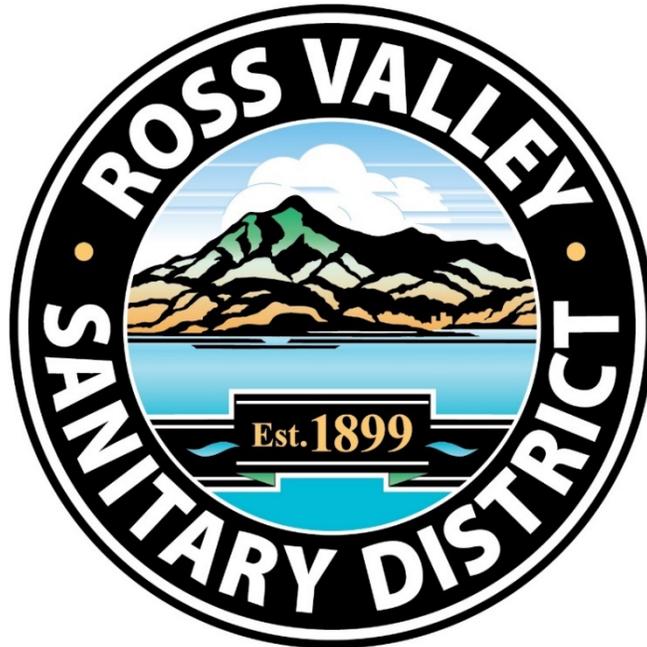


**ANNUAL BUDGET**  
**FISCAL YEAR 2020 -2021**  
**JULY 1 – JUNE 30**



Adopted by the Board of Directors

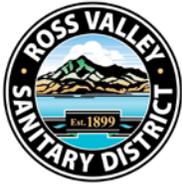
**June 17, 2020**

**ROSS VALLEY SANITARY DISTRICT**

2960 Kerner Blvd., San Rafael, CA 94901

[www.rvsd.org](http://www.rvsd.org)





# ROSS VALLEY SANITARY DISTRICT

**FISCAL YEAR 2020 - 2021**

## **BUDGET ACKNOWLEDGMENTS**

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### **BOARD OF DIRECTORS**

**MICHAEL BOORSTEIN, PRESIDENT**

ELECTED: JUNE 2014

**THOMAS GAFFNEY, SECRETARY**

ELECTED: JUNE 2014

**PAMELA MEIGS, TREASURER**

ELECTED: JUNE 2010

**MARY SYLLA, ALTERNATE SECRETARY**

ELECTED: JUNE 2012

**DOUG KELLY, ALTERNATE TREASURER**

ELECTED: JUNE 2016

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### **EXECUTIVE AND FINANCE TEAM**

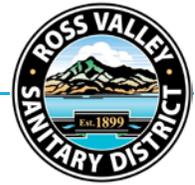
**STEVE MOORE, GENERAL MANAGER**

**FELICIA NEWHOUSE, ASSISTANT GENERAL MANAGER**

**STEPHEN MIKSYS, OPERATIONS AND MAINTENANCE MANAGER**

**MELVIN GARCIA, FINANCE SUPERVISOR**

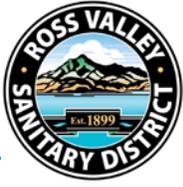




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- Schedule 1 – Budget Summary
- Schedule 2 – Funding Sources Detail
- Schedule 3 – Budget Details
- Schedule 4 – Expenditures by Department
- Schedule 5 – Debt Service Summary
- Schedule 6 – Position Allocation
- Schedule 7 – Organization Chart
- Schedule 8 – Five-Year Forecast Summary
- Schedule 9 – Five-Year Forecast Details
- Schedule 10 – Capital Projects, Studies, Special Projects and Equipment
- Schedule 11 – CIP Project Sheets



# ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

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## MISSION AND VALUES STATEMENT

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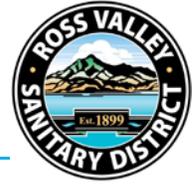
### OUR MISSION

Our mission is to provide our customers with high quality wastewater collection service, through a system that has no avoidable sanitary sewer overflows, at the lowest sustainable cost, and to protect public health and the environment.

### OUR VALUES

We strive to conduct our daily activities in a way that reflects pride, efficiency, professionalism, and competence with a team oriented and supportive approach. Individually and as a team we hold and practice the following core values:

- 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 through our resources and work



### BUDGET INTRODUCTION

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The Ross Valley Sanitary District (“RVSD” or “District”) is a special enterprise district that was formed under the Sanitary District Act of 1923 (California Health and Safety Code, Section 6400 et. seq.). The District was established on May 27, 1899 and serves approximately 15,000 residential and commercial connections over approximately 20 square miles within the incorporated municipalities of Fairfax, Larkspur, Ross and San Anselmo, and the unincorporated areas of Ross Valley in Marin County.

The Fiscal Year 2020-21 Budget supports the following Strategic Plan goals:

- Utilize best practices of public utility financial planning.
- Manage utility rates to ensure predictable, smooth trends in rates.
- Achieve and maintain the highest possible bond credit rating.
- Track and adequately fund long-term pension and OPEB liabilities.
- Continue progress on critical infrastructure improvements and preventative maintenance.
- Selective use of capital debt to smooth cash flow and support a transition to pay-go funding.
- Fund emergency and capital reserves to ensure greater financial resiliency in the future.

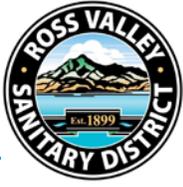
### BUDGET DOCUMENT GUIDE

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The FY 2020-21 Budget document is organized into the following sections:

- FY 2020-21 Budget Overview
  - Revenue Summary
  - Expenditures Summary
- Operating Budget
  - Operating Revenues
  - Operating Expenditures
- Capital Budget
  - Capital Revenues
  - Capital Expenditures
- Reserve Requirements
- Five-Year Financial Forecast

A complete set of financial schedules for the Budget are included in the Appendix to this report. Schedule 11 of the budget is a set of Capital Improvement Plan (CIP) Project Sheets, providing individual descriptions, costs, scope and status of District CIP projects.



# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

### BUDGET OVERVIEW

This section presents a summary of the Budget, by revenue sources and expenses, and between Operations, Administration and Capital. Each of these areas are addressed in greater detail in later sections of this report. Table 1 below shows the District's Fiscal Year 19-20 Budget (adopted and revised) and compares it to the proposed Fiscal Year 20-21 Budget.

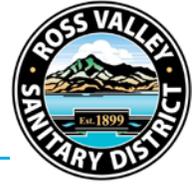
In summary, the proposed Budget includes \$31.2 million in total revenue, \$42.5 million in total spending, and an ending fiscal year balance of over \$24.6 million. The Capital Budget for Fiscal Year 20-21 of \$15.7 million will be funded by the remaining 2019 Bond funds of approximately \$8.9 million (as shown on line 57 of Schedule 3), net operating funds of \$4.2 million (as shown on line 23 of Schedule 3), and unrestricted cash balance from the prior fiscal year.

**TABLE 1 – BUDGET SUMMARY**

Type	FY 2020		FY 2021
	Adopted	Projected	Budget
<b>Revenue</b>			
1 Sewer Service Charges	22,121,000	21,555,030	23,548,000
2 Property Tax (Ad Valorem)	6,920,000	7,066,720	6,600,000
3 Proceeds from Financing Activities	22,300,000	35,052,250	-
4 Other Revenue	1,280,000	1,427,470	1,060,000
5 <b>Total Revenue</b>	<b>52,621,000</b>	<b>65,101,470</b>	<b>31,208,000</b>
<b>Expenditures</b>			
6 CMSA Charges	8,059,000	8,026,990	8,356,000
7 Operations	7,576,500	7,282,180	8,354,000
8 Administration	2,621,400	2,211,960	2,537,000
9 Outside Services	1,192,000	1,018,830	920,000
10 Debt Service	6,945,000	6,733,550	6,652,000
11 Capital Projects, Studies, & Equipment	30,003,000	24,728,020	15,710,000
12 <b>Total Operating Expenditure</b>	<b>56,396,900</b>	<b>50,001,530</b>	<b>42,529,000</b>
13 <b>Net Revenue Less Expenditures</b>	<b>(3,775,900)</b>	<b>15,099,940</b>	<b>(11,321,000)</b>
<b>Fund Balances</b>			
14 Operating Reserves	9,724,000	9,724,000	10,084,000
15 Emergency Reserves	2,000,000	2,000,000	2,000,000
16 Capital Improvement Reserves	-	2,041,000	3,188,000
17 <b>Total Reserves</b>	<b>11,724,000</b>	<b>13,765,000</b>	<b>15,272,000</b>
18 CERBT/CEPPT Fund	550,000	550,000	450,000
19 Bond Proceeds for Projects	-	7,952,390	-
20 Bond Proceeds for Canyon Road	43,000	43,000	43,000
21 <b>Total Restricted Funds</b>	<b>593,000</b>	<b>8,545,390</b>	<b>493,000</b>
22 <b>Cash Balance</b>	<b>2,956,100</b>	<b>13,636,550</b>	<b>8,860,940</b>
23 <b>Total Reserves, Restricted, And Cash Fund Balances</b>	<b>15,273,100</b>	<b>35,946,940</b>	<b>24,625,940</b>

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

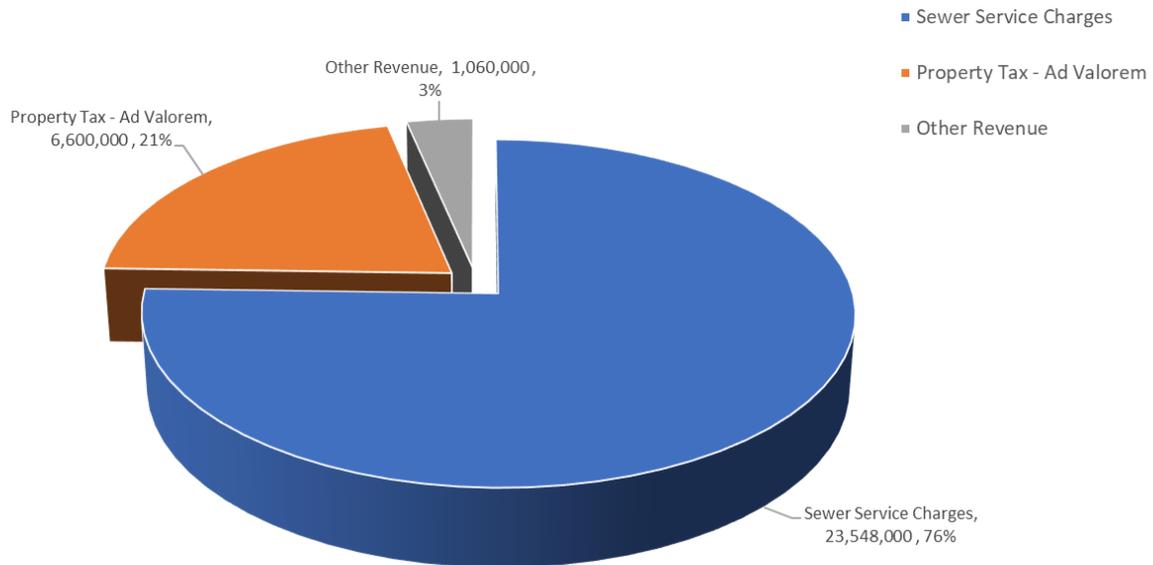


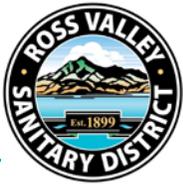
The District maintains an Operating Reserve of 50% of its annual operating budget and Emergency Reserves of \$2 million. Reserves are discussed in more detail in the Minimum Reserves and Reserve Targets section of this budget on page 18.

### REVENUE SUMMARY

The District has two major recurring sources of annual revenue: sewer service charges and ad valorem (property taxes). Additionally, the District receives other minor revenue from permit and capacity charges, bank deposit interest and miscellaneous income. Total revenues for FY 20-21 are budgeted at \$31.2 million with sewer service charges accounting for 76% of revenue and property taxes accounting for 21%.

**CHART 1 – BUDGETED REVENUE BY SOURCE**



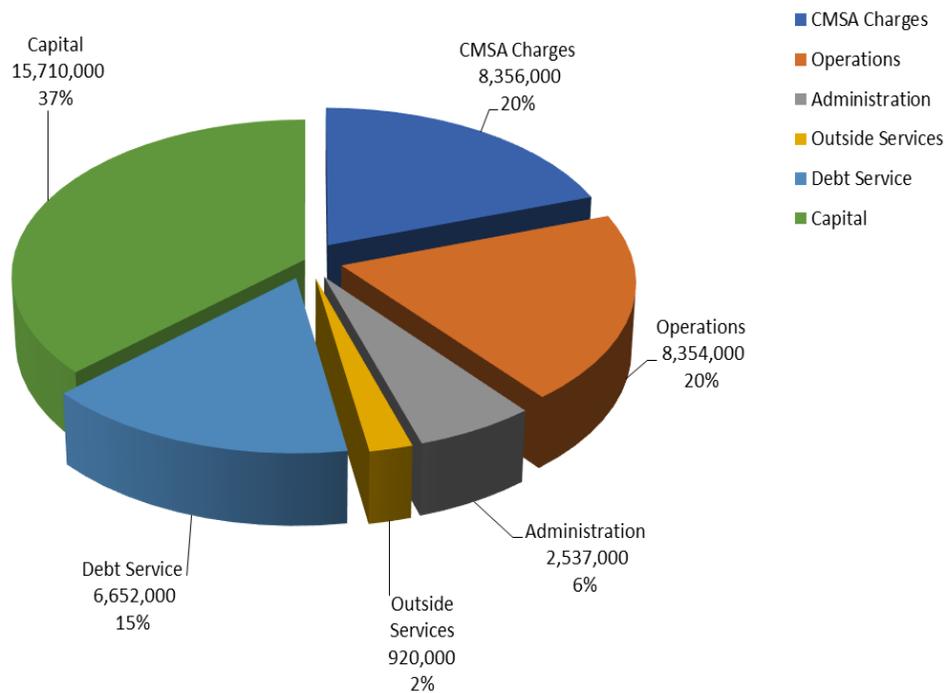


# ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

## EXPENDITURES SUMMARY

Chart 2 below shows the breakdown of major expenditure categories in FY 20-21, with CMSA Charges, Operations, Administration and Outside Services totaling approximately half of the budget and capital spending totaling the other half (Capital plus Debt Service).

**CHART 2 – BUDGETED EXPENDITURES BY TYPE**



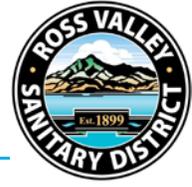
CMSA charges for wastewater treatment and disposal are established by CMSA and apportioned to the member agencies, which then must collect the required cost of service in their respective rates. The District's allocation for FY 20-21 is approximately 50% of the CMSA operating budget and 43% of CMSA's debt service requirements, which together totals \$8.3 million in FY 20-21, up from \$8 million in FY 19-20.

Personnel costs for operational activities include all direct wages/salaries, payroll taxes, and benefits. Total personnel costs in FY 19-20 were \$7.2 million and personnel costs budgeted for FY 20-21 are \$8 million. An increase in salaries is budgeted for a cost of living adjustment of 3%. The final budget reflects a decrease of \$100,000 in overtime costs from the draft budget.

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

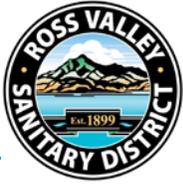
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Other Operational Expenditures are costs associated with the general operations of the District and are categorized as: system maintenance, general and administrative costs, facilities and utilities, and Board expenditures. All professional services are captured under the category of Outside Services. Total Outside Services are \$920,000, a decrease of 23% from the previous year budget of \$1.2 million. Other Operational Expenditures are either increased or decreased from the prior year's budget, to reflect actual expenditures spent in the prior fiscal year. Schedule 4 – Departmental Budget Summary shows District expenditures by department for FY 19-20 (adopted and projected), FY 20-21 (proposed), and the percentage change between the two fiscal years.

Capital expenditures include costs incurred to purchase or build any capital asset, or to rehabilitate and extend the useful life of the District's existing assets. Details of these expenditures can be found in Schedule 10 - Capital Projects, Studies, Special Projects and Equipment, and Schedule 11 – CIP Project Sheets.

The total capital expenditures budgeted for FY 20-21 are \$15.7 million, which includes \$13.3 million for capital projects, and \$2.4 million for various capital studies and programs, vehicle and equipment replacement.



# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

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### OPERATING BUDGET

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The Operating Budget is used for all District operational expenditures. Its revenue source is primarily annual sewer service charges. Operating Expenditures include Central Marin Sanitation Agency (CMSA) charges, District operation and administrative costs, and outside services. Net operating revenue is used to support needed improvements of the District's infrastructure assets (Capital Budget).

#### OPERATING REVENUE

Total Operating Revenue is budgeted at approximately \$24.4 million. Sewer service charges are a primary and recurring source of revenue and will increase approximately 6.5% or \$1.4 million in FY 20-21. Other Income in the Operating fund is the revenue received by the District for inspection services, interest earned on bank deposits, and other miscellaneous income, including payments from the lease of the 1111 Andersen Drive building. Other Income in the Operating Budget for FY 20-21 is \$850,000, slightly lower than the previous year due to the anticipated drop in lease revenue from the Andersen property.

#### SEWER SERVICE CHARGES (SSC)

Sewer service charges (rate revenue) are the primary source of revenue for the District. Sewer service charge revenue of \$23.5 million provides 76% of the District's total revenue in FY 20-21. This revenue is used primarily for operational expenses, with any remaining balance allocated toward the District's capital program expenses. Rate revenue will contribute \$4.1 million in funding towards capital program costs in FY 20-21.

District customers are charged a Sewer Service Charge (SSC) based on equivalent dwelling units (EDU), which is designed to reflect the average volume and strength of flows from single family residences. A single-family residential account pays an SCC rate of one EDU, while for multi-family residential customers, the rate is approximately 0.9 SSC per EDU. Commercial customers are assigned an EDU value based on the respective account's average daily winter water usage, or a minimum charge for no metered water usage.

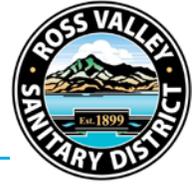
**2019 Sewer Rate Study.** A 2019 rate study (Hildebrand Consulting, 2019 Sewer Rate Study, April 18, 2019) identified the cost of providing sewer service to various customer classes and recommended rate revenue to support a multi-year financial management plan. The rate study also recommended modifications to the District's existing rate structures so that the District equitably recovered the cost of service and comported with industry standards and California's legal requirements.

A ten-year financial plan was developed to allow the District to meet its revenue requirements and financial performance objectives throughout the projection period while striving to minimize rate increases. District expenses include all operating and maintenance expenses, CMSA payments, debt service requirements, and capital spending. Projected revenues and expenses were entered into a

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

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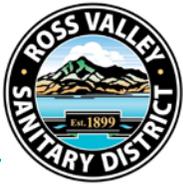
financial planning model, which concluded with the proposed five-year schedule of rate adjustments detailed in the Table 2 below.

The District's rate classes are currently split into Ross Valley rates and Larkspur rates because the District receives ad valorem tax revenue from Ross Valley customers but not from Larkspur customers. The rate study proposed to modify the differential between the Ross Valley sewer rates and Larkspur sewer rates in order to more accurately reflect the financial contributions from property taxes paid by Ross Valley customers.

Other proposed changes to the District rate classes include a new minimum charge for commercial customers and a reduced rate for residential second units. During the prior five-year rate schedule, the District had no minimum charge for commercial accounts without water usage. Since, however, the District continues to incur fixed costs regardless of whether an account is actively using the sewer system the Study proposed to charge commercial customers with no metered water usage a minimum charge equal to 75% of the commercial SCC.

The rate study also proposed a separate class of single-family residential customers with second units, also called an "accessory dwelling unit" or ADU. The study suggested a reduced assignment of 1.5 EDUs for those customers with an ADU, a reduction from the current assignment of two EDUs for a single-family residence with a second unit.

In concert with the rate study, a five-year rate schedule was adopted in 2019. The annual rate increases that were adopted as a result of the 2019 study average approximately 6% per year for five years (through Fiscal Year 23-24). Table 2 shows the five-year schedule of rates proposed by the rate study and approved in June 2019. Fiscal Year 20-21 is the second year of the adopted five-year rate plan.



# ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

**TABLE 2 – EDU FIVE-YEAR RATE PLAN**



Rate Zone/Customer Class	FY 2019/20		FY 2020/21		FY 2021/22		FY 2022/23		FY 2023/24	
	Rate	% change								
<b>Ross Valley Rate Zone</b>										
Single Family Residential	\$961	5.7%	\$1,024	6.6%	\$1,083	5.8%	\$1,146	5.8%	\$1,212	5.8%
Single Family w /ADU	\$1,441	-20.7%	\$1,536	6.6%	\$1,625	5.8%	\$1,719	5.8%	\$1,819	5.8%
Multi-Family Residential	\$861	5.4%	\$918	6.6%	\$971	5.8%	\$1,027	5.8%	\$1,087	5.8%
Commercial Low -Strength	\$961	5.7%	\$1,024	6.6%	\$1,083	5.8%	\$1,146	5.8%	\$1,212	5.8%
Commercial High-Strength	\$2,216	4.2%	\$2,362	6.6%	\$2,499	5.8%	\$2,644	5.8%	\$2,797	5.8%
Commercial Minimum	\$721	n/a	\$769	6.6%	\$814	5.8%	\$861	5.8%	\$911	5.8%
<b>Larkspur Rate Zone</b>										
Single Family Residential	\$1,356	15.1%	\$1,445	6.6%	\$1,529	5.8%	\$1,618	5.8%	\$1,712	5.8%
Single Family w /ADU	\$2,034	-13.7%	\$2,168	6.6%	\$2,294	5.8%	\$2,427	5.8%	\$2,568	5.8%
Multi-Family Residential	\$1,215	15.2%	\$1,295	6.6%	\$1,370	5.8%	\$1,449	5.8%	\$1,533	5.8%
Commercial Low -Strength	\$1,356	15.1%	\$1,445	6.6%	\$1,529	5.8%	\$1,618	5.8%	\$1,712	5.8%
Commercial High-Strength	\$3,114	12.6%	\$3,320	6.6%	\$3,513	5.8%	\$3,717	5.8%	\$3,933	5.8%
Commercial Minimum	\$1,017	n/a	\$1,084	6.6%	\$1,147	5.8%	\$1,214	5.8%	\$1,284	5.8%

Schedule 2 of the Budget Appendix shows the projected EDU's for the Ross Valley and Larkspur rates zones for FY 20-21 as compared to FY 19-20.

## OPERATING EXPENDITURES

Operating Expenditures are costs associated with the general operations of the District and include the following: Central Marin Sanitation Agency (CMSA) charges, personnel costs, other operational and administrative expenses, Board fees, insurance, and outside services.

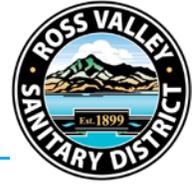
## CMSA CHARGES

Central Marin Sanitation Agency (CMSA) charges are allocated for the wastewater treatment costs and debt service from the CMSA annual budget and represents one of the District's largest operating expenditure. Costs for wastewater treatment are established by CMSA and apportioned to the member agencies, which then must collect the required cost of service in their respective rates. CMSA's long term debt service payments have a fixed allocation between the member agencies set in the 2016 Debt Service MOU between the members. RVSD's share of the debt service payments is fixed at 43% of CMSA's total debt service. RVSD recovers this debt service payment cost in its wastewater utility service charge to customers, similar to the treatment charges.

The treatment charges are allocated based on the trailing three years of average wastewater flow and strength. This is calculated using 36 months of flow data and 24 months of strength data from each

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21



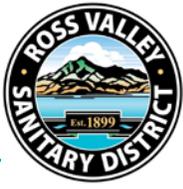
member agency's wastewater flow. The budgeted treatment charge allocation to RVSD for FY 20-21 is \$6.2 million and the debt service cost to the District is estimated at \$2.1 million, totaling \$8.3 million in FY 20-21.

The CMSA Board approved a five-year revenue plan for FY 18-19 to FY 22-23 with a target CMSA average rate increase of less than 4% per year. The adopted CMSA five-year rate schedule is shown in the table below and is based on the average EDU rate in the CSMA service area, capital fee, and CMSA debt service obligations. CMSA's budget is posted on their website at [www.cmsa.us](http://www.cmsa.us).

**TABLE 3 – CMSA FIVE-YEAR RATE SCHEDULE**

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Regional Charge	221	229	237	245	254
Capital Fee	17	21	26	13	18
Debt Service	103	103	103	120	120
<b>Total EDU Rate</b>	<b>\$ 341</b>	<b>\$ 353</b>	<b>\$ 366</b>	<b>\$ 379</b>	<b>\$ 392</b>
Increase from Prior Year (%)		3.5%	3.6%	3.4%	3.5%
	FY 17/18	FY 19/20	FY 20/21	FY 21/22	FY 22/23
CMSA Total Charge to RVSD	7,774,773	8,058,200	8,356,400	8,603,900	8,917,600
% Increase		3.6%	3.7%	3.0%	3.6%

Of the District's total annual expenditures, CMSA charges make up 41% of the District's operating expenses, with the remainder made up of personnel costs and other operational expenditures.



# ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

## PERSONNEL COSTS

Personnel wages and benefits are those expenditures related to payroll and staffing. They include salary and wages of employees, overtime, payroll taxes, health insurance benefits and retirement benefits. This category also includes costs for other post-employment benefits (OPEB).

CHART 3 – FY 2020/21 TOTAL PERSONNEL COSTS

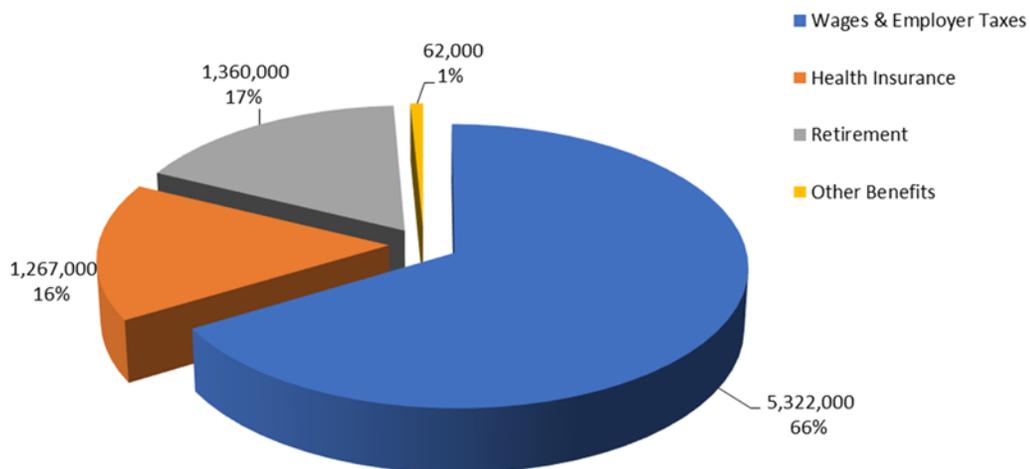
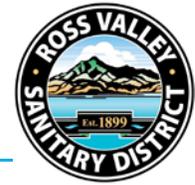


Chart 3 shows the breakdown of total personnel costs for the new fiscal year. Salaries have been adjusted by an increase of 3%. Projected increases affect the salaries, payroll taxes and retirement contributions. Insurance costs are estimated based on actual costs adjusted for inflation. Retirement benefit contributions were budgeted based on a percentage, as provided by CalPERS, of the employee's base salary. Additional contributions to OPEB and pension are included based on the Board of Directors' recently adopted funding strategy to pay down unfunded liabilities.

**OPEB Liabilities Funding Strategy.** As of the latest actuarial reporting date, June 30, 2019 (Valuation Date June 30, 2017/Measurement Date June 30, 2018), the District's Total OPEB Liability was calculated to be \$1,030,889. Of that amount, the District has currently funded \$362,419 or 35%. The net unfunded OPEB Liability is \$668,470. Paying down the unfunded actuarial liability will improve the District's overall balance

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21



sheet and credit rating; decrease the District’s long-term payments and annual operational cost; and provide benefit security for current and former employees. In April 2019, the District Board of Directors adopted a funding strategy to contribute the minimum required contribution plus an additional \$100,000 per year to achieve a fully funded OPEB liability, resulting in an approximate savings of \$70,000 in annual operating costs over the term of the funding strategy.

**Pension Liabilities Funding Strategy.** As of June 30, 2019 (Valuation Date June 30, 2017/Measurement Date June 30, 2018), the District’s combined pension liability was \$24,346,834. Of that amount, the District’s market value of assets in the plan is \$17,212,573. The net unfunded pension liability is \$7,134,261. The District’s pension plans are currently 70.7% funded. Each year the District is required to contribute an amount based on net normal cost expressed as a percent of payroll and an additional cash amount toward paying off the District’s unfunded actuarial liability. The District’s annual required contribution for Fiscal Year 2019/20 is \$1,040,000, or approximately 26% of payroll.

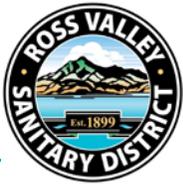
As with the OPEB liability, the District can pay additional funds toward its unfunded actuarial liability, solidifying the funded position of the plan; reducing the long-term liability; and stabilizing future contribution requirements. In April 2019, the District Board of Directors adopted a funding strategy to contribute the minimum required contribution plus \$350,000 per year over the next 12 years. If experience matches current assumptions, this would be sufficient to fully fund the District’s pension obligation. Eliminating the unfunded liability would reduce the District’s required contributions beginning in Fiscal Year 2030 from an annual cost of slightly over \$1.0 million to \$0.4 million, resulting in an approximate net savings of \$1.84 million in total operating costs over the 25-year term of the funding strategy.

The District will regularly review the level of these planned contributions. It should be noted that the District considered higher annual contributions (\$125,000 for OPEB and \$450,000 for pensions) but elected the lower contributions to minimize rate increases.

**TABLE 4 – PERSONNEL COST COMPARISON BETWEEN FISCAL YEARS**

	<b>FY 2020</b>	<b>FY 2021</b>	<b>VARIANCE</b>	<b>%</b>
<b>SALARIES</b>	\$4,302,000	\$4,647,940	\$345,940	8%
<b>BENEFITS &amp; PAYROLL TAXES</b>	2,942,300	3,362,350	420,050	14%
<b>TOTAL</b>	\$7,244,300	\$8,010,290	\$765,990	11%

**Annual Changes to Personnel Costs.** Shown in Table 4, above, the difference between the prior fiscal year and the FY 20-21 budget year is an increase in personnel costs as a result of the classification and compensation changes for active and new employees, such as the addition of two new Senior Collection System Worker classifications, a new Compliance Officer, a new Associate Engineer, and a new Deputy Operations and Maintenance Manager. With several vacancies having occurred over the last fiscal year,



## ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

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these new classifications have been reallocated among the different departments; however, the District continues to maintain a total employee count of 35 fulltime positions. A regular cost of living adjustment of 3% is included, as well as anticipated regular annual step increases within applicable classifications. The significant difference in benefits is a result of the District's commitment to increased contributions to OPEB and pension liabilities. The decrease in benefits and payroll taxes of \$100,000 from the draft budget is due to the revised overtime estimate based on Board discussions.

### OTHER OPERATIONAL EXPENDITURES

Other Operational Expenditures are made up of system maintenance, general and administration, facilities and utilities, annual software licensing fees, outside services, and Board-related expenditures. Total Other Operational Expenditures for FY 20-21 are budgeted at \$2.9 million, a slight decrease from the prior fiscal year.

System maintenance costs are the expenditures related to the general costs of maintaining the sewer system. Some of the costs included in this category are vehicle fuel and repair, equipment repair, materials, parts and tools and emergency repairs. General and administration are the types of expenditures that contribute to the general operations of the district, such as liability insurance and deductibles, office equipment, software and maintenance, and printing. Facilities and utilities are overhead costs incurred in the daily operations of the District. Utilities include gas, electric and water use for pump stations and for the District headquarters, and broadband/telephone related costs. Facilities include rent, garbage, security, building maintenance and janitorial services. Board expenditures are the fees paid to Board members for participation in regular and special meetings.

Outside services are provided to the District as professional services provided by specialty firms. These types of services are generally structured with terms and are facilitated through a contract. Outside services include costs for contracted services to provide community outreach, legal services, competency-based training, information technology (IT), annual financial audits, and other professional services.

The FY 20-21 budget for outside services totals \$920,000, representing a decrease of \$272,000 from the prior fiscal year budget. Specific outside services include the following:

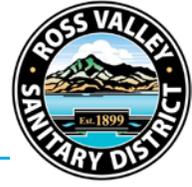
- **Community Outreach.** \$250,000 is budgeted which is a flat expense over last year in communication expenditures. This budget item includes ongoing general communications and outreach by NV5, similar to the preceding fiscal year (public notifications on NextDoor, website maintenance, capital project construction information, general manager bulletins, press releases, etc.) as well as public service announcements (PSAs) and fliers/door hangers produced by Goldstreet Designs.

PSAs to date have included topics regarding the importance of keeping items such as fats, oil and grease (FOG), disposable wipes, unused drugs, and sump pump discharges out of the sewer system. Information regarding the District's lateral replacement grant and loan program has also

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

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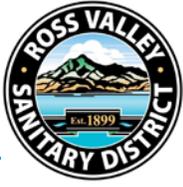
been aired. These PSAs are being shown on local cable channels, funded by the District along with other Marin County sanitary districts.

Most recently, and likely to be continued, this budget item is appropriate to use for some coronavirus-related expenses such as the purchase of custom signage for vehicles and other outside work areas, notifying the public of the six-foot social distancing requirements. In the coming fiscal year, public outreach is planned for the District's new easement program which will organize and launch a targeted effort to landowners with sewer easements to facilitate ongoing access and improved communication.

- **Legal Services.** General legal services are budgeted at \$220,000 which is a flat expense over last year for legal work related to Board agenda preparation, Board meeting attendance, contract review, and miscellaneous other legal review work such as Ordinance updates.
- **IT Services.** IT services are budgeted at \$100,000 which is a reduction of 17% from the prior fiscal year. Ongoing IT support services are provided by IT Hub for an annual flat cost of approximately \$65,000. IT Hub delivers network, application, system and e-management services for a fixed monthly fee, providing the District with predictable IT support costs and a proactive approach to IT management. Additional expenditures in IT services include annual Dell support and computer leases for \$20,000.
- **Professional Services – Other.** These services include auditors, actuaries, human resource consultant services, safety consultant services, annual sewer service charge consultant services, competency-based training consultant services, and records management consultant services. The budget for these services is \$350,000 which is a reduction of 5% from the prior fiscal year.

Specific expenditures in this category include records and information management consultant services budgeted at \$30,000. The records and information management consultant is continuing to assist the District with its new enterprise content management (ECM) solution for improved electronic document management. The ECM solution will support an organizational structure and system for maintaining, filing, retrieving, and legally destroying the District's 100-plus-year accumulation of records.

Also, in this category is the Competency Based Training (CBT)/Certification Program. For FY 20-21, \$80,000 is budgeted to complete the remaining modules of the technical training program that supports the reliable operation of the District collections systems, including pump station operator technical training and overflow emergency response plan, collection system worker on-call SOPs, and supervisor/manager training. This program was stalled in FY 19-20 due to the coronavirus pandemic and these unused funds will carry over to resume the program in FY 20-21.



# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

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### CAPITAL BUDGET

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The total capital program expenditures of \$15.7 million include the following major categories: \$13.3 million in capital projects, and \$2.4 million in special programs, equipment and studies, including \$700,000 dedicated to the lateral replacement program financial assistance (grants and loans).

Funding sources for the FY 20-21 Capital Budget include \$6.8 million in dedicated capital revenue from property tax (ad valorem), capacity charges and other revenue, plus \$4.2 million from net operating funds.

#### CAPITAL REVENUE

The District has two primary recurring revenue sources to the capital fund: ad valorem and capacity charges. In addition, the District can utilize long-term debt in the form of bonds and/or government loan programs such as the Clean Water State Revolving Fund (SRF). Ad valorem, capacity charges, prior bond revenue, and net operating fund sources will support the FY 20-21 Capital Budget.

#### AD VALOREM

Ad valorem revenue is budgeted at \$6.6 million for FY 20-21, a decrease over last fiscal year, in part due to the exclusion of any anticipated revenue from Educational Revenue Augmentation Funds (ERAF). Although the District received \$1.1 million from ERAF in FY 19-20, due to the uncertainties of the State budget in light of the coronavirus pandemic, the District does not anticipate any revenue from ERAF this coming fiscal year.

Ad valorem revenue represents 21% of total District revenue. Marin County property values and turnover in real estate sales are the driving contributors to this generally positive revenue stream. However, due to its somewhat unpredictable nature and considering the current pandemic event, a conservative 2.5% increase is forecast for future ad valorem revenue.

#### CAPACITY CHARGES

New development or major remodels of existing structures represent 3% of recurring capital revenue sources and are based on limited growth expectations in the communities served by the District.

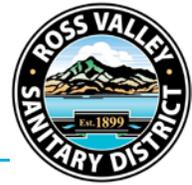
#### DEBT FINANCING

In 2013 and 2014, the District issued revenue bonds of \$17.8 million and \$30 million respectively. Proceeds from the 2013 Bond was used to retire debt and to fund capital projects beginning in FY 2013-14. The 2014 Bond issuance was the first of two anticipated under the 2014 Rate Study and five-year financial plan. The District received \$25 million in proceeds from a bond issuance in January 2018 and \$35 million from a bond issuance in July 2019. Proceeds from the 2013, 2014 and 2018 Bonds are fully

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

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expended as of fiscal year end 2020. Carryover proceeds from the 2019 Bond are included in the FY 20-21 budget year. Budget Schedule 5 – Debt Service Summary provides details of the District’s debt issuances.

### CAPITAL EXPENDITURES

The District continues to make capital investments in its sewer system in compliance with a Cease and Desist Order and based on its Infrastructure Asset Management Plan and condition assessment data. The Capital Budget is grouped into the following categories: gravity sewer projects, pump station projects, force main projects, other capital projects, and lateral program, equipment, special projects and studies. Total capital spending is budgeted at \$15.7 million. See Schedule 10 for specific cost information.

In the prior fiscal year, a \$35 million revenue bond was necessary in order to complete critical capital projects while minimizing sewer rate increases. A portion of the bond proceeds were dedicated to fund the acquisition and improvement of a new headquarters facility at 1111 Andersen Drive in San Rafael. The bond proceeds also fund the remediation of PCB-contaminated soils at the Larkspur Landing Property. The District’s capital program, which peaked at over \$30 million for FY 19-20, has decreased to \$15.7 million this year and estimated at \$11.8 million the following year. Future years, as shown in Schedule 8 – Five Year Financial Forecast Summary project \$4.5 to \$6.2 million per year.

### GRAVITY SEWER PROJECTS

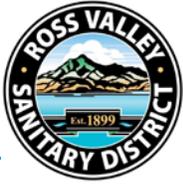
Gravity Sewer Projects (\$3.8 million) include a mix of restoration, rehabilitation, and replacement work. Except for the as-needed construction services, these projects are all under construction currently. Approximately two miles of gravity sewer lines will be upgraded with these projects, all of which are included in the high-risk areas identified by condition assessment and risk modeling in the 2013 IAMP.

### PUMP STATION PROJECTS

During the 2019 and 2020 wet seasons, there were issues identified at Pump Station 14 (PS-14 – Larkspur), including electrical problems with the backup power generator, the condition of the roof, and other items, which will be addressed in the coming fiscal year. During the Public Safety Power Shutoffs (PSPS) by PG&E in October 2019, backup generators at Pump Stations 24 and 25 were determined to be deficient, and these facilities are both located along South Eliseo Drive in Larkspur. Expenditures for design and some construction are estimated at \$1 million this fiscal year, with an additional \$2.3 million in the following year. Other miscellaneous pump station equipment upgrades are budgeted at \$130,000.

### FORCE MAIN PROJECTS

The Force Main Appurtenance projects (\$1.3 million) are currently under construction to address the remaining force main work identified in the 2013 IAMP, including eight valves, and will eliminate several high failure risk areas of the system. Examples include replacement of degraded and undersized air release valves on the PS-14 force main, and repairs to force main isolation valves along the Greenbrae (PS 13)



## ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

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force main, including an isolation valve that will allow for emergency shut downs and repairs without causing sewer overflows.

### OTHER CAPITAL PROJECTS

- **Larkspur Landing EPA Clearance Activities.** In March 2019, U.S. EPA provided the District conditional approval of a remediation plan for the PCB-contaminated soils at its facilities at 2000 Larkspur Landing Circle in Larkspur. The project was bid, and a contractor selected to start the remediation in the summer of 2019. The work was spread over two dry seasons and is planned for completion in the summer of 2020. The goal of the project is to obtain a cleanup completion acknowledgement letter from U.S. EPA which will release the property for unrestricted land use.
- **Andersen Building Improvements.** In April 2019, the District invested in a new headquarters building located at 1111 Andersen Drive in San Rafael. The new building will serve as a consolidated facility for all operational and administrative functions of the District. The District currently operates partly out of the Larkspur Landing property and partly out of the 2960 Kerner Boulevard property in San Rafael. Proceeds from the sale of the Kerner property are anticipated in FY 2021-22 to partially offset the cost of renovating the Andersen building. The cost for building improvements has been updated from the draft budget based on preliminary “rough order of magnitude” estimates from the District’s architectural firm. The budget does not include any site enhancements, such as landscaping, solar panels, parking lot improvements, fencing, or other exterior work. The budget also does not include any investments for tenant (Comcast) improvements. The District architect is currently developing construction plans which will be the basis of future bid documents.

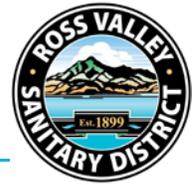
### LATERAL PROGRAM, EQUIPMENT, SPECIAL PROJECTS AND STUDIES

- **Lateral Replacement Grant and Loan Funding.** Financial assistance funding and maximum amounts for lateral replacement are established each fiscal year as part of the annual budget process. Funding for financial assistance in FY 20-21 includes lateral replacement grant and lateral replacement loan consistent with FY 19-20 funding of \$600,000, plus an additional \$100,000 in anticipation of the annexation of approximately 90 Murray Park properties.
- **Capital Equipment Purchase.** In 2012, the District purchased two Vactor Ramjets to be used as the main work vehicles for line maintenance cleaning. These heavy-duty vehicles perform hydraulic cleaning of sewer lines with high pressure water via a jet hose that is connected to a specially designed cleaning nozzle. The two Ramjets have been heavily utilized during the last eight years and they are showing extreme signs of wear and tear. Over the past few years, the frequency and cost of repair for both vehicles have increased significantly and their regular use is unreliable. Two new Vactor Ramjets are proposed for purchase in FY 20-21 to allow continued and reliable sewer line maintenance for the District at a budgeted cost of \$530,000.

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

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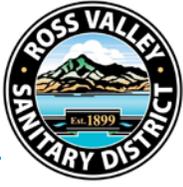
Also included in this category are new “rugged” laptops for field crews at a budgeted expense of \$60,000. Existing laptops need replacing due to overall age, expired warranties, and performance issues. New laptops will have better screens, faster processors, more RAM and, in some cases, larger hard drives. As the District’s Computerized Maintenance Management System (CMMS), InfoAssets, implements more complex enhancements, the field laptops need higher performance to work efficiently with the program.

In FY 19-20, the District lost a large line crawler camera to unexpected conditions at the Boardwalk sewer. An insurance claim was filed, and the replacement funds are expected to offset most of the purchase cost for a new crawler camera. This item is budgeted for \$50,000.

- **Fixed Asset Hardware/Software.** This budget item includes \$30,000 for annual Laserfische licensing for electronic document management provided by ECS Imaging. This item also includes \$200,000 for an anticipated Enterprise Resource Planning (ERP) solution. The District’s current finance and payroll solutions, QuickBooks Enterprise, Excel workbooks, and TimeControl, are all, individually and collectively, inadequate to efficiently process the specific needs of a governmental agency. An ERP system will provide enhanced business processes, integrating financials, reporting, procurement, HR, and payroll activities.
- **Infrastructure Asset Management Plan Update.** RVSD completed the capital program work identified in its first five-year Infrastructure Asset Management Plan (2013 IAMP). All of the associated capital projects will be completed in calendar year 2020. The risk profile of the system has been significantly improved with the risk-based focus of gravity sewer line projects in the first five-year IAMP. The 2013 IAMP projects will have replaced or rehabilitated over 34 miles of gravity sewer lines. The new five-year IAMP has been initiated in March 2019 and will shift focus from pipeline structural stability, major pump stations, and force mains to focus on future priority needs. These are expected to include large scale I&I reduction work, high risk creek crossing pipes, and on-going restoration/maintenance actions that maintain the system at its targeted level of service and condition. The updated plan will retain the risk-based approach and will be completed by March 2021. Outside engineering consulting and technical services to update the IAMP have been retained to develop the plan, conduct updated risk modeling, complete condition assessment on the smaller HDPE pipe material force mains, update the collections system hydraulics model, and conduct pilot studies to confirm I&I reduction actions and outcomes before scaling these up to system-wide deployment. The remaining budget for the consultant activities related to the IAMP update is \$650,000.

### DEBT SERVICE

The 2013 Infrastructure Asset Management Plan (IAMP) anticipated a total of approximately \$95 million in long-term debt financing to pay for the related capital program. The District’s current debt issues total



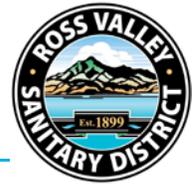
## ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

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\$101 million with an annual debt service obligation of approximately \$6.6 million. The projected debt service ratio for FY 20-21 remains favorable at 1.7.

In June 2019, RVSD was upgraded from AA- (“double A minus”) to a favorable AA (“double A”) rating from Standard & Poor for its consistently strong financial performance. This AA rating was increased in concert with the bond issuance and proposed sewer rate increases.

In April 2020, RVSD was similarly upgraded from A+ to AA- from Fitch Ratings, reflecting the District’s moderate debt and funds available for debt service within the framework of both very strong revenue defensibility and a strong operating risk profile.



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## MINIMUM RESERVES AND RESERVE TARGETS

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Cash reserves for the District are balances retained for specific cash flow needs. The District relies on reserves for financial stability; credit rating agencies evaluate utilities in part on their adherence to formally adopted reserve targets; and lending agencies require utilities to maintain specific debt reserves for outstanding loans. The District updated its Financial Policies in December 2019 which includes the following three reserve types: Operating Reserves, Capital Reserves, and Emergency Reserves.

**Minimum Reserves vs. Reserve Targets.** The 2019 Rate Study recommended that the District distinguish between “minimum reserves” and “reserve targets” in order to meet revenue requirements and financial performance objectives while striving to minimize rate increases. Operating Reserves and Emergency Reserves are typically maintained for the purpose of mitigating unexpected expenses or events. For this reason, the District designates Operating and Emergency Reserves as minimum reserves. Conversely, the Study proposed that the purpose of the Capital Reserve should be to smooth the inherent volatility of a capital spending program. Having such a reserve is an integral component of a “PayGo” model so that spikes in sewer service charge rates aren’t needed in order to pay for outlier capital spending years. This reserve is designed as a target rather than a minimum, because it is expected to get drawn down during years of higher-than-average capital spending and built up during years when capital spending is below average.

**Operating Reserve.** The Operating Reserve is maintained in order to meet the liquidity needs for the District’s day-to-day operations. This reserve ensures continuity of service regardless of short-term changes in cash flow or sudden increases in operating costs. The adopted policy for this reserve is an amount at least equal to 50% of the annual operating budget for the coming fiscal year. Given the FY 20-21 operating budget of \$20.2 million, a 50% Operating Reserve is \$10.1 million.

**Emergency Reserve.** The Emergency Reserve is intended to be used during operational or financial emergencies, which constitute significant unforeseen events that have a dramatic and immediate impact on the operations, assets or financial condition of the District. The amount of this reserve is equal to ten percent (10%) of the budgeted annual operating expenses, but not less than \$2 million. The FY 20-21 Budget has a \$2 million Emergency Reserve.

**Capital Reserves.** The 2019 Rate Study recommended that the Capital Reserve be designed to give the District some cushion to absorb peaks in the capital spending program, and to allow the District to draw down on this reserve with the intention of subsequently replenishing the reserve. Historically, due in part to high capital program spending, this reserve has not been funded. The adopted policy states this is a target reserve, equal to 50% of the average annual capital expenditures forecasted in the five-year or ten-year capital spending projections (forward-looking). Since the average capital spending for FY 21-22 to FY 25-26 is projected at \$6.3 million, the target for this reserve is approximately \$3.2 million. The District meets this target reserve for FY 20-21.



## FIVE-YEAR FINANCIAL FORECAST

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As part of the District's budget process, a rolling five-year financial forecast is developed each fiscal year. Influential financial variables such as service rates, capital program costs, operating costs, CMSA annual charges, and debt service schedules are updated and incorporated into the forecast. Other factors that may be reasonably estimated, such as inflation factors and wage and benefit adjustments, are also incorporated. The five-year financial forecast is shown in Schedule 8 (Summary) and Schedule 9 (Details).

The updated five-year financial forecast supports the following summary observations and conclusions. In FY 20-21, revenue is sufficient to cover operating expenses. Recurring revenue of \$6.6 million in property tax (ad valorem) less \$6.7 million in annual debt service, provides RVSD without net revenue to support capital programs. Capital funding requirements will continue to exceed available revenues, but the deficit will decrease as expenditures decrease and level off beginning next year, FY 21-22.

Recognizing the limitations in forecasting influential cost and revenue factors, the forecast results indicate RVSD can maintain sound financial health through FY 25-26, with timely and reasonable adjustments to revenue and expenses each new fiscal year. The following is a summary of key factors influencing the forecast, and how these could vary from the projection.

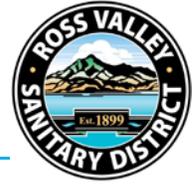
**RWQCB CDO Compliance.** Most of the 2013 Cease and Desist Order (CDO) work was complete in FY 19-20, with three capital projects currently underway (Force Main Appurtenances, Laurel Grove Sewer, and PS 14, 24, 25 (Larkspur) Pump Station Rehabilitation) to complete the list of projects from the 2013 Infrastructure Asset Management Plan (IAMP) that was submitted to the RWQCB as the revised compliance plan for the CDO. Some projects have been deleted from the list because predicted overflows or operational issues have not occurred and the District's condition assessment program has determined them to be unnecessary. This status was communicated to the RWQCB in July 2019. The District has included required actions in the January 2018 NPDES permit in the capital program and the five-year forecast. The District conducted outreach to the RWQCB in 2019 and obtained written concurrence that as the CDO time period comes to a close, with its final compliance date of June 2021, the capital improvement program should be guided by the risk-based analysis of an updated IAMP, to be developed and submitted to the RWQCB by March 2021. The financial forecast assumes a significant reduction from over five miles per year to two miles or less per year of major rehabilitation work, which is supported by RVSD's asset condition data, recent system performance, and initial analyses from the IAMP Update.

**Larkspur Landing Property.** Due to bond covenant restrictions on the property disposition, the property may only be sold or leased after January 2022. While the lease or sale of the property would create revenue for the District to offset debt and/or use the proceeds for other capital improvement project needs, this potential revenue source is not captured in the five-year financial forecast.

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

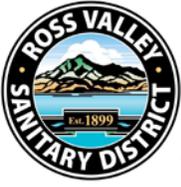
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**Kerner Building.** After renovation of the 1111 Andersen Drive building and relocation of staff, the Kerner property is anticipated to be sold in FY 21-22. Proceeds from the sale of the Kerner property will offset much of the cost to renovate the Andersen building.

**Capital Borrowing Costs.** The District successfully completed a \$35 million bond issuance in July 2019, and these proceeds will be used by the end of FY 20-21. Ongoing debt service of approximately \$6.6 million is projected each year of the five-year forecast.

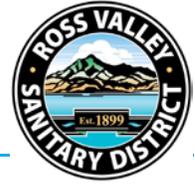
The forecast assumes future borrowing of \$5 million from a State Revolving Fund (SRF) loan for one gravity sewer project (Project #947 – Butterfield / Arroyo-Kenrick). The SRF loan is assumed to have a repayment period of 20-years and a matching cost of 15% as an up-front contribution, and then will receive loan funds for approximately 85% of the project cost. The District is then required to pay the 100% of the project cost (at 0% interest) over the 20-year term. Two additional points are awarded to applicants choosing this type of match financing. The District's application was submitted in December 2019. In May 2020, the District was notified that the project scored a 14 which qualifies it for recommended funding by the State. The District still recognizes the uncertainty in timing and availability of any SRF funds.



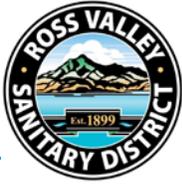
## ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

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## APPENDIX OF FINANCIAL SCHEDULES



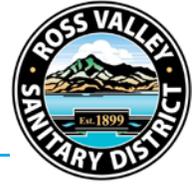
# ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

## SCHEDULE 1 – BUDGET SUMMARY

	Type	FY 2020		FY 2021
		Adopted	Projected	Budget
<b>Revenue</b>				
1	Sewer Service Charges	22,121,000	21,555,030	23,548,000
2	Property Tax (Ad Valorem)	6,920,000	7,066,720	6,600,000
3	Proceeds from Financing Activities	22,300,000	35,052,250	-
4	Other Revenue	1,280,000	1,427,470	1,060,000
5	<b>Total Revenue</b>	<b>52,621,000</b>	<b>65,101,470</b>	<b>31,208,000</b>
<b>Expenditures</b>				
6	CMSA Charges	8,059,000	8,026,990	8,356,000
7	Operations	7,576,500	7,282,180	8,354,000
8	Administration	2,621,400	2,211,960	2,537,000
9	Outside Services	1,192,000	1,018,830	920,000
10	Debt Service	6,945,000	6,733,550	6,652,000
11	Capital Projects, Studies, & Equipment	30,003,000	24,728,020	15,710,000
12	<b>Total Operating Expenditure</b>	<b>56,396,900</b>	<b>50,001,530</b>	<b>42,529,000</b>
13	<b>Net Revenue Less Expenditures</b>	<b>(3,775,900)</b>	<b>15,099,940</b>	<b>(11,321,000)</b>
<b>Fund Balances</b>				
15	Operating Reserves	9,724,000	9,724,000	10,084,000
16	Emergency Reserves	2,000,000	2,000,000	2,000,000
17	Capital Improvement Reserves	-	2,041,000	3,188,000
18	<b>Total Reserves</b>	<b>11,724,000</b>	<b>13,765,000</b>	<b>15,272,000</b>
19	CERBT/CEPPT Fund	550,000	550,000	450,000
20	Bond Proceeds for Projects	-	7,952,390	-
21	Bond Proceeds for Canyon Road	43,000	43,000	43,000
22	<b>Total Restricted Funds</b>	<b>593,000</b>	<b>8,545,390</b>	<b>493,000</b>
23	<b>Cash Balance - Unrestricted</b>	<b>2,956,100</b>	<b>13,636,550</b>	<b>8,860,940</b>
24	<b>Total Reserves, Restricted, And Cash Fund Balances</b>	<b>15,273,100</b>	<b>35,946,940</b>	<b>24,625,940</b>

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

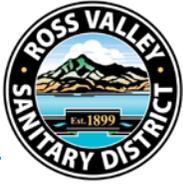


### SCHEDULE 2 – FUNDING SOURCES DETAIL

Funding	FY 2020		FY 2021	% Change
	Adopted	Projected	Budget	
<b>Sewer Service Revenue [1]</b>				
1 Ross Valley - Single Family	10,411,000	10,145,140	10,981,000	5%
2 Ross Valley - Single Family with ADU	333,000	324,500	389,000	17%
3 Ross Valley - Multi Family	4,562,000	4,445,510	4,857,000	6%
4 Ross Valley - Commercial High Strength	1,026,000	999,800	1,157,000	13%
5 Ross Valley - Commercial Low Strength	1,718,000	1,674,120	1,889,000	10%
6 Ross Valley - Commercial Minimum	89,000	86,730	109,000	22%
	<u>18,139,000</u>	<u>17,675,800</u>	<u>19,382,000</u>	<u>6%</u>
7 Larkspur - Single Family	1,917,000	1,868,010	2,045,000	7%
8 Larkspur - Single Family with ADU	73,000	71,130	78,000	7%
9 Larkspur - Multi Family	1,380,000	1,344,740	1,471,000	7%
10 Larkspur - Commercial High Strength	277,000	269,920	232,000	-16%
11 Larkspur - Commercial Low Strength	319,000	310,840	322,000	1%
12 Larkspur - Commercial Minimum	16,000	15,600	18,000	13%
	<u>3,982,000</u>	<u>3,880,240</u>	<u>4,166,000</u>	<u>5%</u>
13 Total Sewer Service Charges	<u>22,121,000</u>	<u>21,556,040</u>	<u>23,548,000</u>	<u>6%</u>
<b>Property Taxes</b>				
14 Property Taxes Collected - Ad Valorem	6,920,000	7,066,720	6,600,000	-5%
15 Total Property Taxes	<u>6,920,000</u>	<u>7,066,720</u>	<u>6,600,000</u>	<u>-5%</u>
<b>Other Revenue Sources</b>				
16 Inspections	150,000	135,710	150,000	0%
17 Interest and Dividends	250,000	499,650	250,000	0%
18 Miscellaneous	600,000	624,940	450,000	-25%
19 Proceeds from Financing Activities	22,300,000	35,052,250	-	-100%
20 Capacity Charges	260,000	162,960	200,000	-23%
21 Public Sewer Extensions	20,000	3,200	10,000	-50%
22 Total Other Revenue	<u>23,580,000</u>	<u>36,478,710</u>	<u>1,060,000</u>	<u>-96%</u>
23 <b>Total Revenue and Other Sources</b>	<b><u>52,621,000</u></b>	<b><u>65,101,470</u></b>	<b><u>31,208,000</u></b>	<b><u>-41%</u></b>

[1] Revenues from Sewer Rates are determined from rates per EDU's determined by residential winter water use or commercial. The Rate per EDU is set by the Board at a public hearing. Below is the table used in determining the revenues.

	FY 2020		FY 2021	% Change
	Adopted	Projected	Budget	
<b>Equivalent Dwelling Units (EDU's)</b>				
Ross Valley - Single Family	10,834	10,834	10,724	-1%
Ross Valley - Single Family with ADU	231	231	253	10%
Ross Valley - Multi Family	5,298	5,298	5,291	0%
Ross Valley - Commercial - High	463	463	490	6%
Ross Valley - Commercial - Low	1,788	1,788	1,845	3%
Ross Valley - Commercial (minimum)	124	124	142	15%
Larkspur - Single Family	1,414	1,414	1,415	0%
Larkspur - Single Family with ADU	36	36	36	0%
Larkspur - Multi Family	1,136	1,136	1,136	0%
Larkspur - Commercial - High	89	89	70	-21%
Larkspur - Commercial - Low	235	235	223	-5%
Larkspur - Commercial (minimum)	16	16	17	6%
<b>Total # of EDU's</b>	<b><u>21,664</u></b>	<b><u>21,664</u></b>	<b><u>21,641</u></b>	<b><u>0%</u></b>
<b>Rate Per EDU</b>				
Rate per EDU - Ross Valley Single Family	\$ 961	\$ 961	\$ 1,024	7%
Rate per EDU - Ross Valley Single Family with ADU	\$ 1,441	\$ 1,441	\$ 1,536	7%
Rate per EDU - Ross Valley Multi Family	\$ 861	\$ 861	\$ 918	7%
Ross Valley - Commercial - High	\$ 2,216	\$ 2,216	\$ 2,362	7%
Ross Valley - Commercial - Low	\$ 961	\$ 961	\$ 1,024	7%
Ross Valley - Commercial (minimum)	\$ 721	\$ 721	\$ 769	7%
Rate per EDU - Larkspur Single Family	\$ 1,356	\$ 1,356	\$ 1,445	7%
Rate per EDU - Larkspur Single Family with ADU	\$ 2,034	\$ 2,034	\$ 2,168	7%
Rate per EDU - Larkspur Multi Family	\$ 1,215	\$ 1,215	\$ 1,295	7%
Rate per EDU - Larkspur Commercial - High	\$ 3,114	\$ 3,114	\$ 3,320	7%
Rate per EDU - Larkspur Commercial - Low	\$ 1,356	\$ 1,356	\$ 1,445	7%
Rate per EDU - Larkspur Commercial (minimum)	\$ 1,017	\$ 1,017	\$ 1,084	7%



# ROSS VALLEY SANITARY DISTRICT

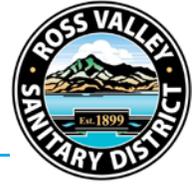
## ANNUAL BUDGET FY 2020-21

### SCHEDULE 3 – BUDGET DETAIL

		FY 2020		FY 2021
		Adopted	Projected	Budget
<b>Operating Fund</b>				
<b>Sources of Operating Revenue</b>				
1	Sewer Service Charges	22,121,000	21,555,030	23,548,000
2	Other Income	400,000	1,261,310	850,000
3	<b>Total Sources of Operating Revenues</b>	<b>22,521,000</b>	<b>22,816,340</b>	<b>24,398,000</b>
<b>Uses of Operating Expenditures</b>				
<b>CMSA Expenditures</b>				
4	Treatment Charges - CMSA	5,924,000	5,892,160	6,227,000
5	Debt Service - CMSA	2,135,000	2,134,830	2,129,000
6	<b>Total CMSA Expenditures</b>	<b>8,059,000</b>	<b>8,026,990</b>	<b>8,356,000</b>
<b>Maintenance/Repair/Inspection Expenditures</b>				
7	Salaries & Benefits - Operations	5,607,300	5,413,930	6,284,000
8	Other Operational Expenditures	1,969,200	1,868,250	2,070,000
9	<b>Total General Operating Expenditures</b>	<b>7,576,500</b>	<b>7,282,180</b>	<b>8,354,000</b>
<b>Administrative Expenditures</b>				
10	Salaries & Benefits - Administration	1,637,000	1,531,310	1,721,000
11	Office Supplies & Equipment	70,000	52,010	115,000
12	General Administrative Expenditures	350,300	254,480	353,000
13	Facilities & Utilities - Administration	125,000	105,360	95,000
14	Board Fees & Other Expenditures	69,100	61,350	63,000
15	Insurance (includes Excess Liability)	370,000	207,450	190,000
16	<b>Total Administrative Expenditures</b>	<b>2,621,400</b>	<b>2,211,960</b>	<b>2,537,000</b>
<b>Outside Services</b>				
17	Community Outreach	250,000	254,150	250,000
18	Human Resources Consultant	20,000	12,900	-
19	Professional Services - Accounting/IT/Other	662,000	483,860	450,000
20	Professional Services - Legal	260,000	267,920	220,000
21	<b>Total Outside Services</b>	<b>1,192,000</b>	<b>1,018,830</b>	<b>920,000</b>
22	<b>Total Uses of Operating Expenditures</b>	<b>19,448,900</b>	<b>18,539,960</b>	<b>20,167,000</b>
23	<b>Net Operating Results</b>	<b>3,072,100</b>	<b>4,276,380</b>	<b>4,231,000</b>

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21



### FY 2020/21 Budget Schedule 3 - Budget Detail (continued)

		FY 2020		FY 2021
		Adopted	Projected	Budget
<b>Capital Fund</b>				
<b>Sources of Capital Revenue</b>				
24	Property Tax (Ad Valorem)	6,920,000	7,066,720	6,600,000
25	Proceeds from Bonds	21,400,000	35,052,250	-
26	Proceeds from SRF Loans	900,000	-	-
27	Capacity Charges	260,000	162,960	200,000
28	Other	620,000	3,200	10,000
29	<b>Total Sources of Capital Revenue</b>	<b>30,100,000</b>	<b>42,285,130</b>	<b>6,810,000</b>
<b>Uses of Capital Expenditures</b>				
<i>Debt Service</i>				
30	Interest Expense on Debt	3,590,000	3,518,560	4,107,000
31	Principal Payments on Debt	3,090,000	3,080,000	2,545,000
32	Bond Administrative Expenditures	265,000	134,990	-
33	<b>Total Debt Service and Related Costs</b>	<b>6,945,000</b>	<b>6,733,550</b>	<b>6,652,000</b>
<i>Studies, Special Projects &amp; Equipment</i>				
34	Studies	170,000	78,140	135,000
35	Lateral Grant Programs	400,000	472,380	500,000
36	Lateral Loan Programs	200,000	54,200	200,000
37	Assessments and Updates	1,010,000	504,800	650,000
38	Fixed Assets and Equipment	882,000	579,790	885,000
39	<b>Total Studies, Special Projects &amp; Equipment</b>	<b>2,662,000</b>	<b>1,689,310</b>	<b>2,370,000</b>
<i>Capital Projects</i>				
40	Gravity Sewer Improvements	14,136,000	14,379,390	3,860,000
41	Pump Station Improvements	1,225,000	1,142,670	1,130,000
42	Force Main Improvements	730,000	176,920	1,300,000
43	Other Capital Projects	11,250,000	7,339,730	7,050,000
44	<b>Total Capital Projects</b>	<b>27,341,000</b>	<b>23,038,710</b>	<b>13,340,000</b>
45	<b>Total Uses of Capital Expenditures</b>	<b>36,948,000</b>	<b>31,461,570</b>	<b>22,362,000</b>
46	<b>Net Capital Results</b>	<b>(6,848,000)</b>	<b>10,823,560</b>	<b>(15,552,000)</b>
47	<b>Beginning Balance - Operations and Capital</b>	<b>19,049,000</b>	<b>20,847,000</b>	<b>35,946,940</b>
48	<b>Net Results - Operations and Capital</b>	<b>(3,775,900)</b>	<b>15,099,940</b>	<b>(11,321,000)</b>
49	<b>Ending Balance - Operations and Capital</b>	<b>15,273,100</b>	<b>35,946,940</b>	<b>24,625,940</b>
<b>Breakdown of Ending Balance - Operations and Capital</b>				
50	Reserve for Operations (50% of Operations Budget)	9,724,000	9,724,000	10,084,000
51	Reserve for Emergency Reserves	2,000,000	2,000,000	2,000,000
52	Reserve for Capital Improvement	-	2,041,000	3,188,000
53	<b>Total Reserves</b>	<b>11,724,000</b>	<b>13,765,000</b>	<b>15,272,000</b>
54	Restricted for CERBT/CEPPT	550,000	550,000	450,000
55	Restricted Bond Proceeds for Projects	-	7,952,390	-
56	Restricted Bond Proceeds for Canyon Road	43,000	43,000	43,000
57	<b>Total Restricted Funds</b>	<b>593,000</b>	<b>8,545,390</b>	<b>493,000</b>
58	<b>Cash Balance - Unrestricted</b>	<b>2,956,100</b>	<b>13,636,550</b>	<b>8,860,940</b>
59	<b>Total Reserve, Restricted, Cash Funds Balances</b>	<b>15,273,100</b>	<b>35,946,940</b>	<b>24,625,940</b>



# ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

## SCHEDULE 4 – DEPARTMENTAL BUDGET SUMMARY

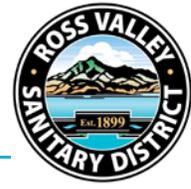
District Expenditures by Department	FY 2020 Adopted	FY 2020 Projected	FY 2021 Budget	% Change
<b>Operational expenditures</b>				
1 Treatment Charges	8,059,000	8,026,990	8,356,000	4%
2 Operations	7,576,500	7,282,180	8,354,000	10%
3 Administration	2,621,400	2,211,960	2,537,000	-3%
4 Outside Services	1,192,000	1,018,830	920,000	-23%
5 <b>Total Operational Expenditures</b>	<b>19,448,900</b>	<b>18,539,960</b>	<b>20,167,000</b>	<b>4%</b>
6 Capital Expenditures	36,948,000	31,461,570	22,362,000	-39%
7 <b>Total District Expenditures by Department</b>	<b>56,396,900</b>	<b>50,001,530</b>	<b>42,529,000</b>	<b>-25%</b>

District Expenditures by Category	FY 2020 Adopted	FY 2020 Projected	FY 2021 Budget	% Change
<b>District Operations</b>				
<b>Salaries &amp; Benefits</b>				
8 Salaries	4,302,000	4,385,810	4,834,000	12%
9 Benefits & Payroll Taxes	2,942,300	2,559,430	3,171,000	8%
10 <b>Total Salaries and Benefits</b>	<b>7,244,300</b>	<b>6,945,240</b>	<b>8,005,000</b>	<b>11%</b>
<b>Other Operational Expenditures</b>				
11 System Maintenance	1,235,900	1,137,900	1,400,000	13%
12 General & Administration	1,091,600	795,890	902,000	-17%
13 Facilities & Utilities	557,000	553,760	521,000	-6%
14 Board Expenditures	69,100	61,350	63,000	-9%
15 <b>Total Other Operational Expenditures</b>	<b>2,953,600</b>	<b>2,548,900</b>	<b>2,886,000</b>	<b>-2%</b>
<b>Outside Services</b>				
16 Outside Services	1,192,000	1,018,830	920,000	-23%
17 <b>Total Operational expenditures</b>	<b>11,389,900</b>	<b>10,512,970</b>	<b>11,811,000</b>	<b>4%</b>
<b>CMSA Charges</b>				
18 Treatment and Debt Service Charges	8,059,000	8,026,990	8,356,000	4%
<b>Capital Expenditures</b>				
19 Debt Service	6,945,000	6,733,550	6,652,000	-4%
20 Capital Budget	30,003,000	24,728,020	15,710,000	-48%
21 <b>Total Capital Expenditures</b>	<b>36,948,000</b>	<b>31,461,570</b>	<b>22,362,000</b>	<b>-39%</b>
22 <b>Total District Expenditures by Category</b>	<b>56,396,900</b>	<b>50,001,530</b>	<b>42,529,000</b>	<b>-25%</b>

# ROSS VALLEY SANITARY DISTRICT

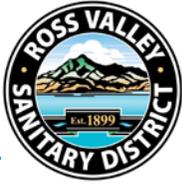
## ANNUAL BUDGET FY 2020-21



### Administration

Administration Expenditures Summary	FY 2020 Adopted	FY 2020 Projected	FY 2021 Budget	% Change
1 Salaries	939,000	937,310	1,013,000	8%
2 Benefits & Payroll Taxes	698,000	594,000	708,000	1%
3 Total Salaries and Benefits	1,637,000	1,531,310	1,721,000	5%
4 General & Administration	790,300	513,940	658,000	-17%
5 Facilities & Utilities	125,000	105,360	95,000	-24%
6 Board Expenditures	69,100	61,350	63,000	-9%
7 Total Other Expenditures	984,400	680,650	816,000	-17%
8 Total Administration Expenditures Summary	2,621,400	2,211,960	2,537,000	-3%

Administration Expenditures by Category	FY 2020 Adopted	FY 2020 Projected	FY 2021 Budget	% Change
<b>Salaries &amp; Benefits</b>				
9 Salaries - Admin	937,000	932,280	1,009,000	8%
10 Overtime - Admin	2,000	5,030	4,000	100%
11 Subtotal Salaries/Wages	939,000	937,310	1,013,000	8%
<b>Benefits &amp; Payroll Taxes</b>				
12 Employee Fitness - Admin	2,000	2,500	4,000	100%
13 Insurance - Medical/Dental/Vision Admin	180,000	138,930	192,000	7%
14 Insurance - Other Admin	8,000	6,540	7,000	-13%
15 Insurance - Workers Comp & Unemployment Admin	4,000	5,370	6,000	50%
16 Payroll Taxes Admin	69,000	73,630	77,000	12%
17 Recruiting/Retention Admin	2,000	600	15,000	650%
18 Retirement - Employer Admin	254,000	215,680	282,000	11%
19 Compensated Absences Admin	4,000	(2,670)	5,000	25%
20 Temporary Help Admin	175,000	153,420	120,000	-31%
21 Subtotal Benefits & Payroll Taxes	698,000	594,000	708,000	1%
<b>Total Salaries &amp; Benefits</b>	1,637,000	1,531,310	1,721,000	5%
<b>General &amp; Administration</b>				
22 Membership Dues/Certifications - Admin	45,000	63,360	45,000	0%
23 Bank Fees	10,000	8,870	10,000	0%
24 Conferences/Trainings/Meetings- Admin	6,200	9,040	6,000	-3%
25 Insurance - Deductibles	150,000	110,290	110,000	-27%
26 Insurance - Liability	220,000	97,160	80,000	-64%
27 Collection Fee - County of Marin	60,000	27,460	50,000	-17%
28 Customer Refunds	30,000	(2,150)	30,000	0%
29 Miscellaneous	3,000	7,840	4,000	33%
30 Office Equipment	40,000	30,880	65,000	63%
31 Office Supplies - Admin	30,000	21,130	50,000	67%
32 Postage & Shipping	10,000	5,700	10,000	0%
33 Property Taxes	55,000	33,240	83,000	51%
34 Software & Maintenance - Admin	121,000	83,350	100,000	-17%
35 Travel & Meals - Admin	10,100	17,770	15,000	49%
36 Total General & Administration	790,300	513,940	658,000	-17%



# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21

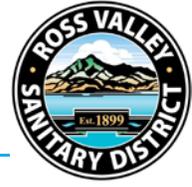
### Administration - Continued

Administration Expenditures by Category	FY 2020 Adopted	FY 2020 Projected	FY 2021 Budget	% Change
<b>Facilities &amp; Utilities</b>				
37 Utilities - Admin	20,000	27,100	30,000	50%
38 Utilities - Telephone/Internet	25,000	27,870	25,000	0%
39 Facilities - Maintenance	80,000	50,390	40,000	-50%
40 <b>Total Facilities &amp; Utilities</b>	<b>125,000</b>	<b>105,360</b>	<b>95,000</b>	<b>-24%</b>
<b>Board Fees</b>				
41 Board Fees	50,000	48,280	50,000	0%
42 Travel & Meals - Board	12,500	8,060	6,000	-52%
43 Conferences/Trainings/Meetings - Board	6,600	5,010	7,000	6%
44 <b>Total Board Expenditures</b>	<b>69,100</b>	<b>61,350</b>	<b>63,000</b>	<b>-9%</b>
45 <b>Subtotal Other Expenditures</b>	<b>984,400</b>	<b>680,650</b>	<b>816,000</b>	<b>-17%</b>
46 <b>Total Administration Expenditures by Category</b>	<b>2,621,400</b>	<b>2,211,960</b>	<b>2,537,000</b>	<b>-3%</b>

Outside Services	FY 2020 Adopted	FY 2020 Projected	FY 2021 Budget	% Change
1 Audit	35,000	18,480	-	-100%
2 Community Outreach - Public Outreach	250,000	254,150	250,000	0%
3 Human Resources Consultant	20,000	12,900	-	-100%
4 Information Technology (IT)	120,000	100,470	100,000	-17%
5 Consulting Services	137,000	21,800	-	-100%
6 Legal - General	220,000	149,950	220,000	0%
7 Legal - Employment Matters	40,000	117,970	-	-100%
8 Professional Services - Other	370,000	343,110	350,000	-5%
9 <b>Total Outside Services</b>	<b>1,192,000</b>	<b>1,018,830</b>	<b>920,000</b>	<b>-23%</b>

# ROSS VALLEY SANITARY DISTRICT

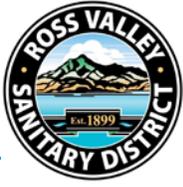
## ANNUAL BUDGET FY 2020-21



### Operations

Operating Expenditures Summary	FY 2020 Adopted	FY 2020 Projected	FY 2021 Budget	% Change
1 Salaries	3,363,000	3,448,500	3,821,000	14%
2 Benefits & Payroll Taxes	2,244,300	1,965,430	2,463,000	10%
3 Total Salaries and Benefits	5,607,300	5,413,930	6,284,000	12%
4 System Maintenance	1,235,900	1,137,900	1,400,000	13%
5 General & Administration	301,300	281,950	244,000	-19%
6 Facilities & Utilities	432,000	448,400	426,000	-1%
7 Total Other Expenditures	1,969,200	1,868,250	2,070,000	5%
8 Total Operating Expenditures Summary	7,576,500	7,282,180	8,354,000	10%

Operating Expenditures by Category	FY 2020 Adopted	FY 2020 Projected	FY 2021 Budget	% Change
<b>Salaries &amp; Benefits</b>				
<i>Salaries/Wages</i>				
9 Salaries	3,220,000	3,202,380	3,519,000	9%
10 Overtime	128,000	198,170	203,000	59%
11 Standby Overtime	15,000	47,950	99,000	560%
12 Subtotal Salaries/Wages	3,363,000	3,448,500	3,821,000	14%
<i>Benefits &amp; Payroll Taxes</i>				
13 Boot Allowance	6,000	6,840	6,000	0%
14 Employee Fitness	7,300	2,640	12,000	64%
15 Insurance - Medical/Dental/Vision	775,000	612,350	797,000	3%
16 Insurance - Other	19,000	24,200	27,000	42%
17 Insurance - Workers Comp & Unemployment	138,000	302,980	238,000	72%
18 Payroll Taxes	257,000	248,050	291,000	13%
19 Retirement - Employer	1,026,000	765,910	1,078,000	5%
20 Compensated Absences	16,000	2,460	14,000	0%
21 Subtotal Benefits & Payroll Taxes	2,244,300	1,965,430	2,463,000	10%
22 Total Salaries & Benefits	5,607,300	5,413,930	6,284,000	12%
<b>System Maintenance</b>				
23 Emergency Response	155,000	45,720	150,000	-3%
24 Equipment Rental	70,000	139,230	128,000	83%
25 Equipment Repair	187,000	150,070	175,000	-6%
26 Fats, Oils, & Grease (FOG) Program	23,100	16,800	24,000	4%
27 Materials, Parts, Concrete & Paving	328,000	340,140	465,000	42%
28 Permits	40,000	40,220	40,000	0%
29 Safety Equipment & Gear	55,800	70,770	65,000	16%
30 Tools	127,000	68,120	108,000	-15%
31 Uniforms	30,000	28,760	25,000	-17%
32 Vehicle - Fuel	95,000	98,680	95,000	0%
33 Vehicle - Repair	125,000	139,390	125,000	0%
34 Total System Maintenance	1,235,900	1,137,900	1,400,000	13%



# ROSS VALLEY SANITARY DISTRICT

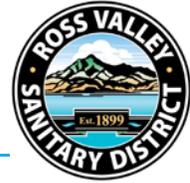
## ANNUAL BUDGET FY 2020-21

### Operations - Continued

Operating Expenditures by Category	FY 2020 Adopted	FY 2020 Projected	FY 2021 Budget	% Change
<b>General &amp; Administration</b>				
35 Conferences/Trainings/Meetings	33,200	26,050	21,000	-37%
36 Engineering Studies	65,000	40,240	50,000	0%
37 Membership Dues/Certifications	15,000	31,620	31,000	107%
38 Office Supplies	15,000	25,890	15,000	0%
39 Software & Maintenance	146,000	139,290	110,000	-25%
40 Travel & Meals	27,100	18,860	17,000	-37%
41 <b>Total General &amp; Administration</b>	<b>301,300</b>	<b>281,950</b>	<b>244,000</b>	<b>-19%</b>
<b>Facilities &amp; Utilities</b>				
42 Facilities - Maintenance - Ops & Maint	36,000	45,770	48,000	33%
43 Facilities - Rent - Ops & Maint	50,000	47,900	50,000	0%
44 Utilities - Ops & Maint	242,000	260,000	228,000	-6%
45 Utilities - Telephone/Internet - Ops & Maint	104,000	94,730	100,000	-4%
46 <b>Total Facilities &amp; Utilities</b>	<b>432,000</b>	<b>448,400</b>	<b>426,000</b>	<b>-1%</b>
47 <b>Subtotal Other Expenditures</b>	<b>1,969,200</b>	<b>1,868,250</b>	<b>2,070,000</b>	<b>5%</b>
48 <b>Total Operating Expenditures by Category</b>	<b>7,576,500</b>	<b>7,282,180</b>	<b>8,354,000</b>	<b>10%</b>

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21



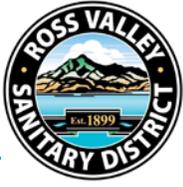
### SCHEDULE 5 – DEBT SERVICE SUMMARY

Debt Issues	Original Principal	Outstanding Principal	FY20/21 Debt Service
2013 Revenue Bonds	17,780,000	15,565,000	1,144,000
2014 Revenue Bonds	30,155,000	25,420,000	1,886,000
2018 Revenue Bonds	21,870,000	20,350,000	1,542,000
2019 Revenue Bonds	31,455,000	29,320,000	2,080,000
<b>Total</b>	<b>101,260,000</b>	<b>90,655,000</b>	<b>6,652,000</b>

Debt Service Ratio	FY 2020		FY 2021
	Adopted	Projected	Budget
Sources of Revenue	30,321,000	30,049,220	31,208,000
Less: Operating Expenditure	(19,448,900)	(18,539,960)	(20,167,000)
Net Operating Revenue	10,872,100	11,509,260	11,041,000
Less: Debt Service	(6,945,000)	(6,733,550)	(6,652,000)
Net Revenues in excess of Annual Debt Service	3,927,100	4,775,710	4,389,000
<b>Net Revenues as ratio of annual Debt Service</b>	<b>1.6</b>	<b>1.7</b>	<b>1.7</b>
<b>Debt Ratio per District Financial Policy</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

2013 Revenue Bonds				2014 Revenue Bonds				TOTAL			
Original Principal	Rate	Term	Maturity	Original Principal	Rate	Term	Maturity	Original Principal			
17,780,000	3.0% - 5.0%	30 yrs	1/1/2040	30,155,000	3.5% - 5.0%	25 yrs	1/1/2040	101,260,000			
Fiscal Year Ended June 30,	Principal	Interest	Total	Fiscal Year Ended June 30,	Principal	Interest	Total	Fiscal Year Ended June 30,	Principal	Interest	Total
2022	385,000	757,200	1,142,200	2022	930,000	954,890	1,884,890	2022	2,635,000	4,002,590	6,637,590
2023	400,000	739,500	1,139,500	2023	975,000	908,390	1,883,390	2023	2,760,000	3,885,590	6,645,590
2024	420,000	719,000	1,139,000	2024	1,025,000	859,640	1,884,640	2024	2,880,000	3,760,940	6,640,940
2025	440,000	697,500	1,137,500	2025	1,075,000	808,390	1,883,390	2025	3,015,000	3,624,990	6,639,990
2026	465,000	677,200	1,142,200	2026	1,130,000	754,640	1,884,640	2026	3,160,000	3,484,840	6,644,840
2027 - 2031	2,645,000	3,042,950	5,687,950	2027 - 2031	6,190,000	3,241,980	9,431,980	2027 - 2031	17,790,000	15,448,680	33,238,680
2032 - 2036	3,370,000	2,297,500	5,667,500	2032 - 2036	7,250,000	2,179,260	9,429,260	2032 - 2036	21,735,000	11,478,210	33,213,210
2037 - 2041	4,305,000	1,342,380	5,647,380	2037 - 2041	6,845,000	698,200	7,543,200	2037 - 2041	25,020,000	6,284,180	31,304,180
2042 - 2044	3,135,000	240,130	3,375,130	2042 - 2044	-	-	-	2042 - 2044	11,660,000	1,031,630	12,691,630
	<b>15,565,000</b>	<b>10,513,360</b>	<b>26,078,360</b>		<b>25,420,000</b>	<b>10,405,390</b>	<b>35,825,390</b>		<b>90,655,000</b>	<b>53,001,650</b>	<b>143,656,650</b>

2018 Revenue Bonds				2019 Revenue Bonds			
Original Principal	Rate	Term	Maturity	Original Principal	Rate	Term	Maturity
21,870,000	4.0% - 5.0%	25 yrs	1/1/2043	31,455,000	4.0% - 5.0%	25 yrs	1/1/2044
Fiscal Year Ended June 30,	Principal	Interest	Total	Fiscal Year Ended June 30,	Principal	Interest	Total
2022	540,000	1,006,500	1,546,500	2022	780,000	1,284,000	2,064,000
2023	560,000	984,900	1,544,900	2023	825,000	1,252,800	2,077,800
2024	580,000	962,500	1,542,500	2024	855,000	1,219,800	2,074,800
2025	610,000	933,500	1,543,500	2025	890,000	1,185,600	2,075,600
2026	640,000	903,000	1,543,000	2026	925,000	1,150,000	2,075,000
2027 - 2031	3,725,000	4,000,750	7,725,750	2027 - 2031	5,230,000	5,163,000	10,393,000
2032 - 2036	4,755,000	2,971,250	7,726,250	2032 - 2036	6,360,000	4,030,200	10,390,200
2037 - 2041	6,070,000	1,657,250	7,727,250	2037 - 2041	7,800,000	2,586,350	10,386,350
2042 - 2044	2,870,000	217,000	3,087,000	2042 - 2044	5,655,000	574,500	6,229,500
	<b>20,350,000</b>	<b>13,636,650</b>	<b>33,986,650</b>		<b>29,320,000</b>	<b>18,446,250</b>	<b>47,766,250</b>



# ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

## SCHEDULE 6 – POSITION ALLOCATION

Position	Salary Range [3] Monthly		Full Time Positions	
	Step 1	Step 6	2019-20	2020-21
<b>Administration</b>				
General Manager [1]	\$ 21,884		1	1
Finance & Administrative Services Manager/AGM [2]	\$ 15,270	\$ 19,680	1	1
Finance Supervisor	\$ 11,770	\$ 15,020	1	1
Clerk of the Board I/II	\$ 8,970	\$ 11,450	1	1
Senior Accountant	\$ 7,930	\$ 10,120	1	1
Senior Administrative Coordinator	\$ 6,350	\$ 8,100	1	1
Administrative Coordinator I/II	\$ 5,210	\$ 6,650	1	1
<b>Administration Total</b>			<b>7</b>	<b>7</b>
<b>Operations</b>				
Operations & Maintenance Manager [2]	\$ 12,730	\$ 16,410	1	1
Deputy O&M Manager	\$ 11,770	\$ 15,020	1	1
Operations Supervisor	\$ 9,200	\$ 11,740	4	4
Crew Lead	\$ 8,030	\$ 10,250	1	1
Senior Collection System Worker	\$ 7,740	\$ 9,870	2	2
Collection System Worker II	\$ 6,510	\$ 8,310	13	13
<b>Operations Total</b>			<b>22</b>	<b>22</b>
<b>Engineering</b>				
Senior Engineer	\$ 11,770	\$ 15,020	1	1
Assistant/Associate Engineer	\$ 10,150	\$ 12,960	1	1
Business Systems Analyst II	\$ 8,750	\$ 11,170	1	1
Compliance Officer	\$ 9,200	\$ 11,740	1	1
Inspector	\$ 8,330	\$ 10,630	2	2
<b>Engineering Total</b>			<b>6</b>	<b>6</b>
<b>Total Employee Count (All positions are full time)</b>			<b>35</b>	<b>35</b>

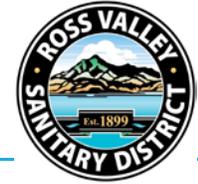
[1] The General Manager's salary is an annual amount that is set by contract.

[2] Executive Management Salary is a range from low to high.

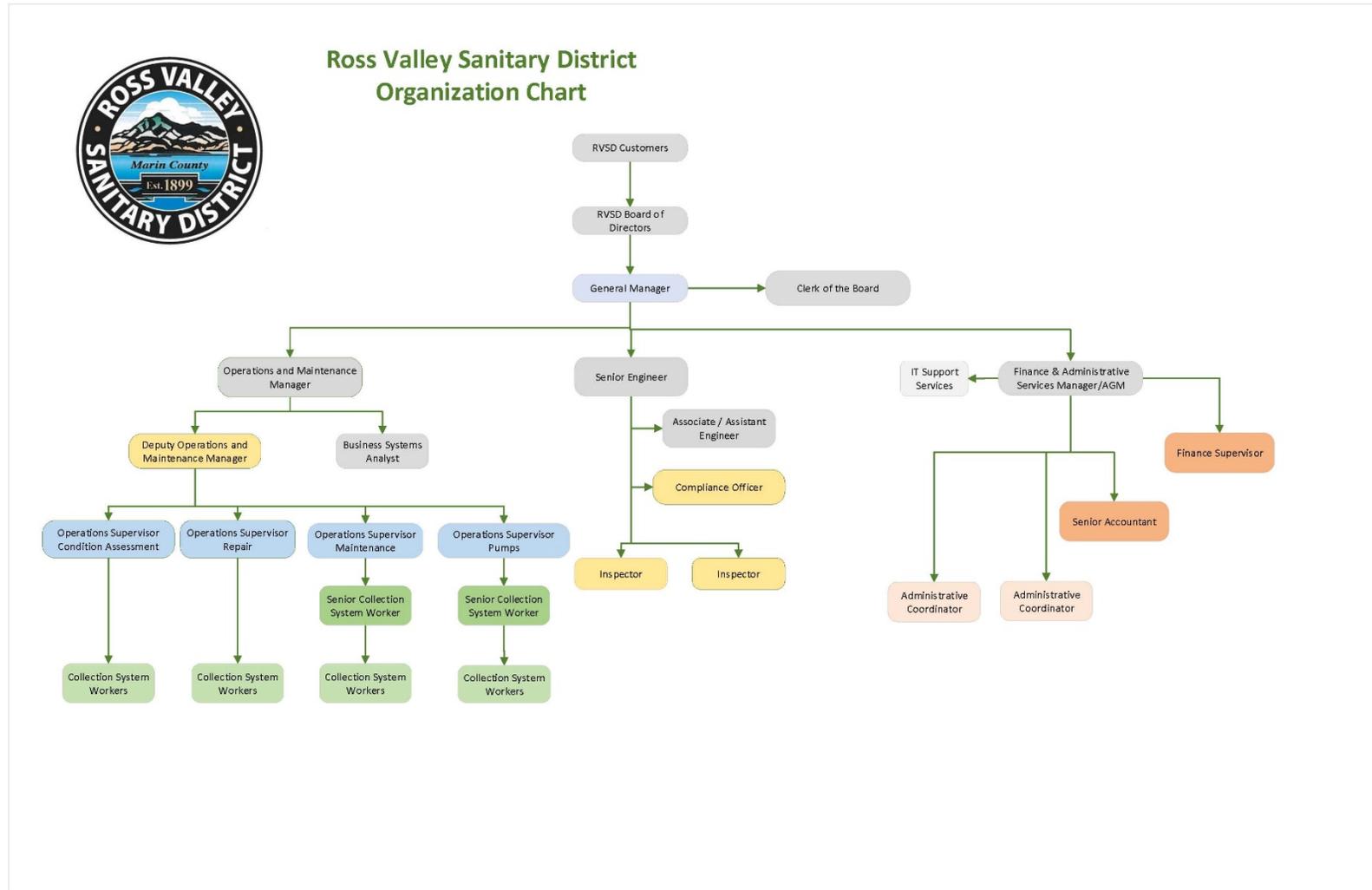
[3] April CPI percent is at 2.50%

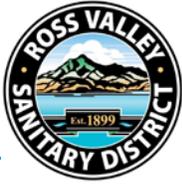
# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 20-21



### SCHEDULE 7 – ORGANIZATION CHART





# ROSS VALLEY SANITARY DISTRICT

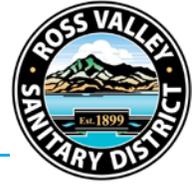
## ANNUAL BUDGET FY 2020-21

### SCHEDULE 8 – FIVE YEAR FINANCIAL FORECAST SUMMARY

	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
<b>Revenues and Other Sources</b>						
1 Sewer Service Charges	23,548,000	24,910,000	26,350,000	27,870,000	28,990,000	30,150,000
2 Property Tax - Ad Valorem	6,600,000	6,770,000	6,940,000	7,120,000	7,300,000	7,490,000
3 Proceeds from Sale of Property - Kerner Bldg and SRF Loan	-	7,600,000	-	-	-	-
4 Other Revenue	1,060,000	910,000	900,000	920,000	940,000	960,000
5 <b>Expected Revenues and Other Sources</b>	<b>31,208,000</b>	<b>40,190,000</b>	<b>34,190,000</b>	<b>35,910,000</b>	<b>37,230,000</b>	<b>38,600,000</b>
<b>Expenditures and Other Uses</b>						
6 CMSA Charges	8,356,000	8,600,000	8,920,000	9,270,000	9,640,000	10,030,000
7 Operations	8,354,000	8,760,000	9,180,000	9,630,000	10,110,000	10,610,000
8 Administration	2,537,000	2,660,000	2,780,000	2,910,000	3,040,000	3,180,000
9 Outside Services	920,000	940,000	960,000	980,000	1,000,000	1,020,000
10 <b>Total Operations &amp; Maintenance</b>	<b>20,167,000</b>	<b>20,960,000</b>	<b>21,840,000</b>	<b>22,790,000</b>	<b>23,790,000</b>	<b>24,840,000</b>
11 <b>Debt Service</b>	<b>6,652,000</b>	<b>6,640,000</b>	<b>6,650,000</b>	<b>6,640,000</b>	<b>6,640,000</b>	<b>6,640,000</b>
12 Studies, Special Projects & Equipment	2,370,000	820,000	720,000	820,000	720,000	820,000
13 Capital Projects	13,340,000	10,960,000	4,060,000	3,630,000	3,930,000	5,400,000
14 <b>Total Capital Projects and Other Uses</b>	<b>15,710,000</b>	<b>11,780,000</b>	<b>4,780,000</b>	<b>4,450,000</b>	<b>4,650,000</b>	<b>6,220,000</b>
15 <b>Total Expected Expenditures and Other Uses</b>	<b>42,529,000</b>	<b>39,380,000</b>	<b>33,270,000</b>	<b>33,880,000</b>	<b>35,080,000</b>	<b>37,700,000</b>
16 <b>Net Revenue Less Expenditures</b>	<b>(11,321,000)</b>	<b>810,000</b>	<b>920,000</b>	<b>2,030,000</b>	<b>2,150,000</b>	<b>900,000</b>
17 <b>Beginning Fund Balance</b>	<b>35,947,000</b>	<b>24,626,000</b>	<b>25,436,000</b>	<b>26,356,000</b>	<b>28,386,000</b>	<b>30,536,000</b>
18 <b>Ending Fund Balance</b>	<b>24,626,000</b>	<b>25,436,000</b>	<b>26,356,000</b>	<b>28,386,000</b>	<b>30,536,000</b>	<b>31,436,000</b>
<b>Minimum Reserve Requirements</b>						
19 Operating Reserve	10,084,000	10,480,000	10,920,000	11,400,000	11,900,000	12,420,000
20 Emergency Reserve	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
21 Capital Improvement	3,188,000	3,190,000	3,190,000	3,190,000	3,190,000	3,190,000
<b>Total Reserve Requirement</b>	<b>15,272,000</b>	<b>15,670,000</b>	<b>16,110,000</b>	<b>16,590,000</b>	<b>17,090,000</b>	<b>17,610,000</b>
<b>Restricted Funds Allocation</b>						
22 Restricted CERBT/CEPPT Fund	450,000	450,000	450,000	450,000	450,000	450,000
23 Restricted Bond Proceeds for Projects	-	-	-	-	-	-
24 Restricted Bond Proceeds for Canyon Road	43,000	43,000	43,000	43,000	43,000	43,000
25 <b>Total Restricted Funds</b>	<b>493,000</b>	<b>493,000</b>	<b>493,000</b>	<b>493,000</b>	<b>493,000</b>	<b>493,000</b>
26 <b>Cash Balance</b>	<b>8,861,000</b>	<b>9,273,000</b>	<b>9,753,000</b>	<b>11,303,000</b>	<b>12,953,000</b>	<b>13,333,000</b>
27 <b>Debt Service Ratio (Net Operating Revenues/Debt Service)</b>	<b>1.7</b>	<b>1.8</b>	<b>1.9</b>	<b>2.0</b>	<b>2.0</b>	<b>2.1</b>

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21



### SCHEDULE 9 – FIVE YEAR FINANCIAL FORECAST DETAIL

	Assmpts	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast
<b>Operating Fund</b>							
<b>Operating Revenues</b>							
1	Sewer Service Charges	23,548,000	24,910,000	26,350,000	27,870,000	28,990,000	30,150,000
2	Other Income	850,000	700,000	690,000	710,000	730,000	750,000
3	<b>Total Operating Revenues</b>	<b>24,398,000</b>	<b>25,610,000</b>	<b>27,040,000</b>	<b>28,580,000</b>	<b>29,720,000</b>	<b>30,900,000</b>
<b>Operating Expenditures</b>							
<b>CMSA Expenditures</b>							
4	Treatment Charges - CMSA	6,227,000	6,120,000	6,440,000	6,690,000	6,960,000	7,240,000
5	Debt Service - CMSA	2,129,000	2,480,000	2,480,000	2,580,000	2,680,000	2,790,000
6	<b>Total CMSA Expenditures</b>	<b>8,356,000</b>	<b>8,600,000</b>	<b>8,920,000</b>	<b>9,270,000</b>	<b>9,640,000</b>	<b>10,030,000</b>
		3.6%	2.9%	3.7%	4.0%	4.0%	4.0%
<b>Maintenance/Repair/Inspection Expenditures</b>							
7	Salaries & Benefits - Operations	6,284,000	6,630,000	6,990,000	7,370,000	7,780,000	8,210,000
8	Other Operational Expenditures	2,070,000	2,130,000	2,190,000	2,260,000	2,330,000	2,400,000
9	<b>Total General Operating Expenditures</b>	<b>8,354,000</b>	<b>8,760,000</b>	<b>9,180,000</b>	<b>9,630,000</b>	<b>10,110,000</b>	<b>10,610,000</b>
<b>Administrative Expenditures</b>							
10	Salaries & Benefits - Administration	1,721,000	1,820,000	1,920,000	2,030,000	2,140,000	2,260,000
11	Office Supplies & Equipment	115,000	120,000	120,000	120,000	120,000	120,000
12	General Administrative Expenditures	353,000	360,000	370,000	380,000	390,000	400,000
13	Facilities & Utilities - Administration	95,000	100,000	100,000	100,000	100,000	100,000
14	Board Fees & Other Expenditures	63,000	60,000	60,000	60,000	60,000	60,000
15	Insurance (includes Excess Liability)	190,000	200,000	210,000	220,000	230,000	240,000
16	<b>Total Administrative Expenditures</b>	<b>2,537,000</b>	<b>2,660,000</b>	<b>2,780,000</b>	<b>2,910,000</b>	<b>3,040,000</b>	<b>3,180,000</b>
<b>Outside Services</b>							
17	Community Outreach	250,000	260,000	270,000	280,000	290,000	300,000
18	Professional Services - Accounting/IT/Other	450,000	460,000	470,000	480,000	490,000	500,000
19	Professional Services - Legal	220,000	220,000	220,000	220,000	220,000	220,000
20	<b>Total Outside Services</b>	<b>920,000</b>	<b>940,000</b>	<b>960,000</b>	<b>980,000</b>	<b>1,000,000</b>	<b>1,020,000</b>
21	<b>Total Operating Expenditures</b>	<b>20,167,000</b>	<b>20,960,000</b>	<b>21,840,000</b>	<b>22,790,000</b>	<b>23,790,000</b>	<b>24,840,000</b>
22	<b>Net Operating Revenue</b>	<b>4,231,000</b>	<b>4,650,000</b>	<b>5,200,000</b>	<b>5,790,000</b>	<b>5,930,000</b>	<b>6,060,000</b>
<b>Transfer Out to:</b>							
23	Capital Fund	(4,231,000)	(4,650,000)	(5,200,000)	(5,790,000)	(5,930,000)	(6,060,000)
24	<b>Total Transfers Out</b>	<b>(4,231,000)</b>	<b>(4,650,000)</b>	<b>(5,200,000)</b>	<b>(5,790,000)</b>	<b>(5,930,000)</b>	<b>(6,060,000)</b>
25	<b>Net Operating Results</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# ROSS VALLEY SANITARY DISTRICT

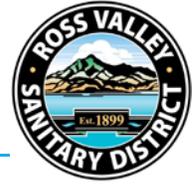
## ANNUAL BUDGET FY 2020-21

Schedule 9 - Five Year Forecast Detail (continued)

	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	
<b>Capital Fund</b>							
<b>Capital Revenues and Other Sources</b>							
26	Property Tax - Ad Valorem 2.5%	6,600,000	6,770,000	6,940,000	7,120,000	7,300,000	7,490,000
27	Capacity Charges	200,000	200,000	200,000	200,000	200,000	200,000
28	Sale of Property - Kerner Building	-	2,600,000	-	-	-	-
29	Proceeds from SRF Loans	-	5,000,000	-	-	-	-
30	Other	10,000	10,000	10,000	10,000	10,000	10,000
31	<b>Total Revenue &amp; Other Sources</b>	<b>6,810,000</b>	<b>14,580,000</b>	<b>7,150,000</b>	<b>7,330,000</b>	<b>7,510,000</b>	<b>7,700,000</b>
<b>Transfer In from:</b>							
32	Operating Fund	4,231,000	4,650,000	5,200,000	5,790,000	5,930,000	6,060,000
33	<b>Total Transfers In</b>	<b>4,231,000</b>	<b>4,650,000</b>	<b>5,200,000</b>	<b>5,790,000</b>	<b>5,930,000</b>	<b>6,060,000</b>
34	<b>Total Revenues, Other Sources and Transfers</b>	<b>11,041,000</b>	<b>19,230,000</b>	<b>12,350,000</b>	<b>13,120,000</b>	<b>13,440,000</b>	<b>13,760,000</b>
<b>Expenditures and Other Uses</b>							
<b>Debt Service</b>							
35	Bond Interest Expense on Debt	4,107,000	4,000,000	3,890,000	3,760,000	3,620,000	3,480,000
36	Bond Principal Payments on Debt	2,545,000	2,640,000	2,760,000	2,880,000	3,020,000	3,160,000
37	<b>Total Debt Service</b>	<b>6,652,000</b>	<b>6,640,000</b>	<b>6,650,000</b>	<b>6,640,000</b>	<b>6,640,000</b>	<b>6,640,000</b>
<b>Studies, Special Projects &amp; Equipment</b>							
38	Studies	135,000	120,000	120,000	120,000	120,000	120,000
39	Lateral Grant Program	500,000	400,000	400,000	400,000	400,000	400,000
40	Lateral Loan Program	200,000	200,000	200,000	200,000	200,000	200,000
41	Assessments and Updates	650,000	100,000	-	100,000	-	100,000
42	Fixed Assets and Equipment	885,000	-	-	-	-	-
43	<b>Total Studies, Special Projects &amp; Equipment</b>	<b>2,370,000</b>	<b>820,000</b>	<b>720,000</b>	<b>820,000</b>	<b>720,000</b>	<b>820,000</b>
<b>Capital Projects [Sch 10]</b>							
44	Gravity Sewer Improvements	3,860,000	8,630,000	3,930,000	3,500,000	3,800,000	4,100,000
45	Pump Station Improvements	1,130,000	2,330,000	130,000	130,000	130,000	130,000
46	Force Main Improvements	1,300,000	-	-	-	-	1,170,000
47	Other Capital Projects	7,050,000	-	-	-	-	-
48	<b>Total Capital Projects</b>	<b>13,340,000</b>	<b>10,960,000</b>	<b>4,060,000</b>	<b>3,630,000</b>	<b>3,930,000</b>	<b>5,400,000</b>
49	<b>Total Expenditures and Other Uses</b>	<b>22,362,000</b>	<b>18,420,000</b>	<b>11,430,000</b>	<b>11,090,000</b>	<b>11,290,000</b>	<b>12,860,000</b>
50	<b>Net Results</b>	<b>(11,321,000)</b>	<b>810,000</b>	<b>920,000</b>	<b>2,030,000</b>	<b>2,150,000</b>	<b>900,000</b>
54	<b>Beginning Fund Balance</b>	<b>35,947,000</b>	<b>24,626,000</b>	<b>25,436,000</b>	<b>26,356,000</b>	<b>28,386,000</b>	<b>30,536,000</b>
55	<b>Ending Fund Balance</b>	<b>24,626,000</b>	<b>25,436,000</b>	<b>26,356,000</b>	<b>28,386,000</b>	<b>30,536,000</b>	<b>31,436,000</b>
<b>Debt Ratio Service Ratio (Net Revenues/Debt Service)</b>							
56	Net Operating Revenues (Exp) and Debt Service Revenues	11,041,000	11,630,000	12,350,000	13,120,000	13,440,000	13,760,000
57	Annual Debt Service	(6,652,000)	(6,640,000)	(6,650,000)	(6,640,000)	(6,640,000)	(6,640,000)
58	Net Revenues in excess of Annual Debt Service	4,389,000	4,990,000	5,700,000	6,480,000	6,800,000	7,120,000
59	<b>Net Revenues as ratio of annual Debt Service</b>	<b>1.7</b>	<b>1.8</b>	<b>1.9</b>	<b>2.0</b>	<b>2.0</b>	<b>2.1</b>
60	<b>Debt Ratio per District Financial Policy</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>

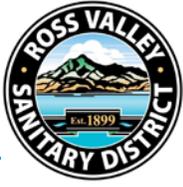
# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21



### SCHEDULE 10 – CAPITAL PROJECTS, STUDIES, SPECIAL PROJECTS AND EQUIPMENT

Project #	Project Description	FY 2020		FY 2021
		Budget	Projected	Budget
<b>Capital Projects</b>				
917	District Capitalized Repairs	250,000	196,540	250,000
918	As-Needed, On Call Sanitary Sewer System Construction Services	200,000	162,300	250,000
931	FY 2015/16 Gravity Sewer Improvements	50,000	13,390	-
932	FY 2016/17 Gravity Sewer Rehabilitation	1,292,000	1,624,750	50,000
933	FY 2016/17 Gravity Sewer Improvements Nokomis/Meadowcroft	-	52,790	-
942	Large Diameter Gravity Sewer Project II-3A - Upper Shady Lane/Ross Common	70,000	300,350	-
944	Ross Creek Sewer Removal (Addendum to LDGS II-3B Lower Shady/Poplar Avenue)	4,977,000	4,705,570	50,000
945	FY 2016/17 Gravity Sewer Improvements Butterfield/Meadowcroft-Arroyo	5,867,000	6,484,920	30,000
946	Winship Bridge Sewer Relocation	50,000	62,820	200,000
947	Butterfield/Arroyo-Kenrick Gravity Sewer Improvements	500,000	74,880	170,000
948	Miracle Mile Capacity Improvements and Spring Grove Realignment	180,000	480,020	-
949	Laurel Grove Gravity Sewer Improvements	500,000	172,170	2,310,000
951	FY 2020/21 Gravity Sewer Improvements	-	38,870	300,000
952	Nokomis Bridge Sewer Relocation	-	-	50,000
981	Inflow and Infiltration Reduction Program	200,000	10,020	200,000
<b>Gravity Sewer Total</b>		<b>14,136,000</b>	<b>14,379,390</b>	<b>3,860,000</b>
902	PS 15 Kentfield Pump Station Improvements	500,000	697,740	-
904	PS 12 Bon Air and PS 13 Greenbrae Pump Station Rehabilitation	300,000	374,660	-
905	Pump Station Equipment Upgrades FY 2018/19	125,000	24,920	130,000
906	PS 14, 24, 25 Larkspur Pump Station Improvements	300,000	45,340	1,000,000
<b>Pump Station Total</b>		<b>1,225,000</b>	<b>1,142,660</b>	<b>1,130,000</b>
960	FY 2019/20 Force Main Appurtenance Projects	730,000	176,920	1,300,000
<b>Force Main Total</b>		<b>730,000</b>	<b>176,920</b>	<b>1,300,000</b>
900	Larkspur Landing Excavation and Remediation Project	9,650,000	7,061,310	4,150,000
901	Andersen Building Improvements	1,600,000	278,420	2,900,000
<b>Other Capital Projects Total</b>		<b>11,250,000</b>	<b>7,339,730</b>	<b>7,050,000</b>
<b>Capital Projects Total</b>		<b>27,341,000</b>	<b>23,038,700</b>	<b>13,340,000</b>
<b>Studies, Special Projects &amp; Equipment</b>				
Project #	Project Description	FY 2020		FY 2021
		Adopted	Projected	Budget
978	Lateral Replacement Grant Program	400,000	472,380	500,000
	Lateral Replacement Loan Program	200,000	54,200	200,000
935	Capital Equipment Purchase	500,000	148,550	640,000
950	Fixed Asset Hardware/Software	382,000	431,240	245,000
982	Infrastructure Asset Management Program Support/Plan Update	1,010,000	504,800	650,000
979	Studies/Reviews/Software/Miscellaneous	170,000	78,140	135,000
<b>Studies, Special Projects and Equipment Total</b>		<b>2,662,000</b>	<b>1,689,310</b>	<b>2,370,000</b>
<b>Total</b>		<b>30,003,000</b>	<b>24,728,010</b>	<b>15,710,000</b>



# ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

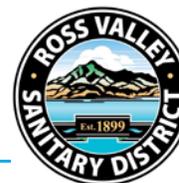
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## SCHEDULE 11 – CAPITAL IMPROVEMENT PROJECT SHEETS

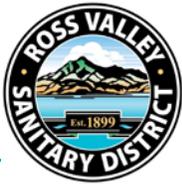
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# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21



Larkspur Landing Excavation and Remediation Project								
<b>Project Number:</b>	900							
<b>Total Project Costs:</b>	\$9,650,000							
<b>Facility Type:</b>	Other Projects							
<b>Status:</b>	Construction							
<b>Project Description:</b>	Excavation and Remediation of 40,000 CY of PCB-contaminated soils and demolition debris at former wastewater treatment plant site at 2000 Larkspur Landing Circle, Larkspur							
	<p style="text-align: right;">Location Map:</p>							
<b>Project Scope:</b>	Excavation of approximately 70,000 cubic yards (CY) of soil material involving: (1) 40,000 CY of contaminated soil off-haul, (2) 30,000 CY of soil stored on-site for restoration, and (3) import of 44,000 CY of clean soil for fill restoration within a 2-acre area of the 10.295 acres at 2000 Larkspur Landing Circle. All TSCA hazardous waste (PCB > 50 mg/kg) was removed from the site by August 2019 and remaining work in Summer 2020 is about 1/3 of the project by soil volume, mostly deep excavation, off-haul and imported fill near the							
<b>Useful Life of Completed Project:</b>	N/A							
<b>Risk Assessment/ Justification:</b>	US EPA provided conditional approval of the site cleanup of trace levels of PCBs in soils (from paint used on the treatment plant							
<b>Operating Impact:</b>	Reduced footprint of O&M activities at temporary District facilities at 2000 Larkspur Landing Circle.							
<b>Cross-Reference Project(s):</b>	N/A							
<b>Planning Document(s):</b>	Site Characterization Work Plan (09/2016), US EPA Conditional							
<b>Source of Funds (in \$000)</b>	<b>Prior Years</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>Total</b>
<b>Capital Fund</b>								
<b>Revenue Bonds</b>	5,500	4,150						9,650
<b>SRF Loans</b>								
<b>Other</b>								
<b>Total</b>	5,500	4,150						9,650

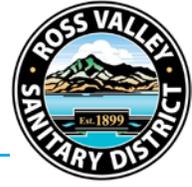


## ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

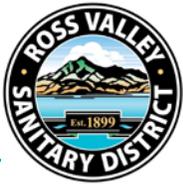
PS 14, 24, 25 Larkspur Pump Stations Improvements								
Project Number:	906							
Total Project Costs:	\$3,200,000							
Facility Type:	Pump Station							
Status:	Design							
Project Description:	Backup electrical system improvements to address reliability issues of generator power at PS14 (Larkspur) and PS24 (S Eliseo) and PS25 (S Eliseo at Bon Air). Roofing and platform improvements at PS 14.							
Project Scope:		Backup electrical system improvements to address reliability issues of generator power. Roofing and platform improvements at PS 14.						
Useful Life of Completed Project	15 to 30 years							
Risk Assessment/ Justification:	Pump station reliability during power outages such as Public Safety Power Outages, replacement of aging generators at PS 24 and 25.							
Operating Impact:	Improve reliability at major pump stations							
Cross-Reference Project(s):	N/A							
Planning Document(s):	N/A							
Location Map:								
Source of Funds (in \$000)	Prior Years	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total
Capital Fund		1,000	428					1,428
Revenue Bonds			602					602
SRF Loans			1,170					1,170
Other								
<b>Total</b>		1,000	2,200					3,200

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21



Ross Creek Sewer Removal (Addendum to LDGS II-3B Lower Shady/Poplar Ave.)								
<b>Project Number:</b>	944		Location Map: 					
<b>Total Project Costs:</b>	\$450,000							
<b>Facility Type:</b>	Gravity Sewer							
<b>Status:</b>	Design							
<b>Project Description:</b>	Remove abandoned 24" sewer from creek bed of Ross Creek at the Shady Lane bridge.							
<b>Project Scope:</b>	Based on a geomorphic study, replace grade control function after removing abandoned sewer from creek bed in order to minimize upstream erosion. Use natural rock features to create a sustainable riffle structure in place of the sewer (which was originally installed in 1926 and replacement siphon installed in Oct 2019).							
<b>Useful Life of Completed Project:</b>	70-100 years							
<b>Risk Assessment/ Justification:</b>	Restore creek functions, including outmigration of juvenile steelhead							
<b>Operating Impact:</b>	Improve aesthetics of creek crossing at Shady Lane by removing concrete structure and installing natural rock and stream riffle.							
<b>Cross-Reference Project(s):</b>	Large Diameter Gravity Sewer Improvements: II-3B Lower Shady							
<b>Planning Document(s):</b>	Large Diameter Gravity Sewer Condition Assessment							
<b>Source of Funds (in \$000)</b>	<b>Prior Years</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>Total</b>
<b>Capital Fund</b>		50						50
<b>Revenue Bonds</b>								
<b>SRF Loans</b>								
<b>Other (CDFW grant)</b>			400					400
<b>Total</b>		50	400					450

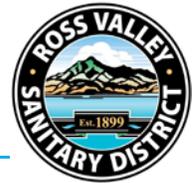


## ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

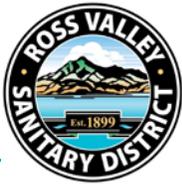
<b>Winship Capacity Improvements and Bridge Sewer Relocation</b>									
<b>Project Number:</b> 946		Location Map: 							
<b>Total Project Costs</b> \$1,028,000									
<b>Facility Type:</b> Gravity Sewer									
<b>Status:</b> Design									
<b>Project Description:</b> Replacement of gravity sewer attached to bridge with a double-barrel siphon and redirection of system for hydraulic capacity deficiencies and coordination with Town of Ross flood control improvements at Winship Bridge									
<b>Project Scope:</b>		100 LF double barrel siphon under San Anselmo Creek at Winship Bridge and 120 LF to redirect sewer southbound on Sir Francis Drake Blvd.							
<b>Useful Life of Completed Project</b>		70 Years							
<b>Risk Assessment/ Justification</b>		Hydraulic capacity deficiencies and elimination of an aerial creek crossing.							
<b>Operating Impact:</b>		New siphon							
<b>Cross-Reference Project(s):</b>		Town of Ross Winship Bridge							
<b>Planning Document(s):</b>		IAMP, SHECAP 2006							
<b>Source of Funds (in \$000)</b>		<b>Prior Years</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>Total</b>
<b>Capital Fund</b>		78	200	750					1,028
<b>Revenue Bonds</b>									
<b>SRF Loans</b>									
<b>Other</b>									
<b>Total</b>		78	200	750					1,028

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21



Butterfield/Arroyo-Kenrick Gravity Sewer Improvements								
<b>Project Number:</b>		947			<b>Location Map:</b> 			
<b>Total Project Costs:</b>		\$5,025,000						
<b>Facility Type:</b>		Gravity Sewer						
<b>Status:</b>		Design						
<b>Project Description:</b>		0.3 mi of diversion and replacement gravity sewer in San Anselmo including open-cut methods in Butterfield Rd between Arroyo and Kenrick						
<b>Project Scope:</b>		1,600 LF of open cut and 1,050 LF of abandonment						
<b>Useful Life of Completed Project</b>		70 years						
<b>Risk Assessment/ Justification:</b>		Structural rehabilitation and O&M improvements by realignment out of landscaping and elimination of sags						
<b>Operating Impact:</b>		Pipe will be more accessible in new location and maintenance frequency will decrease. Traffic control requirements will increase.						
<b>Cross-Reference Project(s):</b>		FY 2016/17 Gravity Sewer Improvements Butterfield/Meadowcroft-						
<b>Planning Document(s):</b>		IAMP						
<b>Source of Funds (in \$000)</b>	<b>Prior Years</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>Total</b>
<b>Capital Fund</b>	25	170						195
<b>Revenue Bonds</b>								
<b>SRF Loans</b>			3,830					3,830
<b>Other</b>								
<b>Total</b>	25	170	3,830					4,025

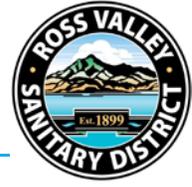


## ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

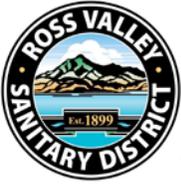
Laurel Grove Gravity Sewer Improvements								
<b>Project Number:</b>	949		<b>Location Map:</b> 					
<b>Total Project Costs:</b>	\$2,503,000							
<b>Facility Type:</b>	Gravity Sewer							
<b>Status:</b>	Construction							
<b>Project Description:</b>	Hydraulic capacity increase, I&I reduction, SSO reduction and structural rehabilitation in Laurel Grove Avenue in Kentfield from Makin Grade to Sir Francis Drake Blvd., including two connecting sewers in Quisisana and Hanken							
<b>Project Scope:</b>	3,510 feet of replacement of undersized clay pipe from Makin Grade to Sir Francis Drake, including 110 feet of upsizing 10-inch to 16-inch sewer under Sir Francis Drake. Replacement of 290 feet of 6-inch. clay and cast-iron sewer on Quisisana Drive, replacement of 495 feet of 6-inch clay sewer on Hanken Drive.							
<b>Useful Life of Completed Project</b>	70 Years							
<b>Risk Assessment/ Justification:</b>	Hydraulic capacity, I&I reduction, SSO reduction, and structural rehabilitation							
<b>Operating Impact:</b>	Larger diameter will eliminate problems during wet weather and require less maintenance. Also benefits from structural rehabilitation of some of our oldest infrastructure.							
<b>Cross-Reference Project(s):</b>	FY 2014/15 Pipeline Rehabilitation							
<b>Planning Document(s):</b>	IAMP, SHECAP 2006							
<b>Source of Funds</b>	<b>Prior</b>	<b>FY</b>	<b>FY</b>	<b>FY</b>	<b>FY</b>	<b>FY</b>	<b>FY</b>	
<b>(in \$000)</b>	<b>Years</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>	<b>25/26</b>	<b>Total</b>
<b>Capital Fund</b>	193	2,310						2,503
<b>Revenue Bonds</b>								
<b>SRF Loans</b>								
<b>Other</b>								
<b>Total</b>	193	2,310						2,503

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21



FY 2020/21 Gravity Sewer Improvements								
<b>Project Number:</b>		<b>951</b>						
<b>Total Project Costs:</b>		<b>\$3,200,000</b>						
Facility Type:		Gravity Sewer						
Status:		Planning						
Project Description:		Approx. 2 miles of gravity sewer rehabilitation and additional restoration in Greenbrae (El Portal easement), Larkspur (South Eliseo and Country Mart), San Anselmo (Sequoia Park), Kent Woodlands (Rancheria and Tamalpais Creek), and Ross (Skylane).						
		<p style="text-align: right;">Location Map:</p>						
Project Scope:		Upsize of 4" sewer in El Portal Easement and install manhole at blind tee, Removal of sags and restoration of grade in South Eliseo sewer, pipe repair near Bed Bath and Beyond in Country Mart, Upsizing and restoration of 4" and 5" sewers in Sequoia Park including replacement of easement sewers with sewers in roadways, Rehabilitation of clay sewers in Rancheria area to reduce I&I, and reduce line maintenance hours in difficult access areas, including Tamalpais Creek easement and creek crossing, Upsize of 4" sewer on Skylane. Install "fly line" on Stadium Way.						
Useful Life of Completed Project:		70 years						
Risk Assessment/ Justification:		Structural rehabilitation, I&I reduction, SSO reduction, and O&M improvements						
Operating Impact:		Reduce frequency of line maintenance activities and SSOs on public and private sewers						
Cross-Reference Project(s):								
Planning Document(s):		IAMP						
<b>Source of Funds (in \$000)</b>	<b>Prior Years</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>Total</b>
Capital Fund								
Revenue Bonds		300	2,900					3,200
SRF Loans								
Other								
<b>Total</b>		<b>300</b>	<b>2,900</b>					<b>3,200</b>

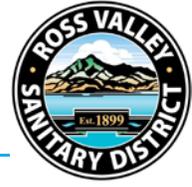


## ROSS VALLEY SANITARY DISTRICT ANNUAL BUDGET FY 2020-21

<b>Nokomis Bridge Sewer Relocation</b>								
<b>Project Number:</b>	<b>952</b>		Location Map:					
<b>Total Project Costs:</b>	<b>\$838,000</b>							
Facility Type:	Gravity Sewer							
Status:	Design							
Project Description:	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							
Project Scope:	100 LF double barrel siphon under San Anselmo Creek at Nokomis Bridge							
Useful Life of Completed Project:	70 years							
Risk Assessment/ Justification:	Structural rehabilitation and elimination of an aerial creek crossing							
Operating Impact:	New siphon							
Cross-Reference Project(s):	Town of San Anselmo Nokomis Bridge							
Planning Document(s):								
<b>Source of Funds</b>	<b>Prior</b>	<b>FY</b>	<b>FY</b>	<b>FY</b>	<b>FY</b>	<b>FY</b>	<b>FY</b>	
(in \$000)	Years	20/21	21/22	22/23	23/24	24/25	25/26	Total
Capital Fund	11	50	50	727				838
Revenue Bonds								
SRF Loans								
Other								
<b>Total</b>	11	50	50	727				838

# ROSS VALLEY SANITARY DISTRICT

## ANNUAL BUDGET FY 2020-21



FY 2019/20 Force Main Appurtenance Projects										
<b>Project Number:</b>		<b>960</b>							<b>Location Map:</b> 	
<b>Total Project Costs:</b>		<b>\$1,700,000</b>								
<b>Facility Type:</b>		Force Main								
<b>Status:</b>		Construction								
<b>Project Description:</b>		Replace 5 air release valves and 3 isolation plug valves on the force main system in Greenbrae and Larkspur using high quality corrosion resistant materials. Rebuild vaults and conduct night work as necessary.								
<b>Project Scope:</b>		(1) an air release valve (ARV) on FM-13 Greenbrae, (2) an ARV on FM-14 Larkspur (Piper Park), (3) a second ARV on FM-14 Larkspur (Piper Park), (4) an isolation valve that has failed (in the open position) on FM-13 (just above its point of connection with FM-1), (5) FM-13 ARV (located on the shoulder of the SB-101 on-ramp), (6) FM-33 ARV (located in the intersection of Laderman Lane and Gregory Place), (7) FM-14 isolation plug valve at the end of S. Eliseo Drive, (8) FM-24 isolation plug valve in front of Pump Station 24 on S. Eliseo Drive.								
<b>Useful Life of Completed Project:</b>		15 to 30 years								
<b>Risk Assessment/ Justification:</b>		Force main reliability								
<b>Operating Impact:</b>		Improve reliability of the force main system. Prevent overflows by enabling portions of the system to be shut off temporarily by installing operable isolation valves. Prevent accumulation of gases in force main system that reduce capacity over time.								
<b>Cross-Reference Project(s):</b>										
<b>Planning Document(s):</b>		IAMP								
<b>Source of Funds (in \$000)</b>	<b>Prior Years</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>Total</b>		
Capital Fund	200	1,300						1,500		
Revenue Bonds	200							200		
SRF Loans										
Other										
<b>Total</b>	<b>400</b>	<b>1,300</b>						<b>1,700</b>		