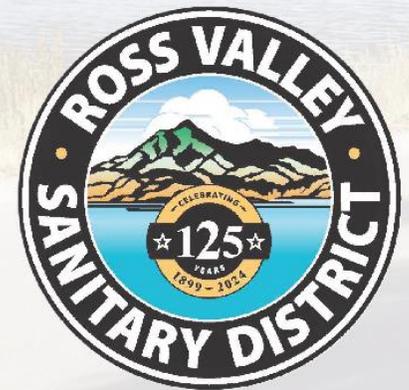
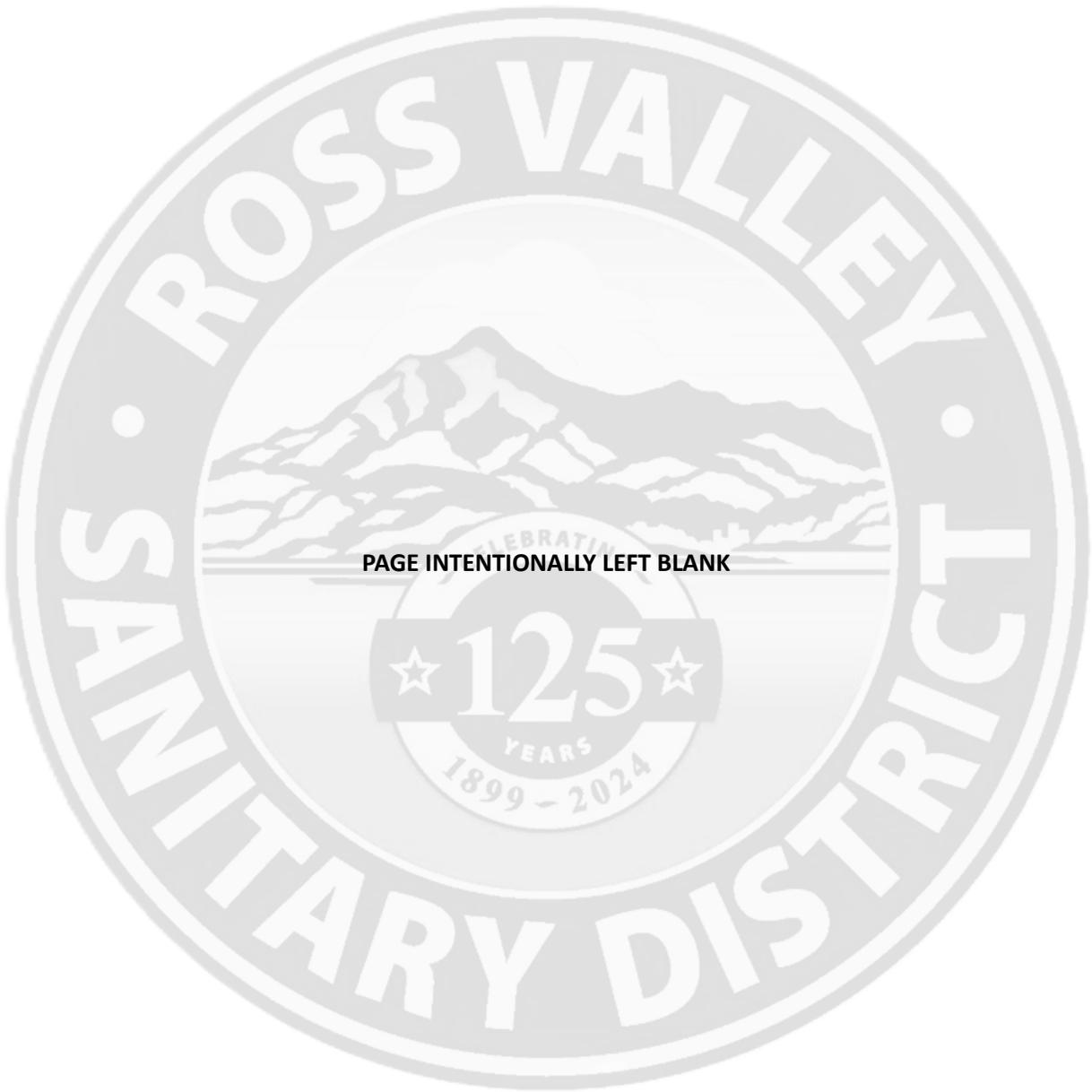


# 2024- 2025

FISCAL YEAR  
BUDGET  
July 1 - June 30



Ross Valley Sanitary District  
1111 Andersen Drive,  
San Rafael, CA 94901  
[www.rvsd.org](http://www.rvsd.org)



PAGE INTENTIONALLY LEFT BLANK

# Ross Valley Sanitary District

## Annual Budget For the Fiscal Year Ended June 30, 2025

### Board of Directors

---

**Michael Boorstein**

Elected June 2014

**President**

**Thomas Gaffney**

Elected June 2014

**Secretary**

**Mary Sylla**

Elected June 2012

**Treasurer**

**Pamela Meigs**

Elected June 2010

**Alternate Secretary**

**Doug Kelly**

Elected June 2016

**Alternate Treasurer**

### Executive Team

---

**Steve Moore, P.E.**

**General Manager**

**Felicia Newhouse**

**Assistant General Manager**

**Paul Bruemmer**

**Operations & Maintenance Manager**

Prepared By  
Administrative Services Department

## TABLE OF CONTENTS

---

### Section 1 – Introduction

(1) Message from General Manager.....	2
(2) District Overview.....	4
(3) Strategic Plan.....	6
(4) Local Community.....	8

### Section 2 – Organization & Budget Structure

(5) Organization Overview.....	12
(6) Fund Structure & Descriptions.....	14
(7) Financial Policies Summary.....	15
(8) Budgeting Process & Calendar.....	16
(9) Budgeting Basis of Accounting.....	17
(10) Performance Indicators.....	18

### Section 3 – Budget Summaries

(11) Financial Summary.....	28
(12) Revenue Requirements.....	40
(13) Departmental Budget.....	45
(14) Treatment Plant Cost.....	54
(15) Canyon Road Assessment District (CRAD).....	57
(16) Debt Obligations.....	58
(17) Capital Improvement Program (CIP).....	62
(18) Reserve Funding.....	87
(19) Pension Funding Plan.....	91
(20) OPEB Funding Plan.....	92
(21) Five-Year Forecast.....	94

### Section 4 – Appendix

Appendix A – District Acronym Listing.....	102
Appendix B – Glossary.....	103
Appendix C – District Financial Policies.....	104
Appendix D – Board Adoption Resolution.....	105
Appendix E – GANN Limit Resolution.....	106
Appendix F – Authorized Positions.....	107

## FORWARD

---

This Annual Budget is intended to present the Ross Valley Sanitary District's (RVSD or the District) budgeted financial position and operations for the fiscal year ended June 30, 2025. The overall structure of the Annual Budget follows the District's financial plan as described by its Financial Policies and the Government Finance Officers Association (GFOA). To best describe its financial plan, the Annual Budget is organized into the following four sections:

### **Introduction**

The Introduction begins with a message from the District's General Manager showcasing the District's performance and achievements from the current fiscal year and providing direction for where the District is going to lead into the next fiscal year. It is then followed by an overview of the District, strategic plan, and local community.

### **Organization & Budget Structure**

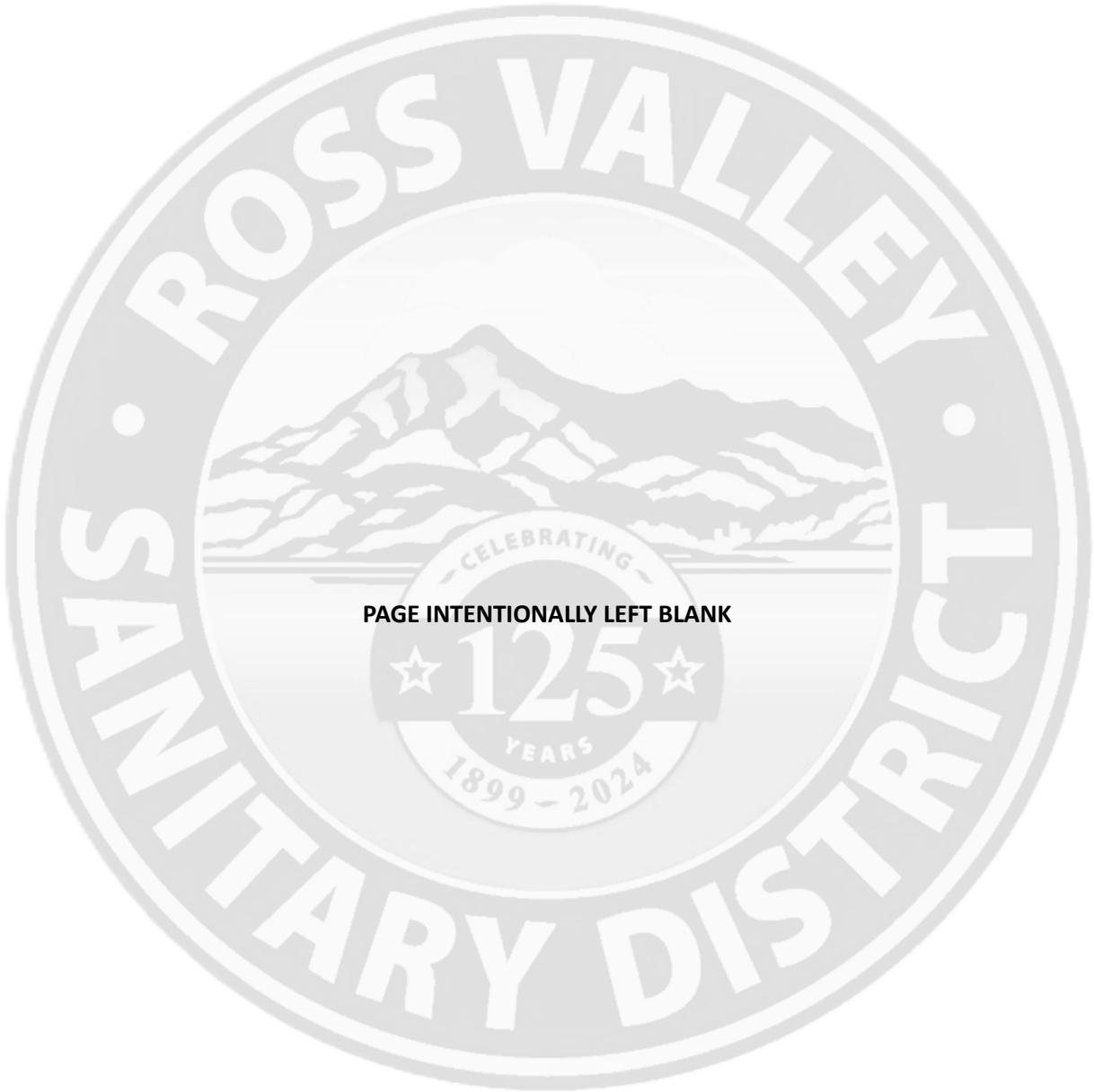
This section is designed to provide the reader with an overview of the District's organization, its organizational chart, and fund structure, as well as its financial and budgeting policies. This section also includes the key performance indicators to describe how the District controls its resources from a non-financial perspective for how it is meeting its mission and values.

### **Budget Summaries**

The Budget Summaries section describes in detail the District's finances from both a consolidated and detailed fund level. Included are year-over-year (YoY) budgetary comparisons, overview of the District fund balances and reserves, discussion of key drivers and forecast of its revenue budget, departmental budgets, debt obligations (capital and limited obligation) and the District's Capital Improvement Program (CIP). The section concludes with the District's Five-Year Forecast showing the latest estimates of where the District is going to be financially in five years.

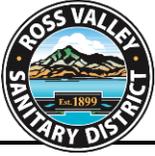
### **Appendix**

Included within the Appendix are the acronyms, glossary, key policies and strategic plan that assist the budget with its preparation, and Board Resolutions that relate to the approval of the budget.



**PAGE INTENTIONALLY LEFT BLANK**

## **SECTION 1 – INTRODUCTION**



## (1) Message from the General Manager

It is my honor on behalf of the Ross Valley Sanitary District Board of Directors and staff to present the District's Fiscal Year 2025 (FY25) budget. This document lays out the financial plan for the upcoming fiscal year, detailing the resource requirements to successfully manage our wastewater collection and conveyance infrastructure for District's ratepayers.

Our intention is to present a high-quality budget that clearly articulates the ways the District effectively and efficiently provides its services in a readily accessible and understandable format. All referenced financial documents in this budget are available online at [www.rvsd.org](http://www.rvsd.org).

### ***FY 2025 Budget Highlights***

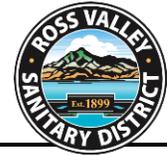
The District's FY25 annual budget is expected to be balanced where funding requirements are sufficiently covered with funding sources. Total funding requirements for FY25 are \$42.7 million and total funding sources are \$42.7 million. Total funding sources include \$40.3 million of revenue proceeds and \$2.4 million in reserve usage. Use of reserves as an additional funding source is less than the prior year's budget reserve usage by \$0.4 million.

Total operating revenue increased 5.0% and operating expenditure increased by approximately 5.6% from the FY24 Budget. The FY25 Budget includes expected net operating revenue of approximately \$6.3 million for both funding its committed reserves and capital projects. Capital revenue is anticipated to total \$10.4 million for FY25, including \$10.1 million in ad valorem property taxes received. The District plans to spend \$10.7 million on capital improvement projects this year using dedicated capital funds and net operating revenue.

- Total operating revenues of approximately \$30.2 million, and dedicated capital revenues of \$10.4 million from property taxes, capacity charges, and lateral loan repayments. Total revenues are expected to increase by \$1.7 million, or 4.3%.
- Total operating expenditures of approximately \$23.9 million resulting in an overall increase of 5.6% from the FY 2024 budget. Changes to the FY25 expenditure budget are primarily due to increases in labor costs related to salary increase and the addition of two full-time positions. Increasing rates charged by the Central Marin Sanitation Agency (CMSA) are also a contributing factor to increases in the expenditure budget. Total expenditures are expected to increase by \$1.1 million, or approximately 2.6% of the FY24 Budget.

The Board of Directors continues to make grant and loan funding available to property owners who require private sewer lateral replacement and have recently augmented the loan funding eligibility to include applications for septic-to-sewer replacement. Grant and loan programs have a cumulative funding in the amount of \$550,000 for the fiscal year.

The District is recognized as a high-performing and financially stable wastewater utility within Marin County and the San Francisco Bay Area. The District continues to be recognized by state and national organizations in the areas of facility operations, safety, and financial reporting.



***Recent Major District Achievements***

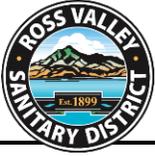
- Received First Place Award from California Association of Sanitation Agencies (CASA) for Organizational Excellence based on our Competency-Based Training Initiative and Standard Operating Procedures.
- Received written confirmation from the Regional Water Quality Control Board that all requirements of the 2013 Cease and Desist Order have been satisfied upon completion of two capital projects that are in design.
- Received the Certificate of Achievement for Excellence in Financial Reporting, the Award for Outstanding Achievement in Popular Financial Reporting, and the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- Upgraded credit standing by Fitch Ratings from 'AA Stable Outlook' to 'AA Positive Outlook'.
- Updated Emergency Response Plans for each of the District's 19 pump stations, ensuring the ability to rapidly restore service in case of power outages or other emergencies.
- Implemented a new and innovative Easement Access Management program to improve safety and operational efficiency in maintaining the collection and conveyance system, working cooperatively with private property owners and other local public agencies.
- Received an Award from the California Water Environmental Association (CWEA) for "gimmicks and gadgets", for innovative solutions in maintaining sewer system access.
- Completed the renovation at 1111 Andersen, relocated all District operations into one facility, and celebrated 125 years of service in Marin County.
- Performed a comprehensive sewer service charge rate study and adopted a five-year rate schedule resulting in modest rate increases ranging from 3.3% to 4.0% for Fiscal Years 2025 through 2028.
- Maintained a high level of service to our ratepayers for a safe and effective wastewater collection and conveyance system, including an unprecedentedly low number and volume of public sewer spills.

On behalf of all our employees, I would like to express our thanks and gratitude to the District Board of Directors for its ongoing support of the District's Mission and Values, and in securing the necessary resources to enable us to achieve a recognized level of high performance.

We hope that this annual budget will be insightful and clear in understanding how the District allocates its resources. We welcome your comments and feedback for improving future budget publications.

Respectfully,

**Steve Moore, P.E.**  
**General Manager**



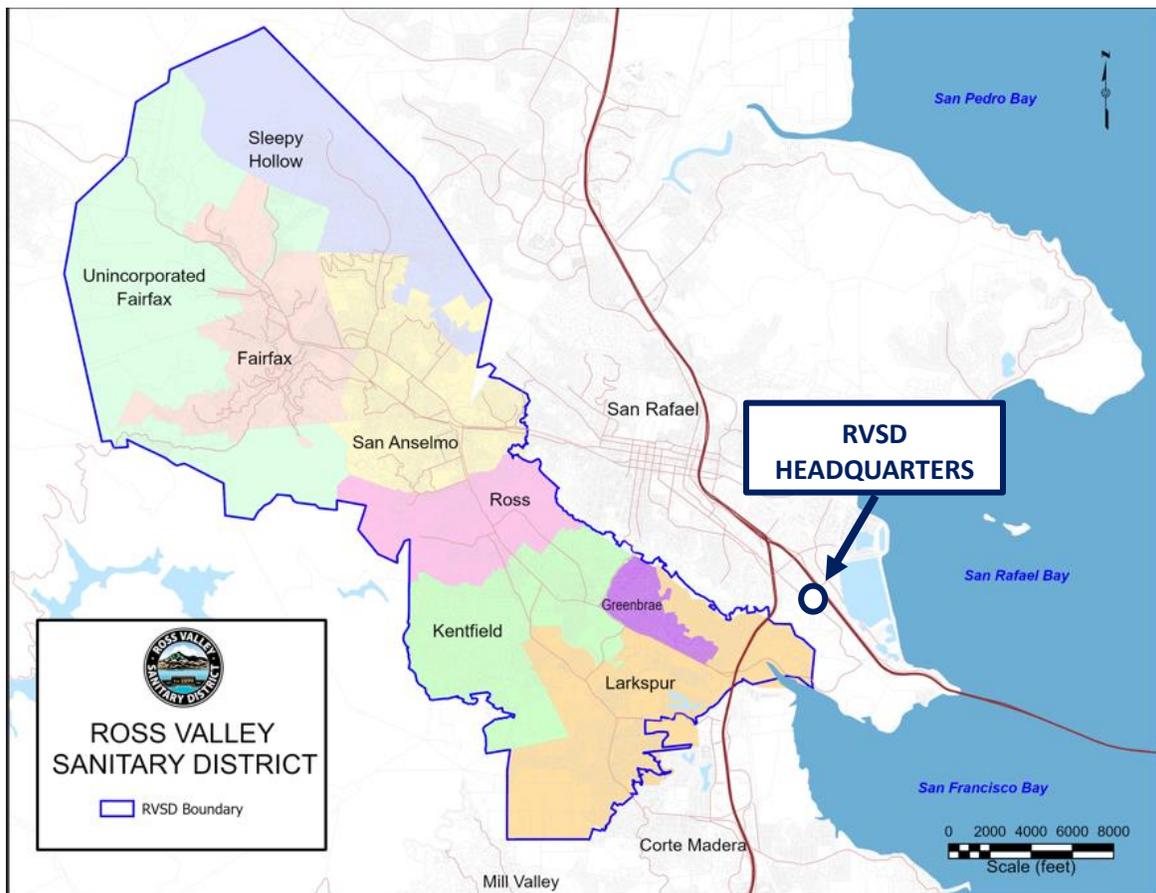
## (2) District Overview

The Ross Valley Sanitary District was established on May 27, 1899 to provide wastewater collection and conveyance services for the ratepayers within the greater Ross Valley area of Marin County. This service area encompasses 26.75 square miles of jurisdictional boundaries including the Town of Fairfax, Town of San Anselmo, Town of Ross, City of Larkspur, and the unincorporated areas of Sleepy Hollow, Kentfield and Greenbrae.

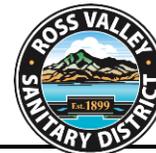
The District is responsible for 24/7/365 operation of the wastewater collection and conveyance system. The system is comprised of approximately 4,200 manholes, 19 pump stations and over 200 miles of pipeline throughout the service area. Each fiscal year, the District's infrastructure collects and transports over two billion gallons of wastewater to the treatment plant at the Central Marin Sanitation Agency (CMSA). The District performs regular maintenance and invests capital funds to improve its infrastructure to protect public health and the environment by effective and efficient wastewater management.

Figure 1 below geographically shows the District's jurisdictional boundaries within its service area:

**Figure 1 – District Service Area Within Local Municipal Boundaries**



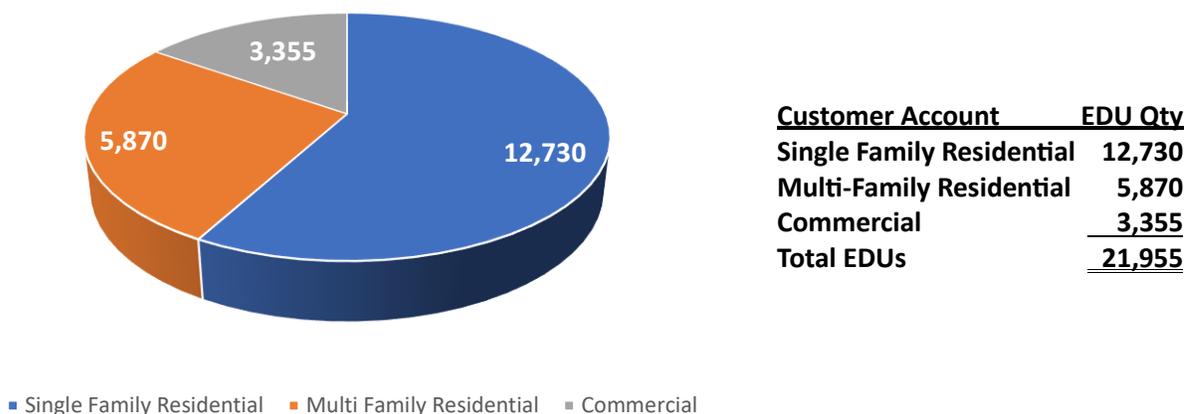
**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



The District recovers its cost for services with sewer services charges paid by residential and commercial customers. Each customer account is assessed an annual Sewer Service Charge (SSC) on their Marin County property tax bill based on an equivalent dwelling unit (EDU). An EDU is a standardized unit of measure used for both residential and commercial accounts to equitably assess the appropriate user charge. Single-family residential customers are assessed one EDU, multi-family residential customers are assessed 0.9 EDUs per housing unit, and commercial accounts are assessed based on the account holder’s recent winter water usage recorded by the Marin Municipal Water District. For FY25, the District is projected to serve 16,318 parcels and assess 21,955 EDUs of user fees.

The total number of EDUs assessed can be further broken down based on customer account type:

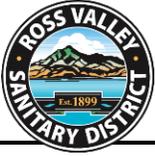
**Chart 1 – District Weighted EDU Allocation Fiscal Year 2025**



**Chart 2 – Historical Weighted EDU Allocations**



As shown in *Charts 1* and *2*, the majority of the District’s customer base is and has been single-family residential accounts. Between FY24 and FY25 the number of single-family EDUs increased by 39 or 0.3%. The District’s total EDUs increased by 210 or 1.0%.



### (3) Strategic Plan

The Strategic Plan charts a path to effectively maintain and improve the District's operations and services. RVSD's Strategic Plan has been developed to prioritize projects, focus energy and resources, set workplan priorities, and guide fundamental decisions and actions that will build on each other into the future.

In 2016 the Board of Directors adopted a Strategic Plan with updated mission, core values, policy level goals, objectives, and actions that have guided the District for several years. A consultant was used to facilitate a robust multi-phase development process with the Board and a staff planning committee. The RVSD Strategic Plan was developed through a series of interactive workshops, with the ultimate objective of answering two questions:

- 1. What does a successful future for RVSD look like?***
- 2. How does RVSD achieve that envisioned future by translating it into specific goals and objectives, and supporting actions?***

The adopted Strategic Plan is based on Effective Utility Management (EUM) framework attributes recognized by national utility organizations (AWWA, WEF, NACWA) and the US EPA. The EUM framework uses ten broadly defined areas to provide a comprehensive and balanced review of how well an organization is doing, identify gaps between actual and preferred conditions, and narrow the focus to what actions need to be taken to ensure the utility organization is highly functioning across the full spectrum of critical success factors.

A fundamental component of the Strategic Plan is the District mission, followed by its core values.

#### **Mission**

*RVSD provides its customers with high quality wastewater collection service, through a system that has no avoidable sanitary sewer overflows, at the lowest sustainable cost, in order to protect public health and the environment.*

#### **Our Core Values**

Individually and as a team, we value the following:

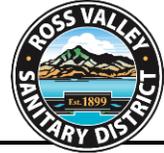
- Being fiscally responsible
- Protecting our natural resources
- Developing solutions that work today and for future generations
- Providing excellent quality service and creating quality work products
- Collaborating with each other and our stakeholders
- Being industry leaders
- Supporting efficiency and alignment with the mission of the Ross Valley Sanitary District through our resources and work

## ROSS VALLEY SANITARY DISTRICT

### ANNUAL BUDGET

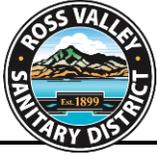
FOR THE FISCAL YEAR ENDED JUNE 30, 2025

---



Every other element of the Strategic Plan is intended to directly support this organizational mission and core values. Based on this mission and the EUM 10 Attributes framework, the Board worked to establish policy-level goals and supporting objectives. These can be thought of as “what success looks like” at RVSD. Once those goals and objectives were developed, staff level workshops were then used to develop a detailed set of specific actions to achieve the goals.

The District’s budget is closely aligned with the Strategic Plan and the annual Business Plan. The Board reviews and approves the annual Business Plan each year and makes it available to the public on the District website. The draft FY25 Business Plan’s strategic actions were considered in this budget year development process.



#### **(4) Local Community**

The District’s service area includes four local municipalities (Town of Fairfax, Town of San Anselmo, Town of Ross, and City of Larkspur), and three named unincorporated areas within Marin County (Sleepy Hollow, Kentfield and Greenbrae) located just north of the City and County of San Francisco.

With the completion of the Golden Gate Bridge in the early 1930s, permanent connection between Marin County to San Francisco was established. This major development was the start of significant growth in population and local economy as working professionals began to move their families to Marin and the Ross Valley area. The area’s population has since leveled off to be relatively stable. As of the 2022 census estimate, the total population of the District’s service area is 44,946 as shown in *Table 1* below.

**Table 1 – District Service Area Population**

	<b>Municipality</b>	<b>Population</b>
1	Town of San Anselmo	12,569
2	City of Larkspur	12,754
3	Town of Fairfax	7,423
4	Town of Ross	2,300
	Unincorporated County Area	9,900
5	(Sleepy Hollow, Kentfield, Greenbrae)	
6	<b>Total District Service Area</b>	<b>44,946</b>

*Source: United States Census Bureau, 2022 American Community Survey*

The local economy within Marin County continues to be resilient in terms of income, employment, and household wealth. As of 2022, the County overall recorded a 3.3% increase in per capita personal income to \$171,177. This is at least in part attributable to the County’s lower unemployment rate compared to the State. As of March 2024, the unemployment rate for the County was 3.7% compared to the state unemployment rate of 5.3%. The local housing market also remains strong with the median home price being \$1.64 million as of April 2024 for a single-family house. These statistics point to a resilient base within the County given the proximity of employment to San Francisco jobs within the technology and financial institution industries.

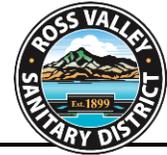


Table 2 below lists the recent top ten employers in the service area:

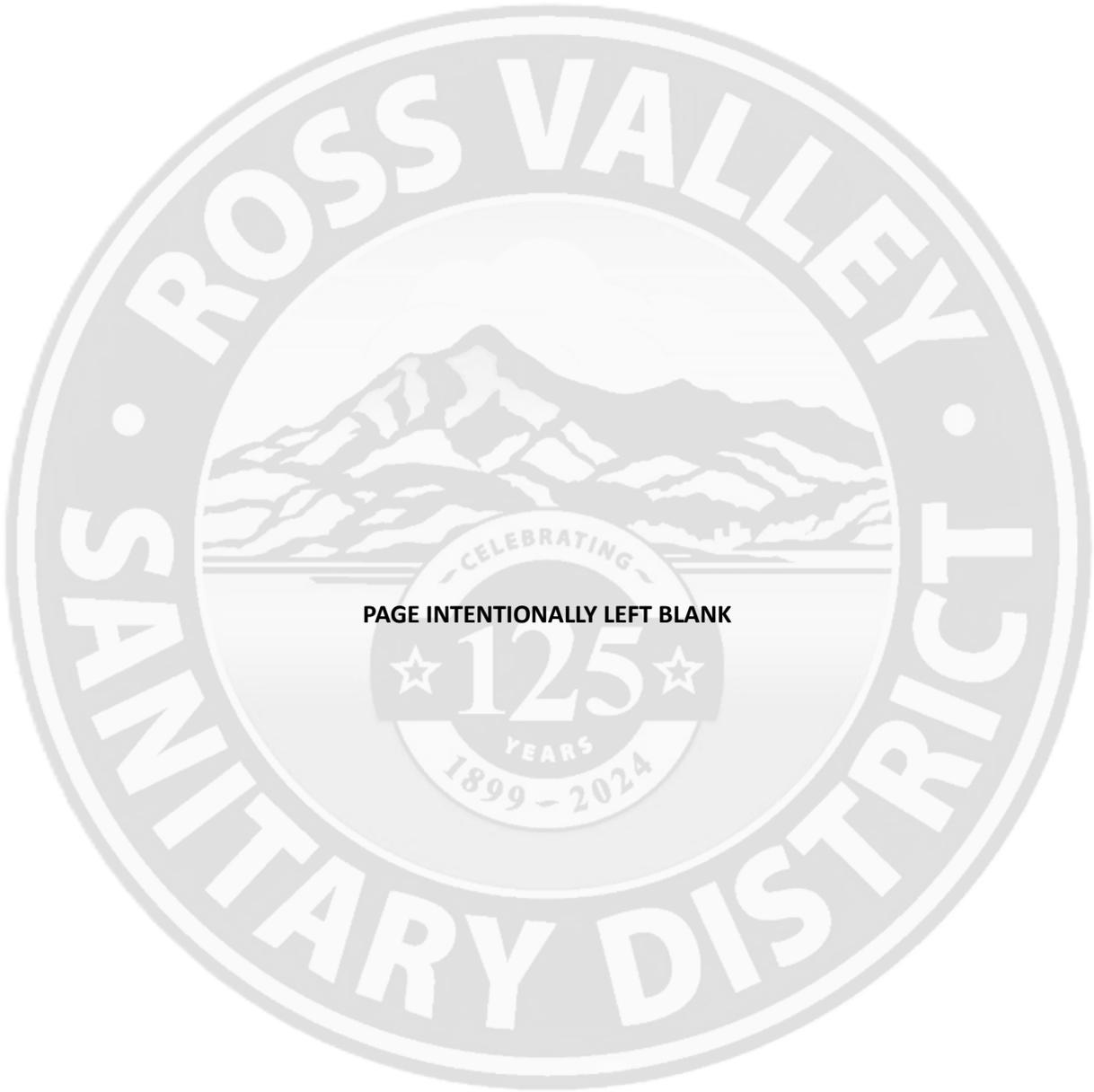
**Table 2 – District Service Area Top 10 Employers**

	Employer Name	Rank	Industry	Employee Count
1	Marin Health Medical Center	1	Healthcare	1,229
2	College of Marin	2	Education	533
3	Hospice by the Bay Marin	3	Healthcare	300
4	Kentfield Hospital	4	Healthcare	227
5	Golden Gate Sotheby's	5	Real Estate	200
6	Tamalpais Union School District	6	Education	197
7	San Domenico School	7	Education	180
8	The Tamalpais Marin	8	Non-Profit	160
9	Good Earth Natural Foods	9	Consumer Goods	150
10	Coldwell Banker Residential	10	Real Estate	150

Table 3 below lists the recent top ten ratepayers in the service area:

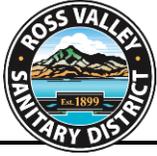
**Table 3 – District Service Area Top 10 Ratepayers**

	Ratepayer Name	Rank	Industry	Sewer Charge
1	Prime Skylark LLC	1	Real Estate	\$ 724,448
2	California Community Housing	2	Real Estate	387,618
3	Teachers Insurance & Annuity	3	Financial	276,322
4	MarinHealth Medical Center	4	Healthcare	217,393
5	Fairfax Center Properties LLC	5	Real Estate	175,075
6	Marin Country Mart, LLC	6	Consumer Goods	154,970
7	Ross Valley Homes Inc	7	Real Estate	149,865
8	CLG Larkspur LLC	8	Real Estate	127,656
9	Bernal Jerome J Trust	9	Real Estate	122,089
10	Courtyard II Association	10	Hospitality	120,222
11	Subtotal top 10 ratepayers			2,455,658
12	Total budgeted SSC			\$ 28,866,900
13	Percent of total budgeted SSC			8.51%



PAGE INTENTIONALLY LEFT BLANK

**SECTION 2 – ORGANIZATION & BUDGET STRUCTURE**



## (5) Organization Overview

The District is governed by a five-member Board of Directors who are elected on a non-partisan basis at large within the service area. Each board member serves a four-year term that is staggered between members for general consistency in governance.

The Board appoints both the General Manager to oversee the day-to-day operations of the District as well as the General Counsel to conduct the District's legal affairs. Reporting to the General Manager are departments that facilitate the activities of the District: Operations & Maintenance, Engineering & Inspection, and Administrative Services. The General Manager also serves as the District Engineer.

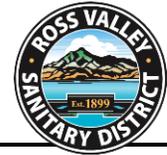
The Operations & Maintenance (O&M) Department is responsible for performing all ongoing upkeep of the District's collection and conveyance system. This includes repairing pipelines and pump stations, assessing infrastructure asset condition, and cleaning out pipelines, all of which are performed among the four divisions led by Operations Supervisors in Pumps, Line Repair, Line Maintenance and Condition Assessment. Operations Supervisors are under the general direction of either an O&M Superintendent or the O&M Manager.

The Engineering & Inspections (E&I) Department is responsible for monitoring the District's collection and conveyance system to identify areas of improvement following the latest Infrastructure Asset Management Plan (IAMP). Areas of improvement can be on the District's infrastructure or the property owner's private sewer lateral pipeline, which are both priorities to mitigate the risk of failure identified in the IAMP. All personnel within this Department are under general direction of the Senior Engineer.

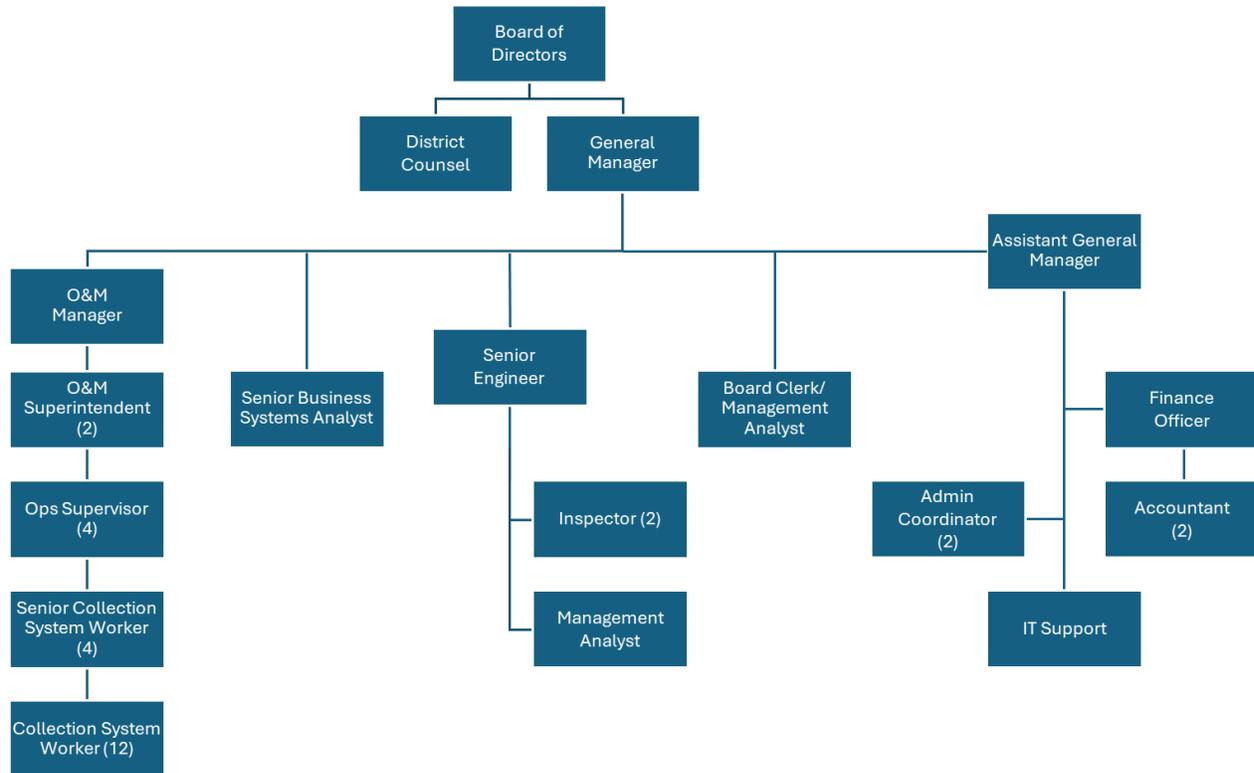
The Administrative Services (Admin) Department is responsible for all administrative functions of the District. This includes managing all accounting, accounts payable, payroll, risk management, information technology, customer service, legal, and human resources activities. Services for risk management, legal and information technology are currently contracted out, and this Department manages these contract teams. All personnel within this Department are under the general direction of the Administrative Services Manager. The Administrative Services Manager also serves as the District's Assistant General Manager.

The District, in total, has 37 full-time employees allocated among the departments. *Figure 2* on the following page summarizes the District's reporting units under the General Manager.

For exact personnel make-up of each department, please review the respective Departmental Budget within *Section 4* of the Operating Budget under *Chapter 13* Departmental Costs.



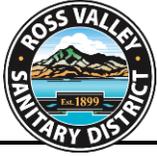
**Figure 2 – Organization Chart**



**Table 4 – Full Time Equivalent (FTE) Employee Headcount**

Department	FY2023	FY2024	FY2025
1 Operations & Maintenance	22	23	23
2 Engineering & Inspections	6	5	6
3 Administrative Services	7	7	8
<b>4 Total Employee Headcount</b>	<b>35</b>	<b>35</b>	<b>37</b>

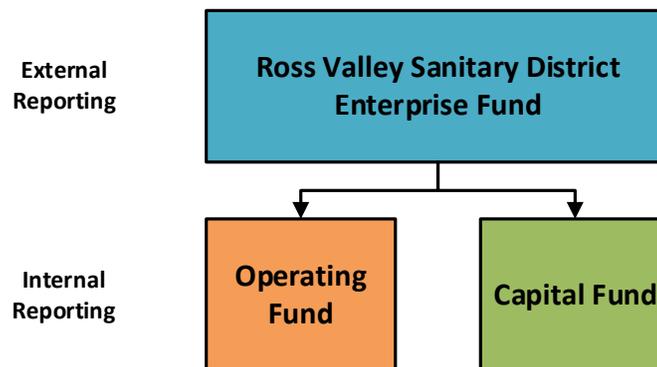
*Note 1: The General Manager is included within Administrative Services.  
 Note 2: All consultants and contract services are excluded from FTE count.*



## (6) Fund Structure & Descriptions

The District is organized as a stand-alone proprietary fund-type, or enterprise fund. For external financial reporting purposes, the District maintains only one consolidated, stand-alone proprietary fund to organize its financial activity. For internal management tracking of the District's costs and activities and per the District's Financial Policies, the District maintains two internal enterprise funds for accountability purposes. The two internal enterprise funds are Operating and Capital. *Figure 3* below depicts the District's operational account setup.

Figure 3 – Internal Enterprise Funds



### A. Operating Fund

The Operating Fund accounts for the District's wastewater collection and conveyance operations. This includes payment of District personnel costs, treatment costs, and all operations budgets. The Operating Fund recovers the costs incurred primarily through collection of SSC revenues from the Marin County property tax roll. Installments are remitted to the District three times each fiscal year in accordance with the Teeter Plan. Other revenue sources include permit fees, investment income, lease fees, and other operating revenue. All other sources are collected periodically throughout the fiscal year and are used to further augment the Operating Fund's activities.

### B. Capital Fund

The Capital Fund accounts for all activities related to Capital Improvement Projects (CIP) and payment of debt service. The Capital Fund is supported through several financing sources dependent on the CIP forecast. Sources include the District's allocation of ad valorem property taxes, capacity permit fees, proceeds from debt financings, other Capital revenue, and net Operating Fund revenue. Property taxes are remitted to the District from the County of Marin in three installments during the fiscal year in accordance with the Teeter Plan. Capacity permit fees are collected for all new and expanded connections to the District's system. Debt financing is selectively used when the District foreseeably forecasts very large, expected CIP expenditures. In FY25 and beyond, the District does not expect to issue debt given the adopted policy of a "Pay-As-You-Go" ("PayGo") capital funding methodology. Any net resulting shortfall within the Capital Fund is to be covered via a funds transfer using the net surplus from the Operating Fund or its Capital Improvement Reserve.



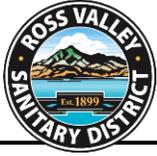
## **(7) Financial Policies Summary**

The Board adopted a comprehensive set of Financial Policies to align with the District’s guiding principles of financial planning, GFOA best practices, recommendations from the District’s independent auditors, and the latest GASB pronouncements. The framework of the Financial Policies governs the overall financial management and fiscal health of the District, and promotes accountability to effectively direct the financial planning, management, and operations of the District. The General Manager and Admin Manager are responsible for ensuring staff compliance with the Financial Policies.

Individual policies are updated as needed; however, a full review and update is scheduled for every three to five years as a preliminary step for that fiscal year’s budget preparation. The latest set of Financial Policies were adopted in January 2022, and are included in *Appendix C. Table 5* below summarizes each adopted policy from the latest approved set of Financial Policies:

**Table 5 – Financial Policies**

	<b>Policy Chapter</b>	<b>Policy Description</b>
1	<b>Internal Controls &amp; Fraud Prevention</b>	Defines authorization levels, signatory requirements, segregation of duties, banking requirements, fiduciary responsibilities, and other policies.
2	<b>Ethics &amp; Conflicts of Interest</b>	Defines standards of ethical conduct District adheres to and expresses procedures and steps when unethical conduct is detected and remediated.
3	<b>Budgeting &amp; Long-Term Financial Planning</b>	Defines the District’s explicit guidelines when preparing its annual budget, budget amendments, budget tracking and financial forecasting.
4	<b>Financial Reporting Guidelines</b>	Defines the internal and external reporting requirements of the District, such as the monthly financial reports to the Board, annual audited financial statements and preparation of the Annual Comprehensive Financial Report (ACFR).
5	<b>Minimum &amp; Target Reserves</b>	Defines the District’s targeted reserve policy for its Operating and Capital Funds, such as the Operating Reserve, Capital Improvement Reserves, Emergency Reserves, and Pension Prefunding Trust Reserves.
6	<b>Revenue &amp; Cash Management</b>	Defines the sources of revenues the District receives and what are the procedures for security of cash receipt handling that are not sent electronically.
7	<b>Debt Management</b>	Defines the types and terms of allowable debt obligations the District can issue, the initiative of maintaining/improving its credit standing, criteria for financial disclosure requirements and relevant internal controls over debt proceeds.
8	<b>Investments</b>	Defines the delegation of authorization, allowable investments, stated goal of diversification, procedures for selecting securities dealers and reporting.
9	<b>Procurement Policy</b>	Defines the levels of authority for purchase orders, and signatory requirements for all types of procurement expenditures, and disposal of District property.
10	<b>Credit Card &amp; Purchasing Card Use</b>	Defines the levels of authority for usage of District credit cards and applicable credit limits for specified employee designations.
11	<b>Capital Asset Management</b>	Defines the type of assets and capitalization dollar threshold for assets to be capitalized, and the proper accounting of capital assets.
12	<b>Inventory Management</b>	Defines the proper designation of purchases as inventory, capitalization threshold, and the appropriate accounting and valuation.
13	<b>Risk Management &amp; Insurance</b>	Defines the responsibility of the District for managing its liability considerations with its property, fixed assets, and employees.



## (8) Budget Process & Calendar

The annual budget process includes an analysis of the current year budget compared to historic expenditures and identification of expected future capital improvement program funding needs. Operating expenditure history is reviewed and next year projections are based on discussion with each of the department managers at the budget line-item level. The capital budget is developed with the District Engineer. All one-time capital equipment purchases and/or service contracts are submitted for budget approval to the General Manager and Admin Manager.

Sufficient funding of the District’s operating and capital activities is assessed through a review of current year budgeted revenues relative to projected annual revenues. Significant variances are identified and analyzed. Adjustments to the total budget are made as appropriate throughout the process.

As part of preparation, the budget is balanced between its revenues and expenditures. When revenues exceed expenditures, surplus funds are transferred into the required reserve accounts.

During budget development, the General Manager, Admin Manager, and O&M Manager meet with the Finance Committee to present the draft budget to the Board of Directors in May for initial public comment and/or recommendations. Ratepayers within the District’s service area are invited to attend to provide input on the proposed budget. Direction provided by the Board is incorporated into the final proposed budget and presented to the full Board for consideration of adoption at a public meeting in June. Once adopted, the budget serves as the revenue collection and spending plan for the following fiscal year from July 1 to June 30.

At any point after adoption if the budget is to be amended because of a change in policy or business direction, an amendment is to be proposed by the General Manager to justify the change in spending authority. Budget amendments are presented to the full Board. After approval, the amendment is included within the revised adopted budget. *Table 6* below summarizes the Budget Calendar.

**Table 6 – Budget Calendar**

	Date	Procedure
1	<b>January</b>	Develop upcoming budget calendar and analyze current year performance.
2	<b>February</b>	Budget kick-off with department managers for estimating projected expenditures and developing operational and capital budget expenditures.
3	<b>March</b>	Finalize District personnel and related insurance costing and revenue analysis.
4	<b>April</b>	Prepare preliminary budget tables/charts/graphs for District management review.
5	<b>May</b>	Prepare final proposed budget document for public/Finance Committee/Board of Director review and comments.
6	<b>June</b>	Final proposed budget presented to public/Finance Committee/Board of Directors for final review and adoption. Adopted budget published and distributed to stakeholders.



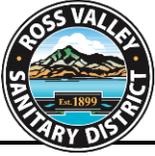
## **(9) Budgetary Basis of Accounting**

Consistent with current Generally Accepted Accounting Principles in the United States of America (US GAAP), the District’s activities are accounted for in an accrual method to produce its financial statements for external reporting, i.e., the Annual Comprehensive Financial Report (ACFR). The accrual method records revenue when earned and expenses when incurred, which is like private business enterprises. The intent is to present the District’s operations on a cost recovery basis for all of its operations and capital project activity relative to the user fees levied.

As the District’s audited financial statements are accounted for as an enterprise fund, the budget is prepared generally based on the modified accrual basis of accounting. The modified accrual basis of accounting records revenue when it is both measurable and available, and records expenditures when a current liability is incurred. The primary difference between the District’s financial statements used for external financial reporting and its budgeting activities is the economic timing when a transaction occurs regardless of when the related cash transaction occurs. *Table 7* below lists the specific transactions that are presented differently in the District’s budget relative to its ACFR:

**Table 7 – Budget-to-ACFR Presentation Differences**

	<b>Presentation Item</b>	<b>Rationale</b>
1	Depreciation expense	Non-cash charge with no actual current resources being used.
2	Bond amortization expense	Non-cash charge with no actual current resources being used.
3	Bonds principal repayment	Expenditure reported on the ACFR as a reduction of a liability on the Statement of Net Position, not as an expense.
4	Loan principal repayment	Revenue reported on the ACFR as a reduction of an asset on the Statement of Net Position.
5	Debt principal proceeds	Revenue reported on the ACFR as an increase of a liability on the Statement of Net Position.
6	Capital expenditures	Expenditure reported on the ACFR as an increase of capital assets on the Statement of Net Position, not as an expense.
7	Compensated absences expense	Non-cash charge with no actual current resources being used.
8	Actuarial retirement obligation expense	Non-cash charge with no actual current resources being used.
9	Actuarial insurance claims liability expense	Non-cash charge with no actual current resources being used.
10	Legal liability expense	Non-cash charge with no actual current resources being used.
11	Special assessment collection	Revenue reported on the ACFR as a reduction of a liability on the Statement of Net Position.
12	Special assessment remittance	Expenditure reported on the ACFR as an increase of a liability on the Statement of Net Position.
13	Capital asset impairment expense	Non-cash charge with no actual current resources being used.
14	Capitalized lessee contra-expense	Non-cash charge with no actual current resources being used.
15	Capitalized lessor effective interest	Non-cash charge with no actual current resources being used.
16	Bad debt expense	Non-cash charge with no actual current resources being used.

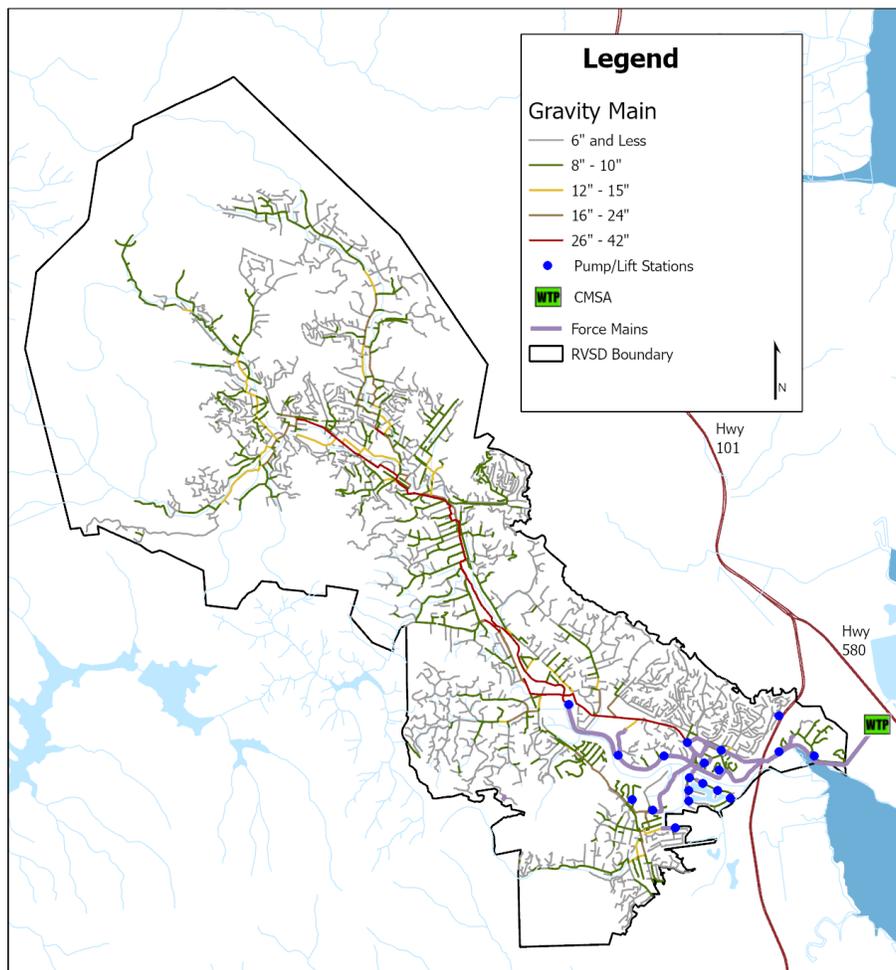


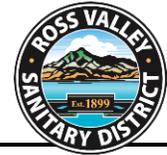
## (10) District Performance Metrics

The following section summarizes the District's key performance indicators to further explain the District's operations that drive the decisions and budget. The data presented is compiled from the *Performance Metrics Monthly Report* prepared for the monthly Board meeting agendas. These reports are publicly available in the agenda packets published on the District's website <https://www.rvsd.org/agendacenter>.

The wastewater collection and conveyance system is designed to direct wastewater from service area residential homes and commercial businesses to its JPA treatment plant facility at CMSA. Once at CMSA, the wastewater is treated to remove pollutants from the influent flows using various physical, biological and chemical processes. While some of the reported performance metrics can be directly correlated to specific parts of the budget, most of the metrics reported below are accomplished by the O&M Department who is responsible for the successful maintenance and operation of the District's system. The goal of the operating budget within the Operating Fund is to collect and convey wastewater to our treatment plant both without having a sewer spill and doing so sustainably.

Figure 4 – District Collection & Conveyance System



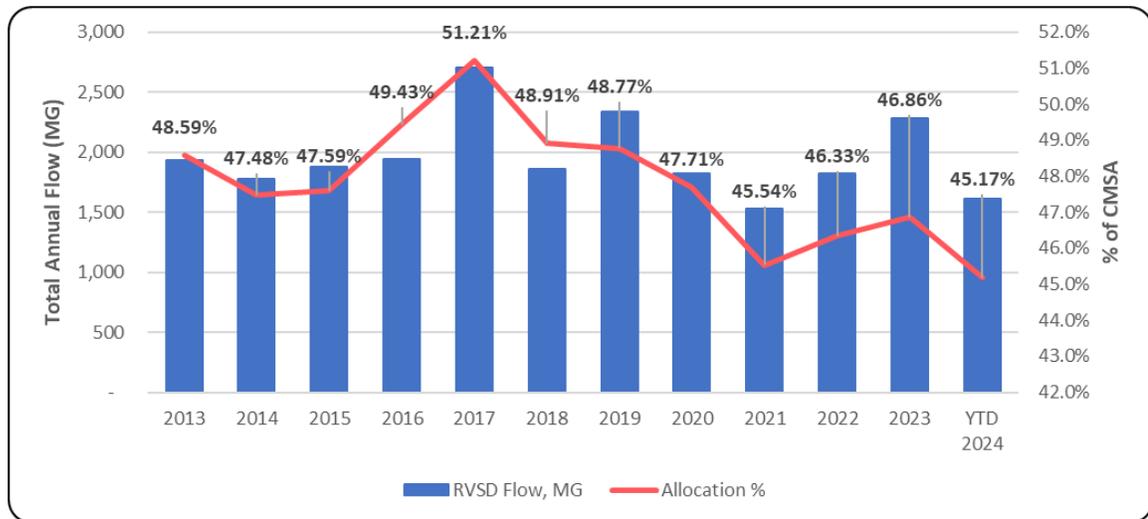


Within the annual budget, the District identifies seven key performance metrics that explain the District’s operations and relate to the District’s Strategic Plan. The performance metrics are identified and described below:

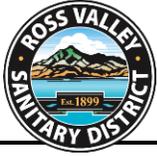
*Volume of Wastewater Collected*

CMSA is the District’s treatment plant for its service area’s collected wastewater that is conveyed for treatment and eventual disposal. The District is a JPA member along with two other sanitary districts, San Rafael Sanitation District and Sanitary District #2 (Town of Corte Madera). This metric captures the total volume of wastewater flow with the proportional allocation for each member. The District stresses the importance of reducing inflow and infiltration (I&I) to its system, and the trend that measures the District’s successful ability to manage I&I is its proportional share of the total flow. The correlating budget data point is that a lower percentage of flow results in a reduced share of the District’s treatment plant costs.

**Chart 3 – Wastewater Flow**



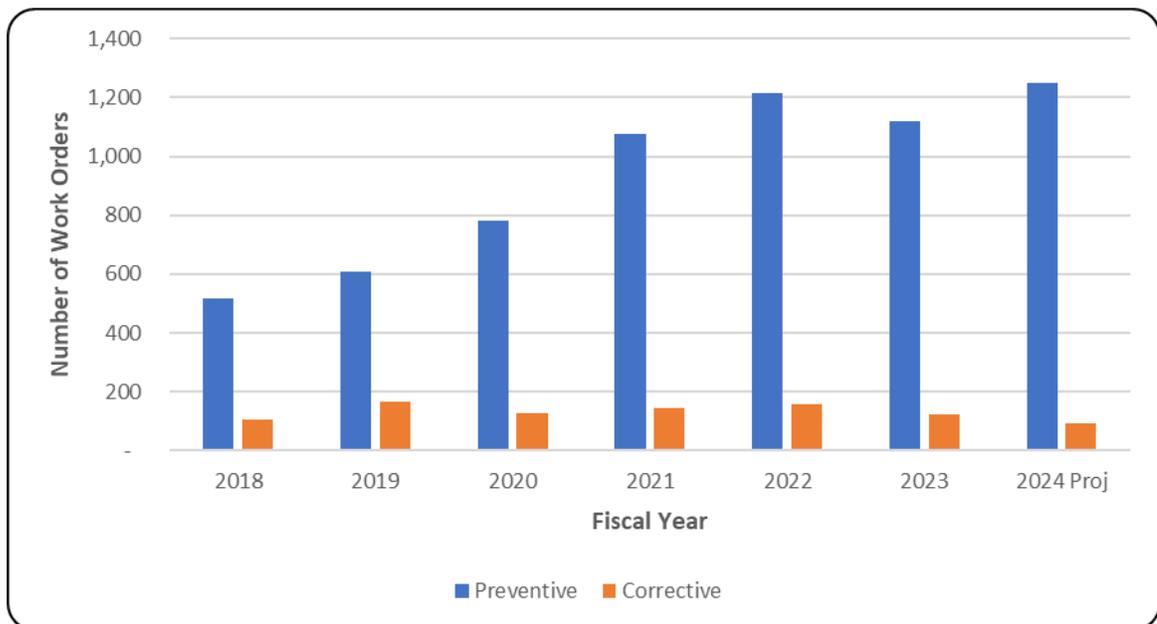
*Note: 2024 is fiscal year to date through March 31, 2024*

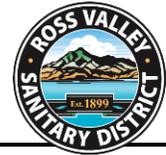


*Pump Station Maintenance (“Pump Stations”)*

The District’s pump stations are an integral part of the wastewater collection and conveyance system. In the process of moving wastewater flow to the District’s treatment plant, basic wear and tear on pump station infrastructure occurs from being constantly exposed to harsh hazardous material. The District’s 19 pump stations require routine preventive and corrective electrical and mechanical maintenance to ensure proper and efficient operation. Over the past few years, the District has invested in significant pump station renovations to implement new mechanical, electrical and instrumentation technologies. For example, photoionization odor scrubbers use ultraviolet light along with activated carbon to sanitize foul air before it is discharged into the atmosphere, mitigating environmental odors. Implementation of this and other advanced technologies are preventive-based maintenance investments made over operational corrective activities, as demonstrated in *Chart 4* below.

**Chart 4 – Pump Station Maintenance Type**



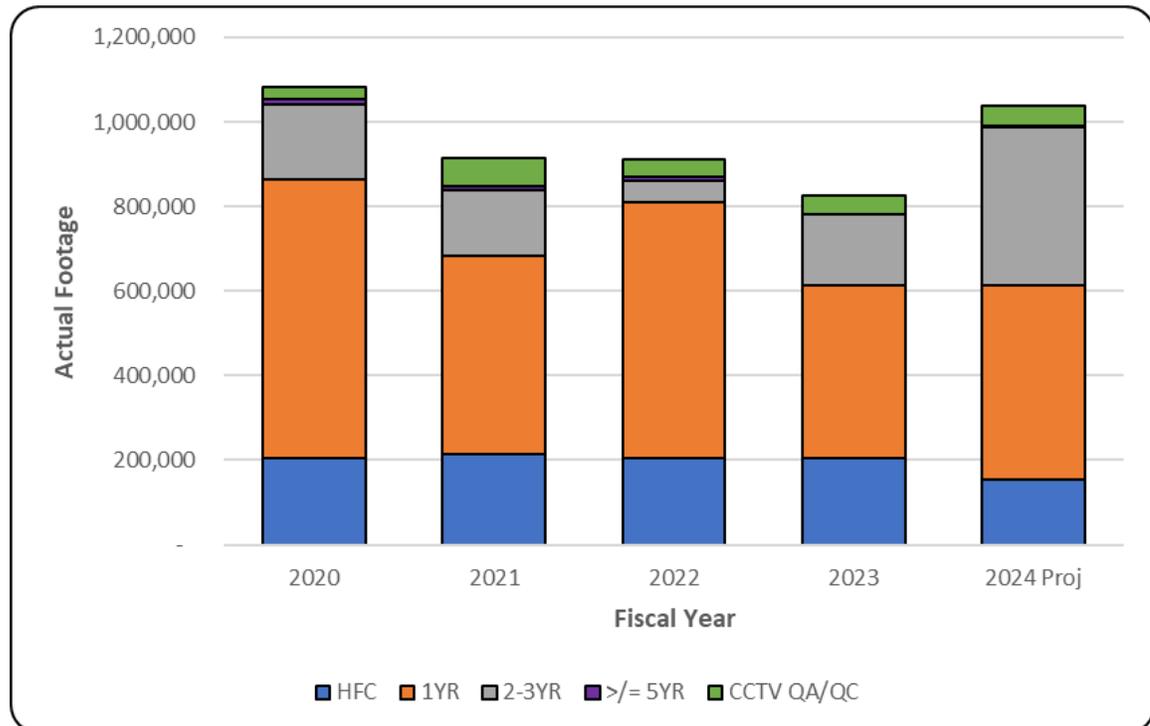


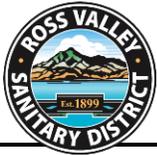
*Preventive Gravity Pipe Cleaning (“Line Maintenance”)*

The District’s wastewater collection and conveyance system is primarily made up of gravity main pipelines networked throughout its service area as shown in *Figure 4*. Gravity main pipelines are the District’s primary capital asset and ensuring the pipelines are routinely cleaned of accumulated waste material is paramount for a well-functioning system. The District had been cleaning its system more aggressively as a result of the 2013 CDO. Now, the District’s key metric will be performing targeted cleanings to both control cleaning costs and minimize the frequency of unnecessary high-pressure cleanings which degrade the pipelines over time.

*Chart 5* below shows five years of history for the District’s preventative pipe cleaning. HFC is high-frequency cleaning. CCTV QA/QC is Condition Assessment TV Quality Assurance/Quality Control.

**Chart 5 – Line Maintenance Pipe Cleaning Footage**



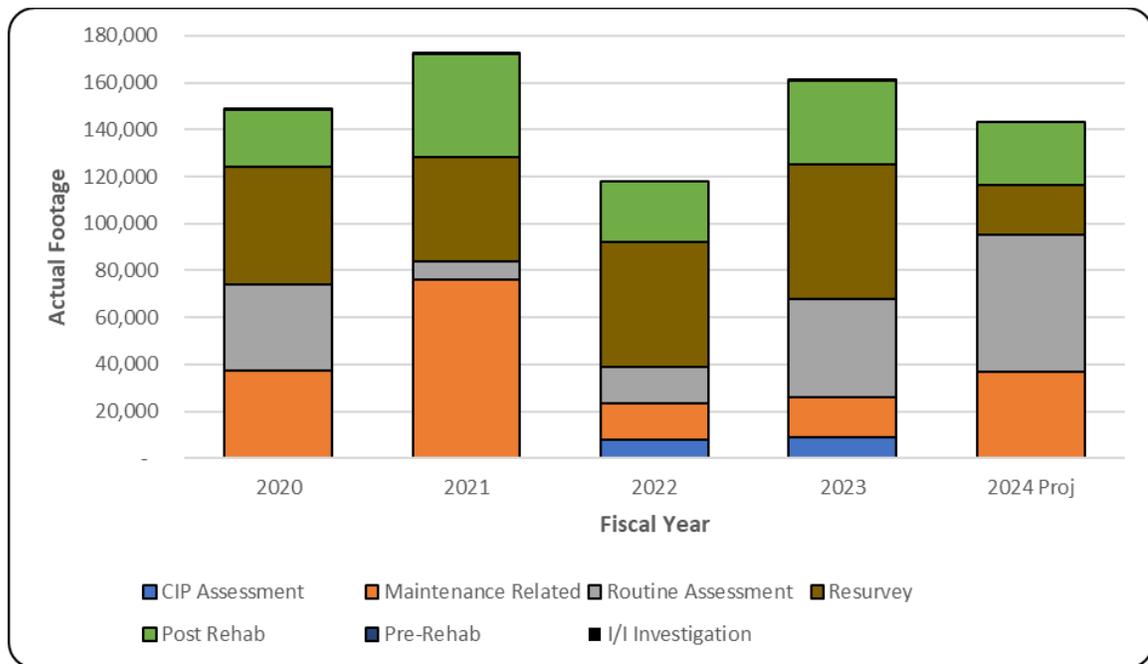


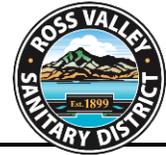
*Gravity Pipeline Condition Assessment (“Condition Assessment”)*

To effectively manage the District’s infrastructure asset network, specifically its gravity main pipelines and manholes, the District must continually monitor the condition of its assets. This entails sending CCTV cameras into the pipelines and various manhole connections to review the infrastructure’s integrity. The District has dramatically increased its data collection over the past several years by methodically inspecting its pipeline network and documenting its integrity. The District’s key metric will be performing more targeted inspections to help drive maintenance scheduling and control future repair costs.

Chart 6 below shows the liner feet of pipe that have been inspected over the past five years.

**Chart 6 – Condition Assessment Pipe Footage Inspected**



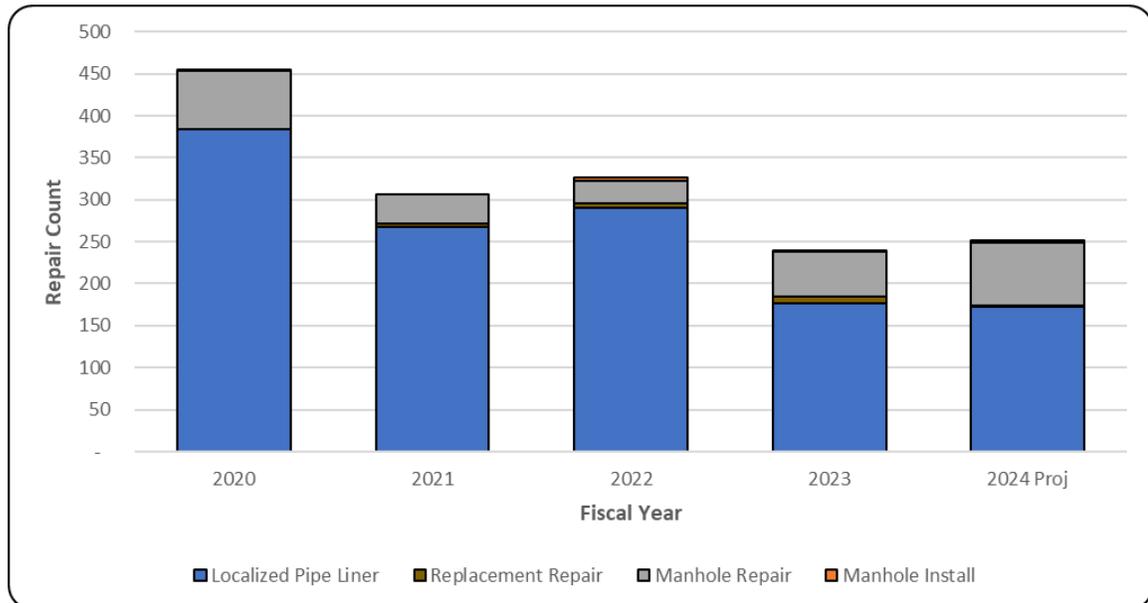


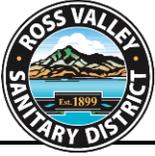
*Gravity Pipeline Repair (“Line Repair”)*

Wear and tear on the District’s wastewater collection and conveyance system is to be expected considering it is constantly being used. Depending on the scope and severity of damage, the District assesses whether to repair or replace the identified defect to prevent a sewer spill from occurring. The District has been performing a significant amount of in-house repair activity since the 2013 CDO in order to reinforce the integrity of the District’s wastewater collection and conveyance system. When defects are identified, often by the condition assessment division, the line repair team responds to make the appropriate repair.

The number of repairs is generally normalizing over time, as shown in *Chart 7* below, demonstrating the ongoing and routine nature of maintaining the District’s infrastructure.

**Chart 7 – Line Repair Work Orders**



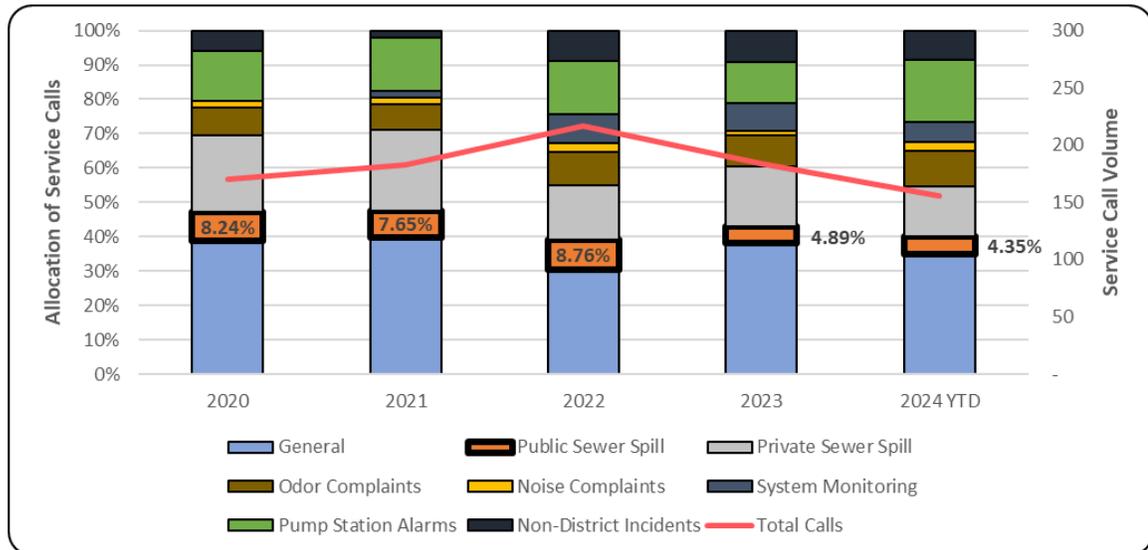


*Service Call Volume*

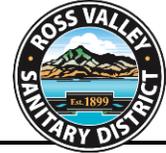
The District’s service call volume is a key performance measure as it demonstrates the level of customer service provided and responsiveness to the community. The District is a public agency formed specifically to provide the community with wastewater collection and conveyance services. Ratepayers and stakeholders that inquire about District services or incidents are welcome and encouraged.

Emergency calls are handled by District staff 24/7/365. A key metric within the service call volume is the percentage of calls reporting sewer spills. The District’s IAMP identifies that a lower number of sewer spills demonstrate a well-maintained wastewater collection and conveyance system. So, the lower the percentage allocation of sewer spills being reported as a service call, the better indication of the District system’s integrity.

**Chart 10 – Service Call Volume**



*Note: 2024 is fiscal year to date through March 31, 2024*

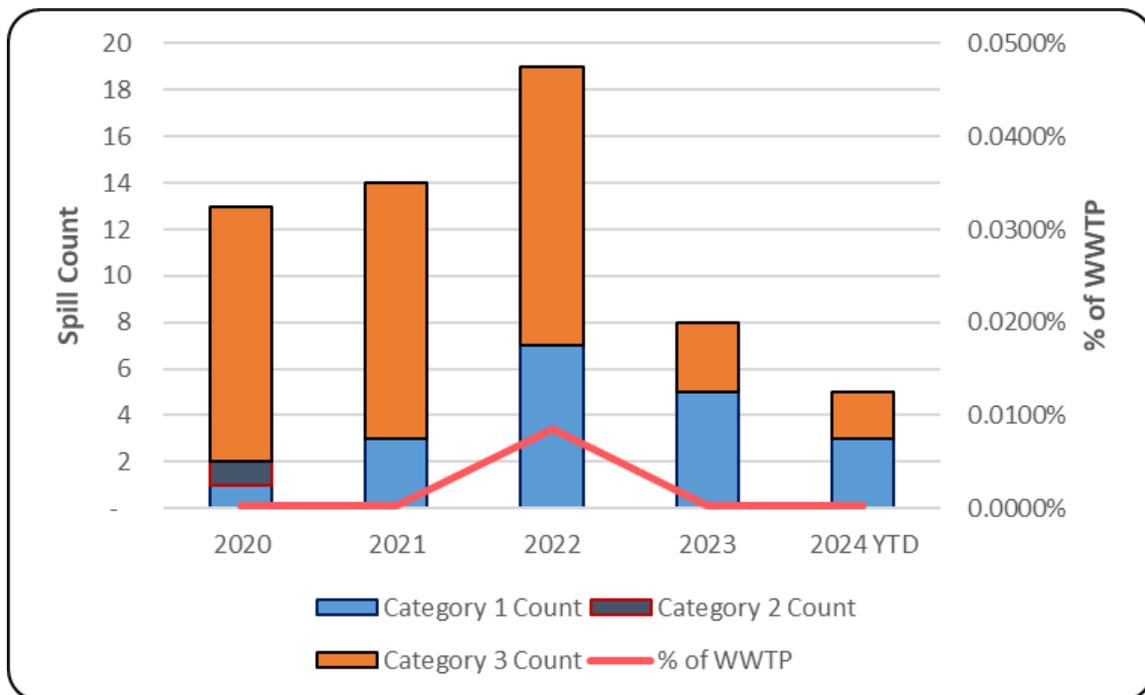


*Sewer Spill Count*

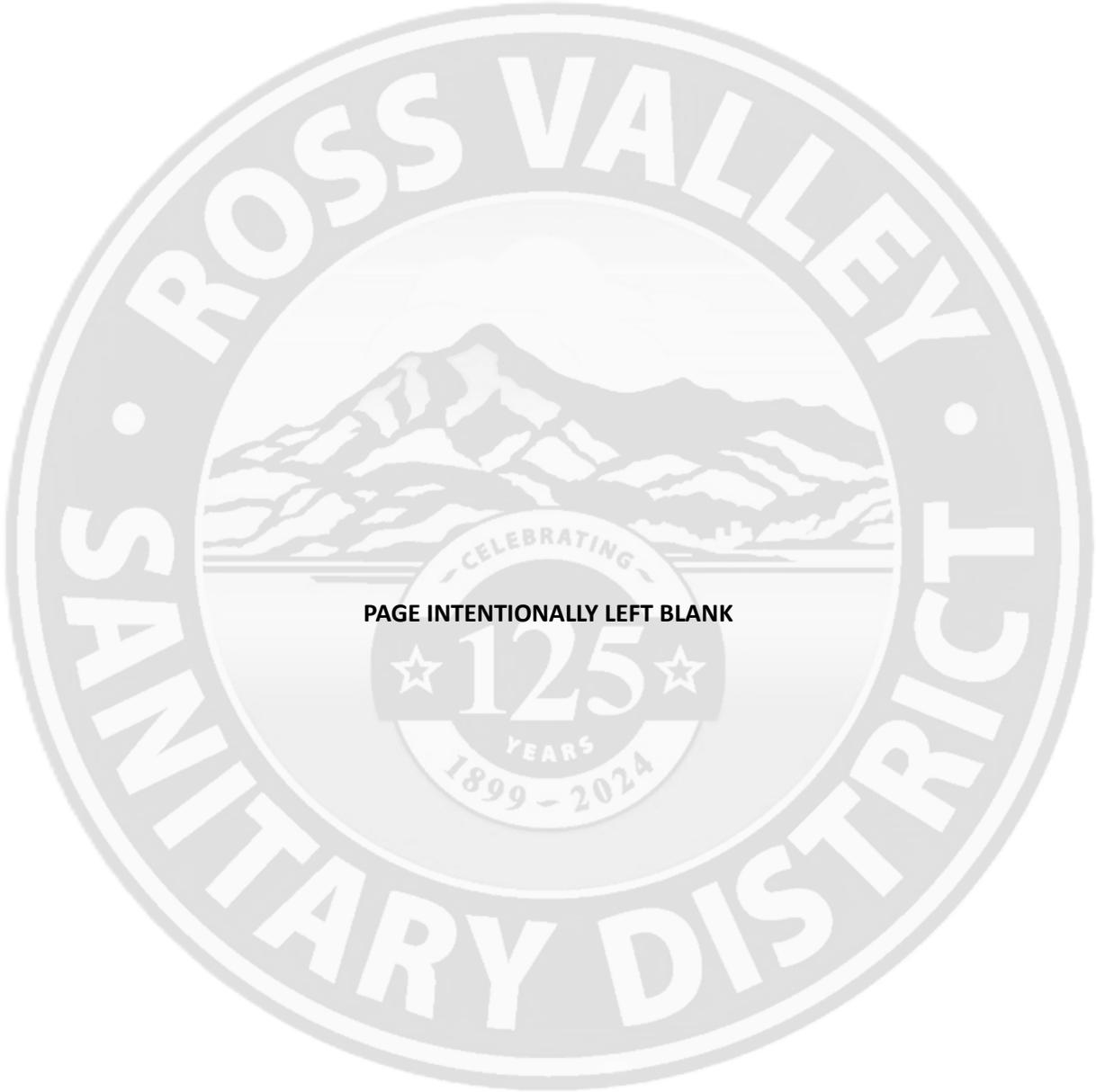
Sewer spills are a regulatory measure by the Regional Water Quality Control Board (RWQCB) where it signifies the overall success of the wastewater collection system. The lower the number of sewer spills, the more operationally sound the collection system is deemed to be no matter whether direct or indirect externalities cause them. Sewer spills are further categorized into one of three buckets where Category 1 is the most severe and Category 3 is the least severe. Sewer spills of any category have the potential to adversely impact public health and the local environment when they occur. So, it is critically important for the District to experience few sewer spills in any given fiscal year, with none being classified as Category 1.

As shown in *Chart 11*, the number of sewer spills are decreasing year-over-year clearly demonstrating the success of the District’s CIP investments and the O&M Department’s maintenance efforts.

**Chart 11 – Sewer Spill Count by Category**

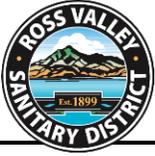


*Note: 2024 is fiscal year to date through May 31, 2024*



**PAGE INTENTIONALLY LEFT BLANK**

## **SECTION 3 – BUDGET SUMMARIES**



## **(11) Financial Summary**

This section presents management's analysis of the District's financial condition and activities for the upcoming fiscal year ended June 30, 2025. It is intended to serve as an overview of the District's annual budget. This information should be read in conjunction with the internal enterprise fund budgets, their respective reserves, and the District's plan to fund its retirement obligations.

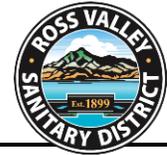
The information in this overview is presented under the following headings:

- Financial Highlights
- Funding Sources & Uses
- Revenue Summary
- Expenditure Summary

### **A. Financial Highlights**

- The District's FY25 Annual Budget is expected to be balanced where its expected funding requirements are sufficiently covered with funding sources. Total funding requirements for FY25 is \$42.7 million and total funding sources is \$42.7 million. Total funding sources include \$40.3 million of unrestricted revenue proceeds and \$2.4 million in reserve usage.
- Total revenue sources are expected to increase \$1.7 million, or 4.3%.
- Total expenditure uses are expected to increase \$1.0 million, or 2.4%.
- Total reserve usage as an additional funding source is expected to decrease \$0.5 million, or 17.2%. This is the result of larger percentage increases for revenues than for expenditures.

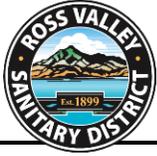
**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



**B. Funding Sources & Uses**

**Table 8 – Total Enterprise Funding Sources & Uses**

	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY \$ Change	Budget YoY % Change
<b>USE OF FUNDS</b>						
1 CMSA JPA charges	\$ 8,869,040	\$ 9,233,900	\$ 9,298,000	\$ 9,716,700	\$ 482,800	5.23%
2 Personnel costs	7,815,941	8,678,400	8,288,500	9,634,140	955,740	11.01%
3 Infrastructure maintenance	593,875	881,000	761,000	655,500	(225,500)	-25.60%
4 Facilities & vehicles maintenance	478,676	522,000	452,400	447,400	(74,600)	-14.29%
5 Utilities & rental charges	787,411	806,300	650,700	730,300	(76,000)	-9.43%
6 Insurance premiums & deductibles	309,406	528,300	498,300	637,600	109,300	20.69%
7 Software renewal costs	319,223	383,700	369,148	339,757	(43,943)	-11.45%
8 Supplies	93,646	113,000	101,100	107,000	(6,000)	-5.31%
9 Training costs	200,688	267,900	191,700	264,150	(3,750)	-1.40%
10 Hiring & temporary help	70,099	40,000	76,000	40,000	-	0.00%
11 Employee loan disbursements	-	15,000	-	9,000	(6,000)	-40.00%
12 Professional services charges	705,230	805,000	719,850	972,750	167,750	20.84%
13 Special assessment remittance	37,975	41,900	41,900	40,600	(1,300)	-3.10%
14 Other charges	323,470	362,400	357,600	349,500	(12,900)	-3.56%
<i>Total operating use of funds before capital activities</i>	<i>20,604,682</i>	<i>22,678,800</i>	<i>21,806,198</i>	<i>23,944,397</i>	<i>1,265,597</i>	<i>5.58%</i>
16 Capital projects	9,634,849	10,630,000	9,082,000	10,670,000	40,000	0.38%
17 Debt service charges	6,645,594	6,708,000	6,708,000	6,707,000	(1,000)	-0.01%
18 Fixed asset procurement	661,009	1,090,000	940,000	820,000	(270,000)	-24.77%
19 Engineering studies	20,400	-	-	-	-	0.00%
20 Lateral replacement program	417,030	600,000	450,000	550,000	(50,000)	-8.33%
21 <i>Total capital uses of funds</i>	<i>17,378,881</i>	<i>19,028,000</i>	<i>17,180,000</i>	<i>18,747,000</i>	<i>(281,000)</i>	<i>-1.48%</i>
<b>22 Total funding requirements</b>	<b>37,983,563</b>	<b>41,706,800</b>	<b>38,986,198</b>	<b>42,691,397</b>	<b>984,597</b>	<b>2.36%</b>
<b>SOURCES OF FUNDS</b>						
23 Sewer service charges	24,485,733	27,450,900	27,779,100	28,665,842	1,214,942	4.43%
24 Ad valorem - property taxes	8,923,825	9,821,400	9,618,400	10,058,700	237,300	2.42%
25 Investment income	(285,809)	761,000	1,180,014	856,614	95,614	12.56%
26 Lease fees	508,918	407,000	387,950	517,900	110,900	27.25%
27 Permit fees	156,473	160,000	173,900	162,000	2,000	1.25%
28 Capacity permit fees	119,250	200,000	248,599	200,000	-	0.00%
29 Special assessment collection	38,578	41,200	41,100	39,900	(1,300)	-3.16%
30 Lateral loan repayments	110,055	90,600	106,800	120,100	29,500	32.56%
31 Employee loan repayments	5,482	10,400	2,900	4,500	(5,900)	-56.73%
32 Proceeds from debt financing	-	-	-	-	-	0.00%
33 Net proceeds from asset sale	25,710	-	3,800	-	-	0.00%
34 Miscellaneous fees	63,386	600	600	600	-	0.00%
<i>Total funding sources before adjustment for restricted sources of funds</i>	<i>34,151,602</i>	<i>38,943,100</i>	<i>39,543,163</i>	<i>40,626,156</i>	<i>1,683,056</i>	<i>4.32%</i>
36 Restricted investment income	297,170	99,700	434,994	304,390	204,690	205.31%
<i>Total funding sources before unassigned fund balance increase/(decrease)</i>	<i>33,854,431</i>	<i>38,843,400</i>	<i>39,108,169</i>	<i>40,321,766</i>	<i>1,478,366</i>	<i>3.81%</i>
38 Restricted reserve transfer in/(out)	494,136	86,100	243,771	243,315	157,215	182.60%
39 Committed reserve transfer in/(out)	(84,000)	2,777,300	(176,066)	2,126,316	(650,984)	-23.44%
40 Financial reporting adjustment	(2,035,635)	-	-	-	-	0.00%
41 <i>Total unassigned fund balance funding increase/(decrease)</i>	<i>(1,625,499)</i>	<i>2,863,400</i>	<i>67,705</i>	<i>2,369,631</i>	<i>(493,769)</i>	<i>-17.24%</i>
<b>42 Total funding sources</b>	<b>32,228,932</b>	<b>41,706,800</b>	<b>39,175,874</b>	<b>42,691,397</b>	<b>984,597</b>	<b>2.36%</b>
<b>43 Net funding position</b>	<b>\$ (5,754,630)</b>	<b>\$ -</b>	<b>\$ 189,676</b>	<b>\$ -</b>	<b>\$ -</b>	<b>100.00%</b>



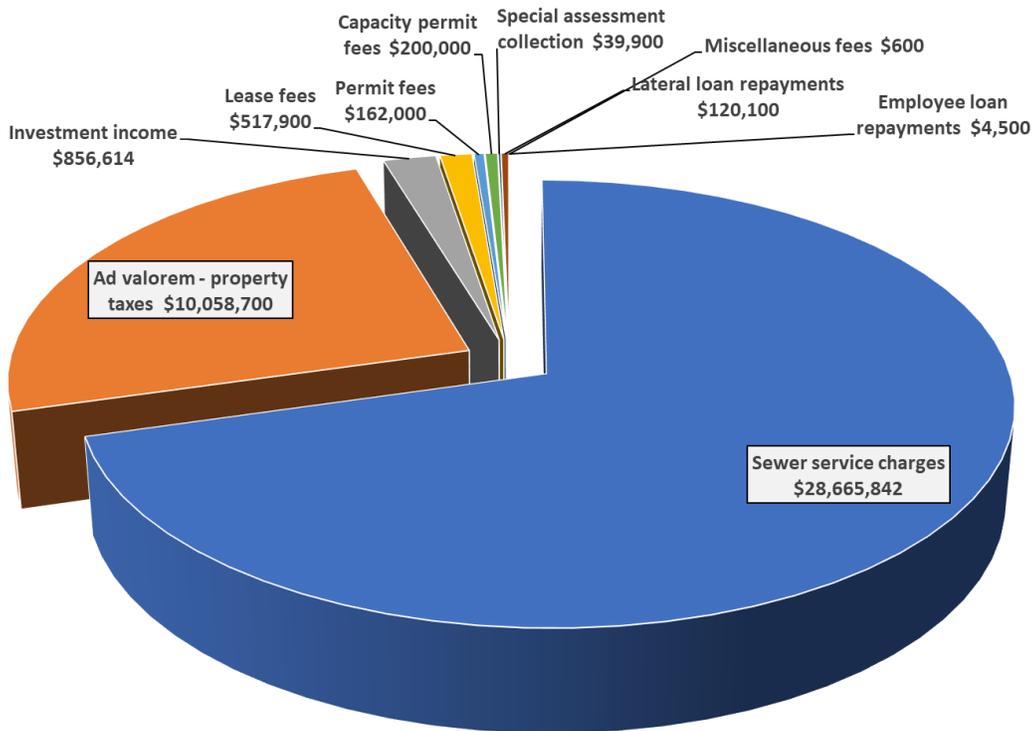
**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

**C. Revenue Summary**

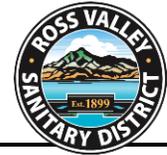
**Table 9 – Revenue Source by Category**

REVENUE							
	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY \$ Change	Budget YoY % Change	FY2025 Budget % of Total
1 Sewer service charges	\$ 24,485,733	\$ 27,450,900	\$ 27,779,100	\$ 28,665,842	\$ 1,214,942	4.43%	70.56%
2 Ad valorem - property taxes	8,923,825	9,821,400	9,618,400	10,058,700	237,300	2.42%	24.76%
3 Investment income	(285,809)	761,000	1,180,014	856,614	95,614	12.56%	2.11%
4 Lease fees	508,918	407,000	387,950	517,900	110,900	27.25%	1.27%
5 Permit fees	156,473	160,000	173,900	162,000	2,000	1.25%	0.40%
6 Capacity permit fees	119,250	200,000	248,599	200,000	-	0.00%	0.49%
7 Special assessment collection	38,578	41,200	41,100	39,900	(1,300)	100.00%	0.10%
8 Lateral loan repayments	110,055	90,600	106,800	120,100	29,500	32.56%	0.30%
9 Employee loan repayments	5,482	10,400	2,900	4,500	(5,900)	100.00%	0.01%
10 Proceeds from debt financing	-	-	-	-	-	0.00%	0.00%
11 Net proceeds from asset sale	25,710	-	3,800	-	-	0.00%	0.00%
12 Miscellaneous fees	63,386	600	600	600	-	0.00%	0.00%
13 <b>Total revenue sources</b>	<b>\$ 34,151,602</b>	<b>\$ 38,943,100</b>	<b>\$ 39,543,163</b>	<b>\$ 40,626,156</b>	<b>\$ 1,683,056</b>	<b>4.32%</b>	<b>100.00%</b>

**Chart 12 – Budgeted Revenue by Source**



**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



The District receives revenue from various sources. The primary recurring revenue sources are Sewer Service Charges (SSC) and Ad Valorem – Property Taxes which account for 95.3% of the total FY25 Budget. There are other revenue streams available to the District for its funding requirements, and these other sources are investment income, lease fees, permit fees, capacity permit fees, special assessment collections, lateral loan repayments, employee loan repayments, and miscellaneous fees. There are two other categories listed: proceeds from debt financing and net proceeds from asset sales, but these sources are either highly infrequent or not in the interest of the District in funding its activities.

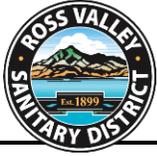
A brief analysis and description are provided below for each category:

**Sewer Service Charges (SSC):** Sewer Service Charges are fees levied for providing wastewater collection, conveyance, and treatment by CMSA. The annual fee is based on a standardized metric of EDU from the corresponding winter water usage for a single-family residential account. Winter water usage is measured by the Marin Municipal Water District (MMWD) in hundred cubic feet (HCF) from the January and February months. This charge is included and collected on behalf of the District by Marin County on the property tax roll. In FY25, the SSCs are budgeted to increase by 4.4%. There is an increase in the weighted SSC rates of 3.3% following the Five-Year Rate Study adopted by the Board of Directors in May 2024 and the remaining incremental increase is expected from commercial accounts based on the recorded winter water usage. This revenue source provides for all operating expenses, operating reserves, and pension plan funding, with net funds available directed to current and future CIP projects.

**Ad Valorem – Property Taxes:** The District receives an allocation of property taxes from the County of Marin as per State of California legislation (“Teeter Plan”). Assessed property values increase by the lesser of inflation or 2% each fiscal year unless a change in ownership or new construction occurs in which case the District receives an allocation of supplemental property taxes collected from a revaluation of the taxable basis. Property taxes are budgeted to increase by 2.4% following the expected annual revaluation of all property by 2% and estimated supplemental property tax revenues. Due to higher mortgage rates, fewer properties are being sold which is expected to lead to lower supplemental property tax revenues.

**Investment Income:** Interest, dividends and unrealized gains/losses earned on the District’s invested funds held at various financial institutions and lent to various counterparties. The District currently holds cash and investments in these financial institutions: Bank of Marin (Operating & Canyon Road Trust Accounts), State of California Local Agency Investment Fund (LAIF), Bank of New York Mellon (Bond Trust), and California Public Employee’s Retirement System (CalPERS) section 115 trusts (CEPPT and CERBT). Each institution provides the District with investment income that it can use for operating and capital activities. The District further receives interest from its funds lent out to its employees (computer purchase loans) and ratepayers (lateral replacement loan program). Investment income is budgeted to increase by 12.6% over the FY24 budget. While interest rates are anticipated to remain elevated throughout FY25, it is anticipated that interest rates will begin to decrease sometime in FY25, leading to the fiscal year budget for investment incoming being lower than the projected actuals for FY24.

**Lease Fees:** The District receives lease fees from the Comcast Corporation (tenant) for its occupied floor space within the District’s recently purchased headquarters located at 1111 Andersen Drive in San Rafael. Budgeted lease fees are expected to increase by 27.2% from FY24 to FY25. Comcast occupies 41.5% of the building’s floor space and currently pays \$22,175 monthly rent that escalates by 2% in February each year.



**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

---

The tenant also reimburses the District for their share of the operating expenses, i.e., utilities, maintenance, property taxes, etc. Overall lease revenues are projected to increase by \$120,000 due to new potential lease revenue for the District's property at 2960 Kerner Blvd in San Rafael.

**Sewer Permit Fees:** The District charges a permit fee for repair or replacement work on private sewer laterals and other miscellaneous work resulting in discharge to the public sewer system. The fees are designed to cover the cost of maintaining standards and specification compliance and inspection. Adopted by Ordinance (most recently Ordinance 93 in May 2024) fees are adjusted annually based on the April-to-April Engineering News-Record Construction Cost Index for San Francisco, which in 2024 is 1.1%. As this is a modest increase, the District anticipates a similar level of sewer permit fee revenue in FY25 relative to FY24.

**Capacity Permit Fees:** The District collects capacity permit fees from property owners who add a new connection or modify their existing connection to the public sewer system. Capacity fees are based on the number of additional drainage fixture units (DFU). A DFU is a standardized factor that converts the number of appliances, such as sinks, showers, toilets, etc., to a count value based on the calculated increase of wastewater being added to the system. Like sewer permit fees, capacity permit fees are adopted by Ordinance (most recently Ordinance 93 in May 2024) and are adjusted annually based on the April to April Engineering News-Record Construction Cost Index for San Francisco, which in 2024 is 1.1%. Due to a slight decrease in anticipated construction activity, the capacity permit fees are projected to remain flat relative to FY24.

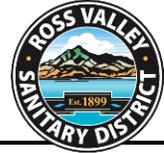
**Special Assessment Collection:** The District manages a special assessment district for the residents living on Canyon Road within the Town of Fairfax. The residents there voted in 2006 to organize into a special assessment district and fund the capital project cost of connecting their properties to the District's wastewater system. A limited obligation bond was issued with the express funding source for the debt service (and operating costs to manage the special assessment district) to be funded by a parcel tax. The parcel tax is collected by Marin County with SSC and Ad Valorem – Property Taxes. The parcel tax and the special assessment district is expected to sunset once the limited obligation bond is retired in 2026. The District is budgeting for 100% collection of these funds in FY25.

**Lateral Loan Repayments:** Eligible ratepayers within service area may borrow funds from the District to assist with the cost of repair or replacement of their sewer lateral or septic system. Loans can be underwritten to the maximum allowable amount of \$25,000 for laterals and \$50,000 for septic-to-sewer conversions. Repayment is based on a ten-year term with interest stated at the 10-year Treasury Bond plus 0.5%. Loan principal repayments are collected by Marin County along with SSC and Ad Valorem – Property Taxes. Budgeted loan principal repayments are expected to increase by 32.6% over the FY24 budget and 12.5% over the forecasted FY24 actuals due to the volume of loans that have been issued over the past couple years.

**Employee Loan Repayments:** The District provides financial assistance to employees for the purchase of computer equipment to support the advancement of technical proficiencies. Loans can be underwritten to the maximum allowable amount of \$3,000 with a two-year term plus interest at the then-current LAIF rate. Employee loan repayments are collected as a reduction in net pay. The District is budgeting for 100% collection of these funds in FY24.

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

---

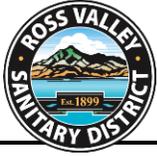


**Proceeds from Debt Financing:** The District does not anticipate borrowing funds going into FY25 or into the future given the policy shift to a “pay-as-you-go” methodology of funding capital projects.

**Net Proceeds from Asset Sale:** This category is non-recurring and not budgeted for FY25; however, the disposition of District’s property at 2960 Kerner Blvd in San Rafael may result in a sale instead of a lease (see Lease Fees above) in which case the District will record the net proceeds in this category.

**Miscellaneous Fees:** The District collects an administrative fee for managing the Canyon Road Special Assessment District. This fee is paid to the District annually as part of the Marin County parcel tax collection. The District is budgeting for 100% collection of this fee in FY25.

For further detail regarding the material revenue streams, please refer to *Chapter 11*.

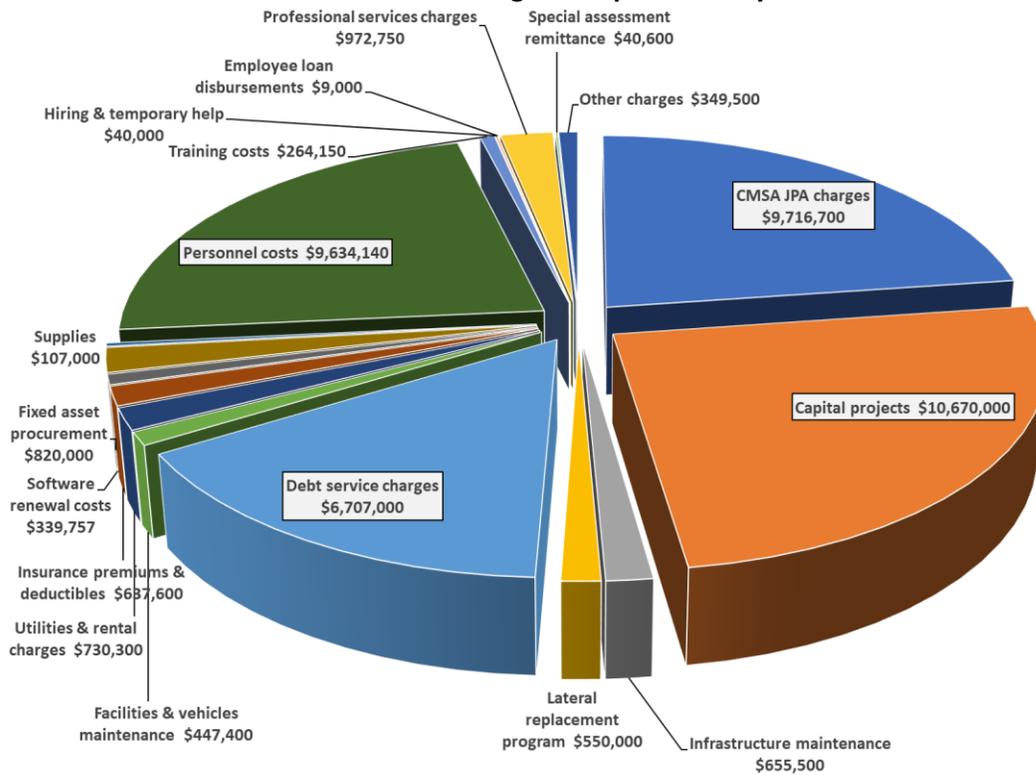


**D. Expenditure Summary**

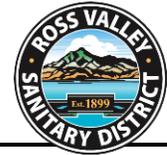
**Table 10 – Expenditure Use by Category**

	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY Change	Budget YoY % Change	FY2025 Budget % of Total
1 CMSA JPA charges	\$ 8,869,040	\$ 9,233,900	\$ 9,298,000	\$ 9,716,700	\$ 482,800	5.23%	22.76%
2 Capital projects	9,634,849	10,630,000	9,082,000	10,670,000	40,000	0.38%	24.99%
3 Infrastructure maintenance	593,875	881,000	761,000	655,500	(225,500)	-25.60%	1.54%
4 Lateral replacement program	417,030	600,000	450,000	550,000	(50,000)	-8.33%	1.29%
5 Debt service charges	6,645,594	6,708,000	6,708,000	6,707,000	(1,000)	-0.01%	15.71%
6 Facilities & vehicles maintenance	478,676	522,000	452,400	447,400	(74,600)	-14.29%	1.05%
7 Utilities & rental charges	787,411	806,300	650,700	730,300	(76,000)	-9.43%	1.71%
8 Insurance premiums & deductibles	309,406	528,300	498,300	637,600	109,300	20.69%	1.49%
9 Software renewal costs	319,223	383,700	369,148	339,757	(43,943)	-11.45%	0.80%
10 Fixed asset procurement	661,009	1,090,000	940,000	820,000	(270,000)	-24.77%	1.92%
11 Supplies	93,646	113,000	101,100	107,000	(6,000)	-5.31%	0.25%
12 Personnel costs	7,815,941	8,678,400	8,288,500	9,634,140	955,740	11.01%	22.57%
13 Training costs	200,688	267,900	191,700	264,150	(3,750)	-1.40%	0.62%
14 Hiring & temporary help	70,099	40,000	76,000	40,000	-	0.00%	0.09%
15 Employee loan disbursements	-	15,000	-	9,000	(6,000)	-40.00%	0.02%
16 Professional services charges	705,230	805,000	719,850	972,750	167,750	20.84%	2.28%
17 Engineering studies	20,400	-	-	-	-	0.00%	0.00%
18 Special assessment remittance	37,975	41,900	41,900	40,600	(1,300)	-3.10%	0.10%
19 Other charges	323,470	362,400	357,600	349,500	(12,900)	-3.56%	0.82%
20 <b>Total expenditure uses</b>	<b>\$ 37,983,563</b>	<b>\$ 41,706,800</b>	<b>\$ 38,986,198</b>	<b>\$ 42,691,397</b>	<b>\$ 984,597</b>	<b>2.36%</b>	<b>100.00%</b>

**Chart 13 – Budgeted Expenditure by Use**



**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



The District uses its funds for various activities. The four recurring expenditure uses are: CMSA JPA charges, personnel costs, debt service charges and capital projects which account for 85.8% of the total FY25 Budget. Other uses include infrastructure maintenance, lateral replacement program, facilities and vehicle maintenance, utilities and rental charges, insurance premiums and deductibles, software renewal costs, fixed asset procurement, supplies, training costs, hiring and temporary help, employee loan disbursements, professional services charges, engineering studies, special assessment remittance, and other charges. A brief analysis and description are provided below for each category:

**CMSA JPA Charges:** The District pays for its allocated share of the cost related to wastewater treatment of and the CMSA JPA's debt service. CMSA is a stand-alone entity that proposes and adopts its own budget with its independent Board of Commissioners. Part of its budget process is to develop a biennial budget for its operations and CIP, and then allocate its budgeted costs to its JPA members. FY25 budgeted costs for CMSA are expected to increase by 5.2% over the FY24 Budget and 4.5% over the forecasted FY24 actuals.

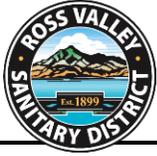
**Capital Projects:** Capital projects costs are infrastructure investment as expressed within the District's Infrastructure Asset Management Plan (IAMP). The District annually invests in capital asset improvement projects to modernize its wastewater collection and conveyance system and avoid sewage spills. Budgeted capital improvement projects are overall increasing by 0.4% in FY25 for the District's anticipated capital needs.

**Infrastructure Maintenance:** Repair and preventative maintenance costs include materials/tools purchases, repair activities, and easement management costs all of which are necessary to maintain an effective system. This category of expenses will decrease overall by 25.6% due in large part to lower budgeted pump station and easement management maintenance costs in FY25.

**Lateral Replacement Program:** The District offers financial assistance to ratepayers who replace their aging private sewer lateral pipelines. Maintaining the integrity of private sewer lateral pipelines is just as critical as the District's sewer main pipelines; however, private sewer laterals are the responsibility of the property owner. To entice property owners to be vigilant of their private sewer lateral, the District offers both a grant and loan program for which ratepayers may apply to receive financial assistance in completing their private lateral replacement. The grant program offers awards up to \$2,500 and the loan program offers up to \$25,000 for lateral replacements and up to \$50,000 for septic-to-sewer conversions. Budgeted FY25 expenditures for both programs combined are forecasted to decrease by \$50,000, or 8.3%. Although this budget is decreasing the District remains committed to making these programs available for its ratepayers. Budgeted funds for FY25 exceed the average actuals from the past five years.

**Debt Service Charges:** The District has issued several revenue bonds in the past as well as recently obtained direct financing from the State Water Resource Control Board (SWRCB). These obligations are to be repaid following the executed amortization schedule from the respective indenture agreements. Budgeted costs are expected to decrease between FY25 and FY24 by less than 0.1% due to slight changes in the repayment schedules.

**Facilities & Vehicle Maintenance:** This category includes repair costs and recurring charges for the general upkeep of the District's local building facilities and vehicle fleet. Such costs include routine maintenance,



**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

---

vehicle fuel, non-recurring repair activities, and vehicle fleet rent. Budgeted costs are expected to decrease by 14.3% in FY25 relative to FY24 due to lower upkeep costs for its new headquarters located at 1111 Andersen and lower vehicle leasing costs than previously budgeted.

**Utilities & Rental Charges:** The charges are fixed recurring fees from Pacific Gas & Electric, MMWD, Marin Sanitary Service, AT&T, Comcast (cable and internet charges), and various equipment rental providers. These costs are expected to decrease by 9.4% year-over-year from FY24 to FY25 primarily due to a \$100,000 decrease in rental fees. The decrease in rental charges is related to expenses that are no longer needed after the consolidation of the District's operations to 1111 Andersen, such as the storage facility rental at 1301 Andersen.

**Insurance Premiums & Deductibles:** The District contracts with the California Sanitation Risk Management Authority (CSRMA) for purchase of pooled insurance coverage for its general liability and workers' compensation plans. Budgeted costs are expected to increase by 20.7% year-over-year between FY25 and FY24. While the District is expecting to see cost increases across all coverage types, the primary driver for the large increase in this category is a \$90,000 increase, or 45.5%, for workers compensation coverage.

**Software Renewal Costs:** These costs are annual recurring charges from software providers for usage of their program(s) for daily operational needs including Microsoft Office, InfoAsset CMMS, Caselle, Laserfiche, and others. Budgeted costs are expected to decrease by 11.5%, or \$40,000, year-over-year between FY25 and FY24. Since the implementation and transition period in FY24 of the new accounting software, Caselle, charges related to that system are expected to decrease by more than half.

**Fixed Asset Procurement:** Capital expenditures for new equipment (capital and office) and software licenses are variable based on the need to replace aging equipment to increase operational efficiency. Budgeted costs are expected to decrease by 24.8% year-over-year between FY25 and FY24 due in part to the completion of the District's move to 1111 Andersen.

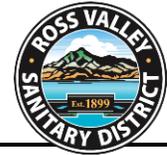
**Supplies:** This is a recurring charge for office supplies and employee safety equipment, such as gloves and eye goggles. Budgeted expenditures are expected to decrease by 5.3% from FY25 to FY24 to better match historical actuals.

**Personnel Costs:** Personnel salaries and benefits are those expenditures related to payroll and staffing. These costs include base salaries and wages, overtime, payroll taxes, insurance benefits, and retirement benefits. Salaries and wages are expected to increase by 11.0%. This increase is due to the annual cost-of-living salary increases, two added full-time positions, and increased costs in employee benefits. The District's proposed COLA of 4.3% is based on the April-to-April Consumer Price Index (CPI) for the San Francisco Area. In consideration of recruitment timelines, the District has budgeted funding of the two positions for six and for nine months, respectively, at an estimated cost of \$0.27 million. Benefits overall are expected to increase by 19.3% into FY25. This increase is primarily attributable to higher employer-portion retirement costs as well as increases in medical premiums.

Starting in FY25, the District will offer its employees a paid parental leave benefit that provides eligible employees 75% of their salary for up to eight weeks with a maximum payout of \$2,750 per week. The estimated cost to the District is \$11,000 per year.

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

---



**Training Costs:** Employee training is an important element of the District’s operations, especially with its specialized equipment. The District encourages its employees to participate in training seminars and conferences to maintain a high-quality team. The FY25 budget for training costs is expected to remain relatively flat as the cost of training has normalized in the post-pandemic environment.

**Employee Loan Disbursements:** The District offers its employees financial assistance with purchasing personal computer equipment up to the allowable maximum of \$3,000. These proceeds are repaid to the District within two years at the then-current LAIF interest rate. The District is budgeting for 100% remittance of these proceeds in FY24.

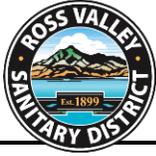
**Professional Services Charges:** The District coordinates many services with third-party consultants to continue providing a high-level of service to its community. Such services include NBS Government for SSC billing, IT Hub for IT services, Willdan Financial for debt compliance services, GovInvest for retirement liability actuarial services, Downey Brand for general counsel, Liebert Cassidy Whitmore for employment law services, Cropper Accountancy for external audit services, Ardurra for community outreach activities, and others. Budgeted consultant services are expected to increase by 20.9%, or \$0.17 million, going into FY25 due to increases in the budget for engineering services to support the SSMP study update, funding for a root foaming program, and other operational support services.

**Engineering Studies:** The District completed its recent IAMP update in FY23. Starting in FY24 the District moved the budget for engineering studies into the professional service charges category.

**Special Assessment Remittance:** The District manages a special assessment district for the residents living on Canyon Road within the Town of Fairfax. The residents there voted in 2006 to organize into a special assessment district and fund the capital project cost of connecting their properties to the District’s wastewater system. A limited obligation bond was issued with the express funding source for the debt service (and operating costs to manage the special assessment district) to be funded by a parcel tax. The parcel tax is collected by Marin County with SSC and Ad Valorem – Property Taxes. The parcel tax and the special assessment district is expected to sunset once the limited obligation bond is retired in 2026. The District is budgeting for 100% collection of these funds in FY25.

**Other Charges:** This category includes various other charges the District incurs as part of its daily operation. Overall budgeted costs are expected to decrease by 3.6% in FY25 primarily due to the reduction of \$20,000 from the Operations & Maintenance budget line-item allocated to other appropriate categories.

For further information regarding the specific significant expenditure streams, please refer to *Chapters 12 through 16*. Please see the District’s internal enterprise funds on the next few pages.



**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

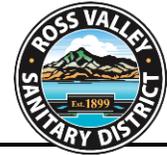
**Table 11 – Operating Fund**

	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY \$ Change	Budget YoY % Change
<b>USES OF FUNDS</b>						
1 CMSA JPA charges						
2 Treatment charges	\$ 6,411,013	\$ 6,788,100	\$ 6,852,200	\$ 7,295,100	\$ 507,000	7.47%
3 Debt service charges	2,458,027	2,445,800	2,445,800	2,421,600	(24,200)	-0.99%
4 Personnel costs						
5 District employees	7,776,441	8,628,100	8,237,100	9,584,840	956,740	11.09%
6 District Board of Directors	39,500	50,300	51,400	49,300	(1,000)	-1.99%
7 Infrastructure maintenance	593,875	881,000	761,000	655,500	(225,500)	-25.60%
8 Facilities & vehicles maintenance	478,676	522,000	452,400	447,400	(74,600)	-14.29%
9 Utilities & rental charges	787,411	806,300	650,700	730,300	(76,000)	-9.43%
10 Insurance premiums & deductibles	309,406	528,300	498,300	637,600	109,300	20.69%
11 Software renewal costs	319,223	383,700	369,148	339,757	(43,943)	-11.45%
12 Professional services charges	705,230	805,000	719,850	972,750	167,750	20.84%
13 Training costs	200,688	267,900	191,700	264,150	(3,750)	-1.40%
14 Hiring & temporary help	70,099	40,000	76,000	40,000	-	0.00%
15 Supplies	93,646	113,000	101,100	107,000	(6,000)	-5.31%
16 Special assessment remittance	37,975	41,900	41,900	40,600	(1,300)	100.00%
17 Employee loan disbursements	-	15,000	-	9,000	(6,000)	100.00%
18 Other charges	323,470	362,400	357,600	349,500	(12,900)	-3.56%
19 Total expenditure uses	20,604,682	22,678,800	21,806,198	23,944,397	1,265,597	5.58%
<b>SOURCES OF FUNDS</b>						
20 Sewer service charges	25,954,637	27,450,900	27,779,100	28,665,842	1,214,942	4.43%
21 Investment income	751,764	694,600	1,151,014	826,114	131,514	18.93%
22 Permit fees	183,369	160,000	173,900	162,000	2,000	1.25%
23 Lease fees	414,884	407,000	387,950	517,900	110,900	27.25%
24 Employee loan repayments	4,216	10,400	2,900	4,500	(5,900)	100.00%
25 Special assessment collection	42,350	41,200	41,100	39,900	(1,300)	100.00%
26 Miscellaneous fees	91,263	600	600	600	-	100.00%
27 Total revenue sources	27,442,483	28,764,700	29,536,564	30,216,856	1,452,156	5.05%
28 Net change in total fund balance	6,837,801	6,085,900	7,730,366	6,272,459	186,559	3.07%
<b>RESTRICTED SOURCES OF FUNDS</b>						
29 CRAD trust (res) investment income	88	200	150	90	(110)	0.00%
30 Pension trust (res) investment income	291,619	71,300	429,344	301,300	230,000	322.58%
31 Total restricted sources of funds	291,706	71,500	429,494	301,390	229,890	321.52%
32 Net change in unassigned fund balance	6,546,095	6,014,400	7,300,872	5,971,069	(43,331)	-0.72%
<b>UNASSIGNED FUND BALANCE ACTIVITY</b>						
33 Operating fund transfer in/(out)	(4,933,285)	(5,276,100)	(7,295,962)	(8,350,785)	(3,074,685)	58.28%
34 CRAD trust (res) net transfer in/(out)	(4,375)	700	800	700	-	0.00%
35 Pension trust (res) net transfer in/(out)	511,200	-	170,356	172,700	172,700	100.00%
36 Operating (com) net transfer in/(out)	-	(616,000)	(53,066)	2,332,316	2,948,316	-478.62%
37 Emergency (com) net transfer in/(out)	(84,000)	(123,000)	(123,000)	(126,000)	(3,000)	2.44%
38 Financial reporting adjustment <sup>1</sup>	(2,035,635)	-	-	-	-	0.00%
39 Net fund balance increase/(usage)	-	-	-	-	-	0.00%
40 Total fund balance - beginning	20,127,480	19,992,005	19,992,005	20,426,409	434,404	2.17%
41 Total fund balance - ending <sup>2</sup>	\$ 19,992,005	\$ 21,002,880	\$ 20,426,409	\$ 18,348,083	\$ (2,654,797)	-12.64%

Note 1 - This balance represents a recognition timing difference between the full accrual basis and modified accrual basis of accounting.

Note 2 - This balance includes all restricted, committed and unassigned fund balance metrics.

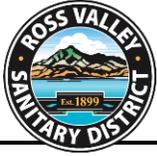
**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



**Table 12 – Capital Fund**

	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY \$ Change	Budget YoY % Change
<b>USES OF FUNDS</b>						
1 Debt service charges						
2 Principal	\$ 2,760,000	\$ 2,930,300	\$ 2,930,300	\$ 3,063,800	\$ 133,500	4.56%
3 Interest	3,885,594	3,777,700	3,777,700	3,643,200	(134,500)	-3.56%
4 Capital projects	9,634,849	10,630,000	9,082,000	10,670,000	40,000	0.38%
5 Engineering studies	20,400	-	-	-	-	0.00%
6 Fixed asset procurement	661,009	1,090,000	940,000	820,000	(270,000)	-24.77%
7 Lateral replacement program						
8 Lateral grant program	242,500	400,000	250,000	300,000	(100,000)	-25.00%
9 Lateral loan program	174,530	200,000	200,000	250,000	50,000	25.00%
10 Total expenditure uses	17,378,881	19,028,000	17,180,000	18,747,000	(281,000)	-1.48%
<b>SOURCES OF FUNDS</b>						
11 Ad valorem - property taxes	9,225,758	9,821,400	9,618,400	10,058,700	237,300	2.42%
12 Capacity permit fees	193,708	200,000	248,599	200,000	-	0.00%
13 Proceeds from debt financing	-	-	-	-	-	0.00%
14 Lateral loan repayments	98,439	90,600	106,800	120,100	29,500	32.56%
15 Investment income	27,376	66,400	29,000	30,500	(35,900)	-54.07%
16 Net proceeds from asset sale	132,414	-	3,800	-	-	0.00%
17 Miscellaneous fees	-	-	-	-	-	0.00%
18 Total revenue sources	9,677,696	10,178,400	10,006,599	10,409,300	230,900	2.27%
19 Net change in total fund balance	(7,701,186)	(8,849,600)	(7,173,401)	(8,337,700)	511,900	-5.78%
<b>RESTRICTED SOURCES OF FUNDS</b>						
20 Bond trust (res) investment income	5,464	28,200	5,500	3,000	(25,200)	100.00%
21 Net change in unassigned fund balance	(7,706,650)	(8,877,800)	(7,178,901)	(8,340,700)	537,100	-6.05%
<b>UNASSIGNED FUND BALANCE ACTIVITY</b>						
22 Operating fund transfer in/(out)	4,933,285	5,276,100	7,295,962	8,270,785	2,994,685	56.76%
23 Bond funds (res) net transfer in/(out)	54,395	85,400	72,600	70,000	(15,400)	-18.03%
24 SRF loan trust (res) net transfer in/(out)	(67,085)	-	15	(85)	(85)	0.00%
25 Capital Imp (com) net transfer in/(out)	-	3,516,300	-	-	(3,516,300)	-100.00%
26 Net fund balance increase/(usage)	(2,786,054)	-	189,676	0	0	-100.00%
27 Total fund balance - beginning	4,169,424	1,398,399	1,398,399	1,520,960	122,561	8.76%
28 Total fund balance - ending <sup>1</sup>	\$ 1,398,399	\$ 1,616,324	\$ 1,520,960	\$ 1,454,045	\$ (162,279)	-10.04%

Note 1 - This balance includes all restricted, committed and unassigned fund balance metrics.



## (12) Revenue Requirements

Most of the District’s revenues are derived from Sewer Service Charges (SSC) and Ad Valorem – Property Taxes. Both sources of revenue are billed to the District’s ratepayers and collected by the Marin County Tax Assessor on behalf of the District. The County levies the assessments in October and collects the assessments from the ratepayers in December and April. Payments from the County are remitted to the District in accordance with the Teeter Plan, 55% in December, 40% in April and 5% in June.

The derivation of the billed amount to the ratepayer for both revenue streams is uniquely determined. Both streams rely on certain inputs from various sources to calculate.

### A. Sewer Service Charges

Sewer Service Charges are annual user fees assessed to all ratepayer parcels within the District’s service area. The District coordinates its collection efforts for most of its customer accounts with Marin County by placing the user fee onto the property tax bill. Marin County then remits 100% of the user fee bills to the District following the approved Teeter Plan scheme, i.e., 55% in December, 40% in April, and 5% in June. Marin County assumes all responsibility for delinquent payments in exchange for the semi-annual collection fee paid by the District. For the remaining accounts not billed by the County, the District annually invoices and collects directly from its direct bill customers. Its direct bill customers include property tax-exempt parcels, such as municipalities and non-profit organizations.

The user fee is determined using a standardized metric called an EDU that is applied to the user fee rate. An EDU is an average factor designed to reflect the volume and strength of flows from a single-family residence. The purpose of standardizing flow is to make commercial customers comparable to a single-family residence for an equitable distribution of charging an affordable cost recovery user fee. It involves converting the winter water usage flow in HCF by MMWD following the below conversion formula expressed in Ordinance 102 that was approved by the District’s Board on May 22, 2024.

**Figure 5 – EDU Conversion Formula**

$$\text{Number of EDUs} = \frac{\text{Winter Water Usage (in HCF)} \times 748 \text{ gallons per HCF}}{60 \text{ days} \times 205 \text{ gallons per day}}$$

The metric of winter water usage is used as the baseline for the EDU conversion to provide a fair and average barometer of flow throughout any given year.

The District’s previous Five-Year Rate Study was adopted in June 2019 for FY20 through FY24. The District again worked with Hildebrand Consulting to adopt a new rate schedule for FY25 through FY29. The FY25 to FY29 rate schedule proposes increases between 3.3% to 4.0% across all County property use codes. The Rate Study incorporated the District’s projected operating and capital costs and determined the applicable revenue required to sufficiently fund these District’s projected costs. The Rate Study applies rate tiers based on the nature of the property, i.e., single-family-residence, multi-family residence, and commercial customers whose SSC is based on winter water usage. After following applicable Proposition 218

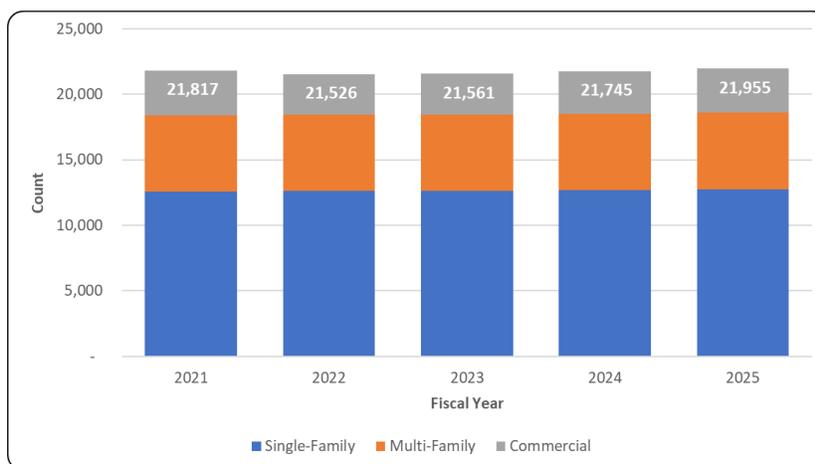
**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



procedures in *Ordinance 102*, the Board of Directors approved the new rate study in May 2024. For further detail on *Ordinance 102* or the Rate Study, please see here: <https://www.rvsd.org/159/Rates>.

The District’s EDUs have remained relatively constant over the years due to Marin County being mostly built out. For FY25 there is an increase in total EDUs of 210, or 1.0%. This increase is due to the previously described change in the methodology to calculate EDUs for commercial accounts. *Chart 14* below displays the District’s EDU trend over the past five (5) years:

**Chart 14 – District EDU Trend**

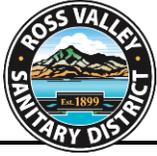


For FY25, the District expects user fee revenues to increase based on the new Sewer Service Charge (SSC) Rate Schedule as displayed below in *Table 13*:

**Table 13 – Five Year SSC Proposed Rate Schedule**

	FY2025		FY2026		FY2027		FY2028		FY2029	
<b>Ross Valley Rate Zone</b>										
1 Single-family residential	\$ 1,238	2.1%	\$ 1,289	4.1%	\$ 1,341	4.0%	\$ 1,392	3.8%	\$ 1,441	3.5%
2 Single-family with ADU	\$ 1,857	2.1%	\$ 1,935	4.2%	\$ 2,012	4.0%	\$ 2,088	3.8%	\$ 2,161	3.5%
3 Multi-family residential	\$ 1,114	2.5%	\$ 1,158	3.9%	\$ 1,204	4.0%	\$ 1,250	3.8%	\$ 1,294	3.5%
4 Commercial low strength	\$ 1,238	2.1%	\$ 1,289	4.1%	\$ 1,341	4.0%	\$ 1,392	3.8%	\$ 1,441	3.5%
5 Commercial high strength	\$ 2,897	3.6%	\$ 2,999	3.5%	\$ 3,119	4.0%	\$ 3,238	3.8%	\$ 3,351	3.5%
6 Commercial minimum	\$ 966	6.0%	\$ 1,005	4.0%	\$ 1,045	4.0%	\$ 1,085	3.8%	\$ 1,123	3.5%
<b>Larkspur Rate Zone</b>										
7 Single-family residential	\$ 1,776	3.7%	\$ 1,847	4.0%	\$ 1,921	4.0%	\$ 1,994	3.8%	\$ 2,064	3.5%
8 Single-family with ADU	\$ 2,669	3.9%	\$ 2,776	4.0%	\$ 2,887	4.0%	\$ 2,997	3.8%	\$ 3,102	3.5%
9 Multi-family residential	\$ 1,591	3.8%	\$ 1,655	4.0%	\$ 1,721	4.0%	\$ 1,786	3.8%	\$ 1,849	3.5%
10 Commercial low strength	\$ 1,777	3.8%	\$ 1,848	4.0%	\$ 1,922	4.0%	\$ 1,995	3.8%	\$ 2,065	3.5%
11 Commercial high strength	\$ 4,124	4.9%	\$ 4,289	4.0%	\$ 4,461	4.0%	\$ 4,631	3.8%	\$ 4,793	3.5%
12 Commercial minimum	\$ 1,385	7.9%	\$ 1,440	4.0%	\$ 1,498	4.0%	\$ 1,555	3.8%	\$ 1,609	3.5%

For FY25 the user fee rate for the District’s service area is split between the greater Ross Valley area and the Larkspur area. The Ross Valley service area is the original service area and the largest volume of the SSC rate revenue.



**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

---

The Larkspur service area was annexed by the District in January 1993 from the City of Larkspur, at which time the District assumed operation of the City's wastewater and collection system going forward. The SSC for the Larkspur area is assessed at a higher rate than the Ross Valley area based on the annexation agreement which specifies that the Larkspur area is treated separately until further action by the District Board to no longer consider the area being separate and distinct from the Ross Valley area. No proportional property taxes were transferred from the City of Larkspur to the District as part of the Larkspur service area annexation, nor does the District receive ad valorem taxes from Larkspur rate payers. Therefore, the District must assess the area with higher SSC to equitably balance the property taxes collected from the Ross Valley service area customers.

The Murray Park service area was annexed by the District in September 2019 from Marin County and assumed operation of the area's wastewater collection and conveyance system going forward. At the time this area was annexed, an agreement was made that the SSC would be held flat at \$472 per EDU until new rates were adopted by the District. The proposed rate schedule for FY25 includes dissolving the Murray Park service area and merging those rate payers into the Ross Valley service area.

The District offers a 25% discount on levied user fees for those ratepayers that meet eligible gross income thresholds or qualify as a non-profit or low-income housing development. Applications are submitted to the District via NBS for approval and the discount is made on the property tax assessment.

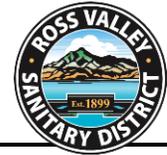
**B. Ad Valorem – Property Taxes (Property Tax)**

Property taxes are annual assessments to all ratepayer parcels within the District's service area as required under Article XIII within the State of California Constitution. The District receives an allocation of collected property taxes following applicable laws and regulations on apportionment with Marin County. Marin County remits the District's portion following the Teeter Plan scheme, i.e., 55% in December, 40% in April, and 5% in June. Marin County assumes all responsibility for delinquent payments in exchange for the semi-annual collection fee paid by the District.

The tax assessment is determined by applying the statutorily assigned basic tax rate against the assessed taxable value of the owner's real property. From each tax year, the assessed taxable basis of real property is allowed to be reassessed either to the current CPI rate or at the maximum threshold of 2%. Furthermore, the assessed taxable basis can be revalued to its current market valuation when the real property is either sold or transferred to a third-party entity. This activity results in both an additional property tax assessment from the immediate basis change and a higher taxable basis going forward every year into the future. The basis valuation of all real property within the District's service area is determined and maintained by the Marin County Tax Assessor's Office.

The basic apportionment can be broken down into four main components:

- *Secured* – The main source of property tax levied on all real property sufficient for the tax to be considered a lien on the property within the service area (except from the Larkspur Service Area, as noted above). Examples of such property include primarily houses or buildings. This form of tax is traditionally stable within Marin County given the housing demographics. Housing turnover occurs less frequently within Marin County as compared to other housing markets within the San Francisco Bay Area. This is attributable to the population moving less frequently and the low home

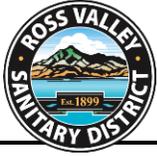


building rate. Therefore, the growth in the secured property tax rolls is expected to grow at the statutorily capped percentage of 2%. Remittance of this form of property tax follows the Teeter Plan.

- *Unsecured* – The second main source of property tax levied on all real property not sufficient for the tax to be considered a lien on the property within the service area (except from the Larkspur Service Area, as noted above). Examples of such property include boats, airplanes, real estate improvements, and business property. This form of tax is traditionally stable and exhibits a similar nature to the Secured Property Tax roll. Remittance of this form of property tax follows the Teeter Plan.
- *Supplemental* – The third main source of property tax levied on all real property when there is a change in ownership and the resulting market change is a change in assessed taxable valuation. This form of tax does fluctuate from period to period largely dependent on purchase and sale of property, new or used. Remittance of this form of property tax is typically monthly.
- *Excess Educational Revenue Augmentation Fund (ERAF)* – The last main source of property tax collected are excess funds apportioned to local government from the special education fund, ERAF. ERAF was set up in the 1990's as a mechanism by the State of California to shift a portion of the collected basic property tax money from local government towards K-12 and community college education to fund its required education contribution. However, any excess amount collected that is over and above the required contribution to education by the State is remitted to the local government agencies. This form of tax is traditionally stable and exhibits a similar nature to the Secured Property Tax roll. Remittance of this property tax is annually.

The District expects its property tax allocation to increase in the upcoming fiscal year by 2.4%. The District is projecting 2% growth in the appraised values for existing properties and that supplemental property tax revenue will be \$0.25 million, which is a 40.1% decrease when compared to their peak in FY23. Likely due to higher interest rates, there has been a sharp decline in residential real estate transactions, notwithstanding the increased seasonal activity in the spring and summer months.

*Chart 15* shows the current home sale activity within the District's service area relative to the 30-year mortgage rate:



**Chart 15 – District Service Area Home Sale Activity**

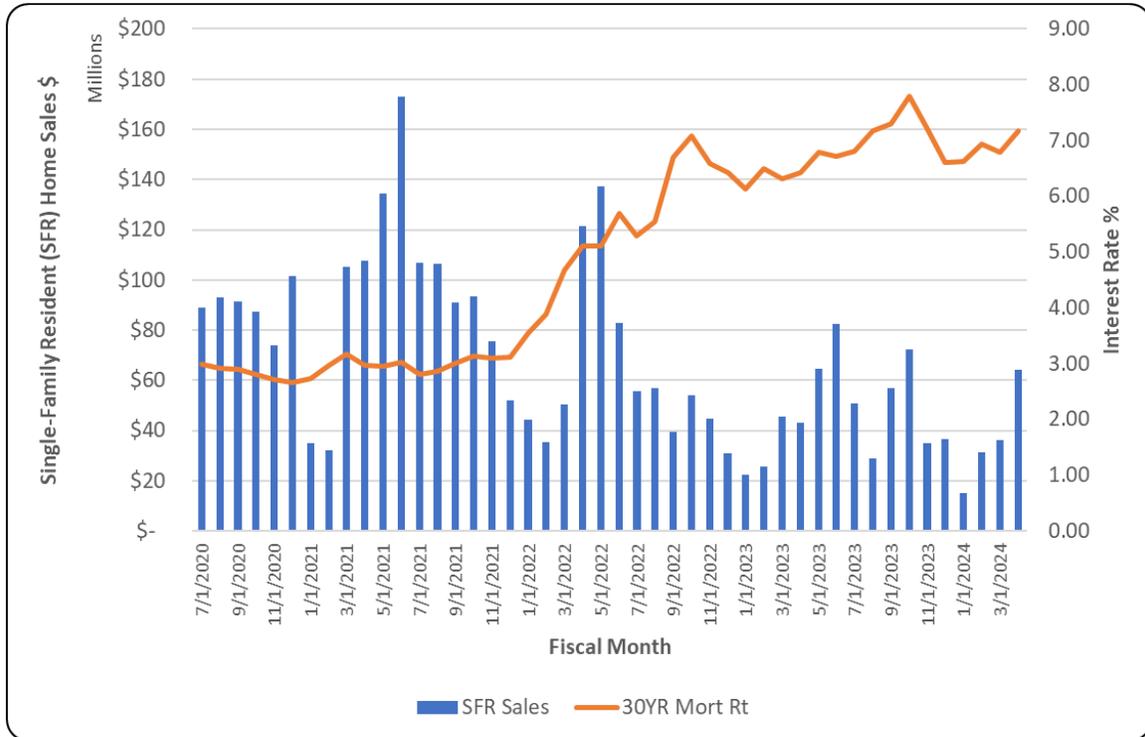
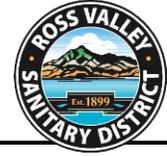


Table 14 below lists the composition of the basic property tax collection expected for FY25:

**Table 14 – Property Tax Collection Composition**

FY2025	
1 Base proceeds	9,929,700
2 Supplemental proceeds	245,600
<b>3 Total property taxes</b>	<b>10,175,300</b>

For further information about the property tax system, please refer to the County of Marin website at <https://www.marincounty.org/>.



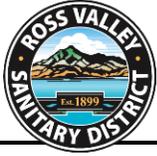
### **(13) Departmental Budget**

The District is organized into three departments, Operating & Maintenance, Engineering & Inspections, and Administrative Services. Each department is responsible for managing their own respective budgeted use of funds to carry out the District’s Business Plan objectives and meet the Board policy-level goals. How each department plans and uses its allocated funds is at the discretion of the respective department head and organizational setup following applicable District Financial Policies and procedures.

This section is organized for the reader to best understand each expenditure category planned for each department. Some categories are aggregated and discussed from not a departmental view because of the nature of the activities being indistinguishable between each department. For example, all personnel costs, except Board fees, are aggregated into a consolidated view. Meanwhile, all other activities are individually discussed in terms of their relationship with the department’s purpose and objectives. For the categories allocated to each department, this chapter is split into sub-sections to clearly describe the activities related to each department. Department and expenditure category explanations, personnel count, and department initiatives are articulated within each section. Please note, explanations for only significant changes are included to assist the reader.

**Table 15 – Departmental Budget Summary**

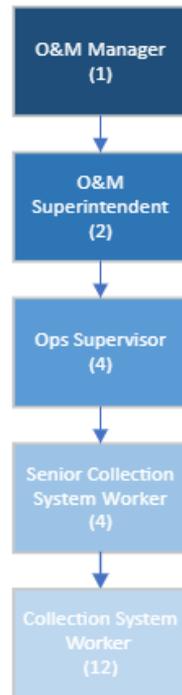
	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY \$ Change	Budget YoY % Change
1 Operations & maintenance	\$ 7,085,865	\$ 8,225,300	\$ 7,689,400	\$ 8,612,725	\$ 387,425	4.71%
2 Engineering & inspections	1,284,016	1,396,300	1,237,300	1,748,074	351,774	25.19%
3 Administrative services	3,327,786	3,781,400	3,539,598	3,826,298	44,898	1.19%
<b>4 Total departmental costs</b>	<b>\$ 11,697,666</b>	<b>\$ 13,403,000</b>	<b>\$ 12,466,298</b>	<b>\$ 14,187,097</b>	<b>\$ 784,097</b>	<b>5.85%</b>



## Operations & Maintenance (O&M) Department Costs

The Operations & Maintenance (O&M) Department performs essential activities specific to the day-to-day operation of the District’s wastewater collection and conveyance system. The O&M Department’s activities include gravity pipeline cleaning and repair, condition assessment of the gravity pipeline, and pump station infrastructure, as well as operation of specialized heavy machinery. Each of these activities are handled by the specific O&M Divisions within the O&M Department: Line Maintenance for cleaning, Line Repair for infrastructure remediation, Condition Assessment for data collection, and Pumps for maintaining the pump station infrastructure. All such activities are to be performed following applicable regulations as required by the State Water Regional Control Board (SWRCB), National Pollutant Discharge Elimination System (NPDES), and Bay Area Quality Management District (BAAQMD) permit requirements.

**Figure 6 – O&M Department Organization Chart**



**Table 16 – O&M Department FTE Count**

Authorized Position	FY2023	FY2024	FY2025
1 O&M Manager	1	1	1
2 O&M Superintendent	1	2	2
3 Ops Supervisor	4	4	4
4 Crew Lead	1	1	-
5 Senior CSW	2	2	4
6 CSW	13	13	12
<b>7 Total O&amp;M</b>	<b>22</b>	<b>23</b>	<b>23</b>



**Table 17 – O&M Department Budget Summary**

	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY \$ Change	Budget YoY % Change
1 Salaries & wages	\$ 3,134,376	\$ 3,590,600	\$ 3,475,700	\$ 3,783,000	\$ 192,400	5.36%
2 Benefits	1,663,811	1,777,800	1,802,400	2,025,600	247,800	13.94%
3 Payroll taxes	209,766	260,700	236,900	277,300	16,600	6.37%
4 <i>Total salaries &amp; benefits</i>	<i>5,007,953</i>	<i>5,629,100</i>	<i>5,515,000</i>	<i>6,085,900</i>	<i>456,800</i>	<i>8.11%</i>
5 Pump station maintenance	185,409	338,000	338,000	168,000	(170,000)	-50.30%
6 Line maintenance	87,616	85,000	85,000	85,000	-	0.00%
7 Sewer line repair	242,779	235,000	225,000	262,500	27,500	11.70%
8 Condition assessment	53,636	73,000	73,000	65,000	(8,000)	-10.96%
9 Easement access management	24,435	150,000	40,000	75,000	(75,000)	-50.00%
10 <i>Total infrastructure maintenance</i>	<i>593,875</i>	<i>881,000</i>	<i>761,000</i>	<i>655,500</i>	<i>(225,500)</i>	<i>-25.60%</i>
11 Facilities maintenance	134,626	195,000	160,000	155,000	(40,000)	-20.51%
12 Vehicle maintenance	344,049	327,000	292,400	292,400	(34,600)	-10.58%
13 <i>Total facilities &amp; vehicle maintenance</i>	<i>478,676</i>	<i>522,000</i>	<i>452,400</i>	<i>447,400</i>	<i>(74,600)</i>	<i>-14.29%</i>
14 Utilities charges	603,107	643,300	598,100	641,224	(2,076)	-0.32%
15 Software renewal costs	-	-	-	185,051	185,051	100.00%
16 Rental fees	140,257	107,700	9,700	8,700	(99,000)	-91.92%
17 <i>Total utilities, software, &amp; rent</i>	<i>743,364</i>	<i>751,000</i>	<i>607,800</i>	<i>834,975</i>	<i>83,975</i>	<i>11.18%</i>
18 Professional services costs	9,692	60,000	20,000	110,000	50,000	-100.00%
19 Supplies	62,654	63,000	63,000	65,000	2,000	3.17%
20 FOG inspection fees	30,055	20,600	20,600	30,000	9,400	45.63%
21 Permit fees	37,971	25,000	35,000	45,000	20,000	80.00%
22 Training costs	76,874	80,000	41,000	80,750	750	0.94%
23 Hiring & temp agency fees	-	-	-	-	-	0.00%
24 Workers' compensation premium	44,561	173,600	173,600	258,200	84,600	48.73%
25 Miscellaneous costs	191	20,000	-	-	(20,000)	-100.00%
26 <i>Total other charges</i>	<i>261,997</i>	<i>442,200</i>	<i>353,200</i>	<i>588,950</i>	<i>146,750</i>	<i>33.19%</i>
27 <b>Total Operations &amp; Maintenance</b>	<b>\$ 7,085,865</b>	<b>\$ 8,225,300</b>	<b>\$ 7,689,400</b>	<b>\$ 8,612,725</b>	<b>\$ 387,425</b>	<b>4.71%</b>

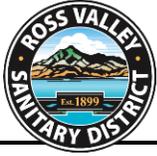
**A. Salaries & Benefits**

Personnel costs for the O&M Department are budgeted to increase \$0.5 million, or 8.1%, going into FY25 primarily due to all employees receiving an expected COLA of 4.3% and increases to benefit costs for retirement liabilities and health insurance.

**B. Facilities & Vehicle Maintenance**

Budgeted costs for this category are expected to decrease by \$70,000, or 14.3%, relative to FY24. Each sub-category within this category is discussed in further detail below to explain the total decrease:

- *Facilities Maintenance* –Budgeted costs going into FY25 are expected to decrease by 20.5% relative to FY24. After being fully moved into its new headquarters located at 1111 Anderson the District is experiencing less maintenance costs than it previously anticipated for the larger facility.
- *Vehicle Maintenance* – The District currently leases seven vehicles with varying lease terms and monthly payments. The budgeted costs for these leased vehicles are expected to remain steady. However, the department’s budget for vehicle maintenance is projected to decrease 10.6% due to the reduction of \$30,000 for unprogrammed budget costs.



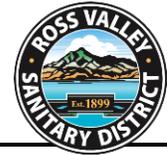
**C. Utilities, Software, & Rent**

Budgeted costs for this category are expected to increase \$80,000, or 11.2%, relative to FY24. Each sub-category within this category is discussed in further detail below:

- *Utilities Charges* – Budgeted costs going into FY25 are expected to decrease slightly by 0.3%.
- *Software Renewal Costs* – The software renewal costs have historically all been budgeted for in the Administrative Services department. However, for FY25 these costs have been separated out among the District’s three departments based on the primary users of the software.
- *Rental Charges* – Budgeted costs going into FY25 are expected to decrease by \$10,000, or 91.9%. The decrease in rental charges is related to expenses that are no longer needed after the consolidation of the District’s operations to 1111 Andersen, such as the storage facility rental at 1301 Andersen.

**D. Other Charges**

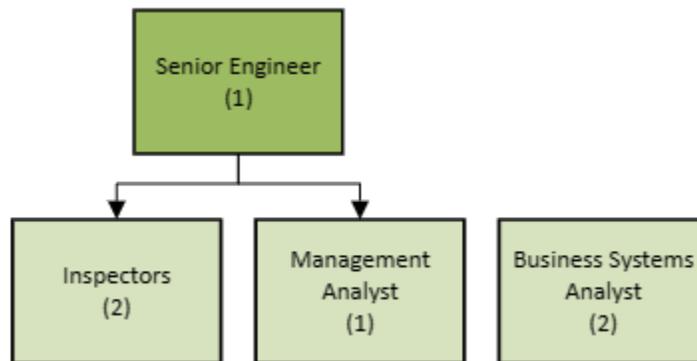
Budgeted costs going into FY25 are expected to increase \$0.15 million, or 33.1%, relative to FY24 primarily driven by an increase in worker’s compensation premiums offset and an increase in the Professional Services budget. Allocated worker’s compensation insurance premiums are increasing because of higher losses being recorded within the CSRMA insurance pool. Professional Services costs are for the O&M Department to assist it with planning for anticipated Sewer System Management Plan (SSMP) audits as well as performing root foaming activities to try to reduce I&I in the wastewater collection & conveyance system. An additional \$50,000 was added in FY25 for root foaming activities.



**Engineering & Inspections (E&I) Department Costs**

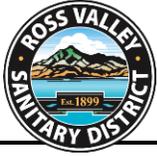
The Engineering & Inspections (E&I) Department performs essential activities specific to monitoring and identifying improvement opportunities within the District’s wastewater collection and conveyance system. The E&I Department’s activities include inspecting all private sewer lateral connections to the District’s gravity main pipeline network, coordinating efforts with professional services consultants for performing essential studies, and managing the District’s CIP projects. All activities are handled under general direction of the District’s Senior Engineer following the findings noted within the latest IAMP.

**Figure 7 – E&I Department Organization Chart**



**Table 18 – E&I Department FTE Count**

Authorized Position	FY2023	FY2024	FY2025
1 Senior Engineer	1	1	1
2 Associate Engineer	1	-	-
3 Business System Analyst	1	1	2
4 Management Analyst	1	1	1
5 Inspectors	2	2	2
<b>6 Total E&amp;I</b>	<b>6</b>	<b>5</b>	<b>6</b>



**Table 19 – E&I Department Budget Summary**

	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY \$ Change	Budget YoY % Change
1 Salaries & wages	\$ 714,927	\$ 780,600	\$ 675,200	\$ 852,000	\$ 71,400	9.15%
2 Benefits	316,514	366,700	358,600	488,440	121,740	33.20%
3 Payroll taxes	53,264	57,800	45,300	64,000	6,200	10.73%
4 <i>Total salaries &amp; benefits</i>	<i>1,084,705</i>	<i>1,205,100</i>	<i>1,079,100</i>	<i>1,404,440</i>	<i>199,340</i>	<i>16.54%</i>
5 Engineering studies	192,019	50,000	41,000	155,000	105,000	210.00%
6 Professional services costs	-	30,000	28,000	65,000	35,000	100.00%
7 <i>Total engineering firm services</i>	<i>192,019</i>	<i>80,000</i>	<i>69,000</i>	<i>220,000</i>	<i>140,000</i>	<i>175.00%</i>
8 Municipality paving projects	-	75,000	70,000	50,000	(25,000)	100.00%
9 Workers' Compensation premium	7,192	19,200	19,200	25,000	5,800	30.21%
10 Software renewal costs	-	-	-	31,634	31,634	N/A
11 Training costs	100	17,000	-	17,000	-	100.00%
12 Hiring & temp agency fees	-	-	-	-	-	0.00%
13 Miscellaneous costs	-	-	-	-	-	0.00%
14 <i>Total other charges</i>	<i>7,292</i>	<i>111,200</i>	<i>89,200</i>	<i>123,634</i>	<i>12,434</i>	<i>11.18%</i>
15 <b>Total Engineering &amp; Inspection</b>	<b>\$ 1,284,016</b>	<b>\$ 1,396,300</b>	<b>\$ 1,237,300</b>	<b>\$ 1,748,074</b>	<b>\$ 351,774</b>	<b>25.19%</b>

**A. Salaries & Benefits**

The salary and benefit line items are projected to increase by \$0.2 million, or 16.5%. These cost increases are driven by the addition of a second Business Systems Analyst position, cost of living adjustments for all employees, and higher costs for retirement and healthcare contributions. The additional Business Systems Analyst position is funded for six months at an estimated cost of \$0.12 million, which is in line with the planned recruitment schedule. The new position will be budgeted at the full annualized cost in subsequent years.

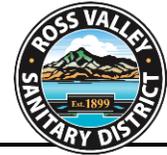
**B. Engineering Firm Services**

Budgeted costs going into FY25 are expected to increase by \$0.1 million, or 175.0%, relative to FY24. For FY25 these budgeted costs are expected to cover engineering consulting services and engineering studies. Consulting services are anticipated for the update of the Sewer System Management Plan (SSMP) due August 2025. Several engineering studies may be initiated this year, including force main assessments, force main field-locating, a review of the condition of force main cathodic protection (corrosion control), and recycled water treatment and distribution studies related to potential development on the former treatment plant site (Larkspur Landing) and/or the 1111 Andersen property. For FY25, \$80,000 has been added for engineering support services.

**C. Other Charges**

Other Charges going into FY25 are expected to increase \$10,000, or 11.2%, relative to FY24 primarily driven by the change to include related software renewal costs in the departmental budget. Historically, all software renewal costs were recorded in the Administrative Services department but for FY25 those costs are now being budgeted within each respective department.

Municipality paving project costs are related to local municipalities within the District’s service area requesting reimbursement for resetting manhole frames and covers when they re-pave the roads. This cost is trending lower with the latest wave of paving projects in the City of Larkspur winding down.

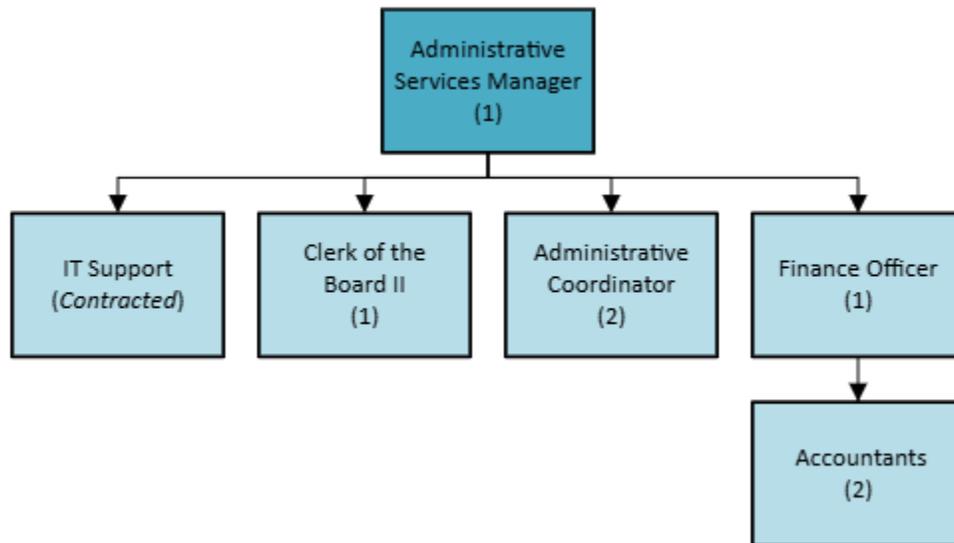


**Administrative Services (Admin) Department Costs**

The Administrative Services (Admin) Department performs all other duties of the enterprise to maintain the backbone of the entity’s back-office services. The Admin Department’s activities include finance and accounting, payroll, accounts payable, invoicing, customer service (permitting and inspections), setting the agenda with the Board, human resources, and information technology (IT) services. All such activities are to be performed under the general direction of the Administrative Services Manager following applicable regulations, authoritative guidance from financial organizations and taxing authorities, as well as internal policies.

Note, IT support services are contracted with a third-party consultant, IT-Hub. Furthermore, the Admin Services Manager currently serves as the District’s Assistant General Manager.

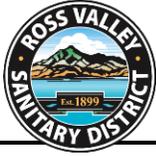
**Figure 8 – Admin Department Organization Chart**



**Table 20 – Admin Department FTE Count**

Authorized Position	FY2023	FY2024	FY2025
1 General Manager	1	1	1
2 Admin Services Manager	1	1	1
3 Clerk of the Board II	1	1	1
4 Finance Officer	1	1	1
5 Senior Accountant	-	1	-
6 Accountant II	1	-	1
7 Accountant I	-	-	1
8 Admin Coordinator	2	2	2
9 <b>Total Admin</b>	<b>7</b>	<b>7</b>	<b>8</b>

*Note: The General Manager is allocated to the Admin Department for FTE reporting.*



**Table 21 – Admin Department Budget Summary**

	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY \$ Change	Budget YoY % Change
1 Salaries & wages	\$ 1,206,007	\$ 1,265,100	\$ 1,138,600	\$ 1,423,300	\$ 158,200	12.50%
2 Benefits	407,332	450,500	437,000	580,700	130,200	28.90%
3 Board fees	39,500	50,300	51,400	49,300	(1,000)	-1.99%
4 Payroll taxes	70,444	78,300	67,400	90,500	12,200	15.58%
5 <i>Total salaries &amp; benefits</i>	<i>1,723,283</i>	<i>1,844,200</i>	<i>1,694,400</i>	<i>2,143,800</i>	<i>299,600</i>	<i>16.25%</i>
6 Insurance liability premiums	242,783	278,700	276,200	297,300	18,600	6.67%
7 Workers' Compensation premium	1,303	6,800	6,800	7,100	300	4.41%
8 Insurance liability deductibles	13,568	50,000	22,500	50,000	-	0.00%
9 <i>Total insurance costs</i>	<i>257,653</i>	<i>335,500</i>	<i>305,500</i>	<i>354,400</i>	<i>18,900</i>	<i>5.63%</i>
10 Professional services costs	157,508	307,000	292,000	299,750	(7,250)	-2.36%
11 Legal services costs	126,596	170,000	180,475	170,000	-	0.00%
12 Community outreach costs	219,415	188,000	158,375	173,000	(15,000)	-7.98%
13 <i>Total professional services fees</i>	<i>503,519</i>	<i>665,000</i>	<i>630,850</i>	<i>642,750</i>	<i>(22,250)</i>	<i>-3.35%</i>
14 Software renewal costs	319,223	383,700	369,148	123,072	(260,628)	-67.92%
15 Rental fees	44,048	55,300	42,900	80,376	25,076	45.35%
16 Property tax fees	195,111	200,100	213,700	202,900	2,800	1.40%
17 <i>Total software, rent &amp; taxes</i>	<i>558,382</i>	<i>639,100</i>	<i>625,748</i>	<i>406,348</i>	<i>(232,752)</i>	<i>-36.42%</i>
18 Employee loan disbursements	-	15,000	-	9,000	(6,000)	-40.00%
19 Hiring & temp agency fees	70,099	40,000	76,000	40,000	-	0.00%
20 Training costs	123,714	170,900	150,700	166,400	(4,500)	-2.63%
21 Supplies	30,992	50,000	38,100	42,000	(8,000)	-16.00%
22 Bond issuance costs	-	-	-	-	-	0.00%
23 Miscellaneous costs	60,143	21,700	18,300	21,600	(100)	-0.46%
24 <i>Total other charges</i>	<i>284,949</i>	<i>297,600</i>	<i>283,100</i>	<i>279,000</i>	<i>(18,600)</i>	<i>-6.25%</i>
25 <b>Total Administrative Services</b>	<b>\$ 3,327,786</b>	<b>\$ 3,781,400</b>	<b>\$ 3,539,598</b>	<b>\$ 3,826,298</b>	<b>\$ 44,898</b>	<b>1.19%</b>

**A. Salaries & Benefits**

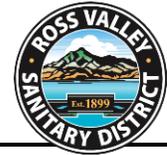
The salary and benefit line items are projected to increase by \$0.3 million, or 16.3%. These cost increases are driven by the addition of a second accountant position, cost of living adjustments for all employees, and higher costs for retirement and healthcare contributions. Funding for the new accountant position is included for nine months at an estimated cost of \$0.15 million, which is in line with the planned recruitment schedule. The new position will be budgeted at the full annualized cost in subsequent years.

**B. Insurance Costs**

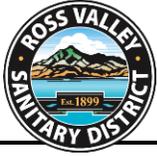
Budgeted costs going into FY25 are expected to increase \$20,000, or 5.6%, relative to FY24 due to increasing risks noted within the insurance pools. The assessed risk of loss is increasing for the property and general liability plans due to the recent storm activity throughout the State. The District, itself has not experienced significant losses; but insurance premiums are swayed by the average impact against the pool.

**C. Software, Rent & Taxes**

Total budgeted costs are expected to decrease \$0.2 million, or 36.4%, going into FY25 relative to FY24 primarily due to software renewal costs. Further detail on each sub-category is provided below:



- *Software Renewal Costs* – Total budgeted costs are expected to decrease \$0.26 million, or 67.9%, due to a change in how the budget for this line item is managed. Historically, all software renewal costs have been recorded in the Administrative Services department but for FY25 those costs are now being budgeted for within each department. The software costs that are still budgeted in Administrative Services include: Caselle, CivicPlus, ParcelQuest, and Microsoft licenses.
- *Rental Fees* – Budgeted costs are expected to increase \$30,000, or 45.4%, going into FY25 relative to FY24 due to the District’s shift in practices to lease laptops and computers instead of purchasing them.
- *Property Tax Fees* – Budgeted costs are expected to remain relatively flat and to only increase by 1.4% relative to FY24.



## (14) Treatment Plant Cost

The District is a member of the “Central Marin Sanitation Agency Joint Powers Authority” (CMSA JPA) where its collected wastewater is conveyed to the CMSA plant for treatment and eventual discharge. The other members of the CMSA JPA are the San Rafael Sanitation District (SRSD) and Sanitary District #2 (SD2) at the Town of Corte Madera. The City of Larkspur was a member previously until the District annexed their wastewater collection and conveyance operations in 1993. Since CMSA does not directly bill the ratepayers in each of the respective member service areas for its operations and capital budget cost recovery, CMSA instead charges each of its member agencies for its costs that are commensurate to the level of treatment and disposal service performed.

### A. Treatment Charges

CMSA quarterly bills each of its members their proportional share of its operating and capital activities. The operating activities are invoiced as a “regional service charge” and the capital activities are invoiced as a “capital fee”. The total amount of regional service charges and capital fees is determined by CMSA’s budgeting process where its funding requirements for both its operating and capital activities are to be balanced with sufficient funding sources. The total treatment charge amounts are then scheduled to escalate every year following the Board of Commissioner’s approved five-year rate schedule. Allocation of the total charge is performed using a weighted 36-month average wastewater flow rate that includes factors such as total flow volume in gallons, flow strength (TSS), and biomass solids (BOD) composition.

Table 18 below charts CMSA’s amended five-year rate schedule that was recently adopted by the JPA Commission:

**Table 22 – CMSA Five-Year Rate Schedule**

	FY2024	FY2025	FY2026	FY2027	FY2028
Scheduled Increases	4.0%	4.5%	4.5%	4.5%	4.5%

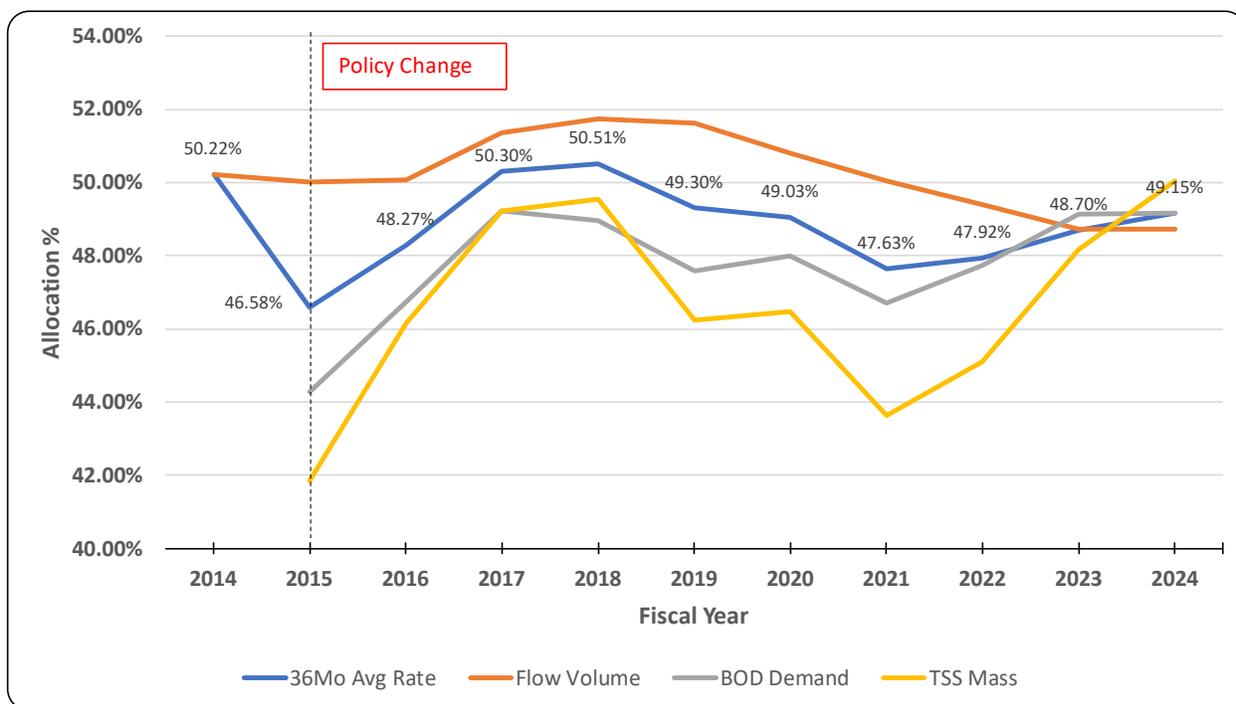
*Note: The scheduled fee increases are for the total CMSA JPA charge (treatment charge and debt service coverage) being levied against the District. CMSA’s debt service does slightly decrease year-to-year, so the capital fee acts as a catch-all fee to net the total growth to the approved rate schedule.*

Historically, CMSA’s five-year rate schedule included growth rates of 3.5% year-over-year. So, the new rate schedule demonstrates an increase in cost to the District due to higher costs being recorded at CMSA.



Furthermore, costs of treatment charges are increasing for the District because its allocation rate is increasing year-over-year. While flow volume has seen recent decreases, biochemical oxygen demand (BOD) and total suspended solids (TSS mass) are more prominent in the wastewater. *Chart 16* below depicts the District’s allocation rate over the past ten years:

**Chart 16 – RVSD Allocation Billing Rate**

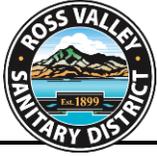


*Note: In FY14 and earlier, CMSA invoiced the District its allocated share of treatment charges using the average 12-month flow rate.*

All above metrics are recorded using CMSA’s flow meters for the influent entering the treatment plant. As a percentage share of the total influent wastewater flow in gallons, the District’s allocation is decreasing from the investments made to substantially reduce inflow & infiltration (I&I) into the wastewater collection and conveyance system. However, the recent storm activity and wastewater composition appears to be increasing year-over-year pushing the weighted average billing rate up towards 49.15% for FY25 billing period versus 48.70% in FY24 billing period.

**Table 23 – CMSA Treatment Charge Composition**

	Actual FY2023	Projected FY2024	Budget FY2025
1 Regional service charge	\$ 5,935,030	\$ 6,230,700	\$ 6,511,100
2 Capital fee	475,984	621,500	784,000
3 <b>Total treatment charge</b>	<b>\$ 6,411,013</b>	<b>\$ 6,852,200</b>	<b>\$ 7,295,100</b>



**B. Debt Service Fee**

CMSA semi-annually bills each of its members their proportional share of its debt service related to its capital debt obligations plus a 25% coverage fee. The total fee is determined by consolidating the total debt service to be paid by CMSA on its capital debt, applying an additional 25% coverage fee over and above the debt service amount, and then allocating the total amount to each member based on EDU. The EDU allocation is a static amount that does not fluctuate year-over-year. Per agreement between CMSA and its JPA members, a long-term average EDU allocation was selected and agreed to be used for allocating CMSA’s debt service. The allocation rates agreed between all the entities is the following:

**Table 24 – CMSA Debt Service EDU Allocations**

	Agency	EDU Count	Allocation Rate
1	SRSD	19,545	37.55%
2	RVSD	22,404	43.05%
3	SD2	6,090	11.70%
4	SQSP	4,005	7.70%
5	<b>Total</b>	<b>52,044</b>	<b>100.00%</b>

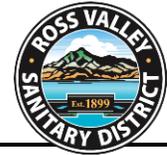
*Note: SQSP is “San Quentin State Prison”. SQSP is not a JPA member, but CMSA services SQSP’s wastewater activities through an independent agreement.*

**Table 25 – CMSA Debt Service Fees**

	Actual FY2023	Projected FY2024	Budget FY2025
1 Debt service - allocated	\$ 1,966,422	\$ 1,956,600	\$ 1,937,300
2 Coverage fee	491,605	489,200	484,300
3 <b>Total debt service fee</b>	<b>\$ 2,458,027</b>	<b>\$ 2,445,800</b>	<b>\$ 2,421,600</b>

Allocated debt service is expected to decrease into FY25 due to how CMSA’s debt amortization schedule is devised when it issued its 2015 Revenue Bonds.

For further detail regarding CMSA’s budget or its annual financial statements, its financial information can be found here: <https://www.cmsa.us/finance/documents>.



## **(15) Canyon Road Assessment District (CRAD)**

The ratepayers residing on Canyon Road located within the Town of Fairfax voted to organize into a Special Assessment District to connect their properties to the District’s wastewater collection and conveyance system. Previously, the homeowners were on septic tanks in 2006. The District complied with their request and formed the Canyon Road Special Assessment District (CRAD) and issued a Limited Obligation Bond in the amount of \$437,794 for the express intent of financing the capital project cost to convert their septic tanks to full new connections. The bond obligation and the operating costs are 100% financed through a parcel tax levied on the residents within CRAD. The parcel tax is annually placed onto the property tax roll for Marin County to collect and remit to the District following the approved Teeter Plan, i.e., 55% in December, 40% in April, and 5% in June. The collected proceeds are then to be remitted to the paying agent for the debt service, Marin County for their collection services, and the administrator for managing the assessment district. The bond obligation and assessment district are to be retired in 2026.

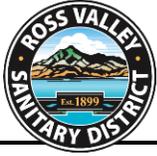
The FY25 budget for CRAD remittance is composed of the following elements:

- *Limited bond obligation debt service* – The indenture agreement’s stated principal and interest payment due within the upcoming fiscal year. Note, this amount may differ from the revenue collection amount due to timing corresponding to Marin County’s collection schedule so the District can receive the proceeds in advance of when the debt service is due.
- *Marin County collection fee* – A fee paid to the County for their services and guaranteeing 100% collection of the special assessment parcel tax according to the Teeter Plan. The fee amount is \$6 per applicable parcel, and there are 28 parcels within CRAD.
- *Paying Agent trust fee* – A fee paid to the Paying Agent, Bank of New York Mellon, for both receiving the paid debt service and then remitting out to the end bond investors.
- *Administration fee* – A fee paid for administration of the special assessment district. The District is designated as CRAD’s trustee, and the District coordinates the administration of CRAD with NBS Local Government Solutions to calculate the applicable parcel tax and file the required reporting with Marin County for placing the special assessment on the property tax roll. This fee amount represents NBS’ services being received.

**Table 26 – Special Assessment Remittance Detail**

Fee Category	FY2025
1 Debt Service	33,250
2 Marin County Collection Fee	168
3 Pay Agent Trustee Fee	750
4 Administration Fees	5,700
5 <b>Total collection</b>	<b>39,868</b>

*Note: Numbers in the budget presentation are rounded.*



## (16) Debt Obligations

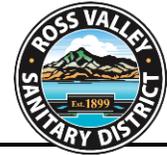
Since 2013, the District has issued and borrowed several types of debt obligations to assist it with its CIP financing and other functions. The majority of its borrowings stem from public issuances of revenue bond obligations. However, the District did complete a private placement issuance with the SWRCB under its SRF program in FY23. As such, the District is to make regular principal and interest repayments on its debt obligations to gradually decrease its debt over time.

The current and outstanding debt obligations are the following with a brief description for each issuance:

- *2013 Revenue Bonds* – The District issued the Series 2013 Revenue Bonds in August 2013 in the principal amount of \$17,780,000 to finance its CIP and refund its Bank of Marin mortgage loan. The bonds were issued at a premium of approximately \$133,038.90 providing an effective interest rate of 4.896%. The bonds are fully registered, with principal due annually on October 1, and interest payable semi-annually on October 1 and April 1. The bonds became callable on or after October 1, 2023, with no call premium.
- *2014 Revenue Bonds* – The District issued the Series 2014 Revenue Bonds in November 2014 in the principal amount of \$30,155,000 to finance its CIP. The bonds were issued at a premium of approximately \$1,243,225 providing an effective interest rate of 3.51%. The bonds are fully registered, with principal due annually on July 1, and interest payable semi-annually on January 1 and July 1. The bonds are callable starting on January 1, 2025, with no call premium.
- *2018 Revenue Bonds* – The District issued the Series 2018 Revenue Bonds in January 2018 in the principal amount of \$21,870,000 to finance its CIP. The bonds were issued at a premium of approximately \$3,400,854 providing an effective interest rate of 3.63%. The bonds are fully registered, with a principal payment due annually on July 1, and interest payable semi-annually on January 1 and July 1. The bonds are callable any time on or after January 1, 2025, with no call premium.
- *2019 Revenue Bonds* – The District issued the Series 2019 Revenue Bonds in July 2019 in the principal amount of \$31,455,000 to finance its CIP, purchase of its new Administration Building on 1111 Andersen Drive, and completion of the Larkspur Landing EPA remediation. The bonds were issued at a premium of approximately \$3,866,351 providing an effective interest rate of 3.39%. The bonds are fully registered, with a principal payment due annually on July 1, and interest payable semi-annually on January 1 and July 1. The bonds are callable starting on January 1, 2029, with no call premium. Furthermore, there is a special covenant of \$11,120,000 for early redemption starting on February 1, 2022, if the District were to sell or lease the Larkspur Landing Property.
- *SWRCB SRF* – The District coordinated direct financing from the SWRCB for SRF financing for one of the District’s capital projects in the amount of \$1,708,256 in June 2022. The effective interest rate is 1.1% with principal and interest payments paid annually on July 1.

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

---



With respect to the covenants of each borrowing, the District is required to maintain a minimum debt service coverage ratio over its net revenues. The coverage ratio is split between its revenue bond obligations and its private placement SRF loan where the revenue bonds stipulate a coverage ratio of at least 1.10x and the SRF stipulates a coverage ratio of at least 1.20x. There are no other covenants or debt limitations noted from each of the issuances.

For further detail on each of the above debt obligations, inspection of the respective issuance's executed debt agreement can be reviewed at <https://www.emma.msrb.org/>.

Regarding the District's FY25 budgeted debt service expenditures, the District expects its costs to be fairly constant and in line with the executed amortization schedules. The District does not expect to issue any further debt obligations given its expressed intent to fund its CIP on a PayGo basis.

*Credit Ratings Note:*

The District received and continues to receive credit ratings from rating agencies such as Standard & Poor's (S&P) and Fitch Ratings (Fitch). The latest ratings the District has received from both agencies on its public debt obligations are 'AA Stable Outlook' from S&P and 'AA Positive Outlook' from Fitch. Fitch, from its most recent surveillance in February 2024, upgraded the District's rating from "AA Stable Outlook" to 'AA Positive Outlook'. The rationale for both ratings is that the District is in a strong financial position, is managing its sewage spill performance relative to its recent history and exerts a stable monopolistic public utility revenue stream. Furthermore, the District is situated in an affluent community with a strong housing market further validating the revenue defensibility. The District's credit ratings can be found here: <https://www.spglobal.com> and <https://www.fitchratings.com>.

Table 27 on the next page displays the amount of outstanding debt service payments FY25 through FY53.

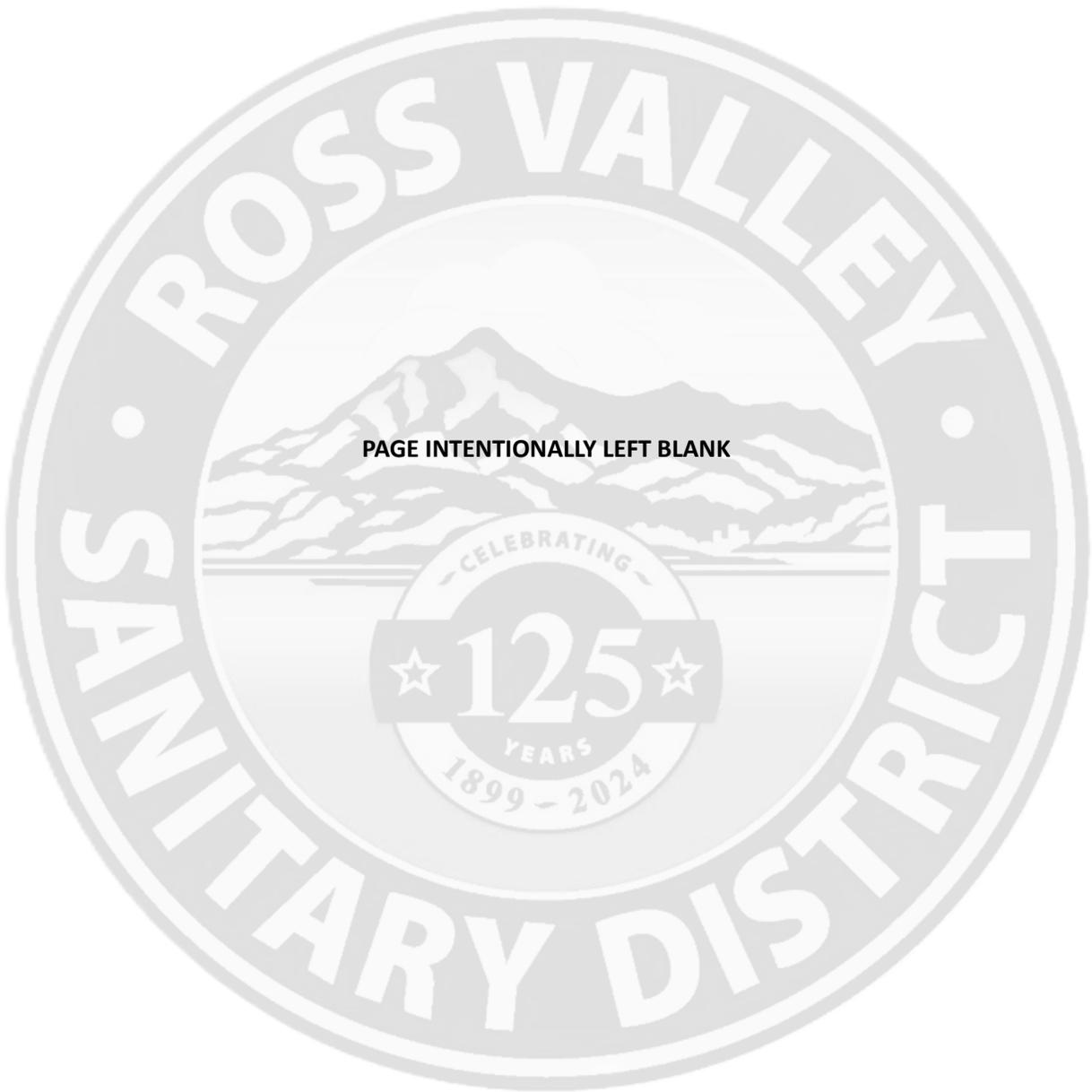
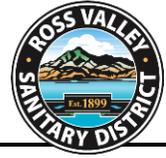


Table 27 – Debt Service Obligations

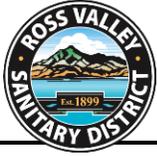
Debt Issues	Original Principal	Outstanding Principal FY2025	FY2025 Debt Service
2013 Bonds	\$ 17,780,000	\$ 14,360,000	\$ 1,137,500
2014 Bonds	30,155,000	22,490,000	1,883,394
2018 Bonds	21,870,000	18,670,000	1,543,500
2019 Bonds	31,455,000	26,860,000	2,075,600
SWRCB SRF	1,708,256	1,657,948	67,085
<b>Totals</b>	<b>\$ 102,968,256</b>	<b>\$ 84,037,948</b>	<b>\$ 6,707,078</b>

Debt Service Ratio	FY2024 Projected	FY2025 Budget
Revenue sources	\$ 39,543,163	\$ 40,626,156
Less: Operating expenses	21,806,198	23,944,397
Net revenues	17,736,965	16,681,759
Less: Debt service	6,708,000	6,707,078
Available net revenues	\$ 11,028,965	\$ 9,974,681
<b>Coverage ratio</b>	<b>2.64</b>	<b>2.49</b>
Policy coverage ratio	1.50	1.50

Fiscal Year End	2013 Revenue Bonds		2014 Revenue Bonds		2018 Revenue Bonds		2019 Revenue Bonds		SWRCB SRF Loan		TOTAL DEBT SERVICE			Beginning Principal	Ending Principal
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total		
1 2025	440,000	697,500	1,075,000	808,394	610,000	933,500	890,000	1,185,600	48,847	18,237	3,063,847	3,643,231	6,707,078	84,037,948	80,974,101
2 2026	465,000	677,200	1,130,000	754,644	640,000	903,000	925,000	1,150,000	49,384	17,700	3,209,384	3,502,544	6,711,928	80,974,101	77,764,717
3 2027	485,000	658,200	1,165,000	720,744	675,000	871,000	965,000	1,113,000	49,928	17,157	3,339,928	3,380,101	6,720,028	77,764,717	74,424,789
4 2028	500,000	636,000	1,200,000	685,794	705,000	837,250	1,005,000	1,074,400	50,477	16,608	3,460,477	3,250,051	6,710,528	74,424,789	70,964,312
5 2029	525,000	610,375	1,235,000	649,794	745,000	802,000	1,045,000	1,034,200	51,032	16,052	3,601,032	3,112,421	6,713,453	70,964,312	67,363,280
6 2030	555,000	583,375	1,275,000	612,744	780,000	764,750	1,085,000	992,400	51,593	15,491	3,746,593	2,968,760	6,715,353	67,363,280	63,616,686
7 2031	580,000	555,000	1,315,000	572,900	820,000	725,750	1,130,000	949,000	52,161	14,924	3,897,161	2,817,574	6,714,735	63,616,686	59,719,525
8 2032	610,000	525,250	1,355,000	530,163	860,000	684,750	1,175,000	903,800	52,735	14,350	4,052,735	2,658,312	6,711,047	59,719,525	55,666,791
9 2033	640,000	494,000	1,400,000	486,125	905,000	641,750	1,220,000	856,800	53,315	13,770	4,218,315	2,492,445	6,710,760	55,666,791	51,448,476
10 2034	675,000	461,125	1,445,000	438,875	950,000	596,500	1,270,000	808,000	53,901	13,183	4,393,901	2,317,683	6,711,585	51,448,476	47,054,574
11 2035	705,000	426,625	1,500,000	388,300	995,000	549,000	1,320,000	757,200	54,494	12,590	4,574,494	2,133,715	6,708,210	47,054,574	42,480,080
12 2036	740,000	390,500	1,550,000	335,800	1,045,000	499,250	1,375,000	704,400	55,094	11,991	4,765,094	1,941,941	6,707,035	42,480,080	37,714,987
13 2037	780,000	352,500	1,610,000	273,800	1,100,000	447,000	1,430,000	649,400	55,700	11,385	4,975,700	1,734,085	6,709,785	37,714,987	32,739,287
14 2038	820,000	312,500	1,675,000	209,400	1,155,000	392,000	1,485,000	592,200	56,312	10,772	5,191,312	1,516,872	6,708,185	32,739,287	27,547,974
15 2039	860,000	270,500	1,745,000	142,400	1,210,000	334,250	1,550,000	527,000	56,932	10,153	5,421,932	1,284,303	6,706,235	27,547,974	22,126,043
16 2040	900,000	226,500	1,815,000	72,600	1,270,000	273,750	1,625,000	449,500	57,558	9,526	5,667,558	1,031,876	6,699,435	22,126,043	16,458,484
17 2041	945,000	180,375	-	-	1,335,000	210,250	1,710,000	368,250	58,191	8,893	4,048,191	767,768	4,815,960	16,458,484	12,410,293
18 2042	995,000	131,875	-	-	1,400,000	143,500	1,795,000	282,750	58,831	8,253	4,248,831	566,378	4,815,210	12,410,293	8,161,462
19 2043	1,045,000	80,875	-	-	1,470,000	73,500	1,885,000	193,000	59,478	7,606	4,459,478	354,981	4,814,460	8,161,462	3,701,983
20 2044	1,095,000	27,375	-	-	-	-	1,975,000	98,750	60,133	6,952	3,130,133	133,077	3,263,210	3,701,983	571,851
21 2045	-	-	-	-	-	-	-	-	60,794	6,290	60,794	6,290	67,085	571,851	511,056
22 2046	-	-	-	-	-	-	-	-	61,463	5,622	61,463	5,622	67,085	511,056	449,594
23 2047	-	-	-	-	-	-	-	-	62,139	4,946	62,139	4,946	67,085	449,594	387,455
24 2048	-	-	-	-	-	-	-	-	62,823	4,262	62,823	4,262	67,085	387,455	324,632
25 2049	-	-	-	-	-	-	-	-	63,514	3,571	63,514	3,571	67,085	324,632	261,118
26 2050	-	-	-	-	-	-	-	-	64,212	2,872	64,212	2,872	67,085	261,118	196,906
27 2051	-	-	-	-	-	-	-	-	64,919	2,166	64,919	2,166	67,085	196,906	131,987
28 2052	-	-	-	-	-	-	-	-	65,633	1,452	65,633	1,452	67,085	131,987	66,355
29 2053	-	-	-	-	-	-	-	-	66,355	730	66,355	730	67,085	66,355	0
30 TOTALS	\$ 14,780,000	\$ 9,016,650	\$ 23,515,000	\$ 8,542,119	\$ 19,250,000	\$ 11,645,250	\$ 27,715,000	\$ 15,909,450	\$ 1,708,256	\$ 304,281	\$ 86,968,256	\$ 45,417,750	\$ 132,386,006		



PAGE INTENTIONALLY LEFT BLANK



## (17) Capital Improvement Program (CIP)

The collection and conveyance of wastewater is a highly regulated enterprise that requires significant capital infrastructure and investment. The District operates a continuously flowing collection and conveyance system, and its various assets and equipment are subjected to heavy use in a sometimes-harsh operating environment. Many assets are subjected to constant contact with wastewater, abrasive materials, and chemicals. The District monitors the development of new technologies and considers systems and processes that may improve conveyance efficiency, reduce future sewer spills, reduce odors, save energy, and assist with meeting changing regulatory requirements. The maintenance, replacement, and addition of capital assets are an essential part of the District's CIP budget.

The District embarked on development of an Infrastructure Asset Management Plan (IAMP) that documented the District's capital projects in order of priority for the next ten years starting from July 1, 2022. The IAMP was initially developed in 2013 as part of the District's strategy to meet the requirements of the Cease & Desist Order from the SWRCB; now the plan is risk-based and periodically updated based on system condition assessment information, integrated with the District's process of developing its CIP. For further information about the District's current IAMP, the report can be reviewed here: <https://www.rvsd.org/309/Infrastructure-Asset-Management-Plan>.

The CIP plans out the required minimum capital expenditures over the next ten years to maintain its critical infrastructure and what would be the appropriate funding plan. The Ten-Year CIP includes the replacement and rehabilitation of existing capital assets, as well as the acquisition or construction of new capital assets. Priorities from the Ten-Year CIP are included within the FY25 budget for rehabilitation and improvement capital projects. These initiatives are organized into six categories:

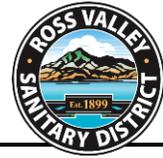
- 1) Gravity Sewer Projects
- 2) Pump Station Projects
- 3) Force Main Projects
- 4) Land & Building Projects
- 5) Lateral Replacement Program
- 6) Fixed Asset Purchases

Capital expenditures are cash transactions made by the District that result in the acquisition or construction of a capital asset. For financial reporting purposes, a capital asset is any asset valued over \$5,000 with a useful life of over two years. Examples include land, buildings, machinery, vehicles, and equipment. All capital assets expected to be acquired or constructed are included in the FY25 CIP.

This chapter is organized to describe the District's CIP by providing the following:

- *Major CIP Capital Projects & Procurement Highlights* – Summarize the District's major CIP initiatives both in the upcoming fiscal year and over the next ten years.
- *CIP Planning & Funding* – Provide how the CIP plan is developed and include detailed information on the District's CIP in terms of projects over the next ten years.

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



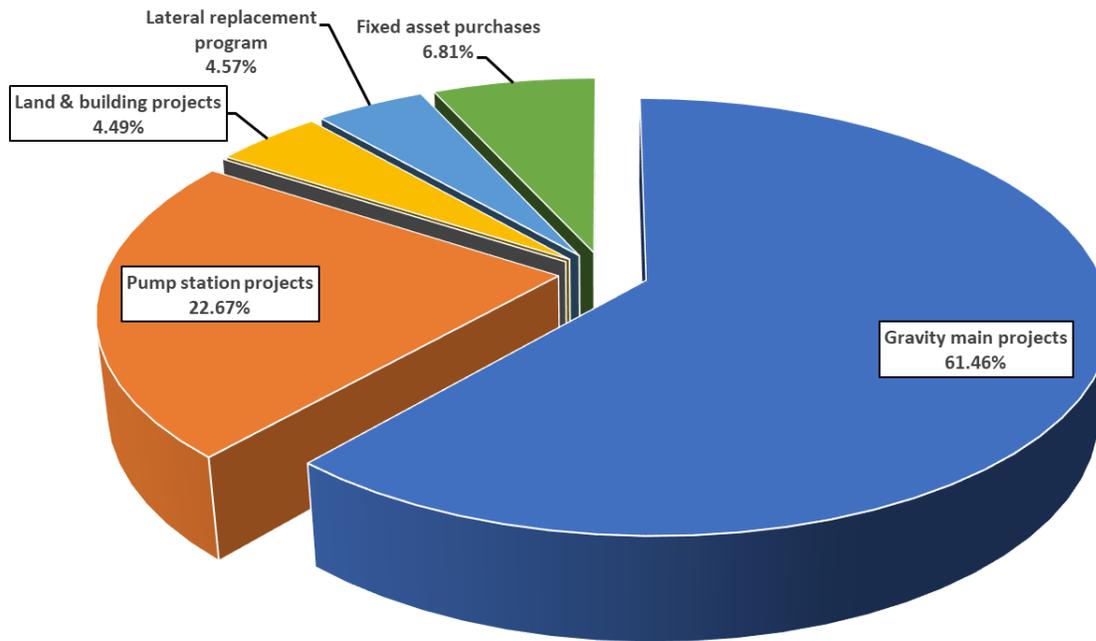
**Table 28 – CIP Categories**

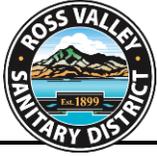
	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY \$ Change	Budget YoY % Change
1 Gravity main projects	\$ 4,948,024	\$ 5,310,000	\$ 5,042,000	\$ 7,400,000	\$ 2,090,000	39.36%
2 Pump station projects	1,898,040	3,830,000	1,500,000	2,730,000	(1,100,000)	-28.72%
3 Force main projects	-	-	-	-	-	0.00%
4 Land & building projects	2,788,785	1,640,000	2,540,000	540,000	(1,100,000)	-67.07%
5 Lateral replacement program	417,030	600,000	450,000	550,000	(50,000)	-8.33%
6 Fixed asset purchases	661,009	940,000	940,000	820,000	(120,000)	-12.77%
7 Engineering studies	20,400	-	-	-	-	0.00%
<b>8 Total CIP cost</b>	<b>\$ 10,733,288</b>	<b>\$ 12,320,000</b>	<b>\$ 10,472,000</b>	<b>\$ 12,040,000</b>	<b>\$ (280,000)</b>	<b>-2.27%</b>

*Note 1: The FY24 projected results are based on each project's progress.*

*Note 2: The above costs would generally be capitalized and presented on the District's balance sheet; however, presented as an expenditure following the Modified Accrual Basis of Accounting.*

**Chart 17 – FY25 CIP Categories Allocation**





## Major CIP Capital Projects & Procurement Highlights

The ten-year CIP includes many important projects to maintain and improve the operation of the District's wastewater collection and conveyance system. Within the CIP, several projects have additional detailed project descriptions that further explain the scope, schedule, and budget for the project. The following are the major projects for FY25:

*Gravity Sewer Projects* – Gravity sewer projects (\$7.4 million) include a mix of restoration, rehabilitation, and replacement work. Except for the as-needed construction services and capitalized repairs, these projects will be designed and constructed in FY25. In the ten-year CIP, there are three gravity projects associated with municipal bridge replacements in the towns of Ross, San Anselmo and Fairfax whose schedules depend on the actions of the municipalities, and \$50,000 is budgeted in FY25 for these projects. Approximately six miles of gravity sewer lines will be upgraded by the projects in design or construction in FY25, all of which are identified as priorities by condition assessment and line maintenance, risk modeling in the 2021 IAMP, and/or locations of sanitary sewer overflows.

*Pump Station Projects* – Pump station projects are budgeted at \$2,730,000. Lift Stations 20, 31 and 32 (LS20, 31, and 32) renovations are currently under construction. Expenditures for construction are estimated at \$2.0 million this fiscal year. Design and construction for Lift Station 30 renovation at Heather Gardens, a priority of the 2021 IAMP Update co-located on lands of the City of Larkspur, is budgeted at \$580,000. Other miscellaneous pump station equipment upgrades are budgeted at \$150,000, and these funds are used to address mechanical or electrical issues that may arise through the year. Example expenditures include replacement of pumps, motors, variable frequency drives, alarms, level controllers, electrical equipment, or backup power components.

*Force Main Projects* – There are no force main projects proposed, as condition assessment conducted in the 2021 IAMP Update did not identify any priorities for rehabilitation.

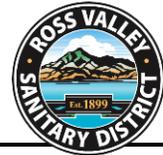
*Land & Building Projects* – This category includes capital projects related to the District land and buildings, of which the District has two projects within this category.

*Andersen Building and Site Improvements* – In April 2019, the District invested in a new headquarters building located at 1111 Andersen Drive in San Rafael. Construction of building interior renovations began in Fall 2023 after delays due in part to the COVID-19 Pandemic. Interior renovations were substantially complete in FY23, site improvements complete in FY24, and \$500,000 is budgeted for remaining site improvements including an on-site generator for backup power.

*Kerner Building Improvements* – In FY25 the budget includes \$40,000 for modest improvements to the Kerner Building. These improvements include tenant improvements such as painting, flooring, second floor bathroom updates, and/or reconfiguration of office space and vehicle parking.

*Grant and Loan Program* – Financial assistance funding and maximum amounts for lateral replacements are established each fiscal year as part of the annual budget process. Funding for financial assistance in FY25 includes grant and loan funding totaling \$550,000.

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



*Capital Equipment* – The District has several capital equipment needs in this year’s budget totaling \$680,000. Capital equipment needs are detailed below.

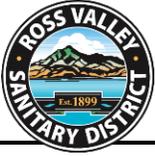
The District periodically uses a mechanical rodder truck to physically remove harder obstructions found in the sewers, such as large root wads, which the hydrojetters cannot always remove. The rodder is also used to retrieve equipment from the sewers, Underground Service Alert (USA) locating of sewer lines, responding to service calls and sewer cleaning on steep hills. The 2001 rodder has been in operation for over 20 years and the chassis is showing signs of deterioration. This item was in FY23’s budget at \$265,000 but was not purchased due to vendor delays and a lower price was identified through an alternative vendor. The FY25 budget includes \$160,000 to retrofit the existing rodder with a new chassis. This budgeted item is carried over from last year due to longer lead times than expected.

The construction truck for the Line Repair crew needs to be replaced. It is a specialized vehicle that includes a compressor, generator, and a crane needed to install manhole barrels. The existing 2005 Peterbilt truck has been breaking down with engine issues and other key components on the truck, including the crane, the starter, the generator, and the engine block that contains an oil leak. It does not have updated emissions controls like the newer trucks, which may have contributed to the exhaust plugging up with debris. The FY25 budget includes \$350,000 for the new construction truck. This budgeted item is carried over from last year due to longer lead times than expected.

The Repair Crew has identified an additional item, a lateral reinstatement cutter, to complement the Picote Cutter system. The Picote Cutter only works on laterals that have a building clean-out (BO) or property line cleanout (CO) from which the repair crew can access the system via the lateral. The lateral is reinstated by cutting from the lateral side of the lateral connection, and the Picote Cutter cannot be used to cut from inside the sewer main. While BO’s and CO’s are required by the lateral ordinance and installed when permits are issued, many laterals do not have a BO or CO because they have not received permits from the District for decades. Staff estimates that over half the system is not yet equipped with BO’s, Type 1 (Contra Costa or mushroom valve) or Type 2 (sewer popper). Therefore, a lateral reinstatement cutter that can be used to access and reinstate the lateral connection from within the sewer main is proposed for this year’s budget at \$100,000.

Line maintenance staff utilize truck mounted push cameras to verify the effectiveness of pipe cleaning work performed, ensuring the system has been cleaned properly, and to evaluate if that system needs further maintenance while the staff are on site. The District currently utilizes three push camera assemblies for line maintenance. Two of these units are at the end of their useful life and need replacement to maintain effective evaluation of cleaning activities in real time, at a total budgeted cost of \$35,000. This camera equipment assists the District in providing information for pipe clean frequency or sources of debris entering the system while also confirming the effectiveness of cleaning activities within the Districts service area. Line Maintenance also needs a camera head backup unit for use when other cameras are in for repair. The budget for this camera head is \$25,000.

*Software Purchases* – The District has budgeted \$130,000 for the procurement and the implementation of a new permitting software.

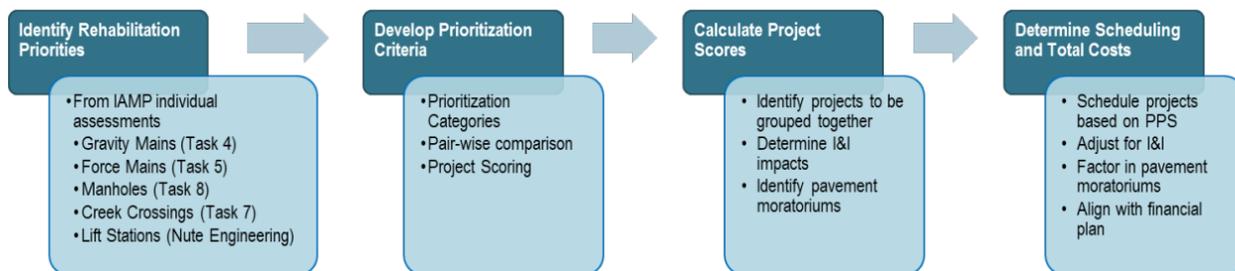


## CIP Planning & Funding

The District annually assesses its ten-year CIP as part of the budget development process using its latest IAMP as a guide. The FY25 CIP Budget and ten-year CIP schedule were prepared in close coordination between the Engineering and Operations & Maintenance Departments. The CIP team is responsible for developing and managing the annual CIP Budget, determining the appropriate delivery method for each project and activity, and monitoring and reporting CIP activities. The General Manager and Assistant General Manager/Administrative Services Manager are responsible for working with the Board and Finance Committee to develop a long-term funding plan for the CIP.

The IAMP is developed as a ten-year plan listing out the District's priorities for its infrastructure asset management with a goal of reducing future I&I and minimizing risk. Each asset category is assessed with a priority based on its likelihood of failure (LoF) and consequence of failure (CoF) probability. The LoF/CoF is a risk model framework considering a key set of parameters, such as structural integrity, system capacity, environmental impacts, stakeholder/customer service, regulatory compliance, health and safety, financial impact, ability to restore to design level of service, and location/critical facility impact. Using the results from the assessment model, each project is weighted using priority scoring. Costing within the IAMP for the ten-year minimum capital expenditures were developed using engineering estimates based on the scope of planned work. The total minimum capital funding expressed within the IAMP as of September 2021 is approximately \$26 million.

Figure 9 – IAMP Prioritization Process

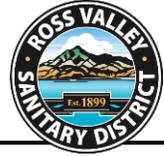


The Ten-Year CIP is developed in conjunction with the budget process. It is based on the IAMP for the relevant fiscal year and period to date project progress, as well as priorities established from review of maintenance issues, capacity issues and sewer spill locations. Each project's cost and scope is assessed based on the progress and the priority needed for the planned fiscal year. Costs for larger projects are often estimated by engaging consulting engineers to prepare cost estimates, while cost estimates for smaller scale projects are determined by either surveying other public agencies or by utilizing costs from similar projects conducted by the District. Once the budget has been adopted, the District is required to comply with the California Uniform Public Construction Cost Accounting Act (UPCCAA) to deliver the project. All construction and professional service contracts and purchases that are over the dollar threshold set by UPCCAA and District policies require Board approval at an open public meeting.

The total cost of the CIP over the next ten years inclusive of the upcoming budget year is approximately \$108 million. This Ten-Year CIP scope focuses primarily on replacing priority infrastructure and assets, and

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

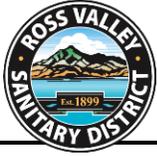
---



is funded by property taxes, lateral loan repayments, capacity charges and unassigned operating or capital reserves. The District is focusing on using a “PayGo” model to fund all future capital projects.

Please refer to the following documents for detailed information regarding the current year CIP:

- *Ten-Year Capital Improvement Program Schedule* – The schedule shows the next ten years of the District’s planned capital activities along with the upcoming fiscal year.
- *Capital Improvement Program – Account/Project Descriptions* – Each project, initiative and activity in the upcoming budget year is described by budget account number and serves to guide the District’s staff in the execution of budgeted activities. The document identifies replacement schedules for equipment and assets and is a reference when assigning account numbers for purchase orders and payment of goods and services.
- *Detailed Project Descriptions* – Each large or multi-year initiative has a dedicated planning document which describes the major project by its scope, justification, costs by fiscal year and activity, and includes a map of the project being described.

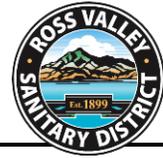


**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

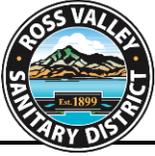
**Table 29 – Ten Year CIP Schedule**

	Project ID	Project Name	Project Category	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025
1	EG-931-000-00	FY 2015/16 Gravity Sewer Improvement	Gravity Sewer	\$ -	\$ -	\$ -	\$ -
2	EG-944-000-00	Large Diameter Gravity II-3B	Gravity Sewer	4,375	-	-	-
3	EG-946-000-00	Winship Bridge Sewer Relocation	Gravity Sewer	53,045	50,000	12,000	50,000
4	EG-947-000-00	FY 2016/17 GSIP Butterfield/A-K	Gravity Sewer	-	-	-	-
5	EG-949-000-00	Laurel Grove GSIP	Gravity Sewer	-	-	-	-
6	EG-951-000-00	FY 2020/21 Gravity Sewer Improvement	Gravity Sewer	383,662	-	-	-
7	EG-952-000-00	Nokomis Bridge Sewer Relocation	Gravity Sewer	5,729	-	-	-
8	EG-953-000-00	FY 2022/23 Gravity Sewer Improvement	Gravity Sewer	3,656,429	50,000	30,000	-
9	EG-954-000-00	Meadow Way Bridge Sewer Relocation	Gravity Sewer	3,257	10,000	-	-
10	EG-955-000-00	FY 23/24 GSIP	Gravity Sewer	435,287	2,400,000	2,100,000	4,850,000
11	EG-956-000-00	SD-Woodland Gravity Sewer	Gravity Sewer	225,035	2,200,000	2,300,000	-
12	EG-957-000-00	Fairfax Capacity Improvements	Gravity Sewer	-	-	-	-
13	EG-958-000-00	24-25 Gravity Sewer	Gravity Sewer	-	100,000	100,000	2,000,000
14	EG-959-000-00	26-27 Gravity Sewer	Gravity Sewer	-	-	-	-
15	EG-970-000-00	27-28 Gravity Sewer	Gravity Sewer	-	-	-	-
16	EG-971-000-00	28-29 Gravity Sewer	Gravity Sewer	-	-	-	-
17	EG-972-000-00	29-30 Gravity Sewer	Gravity Sewer	-	-	-	-
18	EG-973-000-00	30-31 Gravity Sewer	Gravity Sewer	-	-	-	-
19	EG-974-000-00	31-32 Gravity Sewer	Gravity Sewer	-	-	-	-
20	EG-975-000-00	32-33 Gravity Sewer	Gravity Sewer	-	-	-	-
21	EG-976-000-00	33-34 Gravity Sewer	Gravity Sewer	-	-	-	-
22	EG-917-000-00	Capitalized Repairs-Contractor	Gravity Sewer	157,404	250,000	250,000	250,000
23	EG-918-000-00	On Call Construction	Gravity Sewer	23,800	250,000	250,000	250,000
24	<b>Total Gravity Sewer Projects</b>			<b>4,948,024</b>	<b>5,310,000</b>	<b>5,042,000</b>	<b>7,400,000</b>
25	EG-961-000-00	Force Main Capital Repairs and Assessment	Force Main	-	-	-	-
26	EG-962-000-00	Bon Air Force Main Lining	Force Main	-	-	-	-
27	EG-963-000-00	26-27 Force Main Appurtenance	Force Main	-	-	-	-
28	EG-964-000-00	South Elisio Force Main Capacity Improvement	Force Main	-	-	-	-
29	EG-965-000-00	FM-33 Replacement Project	Force Main	-	-	-	-
28	<b>Total Force Main Projects</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
46	EG-905-000-00	Other Pump Station Equipment	Pump Station	194,608	150,000	-	150,000
29	EG-906-000-00	PS 14, 24, & 25 PS Improvement	Pump Station	1,525,973	-	-	-
30	EG-907-000-00	LS 20 Larkspur Landing A Improvement	Pump Station	175,534	3,300,000	1,300,000	2,000,000
31	EG-908-000-00	LS 30 Heather Gardens Lift Station Improvement	Pump Station	1,925	380,000	200,000	580,000
32	EG-909-000-00	LS 35, 36 Riviera Circle	Pump Station	-	-	-	-
33	EG-910-000-00	LS 33, 34 Riviera Circle	Pump Station	-	-	-	-
34	EG-911-000-00	LS 37 Improvements or Gravity Sewer	Pump Station	-	-	-	-
35	EG-912-000-00	LS 22, 23 Drakes Landing	Pump Station	-	-	-	-
36	EG-913-000-00	LS 21 Improvements or Gravity Sewer	Pump Station	-	-	-	-
37	EG-914-000-00	PS 15 Kentfield Capacity Improvements	Pump Station	-	-	-	-
38	EG-915-000-00	PS 10 Larkspur Landing B Improvements	Pump Station	-	-	-	-
39	EG-916-000-00	PS 13 Greenbrae Improvements	Pump Station	-	-	-	-
40	<b>Total Pump Station Projects</b>			<b>1,898,040</b>	<b>3,830,000</b>	<b>1,500,000</b>	<b>2,730,000</b>
41	EG-900-000-00	Larkspur Landing Activities	Land/Building	-	-	-	-
42	EG-901-001-00	Kerner Building Improvements	Land/Building	-	-	-	40,000
43	EG-901-002-00	Andersen Building Improvement A - Building	Land/Building	2,740,458	1,640,000	2,540,000	500,000
44	EG-901-003-00	Andersen Building Improvement B - Site	Land/Building	48,327	-	-	-
45	<b>Total Land &amp; Building Projects</b>			<b>2,788,785</b>	<b>1,640,000</b>	<b>2,540,000</b>	<b>540,000</b>
47	EG-935-001-00	Capital Equipment	Procurement	620,035	740,000	740,000	680,000
48	EG-935-002-00	Office and Other Equipment	Procurement	35,974	200,000	200,000	10,000
49	EG-950-000-00	Software Purchases	Procurement	5,000	-	-	130,000
50	<b>Total Fixed Asset Purchases</b>			<b>661,009</b>	<b>940,000</b>	<b>940,000</b>	<b>820,000</b>
51	EG-979-000-00	Engineering Studies - CIP	Studies	-	-	-	-
52	EG-982-000-00	IAMP Program Support/Update	Studies	20,400	-	-	-
53	<b>Total Engineering Studies</b>			<b>20,400</b>	<b>-</b>	<b>-</b>	<b>-</b>
54	N/A	Lateral Replacement Grant Program	Lateral Program	242,500	400,000	250,000	300,000
55	N/A	Lateral Replacement Loan Program	Lateral Program	174,530	200,000	200,000	250,000
56	<b>Total Lateral Replacement Program</b>			<b>417,030</b>	<b>600,000</b>	<b>450,000</b>	<b>550,000</b>
57	<b>Total Capital Improvement Program</b>			<b>\$ 10,733,288</b>	<b>\$ 12,320,000</b>	<b>\$ 10,472,000</b>	<b>\$ 12,040,000</b>

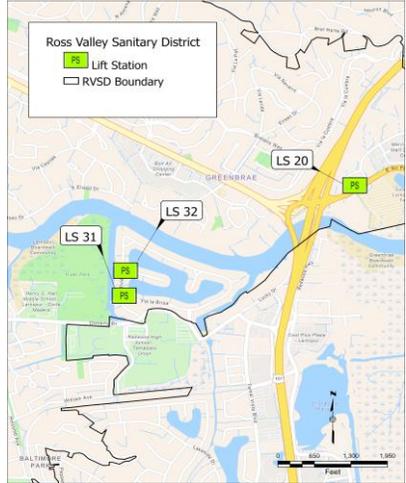
**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



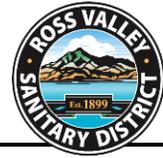
Forecast FY2026	Forecast FY2027	Forecast FY2028	Forecast FY2029	Forecast FY2030	Forecast FY2031	Forecast FY2032	Forecast FY2033	Forecast FY2034
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-	-
900,000	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	100,000	727,000	-	-	-	-	-
-	-	-	-	-	-	-	-	-
25,000	150,000	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
750,000	5,250,000	-	-	-	-	-	-	-
4,500,000	-	-	-	-	-	-	-	-
150,000	1,850,000	5,000,000	-	-	-	-	-	-
-	-	2,000,000	2,500,000	-	-	-	-	-
-	-	100,000	1,500,000	5,000,000	-	-	-	-
-	-	-	-	450,000	4,500,000	-	-	-
-	-	-	-	-	450,000	4,500,000	-	-
-	-	-	-	-	-	500,000	5,000,000	-
-	-	-	-	-	-	-	700,000	7,000,000
-	-	-	-	-	-	-	-	700,000
250,000	250,000	250,000	250,000	250,000	250,000	250,000	300,000	300,000
250,000	250,000	250,000	250,000	250,000	250,000	250,000	300,000	300,000
6,825,000	7,750,000	7,700,000	5,227,000	5,950,000	5,450,000	5,500,000	6,300,000	8,300,000
-	-	-	-	-	-	750,000	1,750,000	-
-	-	175,000	1,700,000	-	-	-	-	-
-	50,000	500,000	-	-	-	-	-	-
-	-	-	150,000	1,750,000	-	-	-	-
-	-	-	-	1,000,000	2,000,000	-	-	-
-	50,000	675,000	1,850,000	2,750,000	2,000,000	750,000	1,750,000	-
150,000	150,000	180,000	180,000	180,000	200,000	200,000	250,000	250,000
-	-	-	-	-	-	-	-	-
800,000	-	-	-	-	-	-	-	-
1,200,000	-	-	-	-	-	-	-	-
-	-	200,000	2,000,000	-	-	-	-	-
-	-	-	-	80,000	340,000	-	-	-
-	-	-	-	-	80,000	1,250,000	-	-
-	-	-	125,000	150,000	2,250,000	-	-	-
-	-	-	-	-	200,000	2,500,000	-	-
-	-	-	-	-	-	150,000	1,250,000	-
-	-	-	-	-	-	-	150,000	1,500,000
-	-	-	-	-	-	-	-	-
2,150,000	150,000	380,000	2,305,000	410,000	3,070,000	4,100,000	1,650,000	1,750,000
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	750,000	-	-	-	-	200,000	2,250,000	-
-	-	-	-	-	-	-	-	-
-	750,000	-	-	-	-	200,000	2,250,000	-
150,000	150,000	150,000	700,000	500,000	150,000	150,000	500,000	1,000,000
10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
-	-	-	-	-	-	-	-	-
160,300	160,609	160,927	711,255	511,593	161,941	162,299	512,668	1,013,048
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
300,000	300,000	250,000	250,000	250,000	200,000	200,000	200,000	200,000
250,000	250,000	300,000	300,000	300,000	300,000	200,000	200,000	200,000
550,000	550,000	550,000	550,000	550,000	500,000	400,000	400,000	400,000
\$ 9,685,300	\$ 9,410,609	\$ 9,465,927	\$ 10,643,255	\$ 10,171,593	\$ 11,181,941	\$ 11,112,299	\$ 12,862,668	\$ 11,463,048



**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

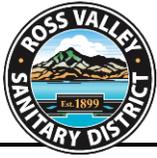
<b>LS 20, 31, 32 Lift Station Improvements and FM-31, FM-32</b>	
<b>Project Number:</b> 907	<b>Location Map:</b> 
<b>Total Project Costs:</b> \$4,400,000	
<b>Facility Type:</b> Pump Station	
<b>Status:</b> Construction	
<b>Project Description:</b> Convert three aging lift stations that require a lot of maintenance to submersible pump stations that require less maintenance. Implement top priority lift station improvements based on risk assessment of 2021 IAMP. Replace short force mains FM-31 and FM-32.	
<b>Project Scope:</b>	Convert aging pump stations to submersible pump stations. Scope expanded from LS20 (Larkspur Landing A) to include similar project scopes at LS31 and LS32 along Riviera Circle. Replace short force mains FM-31 and FM-32 by pipebursting method.
<b>Useful Life of Completed Project:</b>	15 to 30 years
<b>Risk Assessment/ Justification:</b>	Lift station reliability
<b>Operating Impact:</b>	Improve reliability at minor lift station, reducing O&M staff costs and overtime costs and reducing risk of overflows.
<b>Cross-Reference Project(s):</b>	N/A
<b>Planning Document(s):</b>	2021 IAMP

Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
<b>Capital Fund</b>	1,600	2,000	800						4,400
<b>Revenue Bonds</b>									
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>	1,600	2,000	800						4,400



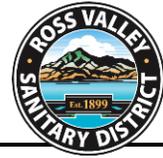
<b>Woodland Capacity Improvements and Creek Crossings</b>	
<b>Project Number:</b>	<b>956</b>
<b>Total Project Costs:</b>	<b>\$2,550,000</b>
<b>Facility Type:</b>	Gravity Sewer
<b>Status:</b>	Construction
<b>Project Description:</b>	Upgrade trunk line along Woodland Road to increase capacity and improve multiple creek crossings of Tamalpais Creek and tributaries. Replace 3,086 LF of sewers via pipe bursting, 911 LF of sewers via open cut. Replace 5 creek crossings with siphons, deep burial, or pipebursting beneath the creek bed.
	<p style="text-align: center;">Location Map:</p>
<b>Project Scope:</b>	Upsize and modernize 80-year-old trunk line in Woodland Road that serves Kent Woodlands neighborhood. Replacement of several high-risk creek crossings, including lowering of exposed sewer mains within Tamalpais Creek. Reduce groundwater infiltration in high I&I basin.
<b>Useful Life of Completed Project:</b>	70-100 years
<b>Risk Assessment/ Justification:</b>	Structural rehabilitation, I&I reduction, SSO reduction, and O&M improvements
<b>Operating Impact:</b>	Reduce frequency of line maintenance activities and SSOs on public and private sewers, lower the risk of SSOs and I&I associated with Creek Crossings.
<b>Cross-Reference Project(s):</b>	N/A
<b>Planning Document(s):</b>	2021 IAMP

<b>Source of Funds (in \$000)</b>	<b>Prior Years</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>	<b>FY 28/29</b>	<b>FY 29/30</b>	<b>Future Years</b>	<b>Total</b>
<b>Capital Fund</b>	2,550								2,550
<b>Revenue Bonds</b>									
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>	2,550								2,550



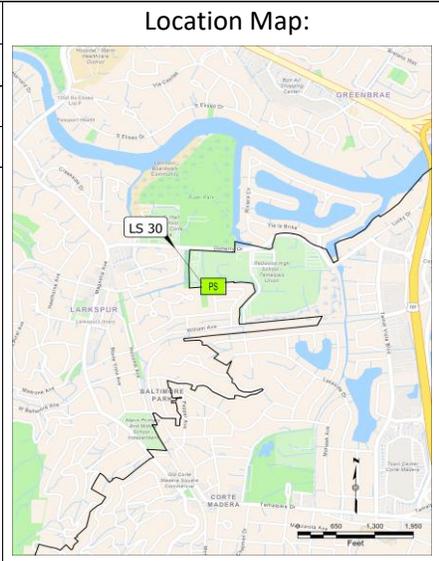
<b>FY 2023/24 Gravity Sewer Improvements</b>	
<b>Project Number:</b> 955	Location Map: 
<b>Total Project Costs:</b> \$7,150,000	
<b>Facility Type:</b> Gravity Sewer	
<b>Status:</b> Design	
<b>Project Description:</b> Rehabilitate approximately 3 miles of rehabilitation and upsizing of gravity sewer mostly by trenchless pipebursting and some open cut/trench construction to remove sags. Sewers are higher risk assets prioritized in the 2021 IAMP update, gravity lines with maintenance and access issues and sanitary sewer overflow (SSO) sites identified through SSMP.	
<b>Project Scope:</b>	Rehabilitate pipe and manhole assets with higher risk of failure identified in 2021 Infrastructure Asset Management Plan (IAMP), for sewers located in Fairfax, San Anselmo, and Greenbrae. Rehabilitate approximately 15,000 feet by pipebursting and 585 feet by open cut. Address 10/2021 SSO areas in Almenar, Los Cerros, Manor and along Sir Francis Drake in Greenbrae. Address sewer defects in San Anselmo along Ross Ave., Sunnyside, Melville, Vine, Austin, Idalia and Redwood.
<b>Useful Life of Completed Project:</b>	70-100 years
<b>Risk Assessment/ Justification:</b>	Structural rehabilitation, I&I reduction, SSO reduction, and O&M improvements. Capacity increase.
<b>Operating Impact:</b>	Pipe will be more accessible in new location and maintenance frequency will decrease. Capacity improvements for trunk system. Traffic control requirements will increase.
<b>Cross-Reference Project(s):</b>	N/A
<b>Planning Document(s):</b>	2021 IAMP

Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
<b>Capital Fund</b>	2,300	4,850							7,150
<b>Revenue Bonds</b>									
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>	2,300	4,850							7,150



**LS 30 Heather Gardens Lift Station Improvements**

**Project Number:** 908  
**Total Project Costs:** \$2,000,000  
**Facility Type:** Pump Station  
**Status:** Planning  
**Project Description:** Update aging lift station and separate it from a co-existing storm water pump station owned and operated by City of Larkspur. Install a new generator and fuel tank, removing reliance on portable generator for backup power.



**Project Scope:** Convert aging pump station to submersible pump station, separate from the existing combined storm/sanitary pump station location originally constructed by City of Larkspur. Install a new generator and fuel tank, removing reliance on portable generator for backup power.

**Useful Life of Completed Project:** 15 to 30 years

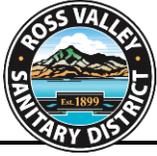
**Risk Assessment/ Justification:** Lift station reliability

**Operating Impact:** Improve reliability at minor lift station, reducing O&M staff costs and overtime costs and reducing risk of overflows exacerbated by adjacent storm water pump station wet well.

**Cross-Reference Project(s):** City of Larkspur Storm Water Pump Station Renovation

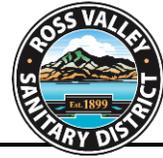
**Planning Document(s):** 2021 IAMP

Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
Capital Fund	220	580	1,200						2,000
Revenue Bonds									
SRF Loans									
Other									
<b>Total</b>	220	580	1,200						2,000



<b>FY 2024/25 Gravity Sewer Improvements</b>	
<b>Project Number:</b> 958	Location Map: 
<b>Total Project Costs:</b> \$6,600,000	
<b>Facility Type:</b> Gravity Sewer	
<b>Status:</b> Planning	
<b>Project Description:</b> Replace approximately 2.8 miles of sewer segments prioritized in the 2023 data model update of the 2021 IAMP, as well as maintenance priorities, primarily installed via the pipebursting method.	
<b>Project Scope:</b>	Includes highest risk sewer at Sherman and Bolinas Rd. in Fairfax, and other higher risk sewers of Rutherford/Suffield in San Anselmo, Sir Francis Drake at Fairfax/San Anselmo border, Wolfe Canyon upstream of 22/23 project improvements, Stadium Way fly-line to mitigate trunkline back-up risk to residents, and Berens, McAllister, Lancaster to reduce I&I and salt intrusion.
<b>Useful Life of Completed Project:</b>	70-100 years
<b>Risk Assessment/ Justification:</b>	Structural rehabilitation, I&I reduction, spill reduction, salt intrusion reduction and O&M improvements
<b>Operating Impact:</b>	Reduce frequency of line maintenance activities and SSOs on public and private sewers, lower the risk of spills and I&I. Reduce salt water intrusion that affects recycled water quality.
<b>Cross-Reference Project(s):</b>	N/A
<b>Planning Document(s):</b>	2021 IAMP

Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
Capital Fund	100	2,000	4,500						6,600
Revenue Bonds									
SRF Loans									
Other									
<b>Total</b>	100	2,000	4,500						6,600



**Winship Capacity Improvements and Bridge Sewer Relocation**

<b>Project Number:</b>	<b>946</b>	Location Map: 
<b>Total Project Costs:</b>	<b>\$1,035,000</b>	
<b>Facility Type:</b>	Gravity Sewer	
<b>Status:</b>	Design	
<b>Project Description:</b>	Replacement of gravity sewer attached to bridge with a double-barrel siphon and redirection of system for hydraulic capacity deficiencies and coordination with Town of Ross flood control improvements at Winship Bridge	

**Project Scope:** 100 LF double barrel siphon under San Anselmo Creek at Winship Bridge and 120 LF to redirect sewer southbound on Sir Francis Drake Blvd.

**Useful Life of Completed Project:** 70 Years

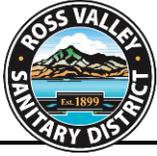
**Risk Assessment/ Justification:** Hydraulic capacity deficiencies and elimination of an aerial creek crossing.

**Operating Impact:** New siphon

**Cross-Reference Project(s):** Town of Ross Winship Bridge

**Planning Document(s):** 2013 IAMP, SHECAP 2006

Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
<b>Capital Fund</b>	25	50	900						975
<b>Revenue Bonds</b>	60								60
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>	85	50	900						1,035



**Meadow Way Bridge Sewer Relocation**

<b>Project Number:</b>	<b>954</b>
<b>Total Project Costs:</b>	<b>\$180,000</b>
<b>Facility Type:</b>	Gravity Sewer
<b>Status:</b>	Design
<b>Project Description:</b>	Replacement of gravity sewer attached to bridge, including temporary sewer on temporary bridge as new bridge is constructed by Town of Fairfax.

Location Map:



**Project Scope:** Town of Fairfax is replacing the Meadow Way Bridge over San Anselmo Creek near Cascade Drive. This project will relocate an existing clay sewer between manholes including a 70-foot section of ductile iron sewer hung from the existing bridge. A temporary sewer will be installed on a temporary bridge during bridge construction.

**Useful Life of Completed Project:** 70-100 years

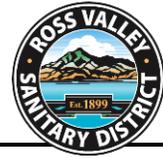
**Risk Assessment/ Justification:** Rehabilitate older clay sewer between manholes in addition to replacing the sewer attached to the existing bridge.

**Operating Impact:** Reduce frequency of line maintenance activities.

**Cross-Reference Project(s):** Town of Fairfax Meadow Way Bridge Replacement

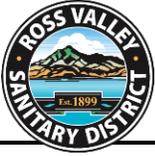
**Planning Document(s):** N/A

Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
Capital Fund	5		25	150					180
Revenue Bonds									
SRF Loans									
Other (CDFW grant)									
<b>Total</b>	5		25	150					180



<b>Fairfax Capacity Improvements</b>	
<b>Project Number:</b>	<b>957</b>
<b>Total Project Costs:</b>	<b>\$6,000,000</b>
<b>Facility Type:</b>	Gravity Sewer
<b>Status:</b>	Planning
<b>Project Description:</b>	Upsize 405 feet of existing 15-inch diameter gravity main to 18-inch diameter gravity main on Spruce Road and Park Road from Arroyo Road to Merwin Avenue, with a parallel siphon (10-inch and 15-inch diameter) to cross the creek on Merwin Avenue. Install 2,000 feet of 18-inch gravity main on Merwin Avenue from Park Road to Broadway and then eastward along Broadway to Pacheco Avenue.
	<p>Location Map:</p>
<b>Project Scope:</b>	Construct relief sewer through downtown Fairfax to prevent surcharging and overflows in downtown area during intense storms, including new dual siphon beneath Fairfax Creek along Merwin Ave. Increase capacity of Westbrae/Hawthorne area by increasing diameters in easements and installing a new sewer on Olema Road. Addresses Capacity issue 8 at Oak Manor area.
<b>Useful Life of Completed Project:</b>	70-100 years
<b>Risk Assessment/ Justification:</b>	Capacity assurance, I&I reduction, SSO reduction, and O&M improvements
<b>Operating Impact:</b>	Lower the risk of spills and I&I associated with large storm events. Includes new siphon.
<b>Cross-Reference Project(s):</b>	System Hydraulic Evaluation and Capacity Assurance, 2006
<b>Planning Document(s):</b>	2023 Wastewater Collection System Capacity Evaluation

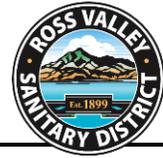
<b>Source of Funds (in \$000)</b>	<b>Prior Years</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>	<b>FY 28/29</b>	<b>FY 29/30</b>	<b>Future Years</b>	<b>Total</b>
<b>Capital Fund</b>			750	5,250					6,000
<b>Revenue Bonds</b>									
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>			750	5,250					6,000



<b>Nokomis Bridge Sewer Relocation</b>	
<b>Project Number:</b> 952	Location Map: 
<b>Total Project Costs:</b> \$838,000	
<b>Facility Type:</b> Gravity Sewer	
<b>Status:</b> Design	
<b>Project Description:</b> Replacement of gravity sewer attached to bridge with a double-barrel siphon for structural rehabilitation and coordination with Town of San Anselmo flood control improvements at Nokomis Bridge. Estimated project timing: 2024	
<b>Project Scope:</b>	100 LF double barrel siphon under San Anselmo Creek at Nokomis Bridge
<b>Useful Life of Completed Project:</b>	70 years
<b>Risk Assessment/ Justification:</b>	Structural rehabilitation and elimination of an aerial creek crossing
<b>Operating Impact:</b>	New siphon
<b>Cross-Reference Project(s):</b>	Town of San Anselmo Nokomis Bridge
<b>Planning Document(s):</b>	N/A

Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
<b>Capital Fund</b>	11				100	727			838
<b>Revenue Bonds</b>									
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>	11				100	727			838

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



**FY 2026/27 Gravity Sewer Improvements**

<b>Project Number:</b> 959	Location Map: 
<b>Total Project Costs:</b> \$7,000,000	
<b>Facility Type:</b> Gravity Sewer	
<b>Status:</b> Planning	
<b>Project Description:</b> Replace approximately 2 miles of sewer segments including shallow sewers in City of Larkspur in the Diane Lane area and Larkspur Plaza Dr. to eliminate LS37. Also replace sewers prioritized in the 2023 data model update of the 2021 IAMP, as well as maintenance priorities, primarily installed via the pipebursting method.	

**Project Scope:** Includes shallow sewers in the Diane Lane area that drain to refurbished LS30 (Heather Gardens) where there is a history of spills during wet weather. Includes deepening the sewer on Larkspur Plaza Dr. so that Lift Station 37 is no longer necessary to convey from the Larkspur Isle area to PS14. Includes other various high priority sewers identified in the 2023 update of the IAMP.

**Useful Life of Completed Project:** 70-100 years

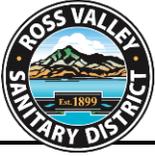
**Risk Assessment/ Justification:** I&I reduction, spill reduction, and reduction of O&M maintenance for storm patrols and upkeep of Lift Station 37 including service call-related alarms.

**Operating Impact:** Reduce frequency of line maintenance activities and spills on public and private sewers, lower the risk of spills and I&I.

**Cross-Reference Project(s):** LS 30 (Heather Gardens) Improvements

**Planning Document(s):** 2023 Update of 2021 IAMP

Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
Capital Fund			150	1,850	5,000				7,000
Revenue Bonds									
SRF Loans									
Other									
<b>Total</b>			150	1,850	5,000				7,000

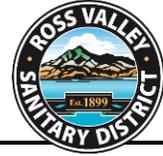


**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

<b>LS 33, 34, 35, 36 (Larkspur Marina) Improvements</b>	
<b>Project Number:</b> 908	<b>Location Map:</b>
<b>Total Project Costs:</b> \$2,200,000	
<b>Facility Type:</b> Pump Station	
<b>Status:</b> Planning	
<b>Project Description:</b> Update aging lift stations in Riviera Circle neighborhood known as Larkspur Marina	
<b>Project Scope:</b>	Convert aging pump stations to submersible pump stations, completing the lift station rehabilitations in the area (building on the LS 31 and LS 32 improvements).
<b>Useful Life of Completed Project:</b>	15 to 30 years
<b>Risk Assessment/ Justification:</b>	Lift station reliability
<b>Operating Impact:</b>	Improve reliability at minor lift stations, reducing O&M staff costs. Complete construction around same time as the Riviera Circle gravity sewer improvements in 27/28 Project.
<b>Cross-Reference Project(s):</b>	FY 2027/28 Gravity Sewer Improvements, FM-33 Replacement
<b>Planning Document(s):</b>	2021 IAMP

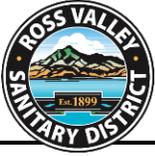
Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
<b>Capital Fund</b>					200	2,000			2,200
<b>Revenue Bonds</b>									
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>					200	2,000			2,200

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



<b>FY 2027/28 Gravity Sewer Improvements</b>	
<b>Project Number:</b> 970	Location Map:  <u>No Image Available</u>
<b>Total Project Costs:</b> \$4,500,000	
<b>Facility Type:</b> Gravity Sewer	
<b>Status:</b> Planning	
<b>Project Description:</b> Replace approximately 1.5 miles of sewer segments including sewers in City of Larkspur's Larkspur Marina neighborhood (Riviera Circle) mostly by open cut method due to extensive sags in bay mud. Also replace sewers prioritized in the 2023 data model update of the 2021 IAMP, as well as maintenance priorities, primarily installed via the pipebursting method.	
<b>Project Scope:</b>	Includes sewers in the Larkspur Marina neighborhood (Riviera Circle) that have subsided due to unsteady bay mud soils, leading to infiltration of groundwater that is tidally influenced, causing salt water intrusion. Includes other various high priority sewers identified in the 2023 update of the IAMP.
<b>Useful Life of Completed Project:</b>	70-100 years
<b>Risk Assessment/ Justification:</b>	I&I reduction, spill reduction, reduction of O&M line maintenance and repair activities, reduction of salt water intrusion into CMSA system.
<b>Operating Impact:</b>	Reduce frequency of line maintenance activities and spills on public and private sewers, lower the risk of spills and I&I, reduce salt water intrusion that affects recycled water quality.
<b>Cross-Reference Project(s):</b>	LS 33, 34, 35, 36 Improvements, FM-33 Replacement
<b>Planning Document(s):</b>	2023 Update of 2021 IAMP

<b>Source of Funds (in \$000)</b>	<b>Prior Years</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>	<b>FY 28/29</b>	<b>FY 29/30</b>	<b>Future Years</b>	<b>Total</b>
<b>Capital Fund</b>					2,000	2,500			4,500
<b>Revenue Bonds</b>									
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>					2,000	2,500			4,500

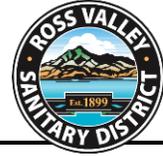


**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

<b>Bon Air Force Main Lining</b>	
<b>Project Number:</b> 962	<div style="text-align: center;">Location Map:</div>
<b>Total Project Costs:</b> \$1,875,000	
<b>Facility Type:</b> Gravity Sewer	
<b>Status:</b> Planning	
<b>Project Description:</b>	Cure-In-Place-Pipe (CIPP) Line Approximately 1,417 feet of 36" Techite Force Main that bypasses FM-15 and FM-14 flows around PS13 into FM-13 at the Bon Air Shopping Center.
<b>Project Scope:</b>	CIPP lining of bypass force main
<b>Useful Life of Completed Project:</b>	70-100 years
<b>Risk Assessment/ Justification:</b>	Restore integrity of Techite force main by CIPP lining
<b>Operating Impact:</b>	Enable shut downs of FM-14 and FM-2 force mains through use of the bypass force main through Bon Air Shopping Center
<b>Cross-Reference Project(s):</b>	
<b>Planning Document(s):</b>	2013 IAMP

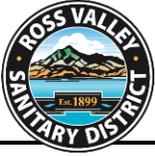
Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
<b>Capital Fund</b>					175	1,700			1,875
<b>Revenue Bonds</b>									
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>					175	1,700			1,875

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



<b>FY 2029/30 Gravity Sewer Improvements</b>	
<b>Project Number:</b> 972	Location Map:  <u>No Image Available</u>
<b>Total Project Costs:</b> \$6,600,000	
<b>Facility Type:</b> Gravity Sewer	
<b>Status:</b> Planning	
<b>Project Description:</b> Replace approximately 2 miles of sewer segments prioritized in the 2023 data model update of the 2021 IAMP, as well as maintenance priorities, primarily installed via the pipebursting method.	
<b>Project Scope:</b>	Includes various high priority sewers identified in the 2023 update of the IAMP.
<b>Useful Life of Completed Project:</b>	70-100 years
<b>Risk Assessment/ Justification:</b>	I&I reduction, spill reduction, reduction of O&M line maintenance and repair activities.
<b>Operating Impact:</b>	Reduce frequency of line maintenance activities and spills on public and private sewers, lower the risk of spills and I&I
<b>Cross-Reference Project(s):</b>	
<b>Planning Document(s):</b>	2023 Update of 2021 IAMP

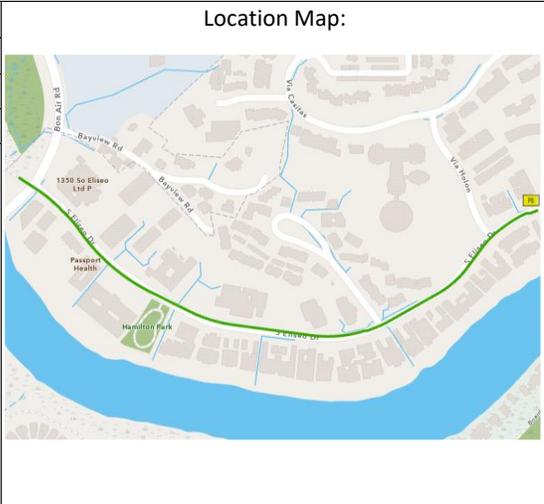
Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
Capital Fund					100	1,500	5,000		6,600
Revenue Bonds									
SRF Loans									
Other									
<b>Total</b>					100	1,500	5,000		6,600



**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

**South Eliseo Force Main FM-15 Capacity Improvements**

<b>Project Number:</b>	<b>964</b>
<b>Total Project Costs:</b>	<b>\$1,900,000</b>
<b>Facility Type:</b>	Gravity Sewer
<b>Status:</b>	Planning
<b>Project Description:</b>	Install 1,789 feet of parallel 32" force main to FM-15 from Bon Air Bridge, under Bon Air Road, to PS 24 along South Eliseo Drive to address a priority capacity issue identified in the 2023 Capacity Evaluation

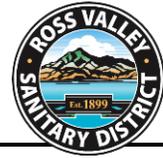


**Project Scope:** Installation of 1,789 feet of 32" parallel force main by open cut methods

<b>Useful Life of Completed Project:</b>	70-100 years
<b>Risk Assessment/ Justification:</b>	Address under-sized portion of FM-15 force main confirmed in 2023 Wastewater Capacity Evaluation
<b>Operating Impact:</b>	Ensures capacity of PS15, FM-15 system through design storm conditions
<b>Cross-Reference Project(s):</b>	PS 15 Kentfield Capacity Improvements
<b>Planning Document(s):</b>	2023 Wastewater Collection System Capacity Evaluation

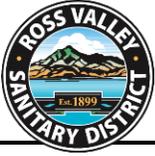
Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
Capital Fund						150	1,750		1,900
Revenue Bonds									
SRF Loans									
Other									
<b>Total</b>						150	1,750		1,900

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



<b>FM-33 Replacement Project</b>	
<b>Project Number:</b>	<b>965</b>
<b>Total Project Costs:</b>	<b>\$3,000,000</b>
<b>Facility Type:</b>	Gravity Sewer
<b>Status:</b>	Planning
<b>Project Description:</b>	Install 1,545 feet of 4-inch diameter force main to replace 1960s tidal creek crossing and Sch40 PVC force main through Drake's Landing neighborhood. Includes approximately 663 feet of HPDE force main under tidal inlet and wetlands crossing, installed by horizontal directional drilling.
<b>Location Map:</b>	
<b>Project Scope:</b>	Install 1,545 feet of 4-inch diameter force main to replace 1960s tidal creek crossing and Sch40 PVC force main through Drake's Landing neighborhood. Includes approximately 663 feet of HPDE force main under tidal inlet and wetlands crossing, installed by horizontal directional drilling.
<b>Useful Life of Completed Project:</b>	70-100 years
<b>Risk Assessment/ Justification:</b>	Address aging force main installed under Corte Madera Creek in the 1960s that includes rubber hose and schedule 40 PVC materials.
<b>Operating Impact:</b>	Ensures wastewater from Larkspur Marina is sustainably conveyed to the PS12 pump station
<b>Cross-Reference Project(s):</b>	LS 33, 34, 35, 36 Improvements
<b>Planning Document(s):</b>	

<b>Source of Funds (in \$000)</b>	<b>Prior Years</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>	<b>FY 28/29</b>	<b>FY 29/30</b>	<b>Future Years</b>	<b>Total</b>
<b>Capital Fund</b>							1,000	2,000	3,000
<b>Revenue Bonds</b>									
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>							1,000	2,000	3,000



**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

<b>PS 15 Kentfield Capacity Improvements</b>	
<b>Project Number:</b> 914	Location Map:
<b>Total Project Costs:</b> \$2,525,000	
<b>Facility Type:</b> Pump Station	
<b>Status:</b> Planning	
<b>Project Description:</b> To address capacity deficiencies identified in the 2023 flow modeling study, increase firm capacity of PS15 from 37.9 MGD to 45.0 MGD, replacing three (3) large pumps (400 hp) and two standard dry weather pumps that were originally installed in 1997 and are showing signs of age.	
<b>Project Scope:</b>	Replace three (3) 400 hp wet weather pumps at PS15 Kentfield with appropriate sized pumps to achieve increase in firm capacity to 45 MGD.
<b>Useful Life of Completed Project:</b>	15 to 30 years
<b>Risk Assessment/ Justification:</b>	Replacement of aging wet weather pumps at PS 15, address capacity issue identified in 2023 Capacity Evaluation Study
<b>Operating Impact:</b>	Improve reliability at major pump stations
<b>Cross-Reference Project(s):</b>	South Eliseo Force Main (FM-15) Capacity Improvements
<b>Planning Document(s):</b>	2023 Wastewater Collection System Capacity Evaluation

Source of Funds (in \$000)	Prior Years	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	Future Years	Total
<b>Capital Fund</b>						125	150	2,250	2,525
<b>Revenue Bonds</b>									
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>						125	150	2,250	2,525



## (18) Reserve Funding

Under District Financial Policy #7, *Minimum & Target Reserves*, the District is to maintain or target certain dollar amounts in specific reserve funds. The goal is to provide liquidity during stress points if the District needs additional funds to meet its funding requirements in any planning period. The Financial Policy does allow for flexibility for the District in that it may use its reserves and fall below the reserve target during the fiscal year. The District’s management team, however, must demonstrate that it has a plan to fully replenish the depleted reserve if it remains below the target in either the current planning year or the upcoming one thereafter.

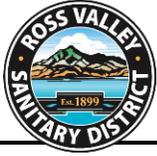
The target reserves the District is to maintain as per internal policy are the following:

**Table 30 – Financial Policy Target Reserves**

Target Reserve	Fund	Description and Calculation
1 Operating reserve	Operating	The targeted operating fund reserve is designed to ensure coverage for the cash flow (liquidity) requirements of day-to-day operations between April and December when the District experiences a prolonged gap in revenue receipts from Marin County. The target amount is calculated to be 50% of budgeted operating expenditures.
2 Emergency reserve	Operating	The targeted emergency reserve is designed for use during operational or financial emergencies. Emergencies constitute significant unforeseen events that have a dramatic and immediate impact on the operations, assets or financial condition of the District. The target amount is calculated to be the larger of either \$2,000,000 or 10% of budgeted operating expenditures.
3 Capital improvement reserve	Capital	The targeted capital improvement reserve is to satisfy annual cash flow requirements and ensure continuity in executing the CIP. This reserve should be drawn down during years of higher-than-average capital spending. Conversely, the District should build this reserve during years when capital spending is below average. Having such a reserve is an integral component of a “Pay-as-you-Go” model. The target amount is calculated to be 50% of the average annual capital expenditures forecasted in the current 5-year or 10-year CIP.

Consistent with the Modified Accrual Basis of Accounting, the District’s reserves fall under the categories of fund balance that represent the net equity ownership in the assets leftover after all current liabilities are considered. Under this Basis of Accounting, there are five categories of fund balance:

- *Non-spendable fund balance* – Amounts that cannot be spent because they are not in spendable form or are legally or contractually required to be maintained intact. The District does not deem this to be an applicable category for its internal tracking of fund balance given supplies inventory purchased or insurance prepaid in advance are used within the fiscal year.
- *Restricted fund balance* – The amount that is restricted for specific purposes by either (a) external third-party entities, such as creditors, grantors, contributors, or laws or regulations of other



**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

---

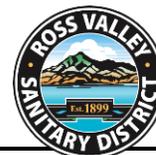
governments, or (b) impositions by law through constitutional provisions or enabling legislation. The District maintains several arrangements where certain proceeds collected can only be used for a specific purpose as required by its respective trustee or indenture debt agreement, e.g., CalPERS CEPPT for pension purposes, bond trust investment income proceeds for debt service, CRAD trust investment income proceeds for the special assessment remittance.

- *Committed fund balance* – The amount that can only be used for specific purposes pursuant to constraints imposed by the most binding formal action of the government’s highest level of decision-making authority, i.e., District’s Board of Directors via the approved Financial Policies. The District’s internal reserves are classified under this category of fund balance.
- *Assigned fund balance* – The amount that is constrained by the government’s intent to be used for specific purposes but is not restricted or committed. The District does not deem this to be an applicable category for its internal tracking of fund balance given the District’s Board approved Financial Policies are fairly robust in delineating what collected proceeds can be spent for and the District does not track specific programs where it can only be funded with specific sources for which is not already accounted for using the committed fund balance.
- *Unassigned fund balance* – The residual classification.

Consistent with the District’s Financial Policy #7, the District is to use its unassigned fund balance first before it is to use funds designated from its committed fund balance, or reserves.

For further information regarding District reserve policies and practices, please refer to the District Financial Policies at <https://www.rvsd.org/169/Financial-Stewardship>.

Tables 31 and 32 on the following pages show the District’s Fund Balance activity for all applicable categories from FY23 through its budgeted FY25 period.

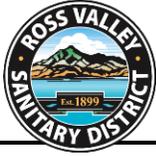


**Table 31 – Operating Fund Balance**

	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY \$ Change	Budget YoY % Change
<b>(RESTRICTED) CANYON ROAD TRUST</b>						
1 Beginning balance	\$ 8,545	\$ 13,045	\$ 8,652	\$ 8,002	\$ (5,043)	-38.66%
2 Investment income, net	88	200	150	90	(110)	0.00%
3 Financial reporting adjustment	(4,356)	-	-	-	-	0.00%
4 Funds transfer in/(out) - unassigned	4,375	(700)	(800)	(700)	-	0.00%
5 Ending balance	8,652	12,545	8,002	7,392	(5,153)	-41.08%
<b>(RESTRICTED) CEPPT PENSION TRUST</b>						
6 Beginning balance	7,751,934	7,312,034	7,532,353	7,791,341	479,307	6.56%
7 Investment income, net	291,619	71,300	429,344	301,300	230,000	322.58%
8 Funds transfer in/(out) - unassigned	(511,200)	-	(170,356)	(172,700)	(172,700)	100.00%
9 Ending balance	7,532,353	7,383,334	7,791,341	7,919,941	536,607	7.27%
<b>(COMMITTED) OPERATING RESERVE</b>						
10 Beginning balance	10,306,000	10,723,000	10,306,000	10,359,066	(363,934)	-3.39%
11 Funds transfer in/(out) - unassigned	-	616,000	53,066	(2,252,316)	(2,868,316)	-465.64%
12 Ending balance	10,306,000	11,339,000	10,359,066	8,106,750	(3,232,250)	-28.51%
13 <i>Committed reserve target</i>	<i>10,723,000</i>	<i>11,339,000</i>	<i>11,339,000</i>	<i>11,972,000</i>	<i>633,000</i>	<i>5.58%</i>
<b>(COMMITTED) EMERGENCY RESERVE</b>						
14 Beginning balance	2,061,000	2,145,000	2,145,000	2,268,000	123,000	5.73%
15 Funds transfer in/(out) - unassigned	84,000	123,000	123,000	126,000	3,000	2.44%
16 Ending balance	2,145,000	2,268,000	2,268,000	2,394,000	126,000	5.56%
17 <i>Committed reserve target</i>	<i>2,145,000</i>	<i>2,268,000</i>	<i>2,268,000</i>	<i>2,394,000</i>	<i>126,000</i>	<i>5.56%</i>
<b>UNASSIGNED FUND BALANCE</b>						
18 Beginning balance	-	-	-	-	-	0.00%
<i>Operating fund net results:</i>						
19 Total revenue	27,150,776	28,693,200	29,107,070	29,915,466	1,222,266	4.26%
20 Total expenditures	(20,604,682)	(22,678,800)	(21,806,198)	(23,944,397)	(1,265,597)	-5.58%
21 Financial reporting adjustment	(2,035,635)	-	-	-	-	0.00%
22 Funds transfer in/(out) - Canyon Road	(4,375)	700	800	700	-	0.00%
23 Funds transfer in/(out) - CEPPT	511,200	-	170,356	172,700	172,700	100.00%
24 Funds transfer in/(out) - OP Reserve	-	(616,000)	(53,066)	2,252,316	2,868,316	465.64%
25 Funds transfer in/(out) - Emergency	(84,000)	(123,000)	(123,000)	(126,000)	(3,000)	-2.44%
26 Funds transfer in/(out) - Cap unassigned	(4,933,285)	(5,276,100)	(7,295,962)	(8,270,785)	(2,994,685)	-56.76%
27 Ending balance	-	-	-	-	-	0.00%
28 Total fund beginning balance	20,127,480	20,193,080	19,992,005	20,426,409	233,329	1.16%
29 Total net change in fund balance	6,837,801	6,085,900	7,730,366	6,272,459	186,559	3.07%
30 Total financial reporting adjustment	(2,039,991)	-	-	-	-	0.00%
31 Total fund net transfer in/(out)	(4,933,285)	(5,276,100)	(7,295,962)	(8,270,785)	(2,994,685)	-56.76%
32 <b>Total fund ending balance</b>	<b>\$ 19,992,005</b>	<b>\$ 21,002,880</b>	<b>\$ 20,426,409</b>	<b>\$ 18,428,083</b>	<b>\$ (2,574,796)</b>	<b>-12.26%</b>

The Operating Fund is expected to decrease its total fund balance by 12.3% going into FY25 relative to its FY24 budgeted position due to the District’s use of PayGo financing for its capital projects. A fund’s net result is the difference between its funding sources and requirements. As such, the Operating Fund is expected to both fund its committed fund balance target reserves and continue supporting the Capital Fund’s CIP. Total financial support expected for the Capital Fund is \$8.3 million.

To support the transfer to the Capital Fund, the District will be withdrawing \$2.3 million from its operating reserve, leaving the operating reserve with an estimated balance of \$8.1 million, or 32.3% below its \$12.0 million target. This drawdown of reserves has been planned as the District transitions to a PayGo financing approach. It is anticipated that the District will begin replenishing its operating reserves in FY26 and be fully funded in FY28.



**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**

**Table 32 – Capital Fund Balance**

	Actual FY2023	Budget FY2024	Projected FY2024	Budget FY2025	Budget YoY \$ Change	Budget YoY % Change
<b>(RESTRICTED) BOND TRUST</b>						
1 Beginning balance	\$ 1,573,048	\$ 1,524,146	\$ 1,520,992	\$ 1,453,892	\$ (70,254)	-4.61%
2 Investment income, net	5,464	28,200	5,500	3,000	(25,200)	100.00%
3 Financial reporting adjustment	(3,124)	-	-	-	-	0.00%
4 Funds transfer in/(out) - unassigned	(54,395)	(85,400)	(72,600)	(70,000)	15,400	18.03%
5 Ending balance	1,520,992	1,466,946	1,453,892	1,386,892	(80,054)	-5.46%
<b>(RESTRICTED) SWRCB SRF FUNDS</b>						
6 Beginning balance	-	67,085	67,085	67,069	(15)	100.00%
7 Funds transfer in/(out) - unassigned	67,085	-	(15)	85	85	0.00%
8 Ending balance	67,085	67,085	67,069	67,154	69	100.00%
<b>(COMMITTED) CAPITAL IMPROVEMENT RESERVE</b>						
9 Beginning balance	2,596,377	3,598,594	2,596,377	-	(3,598,594)	-100.00%
10 Funds transfer in/(out) - unassigned	-	(3,516,300)	(2,596,377)	-	3,516,300	100.00%
11 Ending balance	2,596,377	82,293	(0)	-	(82,293)	100.00%
12 Committed reserve target	6,445,000	5,250,000	5,250,280	5,118,000	(132,000)	-2.51%
<b>UNASSIGNED FUND BALANCE</b>						
13 Beginning balance	-	-	(2,786,054)	-	-	0.00%
<i>Capital fund net results:</i>						
14 Total revenue	9,672,231	10,150,200	10,001,099	10,406,300	256,100	2.52%
15 Total expenditures	(17,378,881)	(19,028,000)	(17,180,000)	(18,747,000)	281,000	1.48%
16 Funds transfer in/(out) - Bonds	54,395	85,400	72,600	70,000	(15,400)	-18.03%
17 Funds transfer in/(out) - SRF	(67,085)	-	15	(85)	(85)	0.00%
18 Funds transfer in/(out) - Cap Imp	-	3,516,300	2,596,377	-	(3,516,300)	-100.00%
19 Funds transfer in/(out) - OP unassigned	4,933,285	5,276,100	7,295,962	8,270,785	2,994,685	56.76%
20 Ending balance	(2,786,054)	-	-	-	-	0.00%
21 Total fund beginning balance	4,169,424	5,189,824	1,398,399	1,520,961	(3,668,863)	-70.69%
22 Total net change in fund balance	(7,701,186)	(8,849,600)	(7,173,401)	(8,337,700)	511,900	5.78%
23 Total financial reporting adjustment	(3,124)	-	-	-	-	0.00%
24 Total fund net transfer in/(out)	4,933,285	5,276,100	7,295,962	8,270,785	2,994,685	56.76%
25 Total fund ending balance	\$ 1,398,399	\$ 1,616,324	\$ 1,520,960	\$ 1,454,046	\$ (162,278)	-10.04%

The Capital Fund is expected to decrease its total fund balance by 10% going into FY25 relative to its FY24 budgeted position. This decrease in fund balance is attributable to the use of Capital Improvement Reserve for the District’s pay-as-you-go financing for its CIP.

Anticipated in FY25, is that the Capital Fund’s committed fund balance reserve (Capital Improvement Reserve) will be at \$0 with a calculated target of \$5.2 million. The District understands the end of year drawdown impact is not ideal as per its internal Financial Policies. However, the District expects to begin replenishing the reserve in FY28 and to have the reserve more than fully funded in FY31. Please refer to *Chapter 21* for the District’s Five-Year Forecast.



## **(19) Pension Funding Plan**

The District participates in the CalPERS system to pool its defined benefit retirement obligation along with other public agencies throughout the State of California. However, CalPERS' investments over a span of years were underperforming relative to the promised benefit formula for all members participating within the pool. This underperformance led to the development of an unfunded portion of the plan's expected benefit payments where the plan theoretically would not have plan assets to payout when an employee retires. CalPERS began requiring plan participants to contribute more to the plan in addition to the normal cost to stabilize the performance. Thus, annually, the District is required to contribute an amount based on net normal cost expressed as a percent of payroll ("normal costs") and an additional cash amount toward paying off its "unfunded actuarial liability" (UAL).

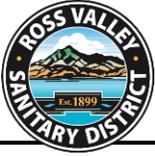
In April 2019, the Board developed a strategy to fully fund its pension liability by committing an additional \$350,000 contribution each year for 12 years. This contribution is supplementary to the required normal costs and UAL payments. In May 2020, the Board established a California Employers' Pension Prefunding Trust (CEPPT) account with CalPERS for the purpose of "pre-funding" the District's required pension contributions. The CEPPT is a Section 115 irrevocable trust fund that provides an investment vehicle for pre-funding pension liabilities. The funding plan has two objectives:

- 1) Build assets in an investment account earning a higher rate of return relative to the District's money market cash account (LAIF), and
- 2) Use the accumulated proceeds to make payments towards CalPERS' required UAL contributions or additional discretionary contributions until the UAL is fully paid.

The CEPPT allows the District to pre-fund its future pension costs, accumulate assets over time, and help manage long-term costs. The District had accumulated sufficient proceeds from its budget savings over the past several years and, in FY23, the District accelerated its funding plan by investing \$7 million in its CEPPT. CalPERS' Actuarial Valuations (Classic and PEPR) as of June 30, 2022 set required contributions for FY25 and projected the District's UAL balance at \$9.4 million. As of June 30, 2023, the District's Section 115 end balance was \$8.6 million resulting in a pro forma funding ratio of 92%.

While the plan developed in April 2019 called for annual contributions of \$350,000, the District's one-time investment into the CEPPT has drastically improved the funding status of the District's pension plans. As a result of this improvement and the District's pro forma funding ratio exceeding 90% for two consecutive years, the District is currently working on updating its formal pension funding policies. Due to the year-to-year changes in pension funding levels based on market returns, it is a common practice to establish a targeted funding level of less than 100%. While the District shifts its focus to rebuilding its operational and capital reserves, it will be considering establishing a funding target of 90% to 95% for its unfunded pension liabilities. Additional contributions would only be made to the CEPPT if the pro forma funding ratio were to fall under 90%. If the funding ratio were to exceed 95%, the District would consider drawing down the CEPPT funds to assist with its annual pension payments. The specific funding policy will be memorialized in the next Board review of the District's Financial Policies.

For further information on the investment performance of CalPERS, please refer to the actuarial and valuation reports located at <https://www.calpers.ca.gov>.



## (20) OPEB Funding Plan

In April 2019, the District's Board adopted an Other Post-Employment Benefit (OPEB) prefunding plan to "fully fund" its unfunded accrued liability (UAL). The plan specified annual contributions of \$100,000 over six years to its Section 115 trust, the California Employers' Retiree Benefit Trust (CERBT) held with CalPERS. The CERBT is a Section 115 irrevocable trust fund that provides an investment vehicle for pre-funding OPEB liabilities. The original plan amount and timing were informed by the District's consulting actuarial analysis with the goal of achieving fully funded status by 2025. This funding plan had two objectives:

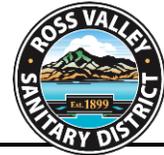
- 1) Build assets in an investment account earning a higher rate of return relative to the District's money market cash account (LAIF), and
- 2) Use the accumulated proceeds to make payments towards the plan's required benefit disbursements and gradually increase the plan's funding ratio for reporting purposes.

The District historically administered an OPEB plan to provide a post-employment benefit as a reward for long-term service by reimbursing a portion of the employee's medical insurance premium after retirement to age 65 (Medicare eligible). In 2019, the District adopted an Enhanced Retiree Medical Benefit (ERMB) to increase the defined benefit for life based on years of service. The offset to the retiree medical benefit increase was the inclusion of non-refundable contributions from current employees to provide 100% funding for the augmented benefit. The added benefit provision increased the OPEB UAL in the FY21 actuarial report by \$400,000. Based on a presentation by the District's consulting actuary, the Board increased its share of contributions to \$280,000 in FY24 to maintain its funding goal timeline of 2025.

As of the most recent actuarial reports dated June 30, 2023, the District has a net OPEB liability of \$0.8 million. The total OPEB liability is just under \$2.0 million. The District's past investments into its CERBT account have helped offset that total liability. Although June 2023, actuarial reports only showed the District's OPEB liabilities were funded at 58.4%, the most recent liability projections presented by the District's consulting actuary on February 14, 2024, show the District is on track to meet its OPEB funding goals. Specifically, after considering the District's additional contributions to its CERBT account the projected funded percentages for June 30, 2024 and June 30, 2025 are 90% and 100%, respectively.

As a result of this improvement, the District is currently working on updating its formal OPEB funding policies. Due to the year-to-year changes in funding levels based on market returns, it is a common practice to establish a targeted funding level of less than 100%. Additional contributions would only be made to CERBT if the funding ratio were to fall under 90%. If the funding ratio were to exceed 95%, the District would consider drawing down the CERBT funds to assist with its annual OPEB payments. The specific funding policy will be memorialized in the next Board review of the District's Financial Policies.

For further information on the District's OPEB valuation, please refer to the posted valuation reports listed here: <https://www.rvsd.org/Archive.aspx?AMID=39&Type=&ADID=>.



**(21) Five-Year Forecast**

The District adopts with each budget a five-year financial forecast to accompany it. The forecast is a model of revenues, expenses, and reserves, and sets forth the strategic plan to guide funding-sources-and-uses-decisions for the operating and capital budgets. The financial forecast consists of several components that comparably display the anticipated results given the most likely set of assumptions about revenue and expenditure growth and reserve contributions or usages.

**Table 33 – Forecasted Use of Funds**

	Forecast Note	Projected FY2024	Budget FY2025	Forecast FY2026	Forecast FY2027	Forecast FY2028	Forecast FY2029	Forecast FY2030	
<b>USE OF FUNDS</b>									
1	CMSA JPA charges	Note 1	\$ 9,298,000	\$ 9,716,700	\$ 10,154,000	\$ 10,610,900	\$ 11,088,400	\$ 11,531,900	\$ 11,993,200
2	Personnel costs	Note 2	8,288,500	9,634,140	9,847,640	10,317,140	10,733,740	11,257,240	11,668,540
3	Infrastructure maintenance	Note 3	761,000	655,500	718,250	685,850	706,518	777,005	747,381
4	Facilities & vehicles maintenance	Note 3	452,400	447,400	447,400	460,872	474,827	489,068	503,797
5	Utilities & rental charges	Note 4	650,700	730,300	754,777	792,437	833,842	877,627	924,092
6	Insurance premiums & deductibles	Note 5	498,300	637,600	717,600	802,900	897,300	1,000,300	1,114,200
7	Software renewal costs	Note 3	369,148	339,757	385,621	421,920	365,003	388,131	457,645
8	Supplies	Note 3	101,100	107,000	108,000	110,300	113,600	117,000	120,500
9	Training costs	Note 3	191,700	264,150	270,083	273,328	280,374	287,659	295,286
10	Hiring & temporary help	Note 3	76,000	40,000	40,000	41,300	42,600	43,900	45,200
11	Employee loan disbursements	Note 8	-	9,000	9,000	9,300	9,600	9,900	10,200
12	Professional services charges	Note 3	719,850	972,750	867,476	751,738	844,353	816,347	807,989
13	Special assessment remittance	Note 6	41,900	40,600	39,300	35,900	-	-	-
14	Other charges	Note 3	357,600	349,500	350,200	362,250	371,113	380,291	389,388
	<i>Total operating use of funds before capital activities</i>		<i>21,806,198</i>	<i>23,944,397</i>	<i>24,709,347</i>	<i>25,676,135</i>	<i>26,761,269</i>	<i>27,976,367</i>	<i>29,077,418</i>
15									
16	Capital projects	Note 7	9,082,000	10,670,000	8,975,000	8,700,000	8,755,000	9,382,000	9,110,000
17	Debt service charges	Note 8	6,708,000	6,707,000	6,711,900	6,720,000	6,710,500	6,713,500	6,715,400
18	Fixed asset procurement	Note 7	940,000	820,000	160,300	160,609	160,927	711,255	511,593
19	Engineering studies	Note 7	-	-	-	-	-	-	-
20	Lateral replacement program	Note 7	450,000	550,000	550,000	550,000	550,000	550,000	550,000
21	<i>Total capital uses of funds</i>		<i>17,180,000</i>	<i>18,747,000</i>	<i>16,397,200</i>	<i>16,130,609</i>	<i>16,176,427</i>	<i>17,356,755</i>	<i>16,886,993</i>
22	<b>Total funding requirements</b>		<b>38,986,198</b>	<b>42,691,397</b>	<b>41,106,547</b>	<b>41,806,744</b>	<b>42,937,696</b>	<b>45,333,122</b>	<b>45,964,410</b>

**Table 34 – Assumptions: Forecasted Use of Funds**

Note	Use of Funds Assumptions
<b>Note 1</b>	CMSA JPA Charges follow the JPA's amended 5-Year Rate Schedule of 4.5% rate increases From FY25 to FY28. The charges then grow at 4.0% for the remainder of the forecast.
<b>Note 2</b>	Personnel costs are expected to grow based on annual COLA of 4.3% for FY25 and between 3.5% to 4.0% for the remainder of the forecast period; healthcare benefit costs are expected to grow 7% annually; CalPERS pension contributions are frozen using FY25's contribution rates and UAL schedule from the actuarial reports; otherwise follows pension/OPEB funding plan.
<b>Note 3</b>	Between 2% to 3% growth as per long-term inflation.
<b>Note 4</b>	Based on utility usage for FY24 the utility costs for FY25 are expected to remain relatively flat when compared to the budget for FY24. For the remaining years in the forecast the costs for each utility at projected to increase at the historical annual compounded growth rate.
<b>Note 5</b>	Due to higher insurance pool losses, insurance premiums are expected to increase by nearly 21% in FY25. For the remaining years the insurance premiums are expected to grow between 9% to 12% each year.
<b>Note 6</b>	Special assessment remittance follows amortization schedule; to sunset in FY26.
<b>Note 7</b>	Follows CIP plan.
<b>Note 8</b>	Follows debt service schedule.

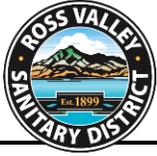


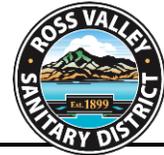
Table 35 – Forecasted Sources

	Forecast Note	Projected FY2024	Budget FY2025	Forecast FY2026	Forecast FY2027	Forecast FY2028	Forecast FY2029	Forecast FY2030	
<b>SOURCES OF FUNDS</b>									
1	Sewer service charges	Note 9	27,779,100	28,665,842	29,814,800	31,009,700	32,190,300	33,319,000	34,487,200
2	Ad valorem - property taxes	Note 10	9,618,400	10,058,700	10,605,300	11,243,800	11,946,700	12,716,300	13,530,300
3	Investment income	Note 11	1,180,014	856,614	608,504	522,915	597,208	642,332	686,550
4	Lease fees	Note 12	387,950	517,900	525,700	535,400	545,100	555,200	565,400
5	Permit fees	Note 13	173,900	162,000	162,000	162,000	162,000	162,000	162,000
6	Capacity permit fees	Note 13	248,599	200,000	200,000	200,000	200,000	200,000	200,000
7	Special assessment collection	Note 6	41,100	39,900	43,600	-	-	-	-
8	Lateral loan repayments	Note 8	106,800	120,100	138,800	148,200	164,900	178,600	158,900
9	Employee loan repayments	Note 8	2,900	4,500	9,000	9,200	9,500	9,800	10,100
10	Proceeds from debt financing	Note 14	-	-	-	-	-	-	-
11	Net proceeds from asset sale	Note 15	3,800	-	-	-	-	-	-
12	Miscellaneous fees	Note 15	600	600	600	-	-	-	-
<i>Total funding sources before adjustment for restricted sources of funds</i>			39,543,163	40,626,156	42,108,304	43,831,215	45,815,708	47,783,232	49,800,450
14	Restricted investment income		434,994	304,390	275,060	279,570	283,000	286,700	290,420
<i>Total funding sources before unassigned fund balance increase/(usage)</i>			39,108,169	40,321,766	41,833,244	43,551,645	45,532,708	47,496,532	49,510,030
16	Restricted reserve transfer in/(out)		243,771	243,315	213,727	278,015	242,115	242,115	242,115
17	Committed reserve transfer in/(out)		(176,066)	2,126,316	(940,425)	(2,022,917)	(2,837,127)	(2,405,526)	(3,787,735)
18	Financial reporting adjustment		-	-	-	-	-	-	-
19	<i>Total unassigned fund balance increase/(usage)</i>		67,705	2,369,631	(726,698)	(1,744,901)	(2,595,012)	(2,163,411)	(3,545,620)
20	<b>Total funding sources</b>		<b>\$ 39,175,874</b>	<b>\$ 42,691,397</b>	<b>\$ 41,106,547</b>	<b>\$ 41,806,744</b>	<b>\$ 42,937,696</b>	<b>\$ 45,333,122</b>	<b>\$ 45,964,410</b>

Table 36 – Assumptions: Forecasted Source of Funds

Note	Source of Funds Assumptions
<b>Note 6</b>	Special assessment remittance follows amortization schedule; to sunset in FY26.
<b>Note 8</b>	Follows debt service schedule.
<b>Note 9</b>	SSC to grow 3.3% in FY25, 4.0% in both FY 26 and FY27, 3.8% in FY28, and then 3.5% annually after that.
<b>Note 10</b>	Property taxes to grow nominally in FY25 due to lower supplemental tax payments and then to grow between 5% to 6% annually, which is in line with the compounded annual growth rate for the past decade.
<b>Note 11</b>	Investment income to follow short-term Treasury rate plan by US Federal Reserve.
<b>Note 12</b>	Follows lease schedule with 2% annual escalator.
<b>Note 13</b>	Held constant.
<b>Note 14</b>	No new debt to be issued.
<b>Note 15</b>	Negligible collected fees.

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



**Table 37 – Operating Fund Forecast (Sources & Uses)**

	Projected FY2024	Budget FY2025	Forecast FY2026	Forecast FY2027	Forecast FY2028	Forecast FY2029	Forecast FY2030
<b>USES OF FUNDS</b>							
1 CMSA JPA charges							
2 Treatment charges	\$ 6,852,200	\$ 7,295,100	\$ 7,734,100	\$ 7,559,600	\$ 8,061,800	\$ 8,505,000	\$ 8,945,800
3 Debt service charges	2,445,800	2,421,600	2,419,900	3,051,300	3,026,600	3,026,900	3,047,400
4 Personnel costs							
5 District employees	8,237,100	9,584,840	9,797,340	10,267,840	10,683,440	11,207,940	11,618,240
6 District Board of Directors	51,400	49,300	50,300	49,300	50,300	49,300	50,300
7 Infrastructure maintenance	761,000	655,500	718,250	685,850	706,518	777,005	747,381
8 Facilities & vehicles maintenance	452,400	447,400	447,400	460,872	474,827	489,068	503,797
9 Utilities & rental charges	650,700	730,300	754,777	792,437	833,842	877,627	924,092
10 Insurance premiums & deductibles	498,300	637,600	717,600	802,900	897,300	1,000,300	1,114,200
11 Software renewal costs	369,148	339,757	385,621	421,920	365,003	388,131	457,645
12 Professional services charges	719,850	972,750	867,476	751,738	844,353	816,347	807,989
13 Training costs	191,700	264,150	270,083	273,328	280,374	287,659	295,286
14 Hiring & temporary help	76,000	40,000	40,000	41,300	42,600	43,900	45,200
15 Supplies	101,100	107,000	108,000	110,300	113,600	117,000	120,500
16 Special assessment remittance	41,900	40,600	39,300	35,900	-	-	-
17 Employee loan disbursements	-	9,000	9,000	9,300	9,600	9,900	10,200
18 Other charges	357,600	349,500	350,200	362,250	371,113	380,291	389,388
19 <b>Total expenditure uses</b>	<b>21,806,198</b>	<b>23,944,397</b>	<b>24,709,347</b>	<b>25,676,135</b>	<b>26,761,269</b>	<b>27,976,367</b>	<b>29,077,418</b>
<b>SOURCES OF FUNDS</b>							
20 Sewer service charges	27,779,100	28,665,842	29,814,800	31,009,700	32,190,300	33,319,000	34,487,200
21 Investment income	1,151,014	826,114	575,404	487,215	558,808	601,332	644,550
22 Permit fees	173,900	162,000	162,000	162,000	162,000	162,000	162,000
23 Lease fees	387,950	517,900	525,700	535,400	545,100	555,200	565,400
24 Employee loan repayments	2,900	4,500	9,000	9,200	9,500	9,800	10,100
25 Special assessment collection	41,100	39,900	43,600	-	-	-	-
26 Miscellaneous fees	600	600	600	-	-	-	-
27 <b>Total revenue sources</b>	<b>29,536,564</b>	<b>30,216,856</b>	<b>31,131,104</b>	<b>32,203,515</b>	<b>33,465,708</b>	<b>34,647,332</b>	<b>35,869,250</b>
28 <b>Net change in total fund balance</b>	<b>7,730,366</b>	<b>6,272,459</b>	<b>6,421,758</b>	<b>6,527,380</b>	<b>6,704,439</b>	<b>6,670,966</b>	<b>6,791,832</b>
<b>RESTRICTED SOURCES OF FUNDS</b>							
29 CRAD trust (res) investment income	150	90	60	70	-	-	20
30 Pension trust (res) investment income	429,344	301,300	272,700	277,200	280,700	284,400	288,100
31 <b>Total restricted sources of funds</b>	<b>429,494</b>	<b>301,390</b>	<b>272,760</b>	<b>277,270</b>	<b>280,700</b>	<b>284,400</b>	<b>288,120</b>
32 <b>Net change in unassigned fund balance</b>	<b>7,300,872</b>	<b>5,971,069</b>	<b>6,148,998</b>	<b>6,250,110</b>	<b>6,423,739</b>	<b>6,386,566</b>	<b>6,503,712</b>
<b>UNASSIGNED FUND BALANCE ACTIVITY</b>							
33 Operating fund transfer in/(out)	(7,295,962)	(8,270,785)	(5,352,885)	(4,435,794)	(4,003,531)	(5,830,266)	(6,015,412)
34 CRAD trust (res) net transfer in/(out)	800	700	(28,388)	35,900	-	-	-
35 Pension trust (res) net transfer in/(out)	170,356	172,700	172,700	172,700	172,700	172,700	172,700
36 Operating (com) net transfer in/(out)	(53,066)	2,252,316	(863,425)	(1,925,917)	(2,484,908)	(607,000)	(551,000)
37 Emergency (com) net transfer in/(out)	(123,000)	(126,000)	(77,000)	(97,000)	(108,000)	(122,000)	(110,000)
38 Financial reporting adjustment <sup>1</sup>	-	-	-	-	-	-	-
39 <b>Net fund balance increase/(usage)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
40 Total fund balance - beginning	19,992,005	20,426,409	18,428,083	19,496,956	21,588,543	24,289,451	25,130,151
41 Total fund balance - ending <sup>2</sup>	\$ 20,426,409	\$ 18,428,083	\$ 19,496,956	\$ 21,588,543	\$ 24,289,451	\$ 25,130,151	\$ 25,906,571

Note 1 - This balance represents a recognition timing difference between the full accrual basis and modified accrual basis of accounting.

Note 2 - This balance includes all restricted, committed and unassigned fund balance metrics.

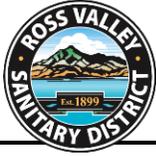
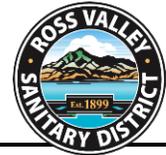


Table 38 – Capital Fund Forecast (Sources & Uses)

	Projected FY2024	Budget FY2025	Forecast FY2026	Forecast FY2027	Forecast FY2028	Forecast FY2029	Forecast FY2030
<b>USES OF FUNDS</b>							
1 Debt service charges							
2 Principal	\$ 2,930,300	\$ 3,063,800	\$ 3,209,400	\$ 3,339,900	\$ 3,460,500	\$ 3,601,000	\$ 3,746,600
3 Interest	3,777,700	3,643,200	3,502,500	3,380,100	3,250,000	3,112,500	2,968,800
4 Capital projects	9,082,000	10,670,000	8,975,000	8,700,000	8,755,000	9,382,000	9,110,000
5 Engineering studies	-	-	-	-	-	-	-
6 Fixed asset procurement	940,000	820,000	160,300	160,609	160,927	711,255	511,593
7 Lateral replacement program	-	-	-	-	-	-	-
8 Lateral grant program	250,000	300,000	300,000	300,000	250,000	250,000	250,000
9 Lateral loan program	200,000	250,000	250,000	250,000	300,000	300,000	300,000
10 Total expenditure uses	17,180,000	18,747,000	16,397,200	16,130,609	16,176,427	17,356,755	16,886,993
<b>SOURCES OF FUNDS</b>							
11 Ad valorem - property taxes	9,618,400	10,058,700	10,605,300	11,243,800	11,946,700	12,716,300	13,530,300
12 Capacity permit fees	248,599	200,000	200,000	200,000	200,000	200,000	200,000
13 Proceeds from debt financing	-	-	-	-	-	-	-
14 Lateral loan repayments	106,800	120,100	138,800	148,200	164,900	178,600	158,900
15 Investment income	29,000	30,500	33,100	35,700	38,400	41,000	42,000
16 Net proceeds from asset sale	3,800	-	-	-	-	-	-
17 Miscellaneous fees	-	-	-	-	-	-	-
18 Total revenue sources	10,006,599	10,409,300	10,977,200	11,627,700	12,350,000	13,135,900	13,931,200
19 Net change in total fund balance	(7,173,401)	(8,337,700)	(5,420,000)	(4,502,909)	(3,826,427)	(4,220,855)	(2,955,793)
<b>RESTRICTED SOURCES OF FUNDS</b>							
20 Bond trust (res) investment income	5,500	3,000	2,300	2,300	2,300	2,300	2,300
21 Net change in unassigned fund balance	(7,178,901)	(8,340,700)	(5,422,300)	(4,505,209)	(3,828,727)	(4,223,155)	(2,958,093)
<b>UNASSIGNED FUND BALANCE ACTIVITY</b>							
22 Operating fund transfer in/(out)	7,295,962	8,270,785	5,352,885	4,435,794	4,003,531	5,830,266	6,015,412
23 Bond trust (res) net transfer in/(out)	72,600	70,000	69,400	69,400	69,400	69,400	69,400
24 SRF loan funds (res) net transfer in/(out)	15	(85)	15	15	15	15	15
25 Capital Imp (com) net transfer in/(out)	-	-	-	-	(244,219)	(1,676,526)	(3,126,735)
26 Net fund balance increase/(usage)	189,676	0	-	-	-	-	-
27 Total fund balance - beginning	1,398,399	1,520,960	1,454,045	1,386,930	1,319,815	1,496,918	3,106,329
28 Total fund balance - ending <sup>1</sup>	\$ 1,520,960	\$ 1,454,045	\$ 1,386,930	\$ 1,319,815	\$ 1,496,918	\$ 3,106,329	\$ 6,165,948

Note 1 - This balance includes all restricted, committed and unassigned fund balance metrics.

**ROSS VALLEY SANITARY DISTRICT**  
**ANNUAL BUDGET**  
**FOR THE FISCAL YEAR ENDED JUNE 30, 2025**



**Table 39 – Operating Fund Forecast (Fund Balance)**

	Projected FY2024	Budget FY2025	Forecast FY2026	Forecast FY2027	Forecast FY2028	Forecast FY2029	Forecast FY2030
<b>(RESTRICTED) CANYON ROAD TRUST</b>							
1 Beginning balance	\$ 8,652	\$ 8,002	\$ 7,392	\$ 35,840	\$ 10	\$ 10	\$ 10
2 Investment income, net	150	90	60	70	-	-	20
3 Financial reporting adjustment	-	-	-	-	-	-	-
4 Funds transfer in/(out) - unassigned	(800)	(700)	28,388	(35,900)	-	-	-
5 Ending balance	8,002	7,392	35,840	10	10	10	30
<b>(RESTRICTED) CEPPT PENSION TRUST</b>							
6 Beginning balance	7,532,353	7,791,341	7,919,941	8,019,941	8,124,441	8,232,441	8,344,141
7 Investment income, net	429,344	301,300	272,700	277,200	280,700	284,400	288,100
8 Funds transfer in/(out) - unassigned	(170,356)	(172,700)	(172,700)	(172,700)	(172,700)	(172,700)	(172,700)
9 Ending balance	7,791,341	7,919,941	8,019,941	8,124,441	8,232,441	8,344,141	8,459,541
<b>(COMMITTED) OPERATING RESERVE</b>							
10 Beginning balance	10,306,000	10,359,066	8,106,750	8,970,175	10,896,092	13,381,000	13,988,000
11 Funds transfer in/(out) - unassigned	53,066	(2,252,316)	863,425	1,925,917	2,484,908	607,000	551,000
12 Ending balance	10,359,066	8,106,750	8,970,175	10,896,092	13,381,000	13,988,000	14,539,000
13 Committed reserve target	11,339,000	11,972,000	12,355,000	12,838,000	13,381,000	13,988,000	14,539,000
<b>(COMMITTED) EMERGENCY RESERVE</b>							
14 Beginning balance	2,145,000	2,268,000	2,394,000	2,471,000	2,568,000	2,676,000	2,798,000
15 Funds transfer in/(out) - unassigned	123,000	126,000	77,000	97,000	108,000	122,000	110,000
16 Ending balance	2,268,000	2,394,000	2,471,000	2,568,000	2,676,000	2,798,000	2,908,000
17 Committed reserve target	2,268,000	2,394,000	2,471,000	2,568,000	2,676,000	2,798,000	2,908,000
<b>UNASSIGNED FUND BALANCE</b>							
18 Beginning balance	-	-	-	-	-	-	-
<i>Operating fund net results:</i>							
19 Total revenue	29,107,070	29,915,466	30,858,344	31,926,245	33,185,008	34,362,932	35,581,130
20 Total expenditures	(21,806,198)	(23,944,397)	(24,709,347)	(25,676,135)	(26,761,269)	(27,976,367)	(29,077,418)
21 Financial reporting adjustment	-	-	-	-	-	-	-
22 Funds transfer in/(out) - Canyon Road	800	700	(28,388)	35,900	-	-	-
23 Funds transfer in/(out) - CEPPT	170,356	172,700	172,700	172,700	172,700	172,700	172,700
24 Funds transfer in/(out) - OP Reserve	(53,066)	2,252,316	(863,425)	(1,925,917)	(2,484,908)	(607,000)	(551,000)
25 Funds transfer in/(out) - Emergency	(123,000)	(126,000)	(77,000)	(97,000)	(108,000)	(122,000)	(110,000)
26 Funds transfer in/(out) - Cap unassigned	(7,295,962)	(8,270,785)	(5,352,885)	(4,435,794)	(4,003,531)	(5,830,266)	(6,015,412)
27 Ending balance	-	-	-	-	-	-	-
28 Total fund beginning balance	19,992,005	20,426,409	18,428,083	19,496,956	21,588,543	24,289,451	25,130,151
29 Total net change in fund balance	7,730,366	6,272,459	6,421,758	6,527,380	6,704,439	6,670,966	6,791,832
30 Total financial reporting adjustment	-	-	-	-	-	-	-
31 Total fund net transfer in/(out)	(7,295,962)	(8,270,785)	(5,352,885)	(4,435,794)	(4,003,531)	(5,830,266)	(6,015,412)
32 Total fund ending balance	\$ 20,426,409	\$ 18,428,083	\$ 19,496,956	\$ 21,588,543	\$ 24,289,451	\$ 25,130,151	\$ 25,906,571

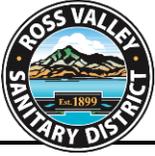
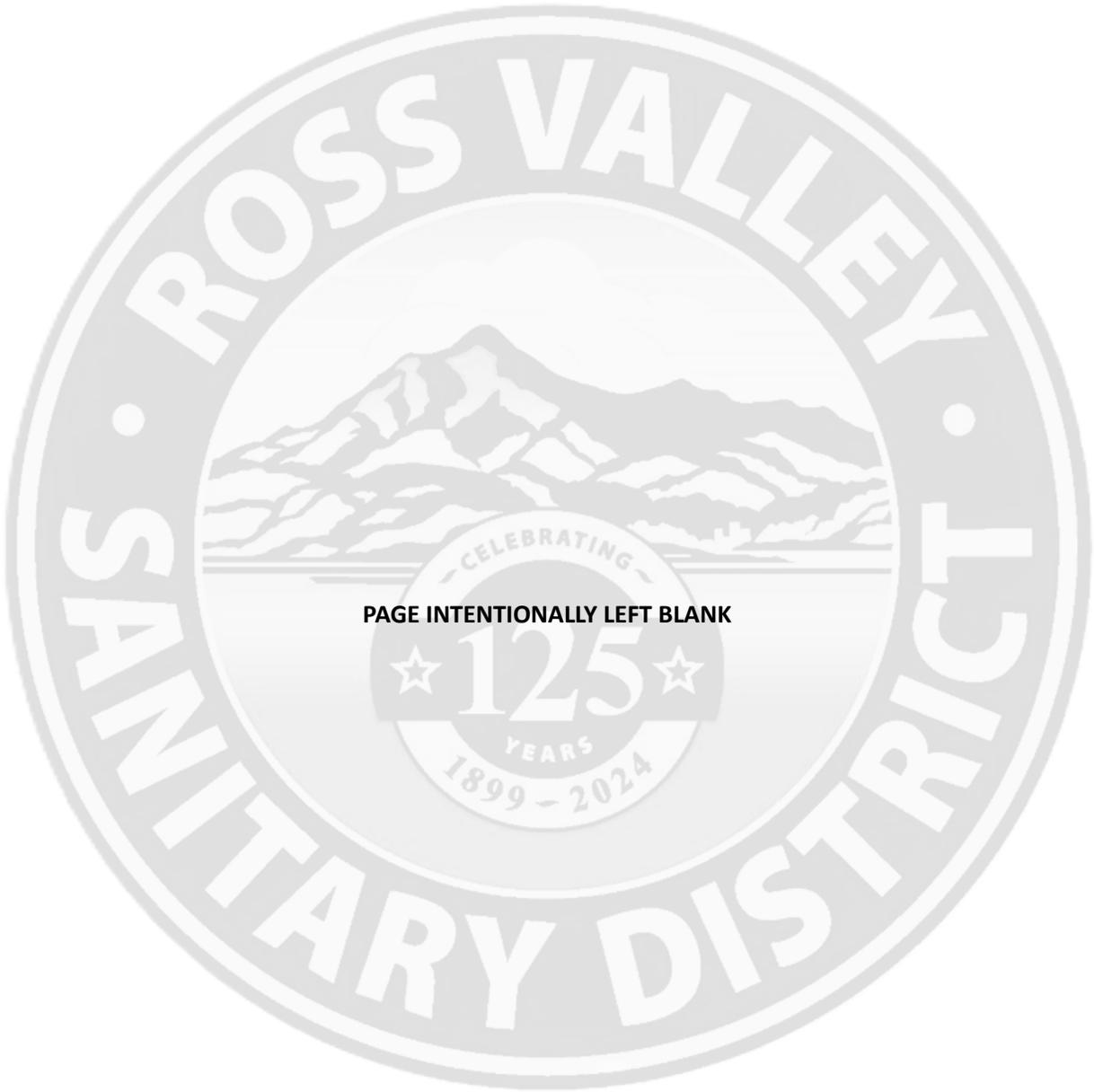


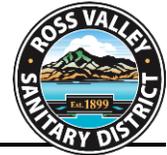
Table 40 – Capital Fund Forecast (Fund Balance)

	Projected FY2024	Budget FY2025	Forecast FY2026	Forecast FY2027	Forecast FY2028	Forecast FY2029	Forecast FY2030
<b>(RESTRICTED) BOND TRUST</b>							
1 Beginning balance	\$ 1,520,992	\$ 1,453,892	\$ 1,386,892	\$ 1,319,792	\$ 1,252,692	\$ 1,185,592	\$ 1,118,492
2 Investment income, net	5,500	3,000	2,300	2,300	2,300	2,300	2,300
3 Financial reporting adjustment	-	-	-	-	-	-	-
4 Funds transfer in/(out) - unassigned	(72,600)	(70,000)	(69,400)	(69,400)	(69,400)	(69,400)	(69,400)
5 Ending balance	1,453,892	1,386,892	1,319,792	1,252,692	1,185,592	1,118,492	1,051,392
<b>(RESTRICTED) SWRCB SRF FUNDS</b>							
6 Beginning balance	67,085	67,069	67,154	67,138	67,123	67,107	67,092
7 Funds transfer in/(out) - unassigned	(15)	85	(15)	(15)	(15)	(15)	(15)
8 Ending balance	67,069	67,154	67,138	67,123	67,107	67,092	67,076
<b>(COMMITTED) CAPITAL IMPROVEMENT RESERVE</b>							
9 Beginning balance	2,596,377	-	-	-	-	244,219	1,920,745
10 Funds transfer in/(out) - unassigned	(2,596,377)	-	-	-	244,219	1,676,526	3,126,735
11 Ending balance	-	-	-	-	244,219	1,920,745	5,047,480
12 Committed reserve target	5,250,280	5,118,000	5,047,000	5,165,000	5,453,000	5,620,000	5,679,000
<b>UNASSIGNED FUND BALANCE</b>							
13 Beginning balance	(2,786,054)	(0)	-	-	-	-	-
<i>Capital fund net results:</i>							
14 Total revenue	10,001,099	10,406,300	10,974,900	11,625,400	12,347,700	13,133,600	13,928,900
15 Total expenditures	(17,180,000)	(18,747,000)	(16,397,200)	(16,130,609)	(16,176,427)	(17,356,755)	(16,886,993)
16 Funds transfer in/(out) - Bonds	72,600	70,000	69,400	69,400	69,400	69,400	69,400
17 Funds transfer in/(out) - SRF	15	(85)	15	15	15	15	15
18 Funds transfer in/(out) - Cap Imp	2,596,377	-	-	-	(244,219)	(1,676,526)	(3,126,735)
19 Funds transfer in/(out) - OP unassigned	7,295,962	8,270,785	5,352,885	4,435,794	4,003,531	5,830,266	6,015,412
20 Ending balance	(0)	-	-	-	-	-	-
21 Total fund beginning balance	1,398,399	1,520,961	1,454,046	1,386,930	1,319,815	1,496,919	3,106,329
22 Total net change in fund balance	(7,173,401)	(8,337,700)	(5,420,000)	(4,502,909)	(3,826,427)	(4,220,855)	(2,955,793)
23 Total financial reporting adjustment	-	-	-	-	-	-	-
24 Total fund net transfer in/(out)	7,295,962	8,270,785	5,352,885	4,435,794	4,003,531	5,830,266	6,015,412
25 Total fund ending balance	\$ 1,520,960	\$ 1,454,046	\$ 1,386,930	\$ 1,319,815	\$ 1,496,919	\$ 3,106,329	\$ 6,165,949



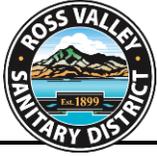
PAGE INTENTIONALLY LEFT BLANK

# **APPENDIX**



## **Appendix A – Acronym Listing**

ACFR	Annual Comprehensive Financial Report
Admin	Administrative Services
CalPERS	California Public Employees’ Retirement System
Cap Imp	Capital Improvement Reserve
CCTV	Closed Circuit Television
CDO	Cease and Desist Order
CEPPT	California Employers’ Pension Prefunding Trust
CERBT	California Employers’ Retiree Benefit Trust
CIP	Capital Improvement Program
CMMS	Computerized Maintenance Management System
CMSA	Central Marin Sanitation Agency
COLA	Cost of Living Adjustment
CoF	Consequence of Failure
CPI	Consumer Price Index
CRAD	Canyon Road Assessment District
CSRMA	California Sanitation Risk Management Authority
EDU	Equivalent Dwelling Unit
E&I	Engineering & Inspections
EPA	Environmental Protection Agency
FTE	Full Time Equivalent
FY	Fiscal Year
GFOA	Government Finance Officers Association
GSIP	Gravity Sewer Improvement Project
IAMP	Infrastructure Asset Management Plan
IT	Information Technology
I&I	Inflow & Infiltration
JPA	Joint Powers Authority
LAIF	Local Agency Investment Fund
Lof	Likelihood of Failure
LS	Lift Station
MGD	Million Gallons per Day
MMWD	Marin Municipal Water District
O&M	Operations & Maintenance
OP	Operating
OPEB	Other Post-Employment Benefits
PayGo	Pay-as-you-Go
PS	Pump Station
RVSD	Ross Valley Sanitary District
SRF	State Revolving Fund
SRSD	San Rafael Sanitation District
SSC	Sewer Service Charge
SSMP	Sewer System Management Plan
SWRCB	State Water Resources Control Board



## Appendix B – Glossary

**Assets:** Anything of material and economic value or usefulness that is owned by the entity.

**Bond Premium:** A bond that is priced higher than its stated face (par) value.

**Capital Assets:** Includes District land, pump stations, force mains, gravity sewer pipelines, lift stations, buildings, facilities, and equipment net of depreciation.

**Capital Expenditure:** An expenditure of \$5,000 or more that is used to purchase a capital asset with a useful life of one year or more, or an investment that improves the useful life of an existing asset.

**Capital Improvement Program (CIP):** A plan that describes and explains the District's capital and asset management projects, delineated by type of project and funding source, over ten fiscal years. The CIP is a planning document that provides the District with an opportunity to evaluate and assess its capital needs from financial, engineering, operations and planning perspectives.

**Capacity Charge:** A one-time fee charged to all new users connecting to, and creating additional demand on, the wastewater collection and treatment systems. Government code requires capacity charges to fund capital projects.

**Current and Other Assets:** Assets that can easily be converted to cash or consumed within one year. Includes cash, investments, receivables, prepaid expenses, and inventory.

**Current Liabilities:** Payment obligations owed by the District within the next 12 months.

**Equivalent Dwelling Unit (EDU):** A standardized metric for accounting of water usage flow from the Marin Municipal Water District (MMWD) and making it comparable to a single-family residence.

**Enterprise Fund:** A government accounting fund that provides goods or services to the public for a fee that makes the entity self-reporting.

**Flow(s):** The winter water usage recorded by MMWD that is used to calculate the sewer service charge.

**FOG:** Fats, Oils and Grease

**Full Time Equivalent (FTE):** A position converted to a decimal equivalent of a full-time employee position.

**Fund Balance:** The difference between total assets and total liabilities for a governmental fund.

**Infrastructure Asset Management Plan (IAMP):** The District's Capital Improvement Program (CIP) risk assessment report documenting the priority capital projects and programs needed in order to reduce Inflow & Infiltration (I&I) over the next ten years.

**Joint Powers Authority (JPA):** An agreement between two or more local government agencies to form a separate governmental entity distinct from the member governments.

**Liabilities:** What the District owes to others.

**Non-Current Liabilities:** Payment obligations owed by the District more than 12 months in the future.

**Other Non-Operating Revenue:** Includes CSRMA dividends, settlement claims, the occasional sale of assets, and other miscellaneous revenue sources.

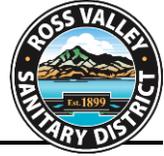
**OPEB:** Other post-employment benefits which are specifically medical benefits for retired employees.

**PEPRA:** Public Employees' Pension Reform Act established a cap on the amount of compensation that can be used to calculate a retirement benefit for new public employees hired on or after January 1, 2013.

**Revenue Bond:** Debt obligation for which interest and principal payments are secured by the debt service portion of service charge revenues.

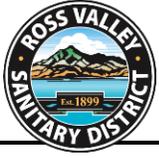
**Sewer Service Charges:** A fee for wastewater collection and conveyance for treatment service.

**Sewer System Management Plan:** The District's operating plan for how its maintenance activities are to be directed and utilized.



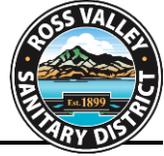
## **Appendix C – District Financial Policies**

Available here: <https://www.rvsd.org/169/Financial-Stewardship>



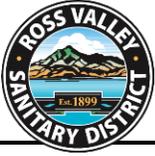
## **Appendix D – Board Adoption Resolution**

See attachment.



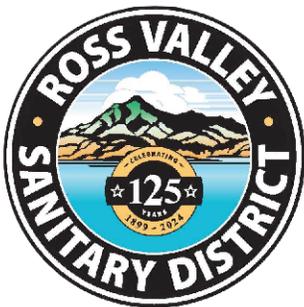
## **Appendix E – GANN Limit Resolution**

See attachment.



## Appendix F – Authorized Positions

Department	Authorized Position Title	FY2023	FY2024	FY2025
Operations & Maintenance	O&M Manager	1	1	1
Operations & Maintenance	O&M Superintendent	1	2	2
Operations & Maintenance	Ops Supervisor	4	4	4
Operations & Maintenance	Crew Lead	1	1	-
Operations & Maintenance	Senior CSW	2	2	4
Operations & Maintenance	CSW	13	13	12
<b>Subtotal Operations &amp; Maintenance</b>		<b>22</b>	<b>23</b>	<b>23</b>
Engineering & Inspections	Senior Engineer	1	1	1
Engineering & Inspections	Associate Engineer	1	-	-
Engineering & Inspections	Business System Analyst	1	1	2
Engineering & Inspections	Management Analyst	1	1	1
Engineering & Inspections	Inspectors	2	2	2
<b>Subtotal Operations &amp; Maintenance</b>		<b>6</b>	<b>5</b>	<b>6</b>
Administrative Services	General Manager	1	1	1
Administrative Services	Admin Services Manager	1	1	1
Administrative Services	Clerk of the Board II	1	1	1
Administrative Services	Finance Officer	1	1	1
Administrative Services	Senior Accountant	-	1	-
Administrative Services	Accountant II	1	-	1
Administrative Services	Accountant I	-	-	1
Administrative Services	Admin Coordinator	2	2	2
<b>Subtotal Administrative Services</b>		<b>7</b>	<b>7</b>	<b>8</b>
<b>Total Positions Authorized RVSD</b>		<b>35</b>	<b>35</b>	<b>37</b>



**Ross Valley Sanitary District**  
1111 Andersen Drive,  
San Rafael, CA 94901  
[www.rvsd.org](http://www.rvsd.org)