



Budgets

Novato & West Marin Service Areas

Fiscal Year 2023 – 2024
Adopted June 20, 2023



**NORTH MARIN
WATER DISTRICT**

Introduction:

This document contains the fiscal year 2023/2024 budgets for North Marin Water District's various enterprise service areas located in Marin County, covering 100 square miles as listed below.

- Potable Water Service: Treatment, Transmission, Distribution, and Fire Services.
Novato
West Marin (Point Reyes Station, Inverness Park, Olema, Bear Valley, Silver Hills & Paradise Ranch Estates)
- Recycled Water Treatment, Transmission and Distribution:
Novato
- Sewage Collection, Treatment & Reuse/Disposal:
Oceana Marin

Accompanying the operating budgets are capital improvement project expenditures and equipment purchases for the fiscal year. Questions regarding these budgets may be directed to Julie Blue, Auditor-Controller, at jblue@nmwd.com or 415-761-8950.

Mission Statement:

Our mission is to meet the expectations of our customers in providing potable and recycled water and sewer services that are reliable, high-quality, environmentally responsible, and reasonably priced.

Vision Statement:

We strive to optimize the value of services we provide to our customers and continually seek new ways to enhance efficiency and promote worker and customer engagement and satisfaction.



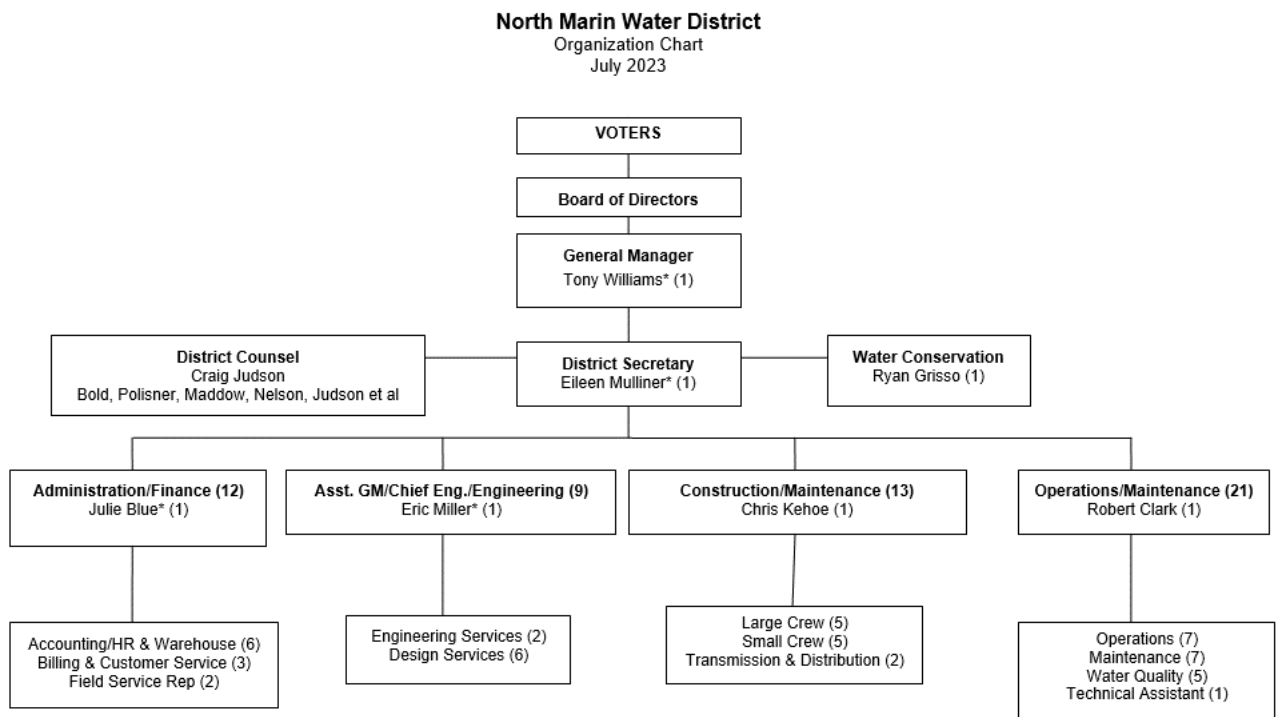
Stafford Lake

Organization Information:

North Marin Water District is a Special District formed by voter approval in 1948 pursuant to the provisions of the County Water District Law (Water Code – Division 12). The District is governed by a five-member Board of Directors, elected for four-year terms by division from within the District's service area. The current Directors are as follows:

- Rick Fraites (Division 5), President
- Jack Baker (Division 2), Vice President
- Ken Eichstaedt (Division 1)
- Michael Joly (Division 3)
- Stephen Petterle (Division 4)

Day to day operations are led by General Manager Tony Williams, and there are four departments and 58 budgeted full-time employees, as shown in the organization chart below.



*Also serves as District officer

North Marin Water District Boundary Map

- Marin County
- North Marin Water District Service Boundary
- No services provided/available



**NORTH MARIN
WATER DISTRICT**



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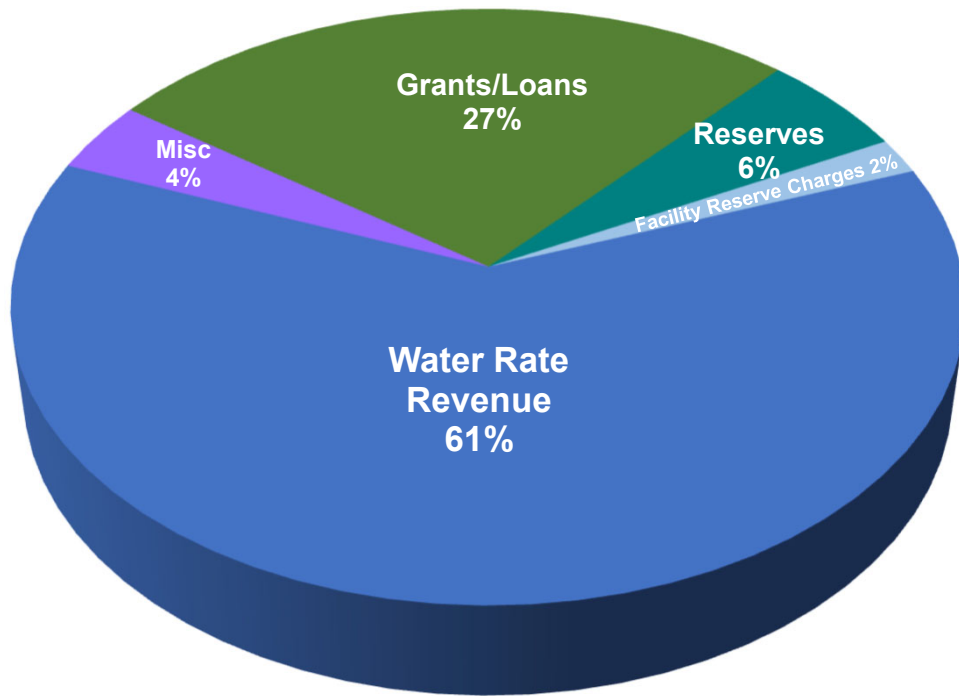
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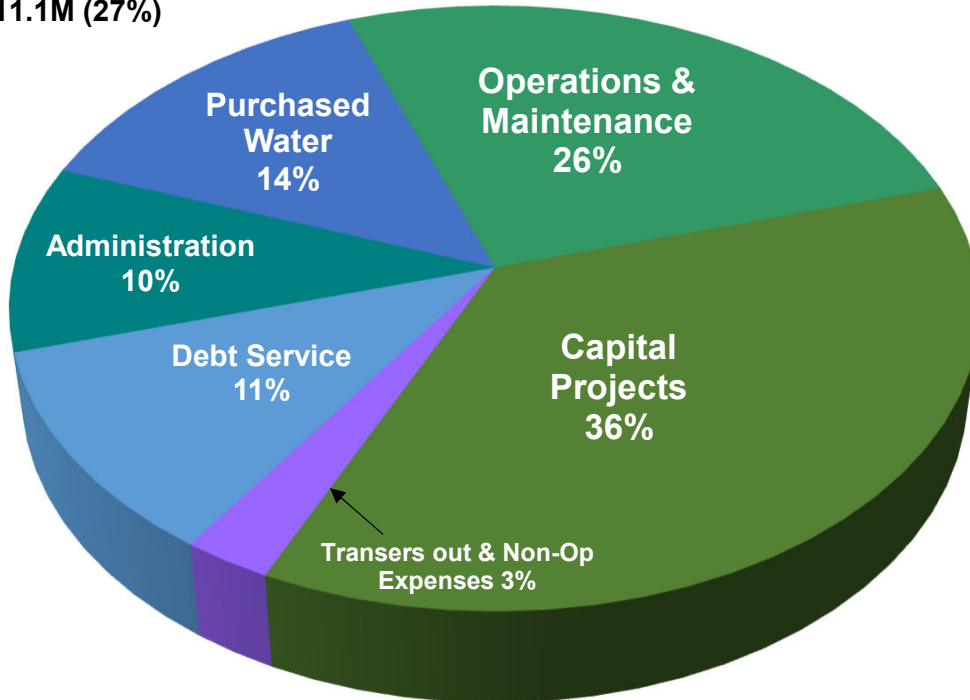
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**NORTH MARIN WATER DISTRICT
FY23/24 BUDGET - ALL SERVICE AREAS COMBINED
SOURCES = \$41,762,000**



Labor = \$11.1M (27%)



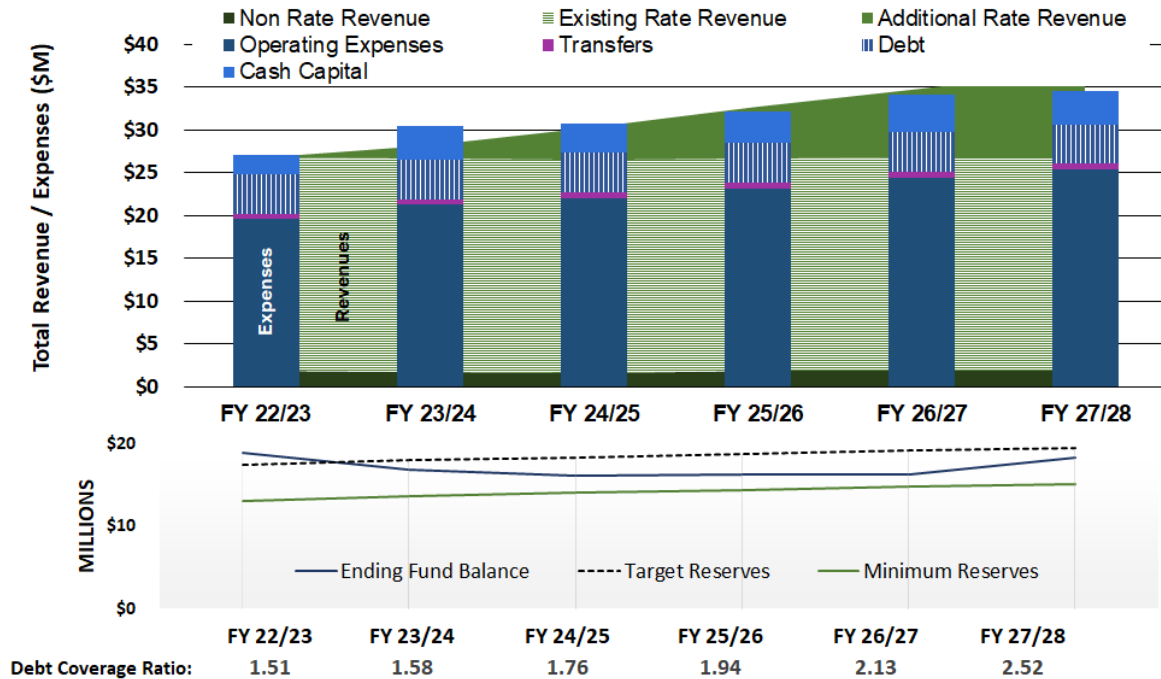
USES = \$41,762,000

Excludes Depreciation Expense & Developer Funded Costs

Summary

The \$41.8 million consolidated budget projects operating revenue of \$26.5 million and a net operating revenue of \$5.6 million. The FY 23/24 budget incorporates \$5.1 million in internally funded capital improvement projects and \$5.8 million in water purchases. After payment of \$4.6 million in debt service, the consolidated budget projects a decrease in cash for the fiscal year of \$2.2 million. The below chart shows that the North Marin Water District's financial plan will maintain sufficient cash reserves aiming towards the designated targets and remaining above the minimum level, while sustaining a debt service coverage ratio above 1.5.

Financial Forecast Summary - All Service Areas Combined

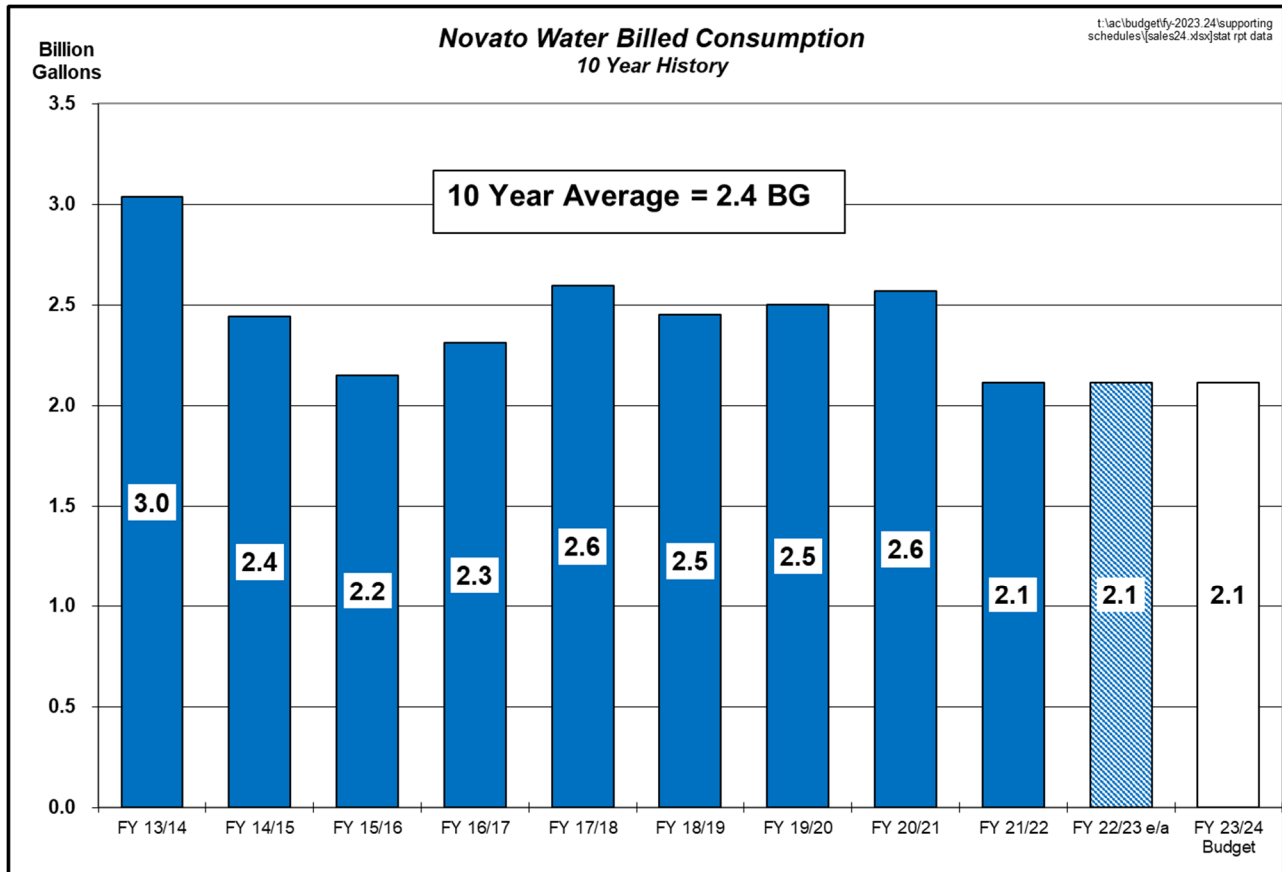


Novato Water

The Novato Potable Water System budget projects a \$2.2 million cash decrease over the fiscal year. A 9.5% rate increase in both the commodity and service charge, effective July 1, 2023, was approved by the Board of Directors at a public hearing which occurred on June 20, 2023. Total budget outlay, which includes \$4.4 million in internally funded capital improvement projects, is projected at \$27.1 million which is \$262,000 (1%) higher than the FY 22/23 budget.

Operating Revenue

Water Rate Revenue - Water consumption is budgeted at 2.1 billion gallons (BG) which is equivalent to the FY 22/23 budget. This conservative estimate is indicative of the current environmental and economic conditions where historical trends are less predictive of future outcomes. The 9.5% rate increase, effective July 1, 2023 is projected to increase revenues by approximately \$2 million but is highly dependent on water consumption volumes. The following chart shows a 10-year history of billed consumption for the Novato Potable Water System.



Other Operating Revenue – The wheeling charge to Marin Municipal Water District is budgeted at \$140,000. This is based on the average revenue collected in the past five years. Miscellaneous Operating Revenue of \$307,000, from various sources, include turn on and new account charges, hydrant meter installation and removal, lab services provided to other agencies, and backflow charges for testing and maintenance.

Operating Expenditures

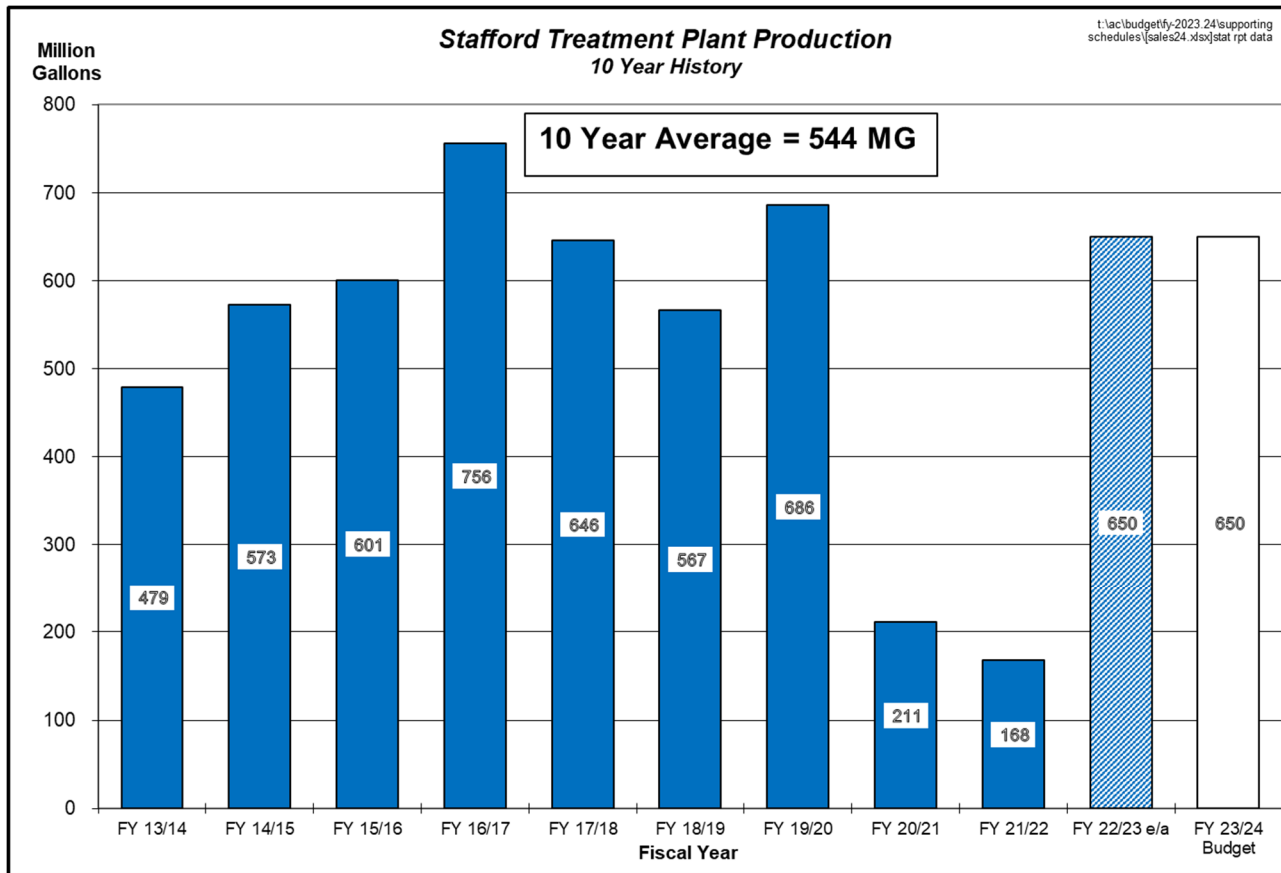
Operating expenses are budgeted to increase 9.8% or \$1.7 million from the FY 22/23 budget. The increase is primarily due to inflation adjustments, increases in the cost to purchase water, insurance costs, regulatory costs and personnel costs. Water purchases, and some operational costs are variable and dependent on the volume of water produced and purchased while many other expenses such as salaries, benefits, general liability insurance, and other administrative costs are fixed. More details are outlined in this budget report.

Source of Supply – The purchase price of water from Sonoma Water (SW) (also known as Sonoma County Water Agency) is projected to increase 12.51% in FY 23/24. This change will result in a cost per million gallons (MG) of \$3,804 for FY 23/24 versus \$3,381 for FY 22/23 and is estimated to increase the cost to purchase water by \$600,000.

Stafford Treatment Plant (STP) Water Production – STP water production is projected at 650 MG in FY 23/24 which is higher than the 10-year average annual production of 544 MG, as shown in the below chart. This estimate could differ from actual operations but is probable due to Stafford

Lake being full from the recent wet winter. The cost to produce water, at this budgeted level of production, costs approximately 30% more than purchasing it from SW.

Although the cost of STP water production is higher than purchases from SW, the benefits of having a local water supply for resiliency, emergency preparedness, and periodic maintenance on the SW transmission system, outweighs the additional costs in operating the plant.



Personnel Costs - The budget includes a staffing level of 58 full-time equivalent (FTE) employees, see staffing position allocation schedule. There is an increase of one FTE in the Administration Department, one FTE in the Operations Department, and one FTE in the Construction Department. Actual departmental allocation may vary depending on operational needs. The increased headcount is budgeted to assist with excess workload, new and existing regulation compliance, redundancy coverage, preparedness for emergency events, and succession planning.

The District previously entered into a five-year Memorandum of Understanding (MOU) with the Employee Association which expires on September 30, 2023. Negotiations for an updated contract are in progress. Changes in salaries and benefits are assumed to align with inflationary projected increases.

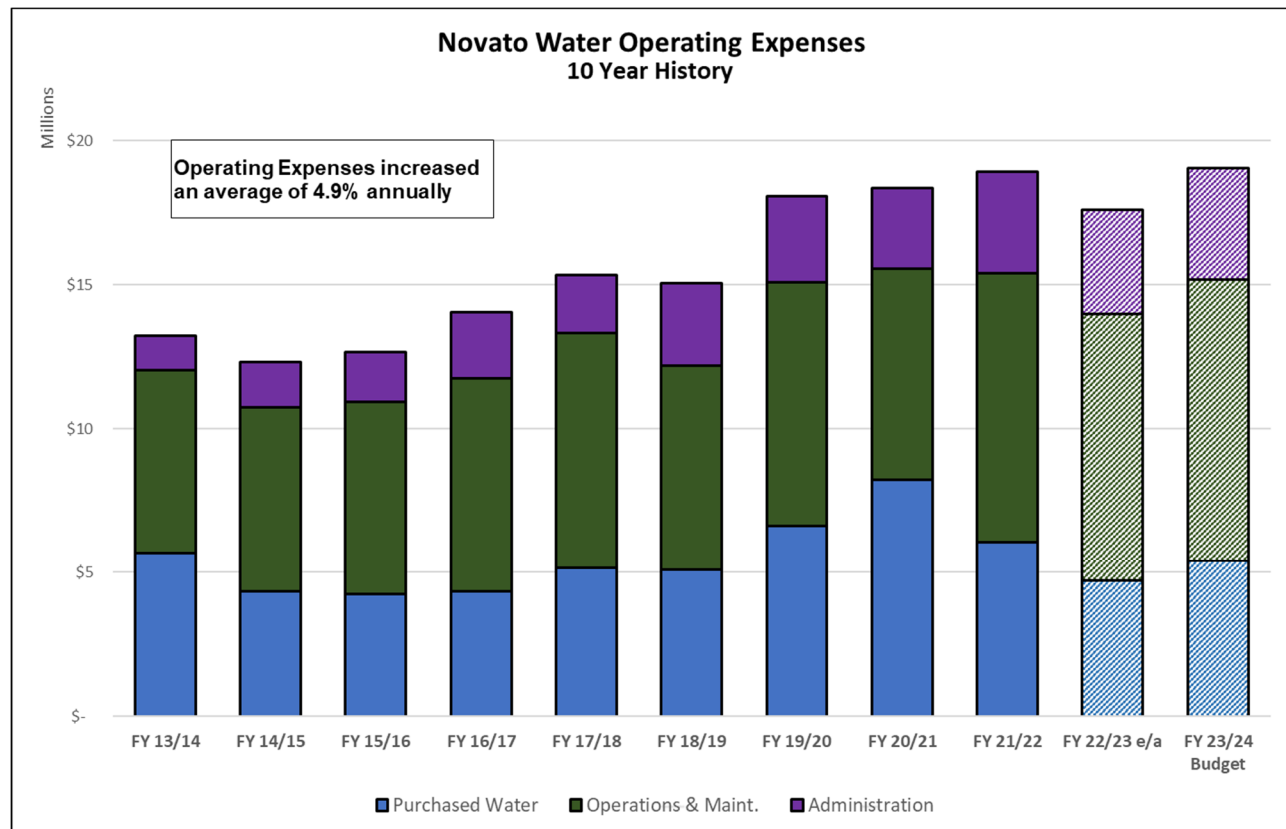
The District's CalPERS retirement contribution rate and related employer costs are budgeted at 30.3% of employee earnings, which approximates the rate budgeted last year. When applied to the FY 23/24 budgeted earnings this equates to an increase in annual pension expense

of approximately \$130,000. For context, the rate in FY 16/17 was 20.2% of earnings and any increases in pension expense has a compounding impact when tied to annual COLA increases. Workers compensation insurance is budgeted to increase 11% based on actual premiums as provided by our insurance provider, Zenith. For budgeting purposes, group health insurance rates were increased with inflation. Over the last three years, average health insurance costs increased 5.9% annually.

Other Operations & Maintenance Expenses –

- Office Equipment Expense is budgeted at \$260,000 which includes an increased budget in preparation for the District's headquarters and laboratory relocation back to Rush Creek Place. This is \$132,000 (103%) higher than the prior year's budget. The move necessitates additional office expenses that cannot be classified as capital expenditures, including some furniture and Information Technology (IT) items.
- Backflow Prevention Program is budgeted at \$356,000 which is an increase of \$119,000 (50%) from the prior year's budget. The increase is due to State required backflow testing, which includes staff time, materials, and contracts with outside vendors. The increase is needed to align the budget with the actual cost of the program.
- Insurance Premiums and Claims are budgeted at \$268,000 which is an increase of \$73,000 (37%) from the prior year's budget and align with expected premium and claim costs.
- Studies and Special Projects are budgeted at \$385,000, which is \$61,000 (19%) higher than the prior year's budget. Included in this expense is an update to the Novato Water Master Plan and an Aqueduct Vulnerability/Cathodic Assessment.
- Human Resources are budgeted at \$258,000 which is an increase of \$61,000 (31%) from the prior year's budget. The increase is due to staff time, legal counsel, and the completion of the compensation survey related to the Employee Association negotiations.
- Chemical Costs for water treatment are budgeted at \$480,000 which is an increase of \$45,000 (10%) from the prior year's budget. The increase is based on prices provided by the Bay Area Chemical Consortium (BACC) and quantities estimated by Operations.
- Permit and Regulatory Fees are budgeted at \$200,000 which is an increase of \$21,000 (12%) from the prior year's budget. The increase is based on actual invoices received for the next fiscal year and estimates based on prior year's average increases.

The following chart shows the past 10-years of operating expenses for Novato Water. The average increase to actual expenses is 4.9% which is influenced by a one-time payment of \$1.1M in FY 19/20 for bond issued debt service made to SW. Additionally, the average increase in operating expenses is impacted by the purchase of 363.5 million gallons of water from SW to backfeed Stafford Lake in FY 21/22 at the cost of \$1.1 million.



Non-Operating Revenue –

Facility Reserve Charge (FRC) revenue is budgeted in FY 23/24 at \$793,000. FRC revenue of \$400,000 for 14 Equivalent Dwelling Units (EDUs) is estimated to be collected in FY 22/23. The annual average connections have been 55 EDUs (FY 18/19 through FY 22/23). Included in the projections is annual FRC revenue equivalent to 28 EDUs or about half of the actual five-year average.

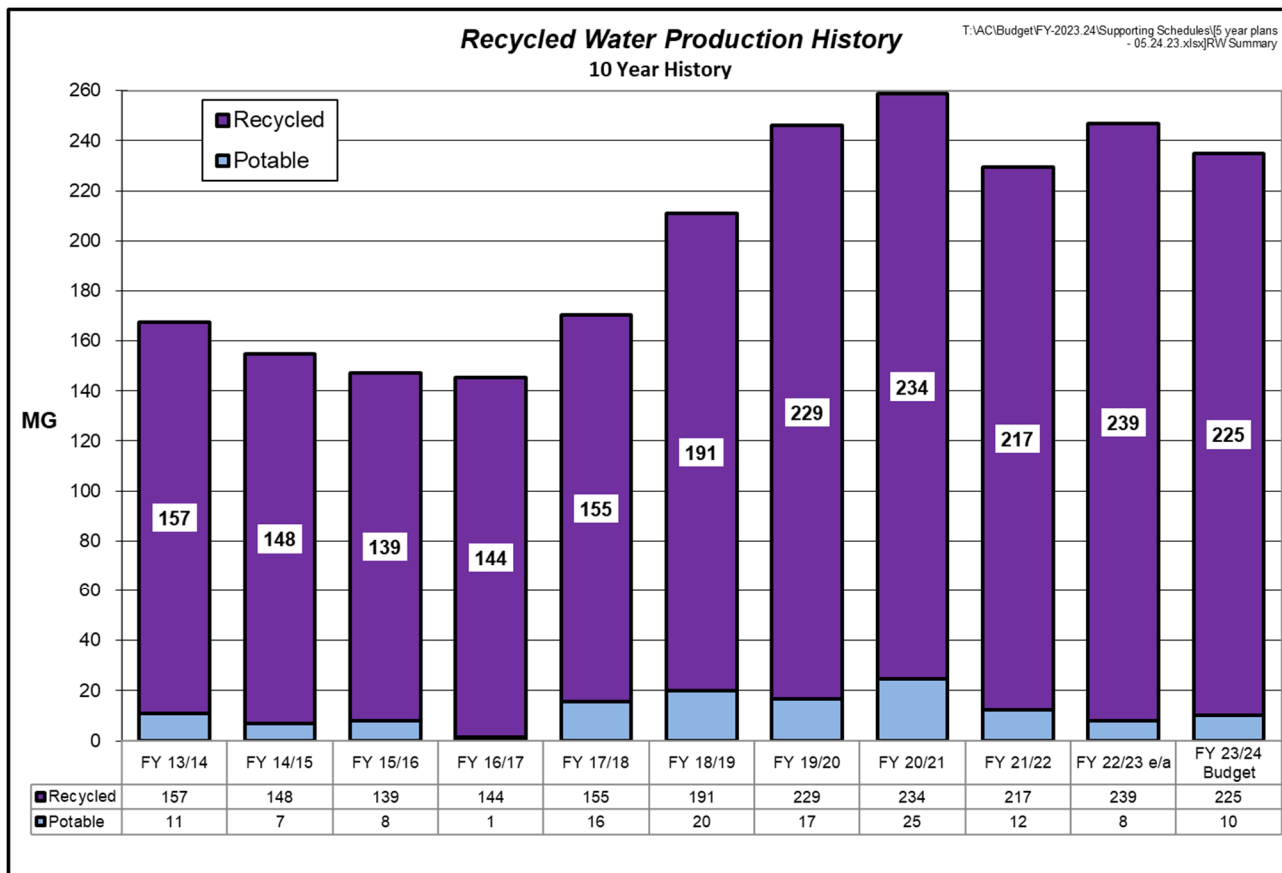
Marin Municipal Water District (MMWD) will pay the annual fixed Aqueduct Energy Efficiency Project (AEEP) capital contribution of \$205,000 in accordance with the terms of the 2014 Interconnection Agreement. Additional non-operating revenue of \$667,000 is comprised of interest earnings, property tax revenue, and rental income.

Non-Operating Expenses –

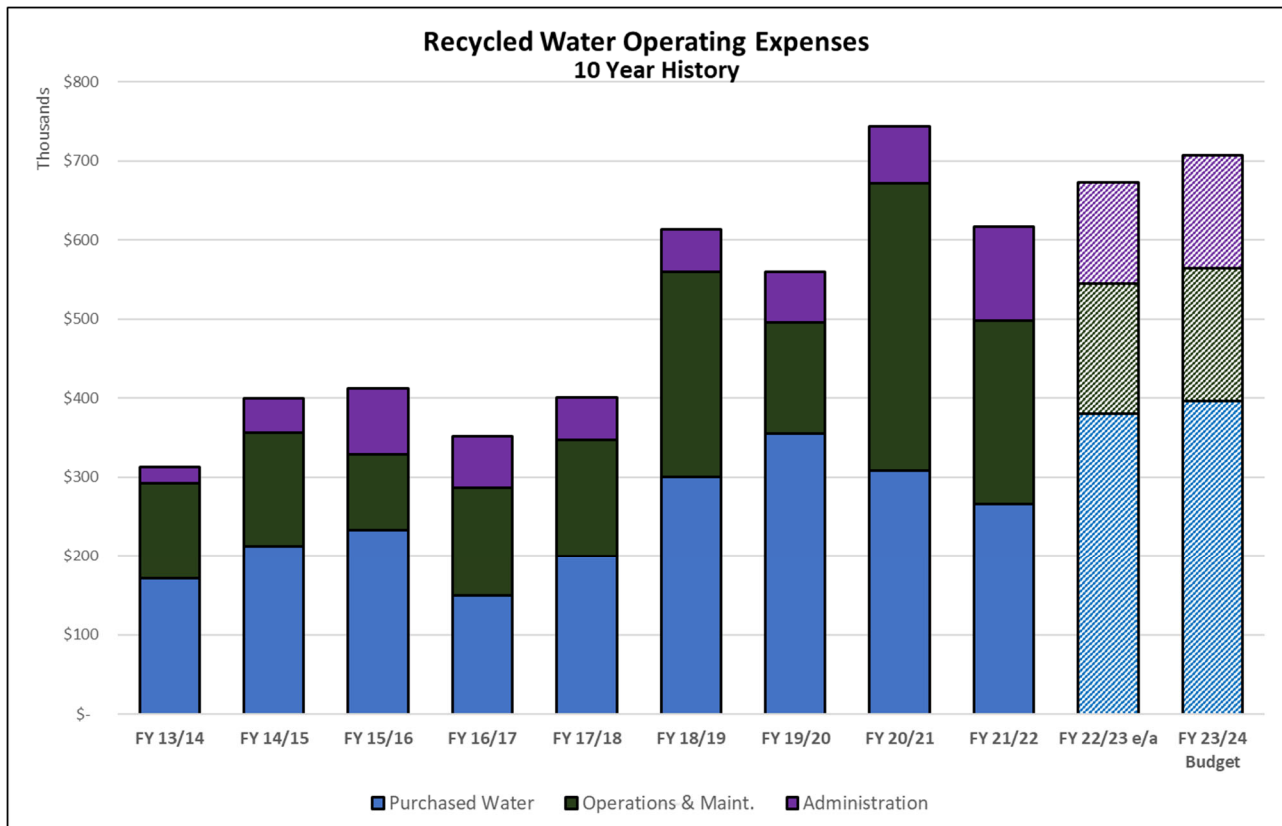
A \$376,000 expense for costs related to the lease of temporary office and lab space during the Administrative and Laboratory Upgrade Project is included in the FY 23/24 Budget. These are temporary expenses and will cease once the project is complete. Other Non-operating expenses include interfund loans made and received from West Marin Water and Oceana Marin Sewer.

Recycled Water

The FY 23/24 Recycled Water (RW) System Budget projects demand of 235 MG which is slightly lower than the estimated consumption for FY 22/23. The Recycled Water System five-year forecast projects ongoing demand of 235 MG, which is a slight reduction from the FY 22/23 projections with expected reduced recycled water use assuming non-drought years. See below for the RW production ten-year history. Consistent with the 2020 Novato and Recycled Water Rate Study recommendation an increase of 5.3% (current rate of inflation at the time of this budget preparation) for the commodity rate and bimonthly service charge was approved, effective July 1, 2023 followed by 6% rate increases in FY 24/25 through FY 27/28. The approved increase is projected to generate \$94,000 in additional revenue next fiscal year. The RW rates will be reviewed in an updated rate study in FY 23/24.



Operating expenses are budgeted to increase approximately 5% (\$34,000) from the projected FY 22/23 actuals, primarily due to inflation – see below chart for 10-year history. The FY 23/24 budget includes the purchase of 180 MG (\$283,000) of treated water from Novato Sanitary District (NSD), for approximately \$1,570/MG and 50 MG (\$113,000) from Las Gallinas Valley Sanitary District (LGVSD), for approximately \$2,250/MG. The Deer Island Plant is budgeted to produce 5 MG during the summer to keep it operational and as a condition of the State Revolving Fund (SRF) loan that was borrowed in 2006 to construct the plant.



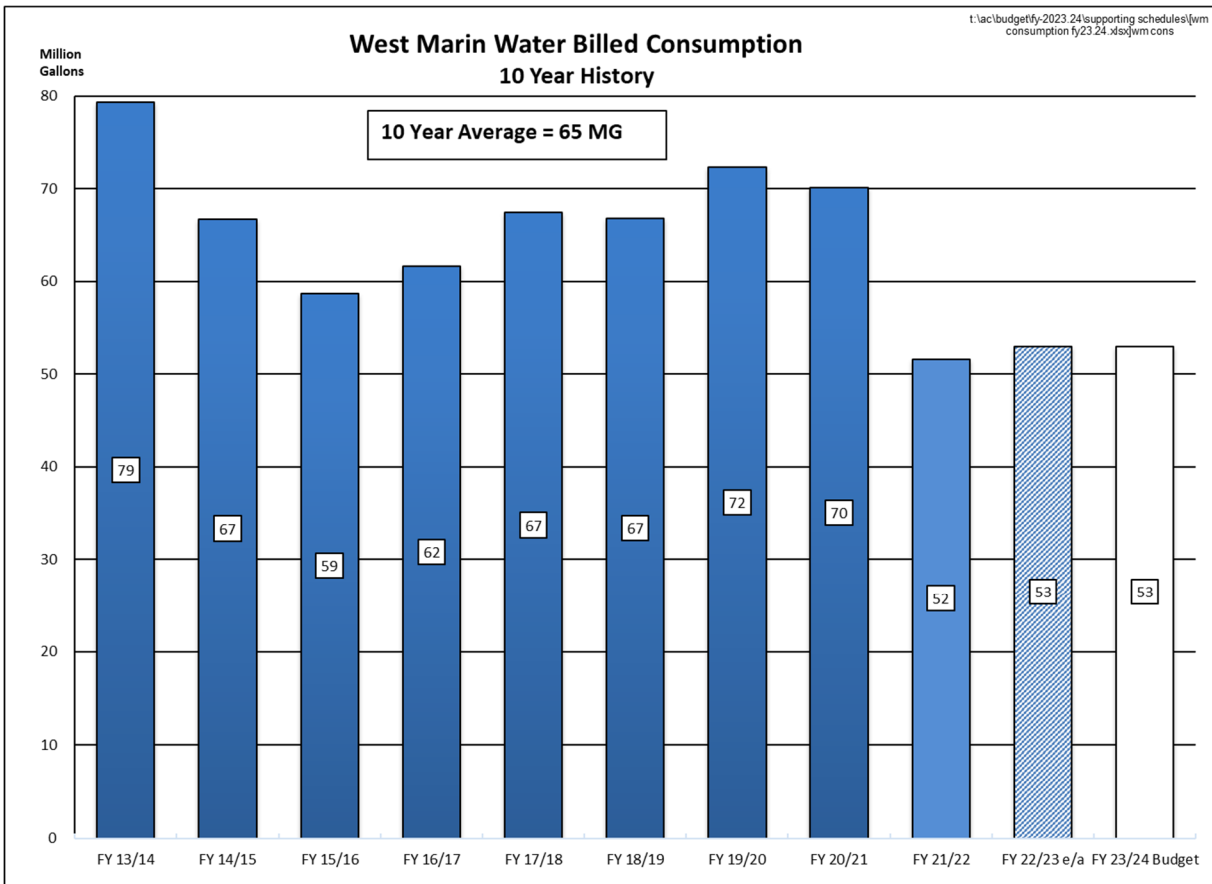
Agreements with NSD and LGVSD allocate net operating revenues to a reserve fund titled Capital Replacement and Expansion Fund. These funds are allocated to each agency, including NMWD, and are designated for CIP related projects for the individual RW systems. Since the net revenues are allocated, by agreement for this specific purpose, Facility Reserve Charges from the Novato potable water system are transferred annually to cover the cost of RW debt service. The FY 23/24 RW budget transfers for the cost of debt service is budgeted at \$750,000.

Major projects to expand recycled water distribution facilities for FY 23/24 include \$300,000 to extend RW from Redwood Blvd to Rush Creek Place and \$300,000 for the Hamilton Veteran's Housing Project (Homeward Bound). These CIP projects are scheduled to be financed with the Capital Replacement and Expansion Fund Reserve.

West Marin Water

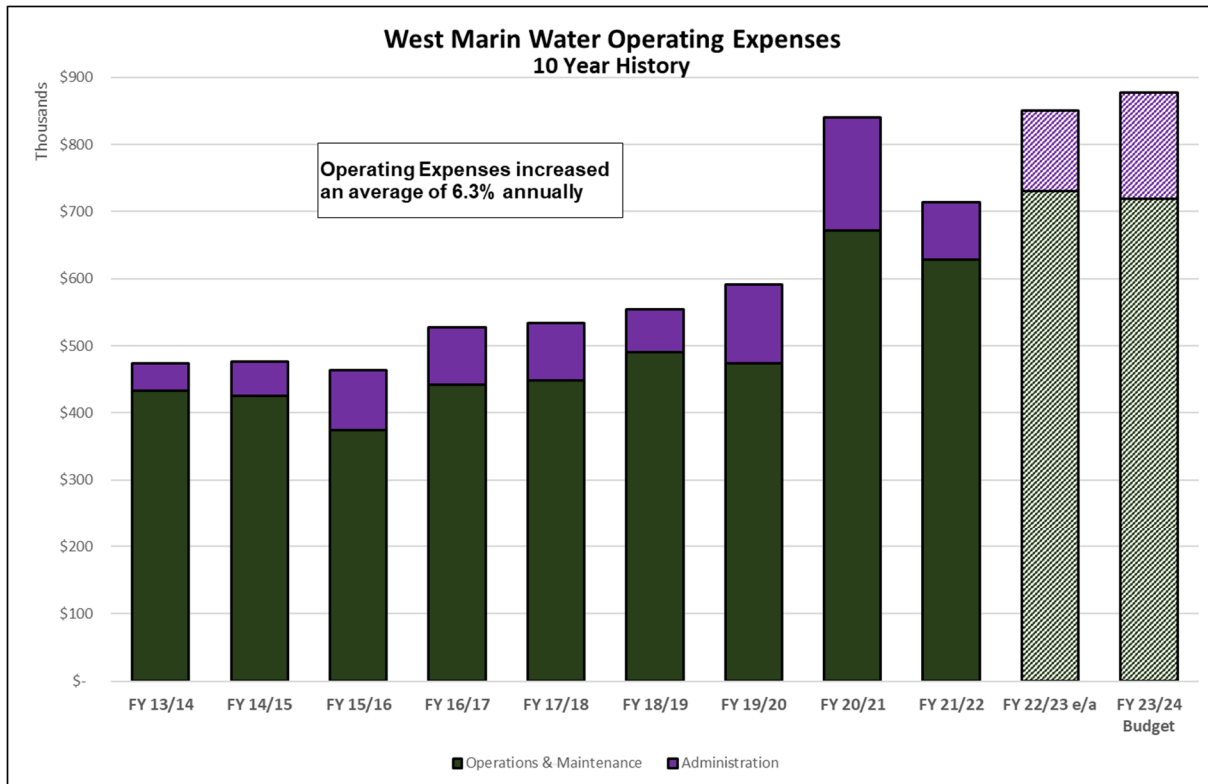
Incorporated in the West Marin Water budget is a 6% rate increase in both the commodity and service charge, effective July 1, 2023. The rate increase aligns with the Board approved 2021 West Marin Water Rate Study. The increase was approved by the Board of Directors at a public hearing which occurred on June 20, 2023. The increase is projected to generate \$58,000 in additional revenue next fiscal year. There is one new Facility Reserve Charge budgeted for FY 23/24.

FY 23/24 water consumption is budgeted at 53 MG and is based on the estimated consumption of 53 MG in FY 22/23. The projections for outlying years are forecasted at 56.5 MG, substantially below the actual ten-year average of 65 MG (see the below chart). Similar to Novato Potable water, the water consumption estimate is conservative given the present environmental and economic conditions. Historical trends have become less reliable as indicators of future outcomes.



WM operating expenditures are budgeted at \$877,000 which is \$127,000 higher or 16.9% more than the FY 22/23 adopted budget. The increase is primarily due to inflation and the inclusion of a Water Supply Resilience Feasibility study estimated at \$75,000. The budget projects net operating revenue of \$157,000 and, after capital outlay and debt service, the system is projected to show a cash decrease for the year of \$196,000.

The below chart shows the past 10-years of operating expenses for West Marin Water.

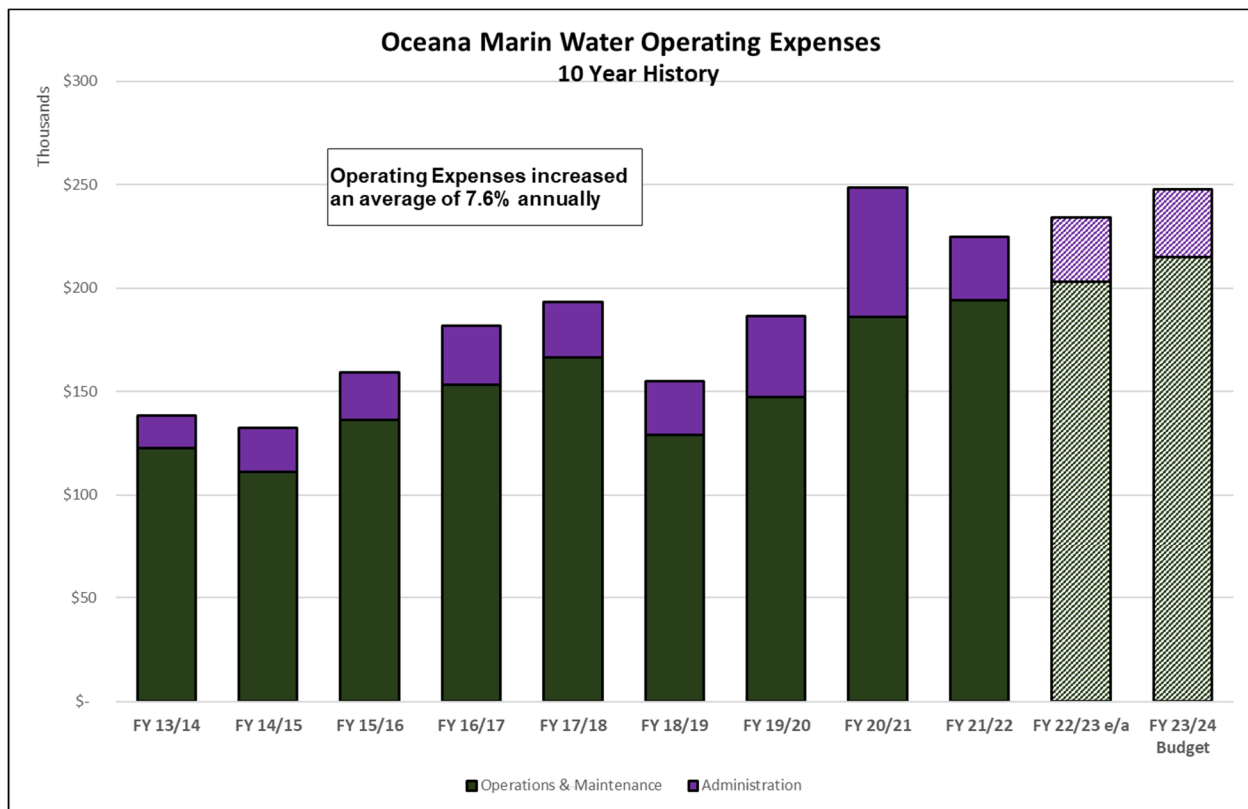


Oceana Marin Sewer

A 6% rate increase (to \$1,374/year) in the Oceana Marin (OM) Sewer Service Charge effective July 1, 2023, is projected to add approximately \$17,000 in additional annual revenue. The increase was approved by the Board of Directors at a public hearing which occurred on June 20, 2023. Growth in the past three years has remained stable so conservatively there are no new Facility Reserve Charges budgeted for FY 23/24. Included in the five-year financial forecast is revenue for one new connection every other year.

FY 23/24 OM operating expenditures are budgeted at \$248,000 which is an increase of \$25,000 or 11% from the FY 22/23 adopted budget. The increase is primarily due to an estimated increase in the annual State required waste discharge permit fees, inflation, and adjustments in costs to align with expected operational needs. The budget projects a net operating revenue of \$75,000 and, after capital outlay, the system is projected to show a cash decrease for the year of \$96,000.

The below chart shows the past 10-years of operating expense for Oceana Marin Sewer.



Capital Improvement Project Budget (CIP)

The Fiscal Year 23/24 Capital Improvement Project (CIP) budget includes projects recommended for Novato Water, Recycled Water, West Marin Water, and Oceana Marin Sewer. The District continues to invest in CIP projects within all service areas. These investments benefit our customers by ensuring the system's fire protection capabilities, potable and recycled water supplies, and treatment of both water and wastewater are fully functional. By committing financial resources to replacement and upgrades of aging infrastructure, the District is able to prevent unexpected failures in the future. Using a preventative maintenance approach is a form of asset management that looks beyond replacing infrastructure in a "worst first" methodology (typically the oldest infrastructure), but rather it considers life-cycle costs and leverages opportunities to execute project costs effectively incorporating economies of scales.

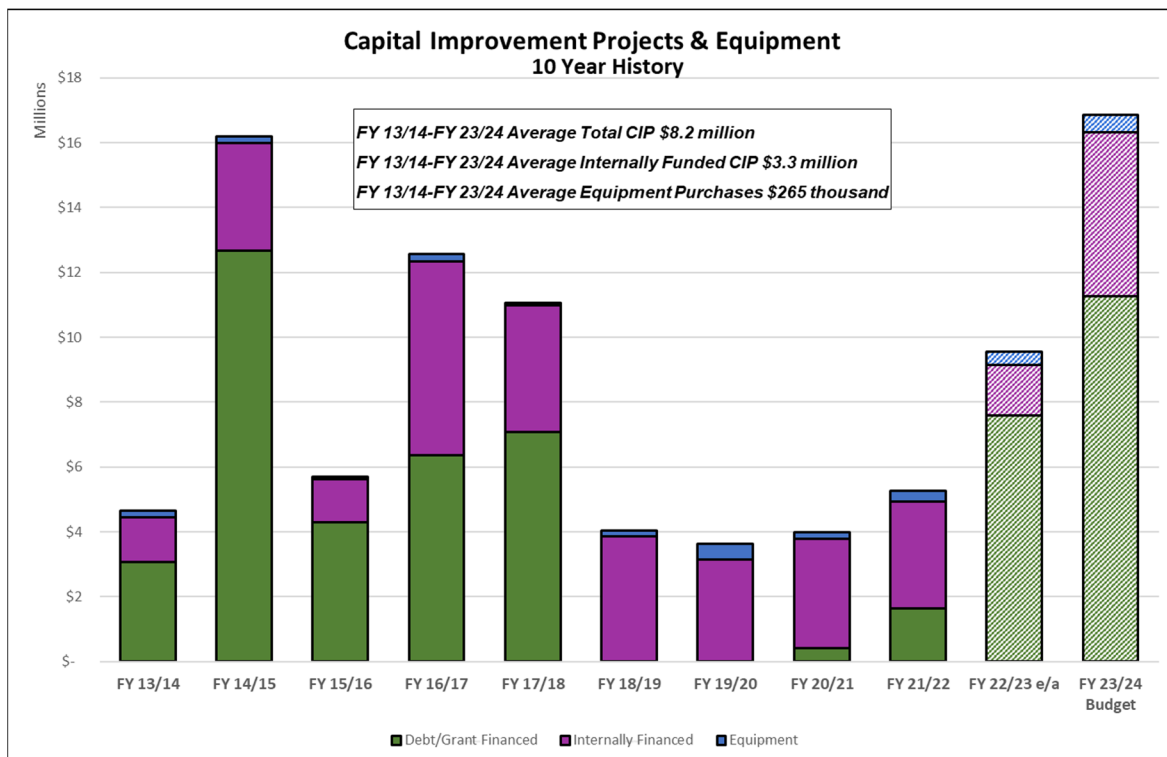
The below table identifies significant projects (totaling over \$500,000 or more) to be undertaken over the next five fiscal years. The table also includes the total cost of the projects, which adds all costs occurring within and outside of the five-year forecast period.

Project	FY23/24	FY24/25	FY25/26 thru FY 27/28	Total Project Costs
Administration and Laboratory Upgrade Project	\$ 8,000,000	\$ -	\$ -	\$ 16,740,000
Novato Blvd Widening – Diablo to Grant (4,100')	80,000	1,000,000	1,500,000	2,595,000
Lynwood Pump Station Replacement	300,000	1,000,000	1,000,000	2,440,000
Oceana Marin Treatment Pond Rehab (OM)	800,000	1,000,000	-	1,815,000
Lagunitas Creek Bridge Pipe Replacement (Caltrans)	50,000	240,000	1,200,000	1,580,000
Crest PS Construction (Reloc. School Rd. PS)	1,500,000	-	-	1,560,000
Water Supply Enhancement - Spillway ASG	150,000	150,000	1,200,000	1,550,000
San Mateo Tank 24" Transmission Main	25,000	25,000	1,025,000	1,085,000
Seismic Upgrade / Coating - Lynwood Tanks (x2)	25,000	500,000	500,000	1,025,000
Replace Supernatant Line to Center Rd. (4"-4,400LF)	625,000	375,000	-	1,025,000
Hydropneumatic Upgrades, Phase 1 (Bahia)	850,000	-	-	925,000
Hydropneumatic Upgrades, Phase 2 (Hayden)	-	-	925,000	925,000
PRE Tank #1 & #2 Replacement (WM)	-	-	620,000	620,000
Recoating - Garner Tank	25,000	250,000	250,000	525,000
Construction Building Upgrade	150,000	-	1,000,000	1,150,000
Other Projects	3,735,000	2,495,000	8,780,000	N/A
Gross Project Outlay	16,315,000	7,035,000	18,000,000	33,885,000
Less Loan/Grant Funding	(11,255,000)	(2,530,000)	(2,016,000)	(15,801,000)
Net Project Outlay (internally funded)	\$5,060,000	\$4,505,000	\$15,984,000	\$18,084,000

Below is a summary of the capital projects that are funded through pay as you go (Pay-go) financing. Pay-go capital financing matches the rate revenue generated during the fiscal year with the budgeted CIP. This enables the projects to be completed incrementally and reduces reliance on debt. The CIP budget includes 54 projects in FY 23/24 and 35 projects in FY 24/25. This comprehensive plan is developed to confirm that adequate funding and staffing exists to accomplish the budgeted projects planned for FY 23/24. Novato Potable Water's CIP expenditure plan, when viewed over the current fiscal year and the next five years, averages \$4.4 million annually in internally funded projects, and West Marin Water's CIP expenditure plan, averages \$548,000 annually in internally funded projects.

Service Area and Type	FY 23/24	# of Projects	FY 24/25	# of Projects	FY 25/26	# of Projects	FY 26/27	# of Projects	FY 27/28	# of Projects
Novato Water										
District Offices	\$8,225,000	3	\$365,000	2			\$500,000	1	\$500,000	1
Tank Rehabilitation / Replacement	2,985,000	10	1,875,000	5	1,950,000	6	1,275,000	5	1,400,000	7
Stafford Treatment Plant (STP)	1,525,000	8	1,050,000	6	900,000	2	700,000	4	650,000	3
Pipelines	1,040,000	11	1,525,000	7	2,025,000	7	2,000,000	7	1,515,000	18
Other Improvements	160,000	3	210,000	3	310,000	3	310,000	3	310,000	3
Less Funded by Loans/Grants/Other	(9,500,000)		(1,000,000)		(666,000)					
Novato Water Total	\$4,435,000	35	\$4,025,000	23	\$4,519,000	18	\$4,785,000	20	\$4,375,000	32
Recycled Water										
Pipelines	\$600,000	2	\$350,000	1						
Tanks & Pump Stations	100,000	1								
Other Improvements	140,000	2			150,000	1	150,000	1	150,000	1
Less Funded by Loans/Grants/Other	(750,000)		(350,000)		(150,000)		(150,000)		(150,000)	
Recycled Water Total	\$90,000	5	\$0	1	\$0	1	\$0	1	\$0	1
West Marin Water										
Pipelines	\$175,000	2	\$285,000	2	\$1,200,000	1			\$200,000	1
Wells	260,000	3	5,000	1						
Tank Rehabilitation / Replacement							620,000	1	450,000	1
Other Improvements	150,000	4	270,000	4	80,000	4	165,000	3	165,000	3
Less Funded by Loans/Grants/Other	(205,000)		(180,000)		(900,000)					
West Marin Water Total	\$380,000	9	\$380,000	7	\$380,000	5	\$785,000	4	\$815,000	5
Oceana Marin Sewer										
Lift Stations	\$810,000	2	\$1,010,000	2	\$5,000	1				
Pipelines	80,000	1					\$ 125,000	1		
Other Improvements	65,000	2	\$ 65,000	2	\$ 65,000	2	\$ 65,000	2	\$ 65,000	2
Less Funded by Loans/Grants/Other	(800,000)		(1,000,000)							
Oceana Marin Sewer Total	\$155,000	5	\$75,000	4	\$70,000	3	\$190,000	3	\$65,000	2
Total Pay-Go	\$5,060,000	54	\$4,480,000	35	\$4,969,000	27	\$5,760,000	28	\$5,255,000	40

The below chart shows the District wide 10-year history of capital improvement projects averaging \$8.2M per year, including \$3.3M of internally (or "Pay-Go") financed projects, and a 10-year history of equipment purchases averaging \$265 thousand per year.



Equipment Budget - The FY 23/24 Equipment Budget totals \$538,000. This is \$19,000 lower than the FY 22/23 Equipment Budget of \$557,000. In FY 18/19 the District entered into a leasing agreement with Enterprise Fleet Management (EFM) with a plan to lease 27 vehicles, phased in over five years. There are currently 21 leased vehicles in the District's fleet. Included in the FY 23/24 budget is \$148,000 for leased vehicles for the replacement of four additional vehicles, ranging from 8 to 15 years old. Another significant purchase included in the equipment budget is \$340,000 for a Class 8 Service Truck.

Debt Service

Principal and interest payments totaling \$4.5 million (excluding interfund loans) are budgeted as the annual obligation on \$41.5 million in outstanding debt (as of June 30, 2024), comprised of:

- \$4.9 million with a 2.39% interest rate for a State Revolving Fund (SRF) loan used to finance the Stafford Water Treatment Plant Rehabilitation;
- \$3.5 million with a 3.42% interest rate for a bank loan used to finance the AEEP and West Marin Treatment Plant Solids-Handling Facility;
- \$3.3 million with a 2.69% interest rate for a bank loan used to finance the Advanced Meter Information (AMI) project;
- \$18.4 million with a 3.11% for a bank loan used to finance the Administration and Laboratory Upgrade Project and other capital improvement projects.
- \$0.8 million with a 2.4% interest rate for an SRF loan used to finance the Deer Island Recycled Water Facility;
- \$10.6 million in SRF loans (with interest varying from 1%-2.6%) used to finance the recycled water distribution system;

The estimated FY 23/24 consolidated debt service coverage ratio (DSCR) is 1.58 which complies with the targeted >1.5 DSCR as outlined in the Board approved debt policy. DSCR measures the cash flow available to repay debt. A higher DSCR indicates a greater ability to meet debt obligations. The DSCR is calculated by dividing operating revenue (cash flows) by the total amount of debt payments due in the year. Below is the debt service schedule which provides more details on the District's outstanding debt.

									6/30/24
Service Area	Description	Issue Date	Rate	Original Amount	Final Pmt	Interest Expense	Principal Paid	Total Debt Service	Outstanding Balance
Novato	SRF Loan - STP	2004	2.39%	\$16,528,850	07/01/29	\$ 133,353	\$ 911,121	\$1,044,474	\$ 4,894,922
Novato	Bank Marin Loan	2011	3.42%	\$7,000,000	10/27/31	\$ 113,863	\$ 368,178	\$ 482,041	\$ 3,122,754
Novato	Chase Bank Loan	2018	2.69%	\$4,600,000	03/01/33	\$ 88,098	\$ 290,000	\$ 378,098	\$ 3,275,000
Novato	Webster Bank	2022	3.11%	\$20,000,000	03/01/42	\$ 594,642	\$ 753,254	\$1,347,896	\$18,367,077
Novato Total						\$ 929,956	\$2,322,553	\$3,252,509	\$29,659,753
RW TP	SRF Loan	2006	2.40%	\$4,302,560	06/19/27	\$ 24,741	\$ 248,626	\$ 273,367	\$ 782,256
RW North	SRF Loans (4)	2013	2.60%	\$4,375,605	Varies	\$ 60,481	\$ 221,411	\$ 281,892	\$ 2,104,790
RW South	SRF Loans (3)	2013	2.20%	\$5,361,952	Varies	\$ 66,742	\$ 268,561	\$ 335,303	\$ 2,633,535
RW Central	SRF Loan	2016	1.00%	\$7,130,503	12/31/47	\$ 60,734	\$ 215,039	\$ 275,773	\$ 5,858,351
Recycled Water Total						\$ 212,698	\$ 953,637	\$1,166,335	\$11,378,932
WM Water	Bank Marin Loan	2012	3.42%	\$1,000,000	10/27/31	\$ 16,714	\$ 54,045	\$ 70,759	\$ 458,386
West Marin Water Total						\$ 16,714	\$ 54,045	\$ 70,759	\$ 458,386
FY 23/24 Total - External Loans						\$1,159,368	\$3,330,235	\$4,489,603	\$41,497,071

North Marin Water District
FY 23/24 Staffing Position Allocation

		Monthly ¹			
Position	Step 1	Top Step	FY 22/23	FY 23/24	
Administration					
General Manager ²	\$19,679		1	1	
Executive Assistant/District Secretary	\$ 8,900	\$ 10,818	1	1	
Water Conservation and Communications Manager ³	\$ 10,212	\$ 12,413	1	1	
Auditor/Controller	\$ 14,150	\$ 17,200	1	1	
Human Resources/Safety Manager	\$ 9,051	\$ 11,002	1	1	
Accounting Supervisor	\$ 9,201	\$ 11,184	1	1	
Senior Accountant	\$ 8,544	\$ 10,386	1	1	
Staff Accountant ⁴	\$ 7,167	\$ 8,712	0	1	
Accounting Clerk II	\$ 5,790	\$ 7,038	1	1	
Storekeeper/Safety Coordinator	\$ 6,454	\$ 7,846	1	1	
Administration Total			9	10	
Consumer Services					
Consumer Services Supervisor	\$ 8,184	9,948	1	1	
Receptionist/Customer Service Assistant	\$ 5,244	\$ 6,374	1	1	
Field Service Representative I/II	\$ 5,833	\$ 7,587	2	2	
Field Service Representative Lead	\$ 6,876	\$ 8,358	1	1	
Consumers Services Total			5	5	
Engineering					
Assistant General Manager/Chief Engineer	\$ 14,931	\$ 18,149	1	1	
Senior Engineer	\$ 11,588	\$ 14,085	1	1	
Associate Engineer	\$ 10,535	\$ 12,806	1	1	
Junior Engineer	\$ 8,197	\$ 9,963	1	1	
Engineering Technician IV	\$ 7,851	\$ 9,543	3	3	
Engineering Services Representative	\$ 6,596	\$ 8,018	1	1	
Engineering Administrative Assistant ³	\$ 6,028	\$ 7,326	1	1	
Engineering Total			9	9	
Operations/Maintenance					
Operations/Maintenance Superintendent	\$ 12,104	\$ 14,712	1	1	
Maintenance Supervisor	\$ 9,140	\$ 11,110	1	1	
Cross Connection Control Tech I/II	\$ 5,676	\$ 8,385	1	1	
Auto/Equipment Mechanic	\$ 6,454	\$ 7,846	1	1	
Apprentice Electrical Mechanical Tech	\$ 6,192	\$ 7,526	1	1	
Electrical/Mechanical Tech	\$ 7,268	\$ 8,835	2	2	
Program Assistant I/II	\$ 5,292	\$ 7,819	1	1	
Utility Worker I/II/II	\$ 5,194	\$ 7,846	1	1	
Operations/Maintenance Total			9	9	
Operations					
Distribution & Treatment Plant Supervisor	\$ 10,902	\$ 13,251	1	1	
Senior Distribution & Treatment Plant Operator	\$ 9,012	\$ 10,955	2	2	
Distribution & Treatment Plant Operator	\$ 8,098	\$ 9,843	2	3	
Assistant Distribution & Treatment Plant Operator	\$ 6,504	\$ 7,905	1	1	
Operations Total			6	7	

North Marin Water District
FY 23/24 Staffing Position Allocation

	Monthly ¹			
Position	Step 1	Top Step	FY 22/23	FY 23/24
Water Quality				
Water Quality Supervisor	\$ 10,763	\$ 13,082	1	1
Laboratory Technician	\$ 5,140	\$ 6,263	1	1
Chemist I/II	\$ 7,053	\$ 10,211	1	1
Senior Chemist	\$ 9,194	\$ 11,176	2	2
Water Quality Total			5	5
Construction/Maintenance				
Construction/Maintenance Superintendent	\$ 10,823	\$ 13,155	1	1
Maintenance Supervisor	\$ 9,140	\$ 11,110	0	1
Distribution/Maintenance Foreman	\$ 7,835	\$ 9,524	1	1
Pipeline Foreman	\$ 7,835	\$ 9,524	2	2
Heavy Equipment Operator	\$ 6,700	\$ 8,144	1	1
Utility Worker I/II/III	\$ 5,194	\$ 7,846	7	7
Construction/Maintenance Total			12	13
Total Employee Count (All positions are full time)			55	58
¹ Salaries are based on the current salary schedule effective October 1, 2022 ² The General Manager's salary is an annual amount that is set by contract. ³ New Job Title Proposed ⁴ New Position Proposed - salary estimated to align with job series, to be updated with 2023 compensation survey.				

North Marin Water District
Budget Summary - All Service Areas Combined
Fiscal Year 23/24

		Adopted Budget FY 23/24	Estimated Actual FY 22/23	Adopted Budget FY 22/23
Operating Revenue				
1	Water Rate Revenue	\$25,666,000	\$24,094,000	\$24,865,000
2	Sewer Service Charges	323,000	306,000	306,000
3	Wheeling & Misc Service Charges	476,000	465,000	381,000
4	Total Operating Revenue	\$26,465,000	\$24,865,000	\$25,552,000
Operating Expenditures				
5	Source of Supply	\$5,908,000	\$5,194,000	\$6,182,000
6	Pumping	611,000	530,000	627,000
7	Operations	1,307,000	1,269,000	1,120,000
8	Water Treatment	3,208,000	3,005,000	2,802,000
9	Transmission & Distribution	4,421,000	4,272,000	3,898,000
10	Sewer Operations	213,000	201,000	195,000
11	Consumer Accounting	545,000	514,000	508,000
12	Water Conservation	476,000	462,000	462,000
13	General Administration	4,175,000	3,708,000	3,222,000
14	Total Operating Expenditures	\$20,864,000	\$19,155,000	\$19,016,000
15	Net Operating Revenue	\$5,601,000	\$5,710,000	\$6,536,000
Operating Expenditures				
16	Interest Earnings	\$585,000	\$906,000	\$332,000
17	Tax & Miscellaneous Revenue	248,000	248,000	265,000
18	Transfers Capital/Replace Expansion Fund	(568,000)	(589,000)	(590,000)
19	Miscellaneous Expense	(376,000)	(450,000)	(407,000)
20	Total Non-Op Revenue/(Expenditures)	(\$111,000)	\$115,000	(\$400,000)
Other Sources/(Uses) Of Funds				
21	Capital Improvement Projects	(\$16,315,000)	(\$9,145,000)	(\$18,899,000)
22	Loans/Grants	11,255,000	7,292,000	14,300,000
23	Capital Equipment Expenditures	(538,000)	(408,000)	(557,000)
24	CIP Efficiency Adjustment	1,668,000	-	-
25	Debt Principal Payments	(3,417,000)	(3,390,000)	(3,459,000)
26	Interest Expense	(1,203,000)	(1,235,000)	(1,119,000)
27	Marin Country Club Principal Repayment	39,000	38,000	39,000
28	Facility Reserve Charges	814,000	500,000	902,000
29	InterDistrict Loans (net)	(118,000)	-	(431,000)
30	MMWD AEEP Capital Contribution	161,000	157,000	205,000
31	Low Income Rate Assistance Program	(31,000)	(28,000)	(42,000)
32	Total Other Sources/(Uses)	(\$7,685,000)	(\$6,219,000)	(\$9,061,000)
33	Cash Increase/(Decrease)	(\$2,195,000)	(\$394,000)	(\$2,925,000)

North Marin Water District
Five-Year Financial Forecast - All Service Areas Combined
Fiscal Year 23/24

		Budget FY 23/24	Forecast FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28
Operating Revenue						
1	Water Rate Revenue Commodity	\$17,991,000	\$19,510,000	\$21,026,000	\$22,479,000	\$24,032,000
2	Water Rate Revenue Service Charge	7,675,000	8,317,000	8,977,000	9,604,000	10,275,000
3	Total Water Rate Revenue	\$25,666,000	\$27,827,000	\$30,003,000	\$32,083,000	\$34,307,000
4	Wholesale Revenue - Wheeling to MMWD	\$140,000	\$144,000	\$148,000	\$152,000	\$157,000
5	Sewer Service Charges	323,000	344,000	364,000	386,000	411,000
6	Miscellaneous Service Charges	336,000	336,000	336,000	336,000	336,000
7	Operating Revenue - Other Charges	\$799,000	\$824,000	\$848,000	\$874,000	\$904,000
8	Total Operating Revenue	\$26,465,000	\$28,651,000	\$30,851,000	\$32,957,000	\$35,211,000
Operating Expenditures						
9	Source of Supply	\$5,908,000	\$6,561,000	\$7,202,000	\$7,900,000	\$8,473,000
10	Pumping	611,000	629,000	647,000	666,000	686,000
11	Operations	1,307,000	1,349,000	1,392,000	1,436,000	1,482,000
12	Water Treatment	3,208,000	3,304,000	3,403,000	3,505,000	3,610,000
13	Transmission & Distribution	4,421,000	4,557,000	4,696,000	4,839,000	4,986,000
14	Sewer Operations	213,000	226,000	239,000	253,000	268,000
15	Consumer Accounting	545,000	561,000	578,000	595,000	613,000
16	Water Conservation	476,000	490,000	504,000	519,000	534,000
17	General Administration	4,175,000	4,266,000	4,400,000	4,538,000	4,680,000
18	Total Operating Expenditures	\$20,864,000	\$21,943,000	\$23,061,000	\$24,251,000	\$25,332,000
19	Net Operating Revenue	\$5,601,000	\$6,708,000	\$7,790,000	\$8,706,000	\$9,879,000
Non-Operating Revenue/(Expenditures)						
20	Interest Earnings	\$585,000	\$493,000	\$471,000	\$472,000	\$475,000
21	Property Taxes & Miscellaneous Revenue	248,000	248,000	248,000	248,000	248,000
22	Miscellaneous Expense	(376,000)	(10,000)	(10,000)	(10,000)	(10,000)
23	Transfers Capital/Replace Expansion Fund	(568,000)	(602,000)	(640,000)	(680,000)	(722,000)
24	Total Non-Op Revenue/(Expenditures)	(\$111,000)	\$129,000	\$69,000	\$30,000	(\$9,000)
Other Sources/(Uses) Of Funds						
25	Total Capital Spending	(\$16,315,000)	(\$7,010,000)	(\$6,685,000)	(\$5,910,000)	(\$5,405,000)
26	Transfers Capital/Replace Expansion Fund	750,000	350,000	150,000	150,000	150,000
27	Interdistrict Loans	200,000	250,000	-	-	-
28	Debt/Grant Funded Capital	10,305,000	1,930,000	1,566,000	-	-
29	Cash Funded Capital Projects	(\$5,060,000)	(\$4,480,000)	(\$4,969,000)	(\$5,760,000)	(\$5,255,000)
30	Debt Service	(\$4,626,000)	(\$4,656,000)	(\$4,656,000)	(\$4,656,000)	(\$4,388,000)
31	Equipment Purchases	(538,000)	(550,000)	(550,000)	(550,000)	(550,000)
32	CIP Efficiency Adjustment	1,668,000	1,541,000	1,905,000	1,915,000	1,804,000
33	MMWD AEEP Contributions Principal	161,000	166,000	170,000	175,000	180,000
34	Marin Country Club Principal Repayment	39,000	39,000	39,000	40,000	40,000
35	Interdistrict Loans	(112,000)	(159,000)	93,000	96,000	98,000
36	Facility Reserve Charges	814,000	844,000	814,000	814,000	844,000
37	Funding for Affordability Program	(31,000)	(86,000)	(86,000)	(86,000)	(86,000)
38	Total Other Sources/(Uses)	(\$7,685,000)	(\$7,341,000)	(\$7,240,000)	(\$8,012,000)	(\$7,313,000)
39	Beginning Year Balance	\$25,766,000	\$23,571,000	\$23,067,000	\$23,686,000	\$24,410,000
40	Cash Increase/(Decrease)	(\$2,195,000)	(\$504,000)	\$619,000	\$724,000	\$2,557,000
41	Restricted Reserves	\$1,045,000	\$1,045,000	\$1,045,000	\$1,045,000	\$1,045,000
42	End of Year Cash Balance	\$23,571,000	\$23,067,000	\$23,686,000	\$24,410,000	\$26,967,000
43	Minimum Reserves (by policy)	\$12,855,000	\$13,112,000	\$13,377,000	\$13,654,000	\$13,945,000
44	Available Cash (Unrestricted)	\$9,671,000	\$8,910,000	\$9,264,000	\$9,711,000	\$11,977,000

Novato Water
Budget Summary
Fiscal Year 23/24

		Adopted Budget FY 23/24	Estimated Actual FY 22/23	Adopted Budget FY 22/23
Operating Revenue				
1	Water Rate Revenue	\$22,771,000	\$21,266,000	\$21,927,000
2	Wheeling & Misc Service Charges	447,000	416,000	358,000
3	Total Operating Revenue	\$23,218,000	\$21,682,000	\$22,285,000
Operating Expenditures				
4	Source of Supply	\$5,486,000	\$4,795,000	\$5,775,000
5	Pumping	528,000	448,000	547,000
6	Operations	1,138,000	1,088,000	933,000
7	Water Treatment	2,942,000	2,741,000	2,511,000
8	Transmission & Distribution	4,121,000	3,958,000	3,661,000
9	Consumer Accounting	510,000	482,000	476,000
10	Water Conservation	466,000	457,000	447,000
11	General Administration	3,841,000	3,428,000	2,989,000
12	Total Operating Expenditures	\$19,032,000	\$17,397,000	\$17,339,000
13	Net Operating Revenue	\$4,186,000	\$4,285,000	\$4,946,000
Non-Operating Revenue/(Expenditures)				
14	Interest Earnings	\$469,000	\$790,000	\$280,000
15	Property Tax & Miscellaneous Revenue	242,000	\$242,000	136,000
16	Miscellaneous Expense	(376,000)	(450,000)	(406,000)
17	Total Non-Op Revenue/(Expenditures)	\$335,000	\$582,000	\$10,000
Other Sources/(Uses) Of Funds				
18	Capital Improvement Projects	\$ (13,935,000)	\$ (8,572,000)	\$ (16,527,000)
19	Loans/Grants	9,500,000	7,000,000	12,650,000
20	Capital Equipment Expenditures	(538,000)	(408,000)	(557,000)
21	CIP Efficiency Adjustment	1,492,000	-	-
22	Debt Principal Payments	(2,323,000)	(2,405,000)	(2,404,000)
23	Interest Expense	(930,000)	(985,000)	(846,000)
24	Facility Reserve Charges	793,000	500,000	872,000
25	MMWD AEEP Capital Contribution	161,000	157,000	205,000
26	West Marin Loan Principal Repayment	88,000	-	69,000
27	Loan to Oceana Marin	(200,000)	-	(500,000)
28	Low Income Rate Assistance Program	(31,000)	(28,000)	(42,000)
29	Transfer Out to Recycled Water	(750,000)	(750,000)	(890,000)
30	Total Other Sources/(Uses)	(\$6,673,000)	(\$5,491,000)	(\$7,970,000)
31	Cash Increase/(Decrease)	(\$2,152,000)	(\$624,000)	(\$3,014,000)

Novato Water
Five-Year Financial Forecast
Fiscal Year 23/24

		Budget FY 23/24	Forecast FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28
1	Water Rate Increase	9.50%	8.50%	8.00%	7.00%	7.00%
Operating Revenue						
2	Water Consumption (in billion gallons)	2.1	2.1	2.1	2.1	2.1
3	Water Rate Revenue Commodity	\$15,516,000	\$16,835,000	\$18,182,000	\$19,455,000	\$20,817,000
4	Water Rate Revenue Service Charge	7,255,000	7,872,000	8,502,000	9,097,000	9,734,000
5	Total Water Rate Revenue	\$22,771,000	\$24,707,000	\$26,684,000	\$28,552,000	\$30,551,000
6	Wholesale Revenue - Wheeling to MMWD	\$140,000	\$144,000	\$148,000	\$152,000	\$157,000
7	Miscellaneous Service Charges	307,000	307,000	307,000	307,000	307,000
8	Water Rate Revenue - Other Charges	\$447,000	\$451,000	\$455,000	\$459,000	\$464,000
9	Total Operating Revenue	\$23,218,000	\$25,158,000	\$27,139,000	\$29,011,000	\$31,015,000
Operating Expenditures						
10	Source of Supply	\$5,486,000	\$6,117,000	\$6,735,000	\$7,409,000	\$7,957,000
11	Pumping	528,000	544,000	560,000	577,000	594,000
12	Operations	1,138,000	1,172,000	1,207,000	1,243,000	1,280,000
13	Water Treatment	2,942,000	3,030,000	3,121,000	3,215,000	3,311,000
14	Transmission & Distribution	4,121,000	4,245,000	4,372,000	4,503,000	4,638,000
15	Consumer Accounting	510,000	525,000	541,000	557,000	574,000
16	Water Conservation	466,000	480,000	494,000	509,000	524,000
17	General Administration	3,841,000	3,956,000	4,075,000	4,197,000	4,323,000
18	Total Operating Expenditures	\$19,032,000	\$20,069,000	\$21,105,000	\$22,210,000	\$23,201,000
19	Net Operating Revenue	\$4,186,000	\$5,089,000	\$6,034,000	\$6,801,000	\$7,814,000
Non-Operating Revenue/(Expenditures)						
20	Interest Earnings	\$469,000	\$378,000	\$352,000	\$343,000	\$345,000
21	Property Taxes & Miscellaneous Revenue	242,000	242,000	242,000	242,000	242,000
22	Miscellaneous Expense	(376,000)	(10,000)	(10,000)	(10,000)	(10,000)
23	Total Non-Op Revenue/(Expenditures)	\$335,000	\$610,000	\$584,000	\$575,000	\$577,000
Other Sources/(Uses) Of Funds						
24	Total Capital Spending	(\$13,935,000)	(\$5,025,000)	(\$5,185,000)	(\$4,785,000)	(\$4,375,000)
25	Debt/Grant Funded Capital	9,500,000	1,000,000	666,000	-	-
26	Cash Funded Capital Projects	(\$4,435,000)	(\$4,025,000)	(\$4,519,000)	(\$4,785,000)	(\$4,375,000)
27	Debt Service	(\$3,253,000)	(\$3,253,000)	(\$3,253,000)	(\$3,253,000)	(\$3,253,000)
28	Equipment Purchases	(538,000)	(550,000)	(550,000)	(550,000)	(550,000)
29	CIP Efficiency Adjustment	1,492,000	1,373,000	1,521,000	1,601,000	1,478,000
30	Transfer Out to Recycled Water	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)
30	Loan Repayment West Marin Principal	88,000	91,000	93,000	96,000	98,000
31	MMWD AEEP Contributions Principal	161,000	166,000	170,000	175,000	180,000
32	Facility Reserve Charges	793,000	793,000	793,000	793,000	793,000
33	Loan to Oceana Marin	(200,000)	(250,000)	-	-	-
34	Funding for Affordability Program	(31,000)	(86,000)	(86,000)	(86,000)	(86,000)
35	Total Other Sources/(Uses)	(\$6,673,000)	(\$6,491,000)	(\$6,581,000)	(\$6,759,000)	(\$6,465,000)
36	Beginning Year Balance	\$18,038,000	\$15,886,000	\$15,094,000	\$15,131,000	\$15,748,000
37	Cash Increase/(Decrease)	(\$2,152,000)	(\$792,000)	\$37,000	\$617,000	\$1,926,000
38	Restricted Reserves	\$1,045,000	\$1,045,000	\$1,045,000	\$1,045,000	\$1,045,000
39	End of Year Cash Balance	\$15,886,000	\$15,094,000	\$15,131,000	\$15,748,000	\$17,674,000
40	Minimum Reserves (by policy)	\$12,855,000	\$13,112,000	\$13,377,000	\$13,654,000	\$13,945,000
41	Available Cash (Unrestricted)	\$1,986,000	\$937,000	\$709,000	\$1,049,000	\$2,684,000

Novato Recycled Water
Budget Summary
Fiscal Year 23/24

		Adopted Budget FY 23/24	Estimated Actual FY 22/23	Adopted Budget FY 22/23
Operating Revenue				
1	Recycled Water Rate Revenue	\$1,870,000	\$1,861,000	\$1,869,000
2	Water Loads & Turn on Charges	20,000	40,000	15,000
3	Total Operating Revenue	\$1,890,000	\$1,901,000	\$1,884,000
Operating Expenditures				
4	Purchased Water - NSD & LGVSD	\$396,000	\$380,000	\$380,000
5	Pumping	5,000	5,000	7,000
6	Operations	81,000	80,000	104,000
7	Water Treatment	5,000	4,000	33,000
8	Transmission & Distribution	75,000	74,000	74,000
9	Consumer Accounting	2,000	2,000	2,000
10	General Administration	143,000	128,000	104,000
11	Total Operating Expenditures	\$707,000	\$673,000	\$704,000
12	Net Operating Revenue	\$1,183,000	\$1,228,000	\$1,180,000
Non-Operating Revenue/(Expenditures)				
13	Interest Earnings	\$99,000	\$97,000	\$40,000
14	Transfers Capital/Replace Expansion Fund	(568,000)	(589,000)	(590,000)
15	Total Non-Op Revenue/(Expenditures)	(\$469,000)	(\$492,000)	(\$550,000)
Other Sources/(Uses) Of Funds				
16	Capital Improvement Projects	(\$840,000)	-	(\$350,000)
17	Transfers Capital/Replace Expansion Fund	750,000	-	350,000
18	Debt Principal Payments	(950,000)	(933,000)	(932,000)
19	Interest Expense	(214,000)	(231,000)	(231,000)
20	Marin Country Club Principal Repayment	39,000	38,000	39,000
21	Connection Fee Transfer from (to) RW	750,000	750,000	890,000
22	Total Other Sources/(Uses)	(\$465,000)	(\$376,000)	(\$234,000)
23	Cash Increase/(Decrease)	\$249,000	\$360,000	\$396,000

Novato Recycled Water
Five-Year Financial Forecast
Fiscal Year 23/24

	Budget FY 23/24	Forecast FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28
1 Recyled Water Rate Increase	5.30%	6.00%	6.00%	6.00%	6.00%
Operating Revenue					
2 Water Consumption (in million gallons)	235	235	235	235	235
3 Recyled Water Rate Revenue Commodity	\$1,735,000	\$1,839,000	\$1,949,000	\$2,066,000	\$2,190,000
4 Recyled Water Rate Revenue Service Charge	135,000	143,000	152,000	161,000	171,000
5 Total Recyled Water Rate Revenue	\$1,870,000	\$1,982,000	\$2,101,000	\$2,227,000	\$2,361,000
6 Miscellaneous Service Charges	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
7 Total Operating Revenue	\$1,890,000	\$2,002,000	\$2,121,000	\$2,247,000	\$2,381,000
Operating Expenditures					
8 Purchased Water - NSD & LGVSD	\$396,000	\$417,000	\$439,000	\$462,000	\$486,000
9 Pumping	5,000	5,000	5,000	5,000	5,000
10 Operations	81,000	86,000	91,000	96,000	102,000
11 Water Treatment	5,000	5,000	5,000	5,000	5,000
12 Transmission & Distribution	75,000	80,000	85,000	90,000	95,000
13 Consumer Accounting	2,000	2,000	2,000	2,000	2,000
14 General Administration	143,000	152,000	161,000	171,000	181,000
15 Total Operating Expenditures	\$707,000	\$747,000	\$788,000	\$831,000	\$876,000
16 Net Operating Revenue	\$1,183,000	\$1,255,000	\$1,333,000	\$1,416,000	\$1,505,000
Non-Operating Revenue/(Expenditures)					
17 Interest Earnings	\$99,000	\$102,000	\$108,000	\$115,000	\$122,000
18 Transfers Capital/Replace Expansion Fund	(568,000)	(602,000)	(640,000)	(680,000)	(722,000)
19 Total Non-Op Revenue/(Expenditures)	(\$469,000)	(\$500,000)	(\$532,000)	(\$565,000)	(\$600,000)
Other Sources/(Uses) Of Funds					
20 Total Capital Spending	(\$840,000)	(\$350,000)	(\$150,000)	(\$150,000)	(\$150,000)
21 Transfers Capital/Replace Expansion Fund	750,000	350,000	150,000	150,000	150,000
22 Cash Funded Capital Projects	(\$90,000)	\$0	\$0	\$0	\$0
23 Debt Service	(\$1,164,000)	(\$1,164,000)	(\$1,164,000)	(\$1,164,000)	(\$896,000)
24 Marin Country Club Principal Repayment	39,000	39,000	39,000	40,000	40,000
25 Transfer In to Recycled Water	750,000	750,000	750,000	750,000	750,000
26 Total Other Sources/(Uses)	(\$465,000)	(\$375,000)	(\$375,000)	(\$374,000)	(\$106,000)
27 Beginning Year Balance	\$6,580,000	\$6,829,000	\$7,209,000	\$7,635,000	\$8,112,000
28 Cash Increase/(Decrease)	\$249,000	\$380,000	\$426,000	\$477,000	\$799,000
29 Capital Replacement Expansion Fund	\$4,588,000	\$4,841,000	\$5,331,000	\$5,860,000	\$6,433,000
30 Restricted Reserves	\$1,105,000	\$1,105,000	\$1,105,000	\$1,105,000	\$890,000
31 Available Cash (Unrestricted)	\$1,136,000	\$1,263,000	\$1,199,000	\$1,147,000	\$1,588,000
32 End of Year Cash Balance	\$6,829,000	\$7,209,000	\$7,635,000	\$8,112,000	\$8,911,000

West Marin Water
Budget Summary
Fiscal Year 23/24

		Adopted Budget FY 23/24	Estimated Actual FY 22/23	Adopted Budget FY 22/23
Operating Revenue				
1	Water Rate Revenue	\$1,025,000	\$967,000	\$1,069,000
2	Misc Service Charges	9,000	9,000	8,000
3	Total Operating Revenue	\$1,034,000	\$976,000	\$1,077,000
Operating Expenditures				
4	Source of Supply	\$26,000	\$19,000	\$27,000
5	Pumping	78,000	77,000	73,000
6	Operations	88,000	101,000	83,000
7	Water Treatment	261,000	260,000	258,000
8	Transmission & Distribution	225,000	240,000	163,000
9	Consumer Accounting	31,000	28,000	28,000
10	Water Conservation	10,000	5,000	15,000
11	General Administration	158,000	121,000	103,000
12	Total Operating Expenditures	\$877,000	\$851,000	\$750,000
13	Net Operating Revenue	\$157,000	\$125,000	\$327,000
Non-Operating Revenue/(Expenditures)				
14	Interest Earnings	\$10,000	\$8,000	\$8,000
15	Miscellaneous Revenue	6,000	\$6,000	66,000
16	Total Non-Op Revenue/(Expenditures)	\$16,000	\$14,000	\$74,000
Other Sources/(Uses) Of Funds				
17	Capital Improvement Projects	(585,000)	(463,000)	(647,000)
18	Loans/Grants	205,000	280,000	340,000
19	CIP Efficiency Adjustment	176,000	-	-
20	Debt Principal Payments	(144,000)	(52,000)	(123,000)
21	Interest Expense	(42,000)	(19,000)	(42,000)
22	Facility Reserve Charges	21,000	-	-
23	Total Other Sources/(Uses)	(\$369,000)	(\$254,000)	(\$472,000)
24	Cash Increase/(Decrease)	(\$196,000)	(\$115,000)	(\$71,000)

West Marin Water
Five-Year Financial Forecast
Fiscal Year 23/24

		Budget FY 23/24	Forecast FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28
1	Water Rate Increase	6.00%	6.00%	7.00%	7.00%	7.00%
Operating Revenue						
2	Water Consumption (in million gallons)	53.0	56.5	56.5	56.5	56.5
3	Water Rate Revenue Commodity	\$740,000	\$836,000	\$895,000	\$958,000	\$1,025,000
4	Water Rate Revenue Service Charge	285,000	302,000	323,000	346,000	370,000
5	Total Water Rate Revenue	\$1,025,000	\$1,138,000	\$1,218,000	\$1,304,000	\$1,395,000
6	Miscellaneous Service Charges	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
7	Total Operating Revenue	\$1,034,000	\$1,147,000	\$1,227,000	\$1,313,000	\$1,404,000
Operating Expenditures						
8	Source of Supply	\$26,000	\$27,000	\$28,000	\$29,000	\$30,000
9	Pumping	78,000	80,000	82,000	84,000	87,000
10	Operations	88,000	91,000	94,000	97,000	100,000
11	Water Treatment	261,000	269,000	277,000	285,000	294,000
12	Transmission & Distribution	225,000	232,000	239,000	246,000	253,000
13	Consumer Accounting	31,000	32,000	33,000	34,000	35,000
14	Water Conservation	10,000	10,000	10,000	10,000	10,000
15	General Administration	158,000	123,000	127,000	131,000	135,000
16	Total Operating Expenditures	\$877,000	\$864,000	\$890,000	\$916,000	\$944,000
17	Net Operating Revenue	\$157,000	\$283,000	\$337,000	\$397,000	\$460,000
Non-Operating Revenue/(Expenditures)						
18	Interest Earnings	\$10,000	\$7,000	\$6,000	\$9,000	\$5,000
19	Miscellaneous Revenue	6,000	6,000	6,000	6,000	6,000
20	Total Non-Op Revenue/(Expenditures)	\$16,000	\$13,000	\$12,000	\$15,000	\$11,000
Other Sources/(Uses) Of Funds						
21	Total Capital Spending	(\$585,000)	(\$560,000)	(\$1,280,000)	(\$785,000)	(\$815,000)
22	Debt/Grant Funded Capital	205,000	180,000	900,000	-	-
23	Cash Funded Capital Projects	(\$380,000)	(\$380,000)	(\$380,000)	(\$785,000)	(\$815,000)
24	Debt Service	(\$186,000)	(\$186,000)	(\$186,000)	(\$186,000)	(\$186,000)
25	CIP Efficiency Adjustment	176,000	168,000	384,000	314,000	326,000
26	Facility Reserve Charges	21,000	21,000	21,000	21,000	21,000
27	Total Other Sources/(Uses)	(\$369,000)	(\$377,000)	(\$161,000)	(\$636,000)	(\$654,000)
28	Beginning Year Balance	\$678,000	\$482,000	\$401,000	\$589,000	\$365,000
29	Cash Increase/(Decrease)	(\$196,000)	(\$81,000)	\$188,000	(\$224,000)	(\$183,000)
30	Minimum Reserves	\$373,000	\$401,000	\$496,000	\$277,000	\$99,000
31	Available Cash (Unrestricted)	-	-	-	-	-
32	End of Year Cash Balance	\$482,000	\$401,000	\$589,000	\$365,000	\$182,000

Oceana Marin Sewer
Budget Summary
Fiscal Year 23/24

		Adopted Budget FY 23/24	Estimated Actual FY 22/23	Adopted Budget FY 22/23
Operating Revenue				
1	Sewer Service Charges	\$323,000	\$306,000	\$306,000
Operating Expenditures				
2	Sewage Collection	\$112,000	\$109,000	\$105,000
3	Sewage Treatment	66,000	\$64,000	45,000
4	Sewage Disposal	35,000	\$28,000	45,000
5	Consumer Accounting	2,000	\$2,000	2,000
6	General Administration	33,000	31,000	26,000
7	Total Operating Expenditures	\$248,000	\$234,000	\$223,000
8	Net Operating Revenue	\$75,000	\$72,000	\$83,000
Non-Operating Revenue/(Expenditures)				
9	Interest Earnings	\$7,000	\$11,000	\$4,000
10	Miscellaneous Revenue	-	-	63,000
11	Interest Expense	-	-	(1,000)
12	Total Non-Op Revenue/(Expenditures)	\$7,000	\$11,000	\$66,000
Other Sources/(Uses) Of Funds				
13	Capital Improvement Projects	(955,000)	(110,000)	(1,375,000)
14	Grants	600,000	12,000	960,000
15	Loan from Novato	200,000	-	-
16	Debt Principal Payments	(17,000)	-	-
17	Interest Expense	(6,000)	-	-
18	Facility Reserve Charges	-	-	30,000
19	Total Other Sources/(Uses)	(\$178,000)	(\$98,000)	(\$385,000)
20	Cash Increase/(Decrease)	(\$96,000)	(\$15,000)	(\$236,000)

Oceana Marin Sewer
Five-Year Financial Forecast
Fiscal Year 23/24

		Budget FY 23/24	Forecast FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28
1	Sewer Rate Increase	6.00%	6.00%	6.00%	6.00%	6.00%
Operating Revenue						
2	Number of Connections	235	236	236	236	237
3	Annual Sewer Service Charge	\$1,374	\$1,456	\$1,543	\$1,636	\$1,734
4	Operating Revenue Sewer Service Charges	\$323,000	\$344,000	\$364,000	\$386,000	\$411,000
Operating Expenditures						
5	Sewage Collection	\$112,000	\$119,000	\$126,000	\$134,000	\$142,000
6	Sewage Treatment	\$66,000	\$70,000	\$74,000	\$78,000	\$83,000
7	Sewage Disposal	\$35,000	\$37,000	\$39,000	\$41,000	\$43,000
8	Consumer Accounting	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
9	General Administration	\$33,000	\$35,000	\$37,000	\$39,000	\$41,000
10	Total Operating Expenditures	\$248,000	\$263,000	\$278,000	\$294,000	\$311,000
11	Net Operating Revenue	\$75,000	\$81,000	\$86,000	\$92,000	\$100,000
Non-Operating Revenue/(Expenditures)						
12	Interest Earnings	\$7,000	\$6,000	\$5,000	\$5,000	\$3,000
Other Sources/(Uses) Of Funds						
13	Total Capital Spending	(\$955,000)	(\$1,075,000)	(\$70,000)	(\$190,000)	(\$65,000)
14	Loan from Novato Water	200,000	250,000	-	-	-
15	Debt/Grant Funded Capital	600,000	750,000	-	-	-
16	Cash Funded Capital Projects	(\$155,000)	(\$75,000)	(\$70,000)	(\$190,000)	(\$65,000)
17	Debt Service	(23,000)	(\$53,000)	(\$53,000)	(\$53,000)	(\$53,000)
18	Facility Reserve Charges	-	30,000	-	-	30,000
19	Total Other Sources/(Uses)	(\$178,000)	(\$98,000)	(\$123,000)	(\$243,000)	(\$88,000)
20	Beginning Cash Reserve Balance	\$470,000	\$374,000	\$363,000	\$331,000	\$185,000
21	Cash Increase/(Decrease)	(\$96,000)	(\$11,000)	(\$32,000)	(\$146,000)	\$15,000
22	Ending Cash Reserve Balance	\$374,000	\$363,000	\$331,000	\$185,000	\$200,000

North Marin Water District
Capital Improvement Projects (CIP)
Fiscal Year 23/24 Budget & FY 24/25-FY 27/28 Forecast

ID	Project	Budget FY 23/24	Forecast FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28
1. PIPELINES						
1a Pipeline Improvements						
1	Novato Blvd. Widening - Diablo to Grant (4,100 LF)	\$ 80,000	\$ 1,000,000	\$ 1,500,000	\$ -	\$ -
2	Connect Dead-ends at George St. w/ 8" (290 LF)	225,000	-	-	-	-
3	San Mateo Tank 24" Transmission Main	25,000	25,000	25,000	1,000,000	-
4	30-inch Main at Rush Creek/Golden Gate Place	-	-	-	-	300,000
5	Loop Zone 2 at Hill Road w/ 8" (2,500 LF)	-	-	-	-	50,000
6	Loop Southern & Northern Zone 2 at IVC w/ 16" (5,280 LF)	-	-	-	-	200,000
1b Pipeline Replacements						
1	Replace 8" Pipe - Railroad Ave. (500 LF)	\$ 350,000	\$ -	\$ -	\$ -	\$ -
2	Replace 12" Pipe - Olive Avenue (1,000 LF)	-	-	-	500,000	-
3	Relocate 8" Pipe - County Club Dr. (1,700 LF)	-	-	-	-	50,000
4	Upsize 8" Pipe - Arthur Ave. (btwn Cambridge/NHS)	-	-	-	-	340,000
5	Upsize to 8" Pipe - E. Black Point Subzone (3,580 LF)	-	-	-	-	100,000
1c Aqueduct Improvements						
1	North Marin Aqueduct Restoration near Olompali Slide	\$ 50,000	\$ -	\$ -	\$ -	\$ -
2	Interconnection Modifications (w/ MMWD)	100,000	-	-	-	-
1d Other Pipeline Projects						
1	Sync w/ City or County Paving	\$ 10,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
2	Replace Galvanized Steel Pipe (200 LF/yr)	25,000	25,000	25,000	25,000	-
3	Polybutylene (PB) Service Line Replacements	25,000	50,000	50,000	50,000	50,000
4	Replace Plastic Thin Walled Pipe (< 4-inch)	50,000	150,000	150,000	150,000	150,000
5	Other Main Replacements (60+ years old)	100,000	200,000	200,000	200,000	200,000
Subtotal Pipelines		\$ 1,040,000	\$ 1,525,000	\$ 2,025,000	\$ 2,000,000	\$ 1,515,000
2. STORAGE TANKS & PUMP STATIONS						
2a Tank Rehabilitation / Replacement						
1	Tank Replacement - Old Ranch Rd	\$ 15,000	\$ -	\$ -	\$ -	\$ -
2	Recoating - Garner Tank	25,000	250,000	250,000	-	-
3	Seismic Upgrade / Coating - Lynwood Tanks (x2)	25,000	500,000	500,000	-	-
4	New Property Site Acquisition - Half Moon Tank	-	-	-	200,000	-
5	Fire Flow Backfeed Valve - Nunes Tank	-	-	-	-	200,000
2b Pump Station Rehabilitation / Replacement						
1	Lynwood PS Replacement*	\$ 300,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -
2	Crest PS Construction (Reloc. School Rd. PS)	1,500,000	-	-	-	-
3	Cherry Hill PS Retaining Wall	200,000	-	-	-	-
4	Davies PS Upgrade	-	-	-	50,000	250,000
2c Hydropneumatic Systems						
1	Hydropneumatic upgrades, Phase 1 (Bahia)	\$ 850,000	\$ -	\$ -	\$ -	\$ -
2	Hydropneumatic upgrades, Phase 2 (Hayden)	-	-	75,000	850,000	-
3	Hydropneumatic upgrades, Phase 3 (Eagle)	-	-	-	-	75,000
2d Other Tank & Pump Station Improvements						
1	Other Tank & PS Improvements	\$ 25,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
2	Other Tank Recoating	25,000	50,000	50,000	100,000	100,000
3	Other Tank Replacement	-	-	-	-	200,000
4	Other Tank Seismic Upgrade	-	-	-	-	500,000
5	Mobile Pump Station for Tank Cleaning	20,000	-	-	-	-
Subtotal Storage Tanks & Pump Stations		\$ 2,985,000	\$ 1,875,000	\$ 1,950,000	\$ 1,275,000	\$ 1,400,000

North Marin Water District
Capital Improvement Projects (CIP)
Fiscal Year 23/24 Budget & FY 24/25-FY 27/28 Forecast

ID	Project	Budget FY 23/24	Forecast FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28
3. STAFFORD IMPROVEMENTS						
3a	Stafford Treatment Plant (STP)					
1	Replace Supernatant Line to Center Rd. (4" - 4,400LF)	\$ 625,000	\$ 375,000	\$ -	\$ -	\$ -
2	STP Efficiency Improvements	50,000	50,000	-	-	-
3	STP Chemical System Upgrade	50,000	-	-	-	-
4	STP Corrosion Improvements - Primary Filter Recoat (x3)	400,000	-	-	-	-
5	Other STP Improvements	100,000	50,000	100,000	100,000	100,000
6	Water Supply Enhancement - STP Modifications	-	-	-	-	350,000
3b	Stafford Dam / Watershed					
1	Water Supply Enhancement - Spillway ASG	\$ 150,000	\$ 150,000	\$ 800,000	\$ 400,000	\$ -
2	Dam Spillway Concrete Repair	100,000	-	-	100,000	-
3	Access Road Slide Repair	50,000	-	-	-	-
4	Dam Upstream Concrete Apron Repair	-	250,000	-	-	-
5	Leveroni Creek Embankment Repair	-	175,000	-	-	-
6	Raw Water Intake Modifications	-	-	-	100,000	200,000
Subtotal Stafford Improvements		\$ 1,525,000	\$ 1,050,000	\$ 900,000	\$ 700,000	\$ 650,000
4. MISCELLANEOUS IMPROVEMENTS (NOVATO)						
4a	District Offices					
1	NMWD Headquarters Upgrade	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -
2	Construction Building Upgrade	150,000	-	-	500,000	500,000
3	Program Assessment for Yard Site Improvements	75,000	300,000	-	-	-
4	Asphalt Repairs at District Facilities	-	65,000	-	-	-
4b	System Pressure / Valving					
4c	Other Miscellaneous Improvements					
1	Backflow Protection - DCDA Repair / Replace (Annual)	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
2	Cathodic Protection - Anode Installation (Annual)	10,000	10,000	10,000	10,000	10,000
3	Other System Improvements	100,000	100,000	200,000	200,000	200,000
Subtotal Miscellaneous Improvements (Novato)		\$ 8,385,000	\$ 575,000	\$ 310,000	\$ 810,000	\$ 810,000
5. RECYCLED WATER SYSTEM (NOVATO)						
5a	RW Pipelines					
1	RW extension from Redwood Blvd to 999 Rush Creek	\$ 300,000	\$ -	\$ -	\$ -	\$ -
2	Hamilton Veteran's Housing (Homeward Bound)	300,000	-	-	-	-
3	Replace CI in Atherton Ave. (1,320 LF)	-	350,000	-	-	-
5b	RW Tanks & Pump Stations					
1	Leak Repair - Reservoir Hill Tank	\$ 100,000	\$ -	\$ -	\$ -	\$ -
5c	Other RW Improvements					
1	Other Recycled Water Improvements	\$ 50,000	\$ -	\$ 150,000	\$ 150,000	\$ 150,000
2	RW Central Area ROW/Easements	90,000	-	-	-	-
TOTAL RECYLED WATER		\$ 840,000	\$ 350,000	\$ 150,000	\$ 150,000	\$ 150,000
6. WEST MARIN WATER SYSTEM						
6a	WM Pipelines					
1	Lagunitas Creek Bridge Pipe Replacement (Caltrans)	\$ 50,000	\$ 240,000	\$ 1,200,000	\$ -	\$ -
2	Replace 2-inch Galvanized Pipe - Balboa+	125,000	-	-	-	-
3	Replace 2-inch Galvanized Pipe - PRE	-	45,000	-	-	-
4	Olema Creek Bridge Pipe Replacement (County)	-	-	-	-	200,000
6b	WM Tanks & Pump Stations					
1	Tank Replacement - PRE #1 & #2	\$ -	\$ -	\$ -	\$ 620,000	\$ -
2	Tank Replacement - Pt. Reyes #1	-	-	-	-	450,000

North Marin Water District
Capital Improvement Projects (CIP)
Fiscal Year 23/24 Budget & FY 24/25-FY 27/28 Forecast

ID	Project	Budget FY 23/24	Forecast FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28
6c	WM Wells					
1	Rehab Well - Gallagher Well No. 1	\$ 85,000	\$ -	\$ -	\$ -	\$ -
2	New Well - Gallagher Well No. 2 - DWR Grant Admin	10,000	5,000	-	-	-
3	New Well - Gallagher Well No. 2 - Construction	165,000	-	-	-	-
6d	WM Treatment Plant					
6e	WM Other Improvements					
1	Sync w/ County Paving	\$ 20,000	\$ 40,000	\$ 20,000	\$ 40,000	\$ 40,000
2	Polybutylene (PB) Service Line Replacements	25,000	25,000	5,000	25,000	25,000
3	Gallagher Ranch Streambank Stabilization	5,000	5,000	5,000	-	-
4	Other Water System Improvements	100,000	200,000	50,000	100,000	100,000
TOTAL WEST MARIN		\$ 585,000	\$ 560,000	\$ 1,280,000	\$ 785,000	\$ 815,000
7. OCEANA MARIN SEWER SYSTEM						
7a	OM Pipelines					
1	Sewer Force Main Improvements - FM 1A (Design Only)	\$ 80,000	\$ -	\$ -	\$ -	\$ -
2	Sewer Force Main Improvements - FM 1B (Design Only)	-	-	-	125,000	-
7b	OM Lift Station					
7c	OM Treatment Ponds					
1	OM Treatment Pond Rehab - 404 Grant - FEMA	\$ 800,000	\$ 1,000,000	\$ -	\$ -	\$ -
2	OM Treatment Pond Rehab - Grant Management	10,000	10,000	5,000	-	-
7d	OM Other Improvements					
1	Infiltration Repair (Annual)	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
2	Other Sewer System Improvements	25,000	25,000	25,000	25,000	25,000
TOTAL OCEANA MARIN		\$ 955,000	\$ 1,075,000	\$ 70,000	\$ 190,000	\$ 65,000
SUMMARY - GROSS PROJECT OUTLAY						
1 - 4	Novato Water	\$ 13,935,000	\$ 5,025,000	\$ 5,185,000	\$ 4,785,000	\$ 4,375,000
5	Recycled Water	840,000	350,000	150,000	150,000	150,000
6	West Marin Water	585,000	560,000	1,280,000	785,000	815,000
7	Oceana Marin Sewer	955,000	1,075,000	70,000	190,000	65,000
GROSS PROJECT OUTLAY		\$ 16,315,000	\$ 7,010,000	\$ 6,685,000	\$ 5,910,000	\$ 5,405,000
LESS FUNDED BY LOANS/GRANTS/OTHER						
a	NW - Loan Funds - Office/Yard Building Renovation	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -
b	NW - Loan Funds - Crest PS Construction	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
c	NW - Loan Funds - Lynwood PS Replacement	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -
d	NW - Loan Funds - Stafford ASG Construction	\$ -	\$ -	\$ 666,000	\$ -	\$ -
e	RW - Capital Replacement Expansion Fund	\$ 750,000	\$ 350,000	\$ 150,000	\$ 150,000	\$ 150,000
f	WM - CA DWR Drought Relief Grant for GW02	\$ 165,000	\$ -	\$ -	\$ -	\$ -
g	WM - Lagunitas Creek Bridge Pipeline Grant (FEMA)	\$ 40,000	\$ 180,000	\$ 900,000	\$ -	\$ -
h	OM - Novato Water Loan to OM	\$ 200,000	\$ 250,000	\$ -	\$ -	\$ -
i	OM - Treatment Pond Rehab Grant (FEMA)	\$ 600,000	\$ 750,000	\$ -	\$ -	\$ -
SUMMARY - NET PROJECT OUTLAY						
1 - 4	Novato Water	\$ 4,435,000	\$ 4,025,000	\$ 4,519,000	\$ 4,785,000	\$ 4,375,000
5	Recycled Water	90,000	-	-	-	-
6	West Marin Water	380,000	380,000	380,000	785,000	815,000
7	Oceana Marin Sewer	155,000	75,000	70,000	190,000	65,000
NET PROJECT OUTLAY		\$ 5,060,000	\$ 4,480,000	\$ 4,969,000	\$ 5,760,000	\$ 5,255,000

North Marin Water District
Capital Improvement Projects (CIP)
Fiscal Year 23/24 Budget & FY 24/25-FY 27/28 Forecast

ID	Project	Budget FY 23/24	Forecast FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28
8. EQUIPMENT BUDGET						
1	Class 8 Service Truck	\$ 340,000	\$ 290,000	\$ -	\$ -	\$ -
2	4,000 Tanker Truck	50,000	-	-	-	-
3	Lease Vehicles	148,000	185,000	228,000	228,000	228,000
4	Portable Generators	-	75,000	125,000	-	-
5	Miscellaneous Equipment Purchases	-	-	197,000	322,000	322,000
TOTAL EQUIPMENT BUDGET		\$ 538,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
9. STUDIES & SPECIAL PROJECTS						
9a General Studies						
1	Grant Consultant	\$ 25,000	\$ -	\$ -	\$ -	\$ -
2	GIS Conversion to Esri/ArcGIS	\$ 25,000	\$ -	\$ -	\$ -	\$ -
3	Water Conservation Standards Assessment	\$ 25,000	\$ -	\$ -	\$ -	\$ -
4	Strategic Plan Update (2025-2029)	\$ -	\$ 50,000	\$ -	\$ -	\$ -
9b Novato Service Area Studies						
1	Novato Water Rate Study	\$ 60,000	\$ -	\$ -	\$ -	\$ -
2	Novato Water Master Plan Update	\$ 100,000	\$ -	\$ -	\$ -	\$ -
3	North Marin Aqueduct Vulnerability/Cathodic Assessment	\$ 90,000	\$ -	\$ -	\$ -	\$ -
4	Stafford Treatment Plant Risk Management Plan Update	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -
5	Novato Distribution System Vulnerability Assessment	\$ -	\$ 125,000	\$ -	\$ -	\$ -
6	Stafford Dam Master Plan	\$ -	\$ 35,000	\$ -	\$ -	\$ -
9c WM Service Area Studies						
1	West Marin Water Supply Resiliency Feasibility Study	\$ 75,000	\$ -	\$ -	\$ -	\$ -
2	West marin Water Master Plan (every 10 years)	\$ -	\$ 65,000	\$ -	\$ -	\$ -
9d OM Service Area Studies						
9e Other Studies						
Total Studies & Special Projects		\$ 460,000	\$ 335,000	\$ -	\$ -	\$ -