 18,500								\$ 18,500
Pavers Repairs				\$ 8,500			\$ 15,000								\$ 8,500
Interpretive Signs							\$ 10,000								\$ 15,000
Dam Wood (MASTERS)															\$ 10,000
SUB-TOTAL NON-DISTRICT FACILITIES W/ PROG EXP	\$ 205,640	\$ -	\$ 7,000	\$ 140,000	\$ -	\$ 40,000	\$ 356,500	\$ -	\$ 52,500	\$ -	\$ -	\$ 40,000	\$ 14,000	\$ -	\$ 865,640
NON-DISTRICT FACILITIES															
6+ ACRES	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Raft Launch Improvements				\$ 10,000											\$ 10,000
MARIE SLUGHAK PARK	\$ 45,000	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Playground Replacements - Design	\$ 5,000														\$ 5,000
Playground Replacements: Const	\$ 40,000		\$ 30,000												\$ 70,000
TAHOE CITY BOARDWALK	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Pavers, Trees, Fixtures Repair/Replace				\$ 40,000											\$ 40,000
TAHOE CITY SIDEWALKS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Sidewalk Curb Replacement @ Driveways												\$ 50,000			\$ 50,000
SUB-TOTAL NON-DISTRICT FACILITY EXP	\$ 45,000	\$ -	\$ 30,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,000
GRAND TOTAL EXPENDITURE	\$ 939,898	\$ 1,578,190	\$ 147,000	\$ 834,071	\$ 3,500	\$ 40,000	\$ 694,000	\$ -	\$ 1,222,500	\$ 174,000	\$ -	\$ 1,202,000	\$ 117,000	\$ -	\$ 8,052,158
TOTAL CAPITAL EXPENDITURES	\$ 2,665,087	\$ 877,571	\$ 1,916,500	\$ 1,376,000	\$ 1,217,000	\$ 805,158									

**Five Year Capital Plan
Governance & Administrative Support
2017-2021**

Project Description	2017	2018	2019	2020	2021	Total
District Website	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Accounts Payable Scanning Project - Phase 2	8,500					8,500
Server Upgrades		15,000		15,000		30,000
Customer Relationship Management (CRM) Software				50,000		50,000
Upgrade / Change Financial System					65,000	65,000
221 Admin Building Improvement Project	35,000	450,000	250,000			735,000
Large Format Color Plotter/Copier/Scanner					12,000	12,000
Adm. (2) Copiers (1-Color and 1-B/W)				35,000		35,000
	\$ 103,500	\$ 465,000	\$ 250,000	\$ 100,000	\$ 77,000	\$ 995,500

Five Year Vehicle Capital Plan
District-Wide Summary
2017-2021

2017		2018		2019		2020		2021	
Project Description	District Funds	Project Description	District Funds	Project Description	District Funds	Project Description	District Funds	Project Description	District Funds
2004 Chevy Trailblazer Tech Serv., Veh# 53	23,500	1 2008 Ford F-450 Service Body, Boom and Liftgate Veh # 11	90,000	1 2007 Chevy Colorado Parks, Veh# 32	25,000	1 2008 Ford F-350 Flatbed Liftgate, Park Unit 31	41,000	1 2011 Ford F-250 Utilities, Veh# 6	39,000
2002 Case 590 Super M Backhoe, Utilities, Unit 26	140,000	2 2006 Armadillo Sweeper Parks, Veh# 41	68,000	2 2007 Chevy Silverado Parks, Veh# 37	27,000	2 2012 Ford F-450 Utilities, Veh# 8	115,000	2 2012 Ford F-550 Utilities, Veh# 10	70,000
2007 Chevy Colorado Parks Veh # 45	23,000	3 1995 Ford F-800 Dump Unit # 60 Parks and Util	90,000	3 2007 Ford Escape Comp Serv. Veh # 5	25,000			3 2009 Chevy 4x4 Van Rec, Veh# 30	42,000
2006 Vactor 2113 Utilities Veh # 19	485,000	4 2006 Ford F-550, Dump Body, Plow, Uts, Veh# 36	60,000	4 1996 Bobcat Skid Steer Parks, Veh# 43	65,000				
2003 Chevy S-10 Compact Pickup, Tech Serv Veh # 2	24,500	5 1998 Chevy TV Van Veh # 22	175,000	5 2003 Chevy Silverado Utilities, Veh#54	31,000				
Utilities Hydro Cleaning Truck (2016 Item)	125,000								
	<u>\$ 821,000</u>		<u>\$ 483,000</u>		<u>\$ 173,000</u>		<u>\$ 156,000</u>		<u>\$ 151,000</u>
	Five-year Total		\$ 1,784,000						

Note: Vehicles described are the items being replaced. Comparable functioning vehicles are being purchased.