

**Adopted
June 18, 2024**

Budgets

**Novato & West Marin Service Areas
Fiscal Year 2024 – 2025**



**NORTH MARIN
WATER DISTRICT**

Introduction:

This document contains the fiscal year 2024/2025 (FY 24/25) 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 and equipment expenditures 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.



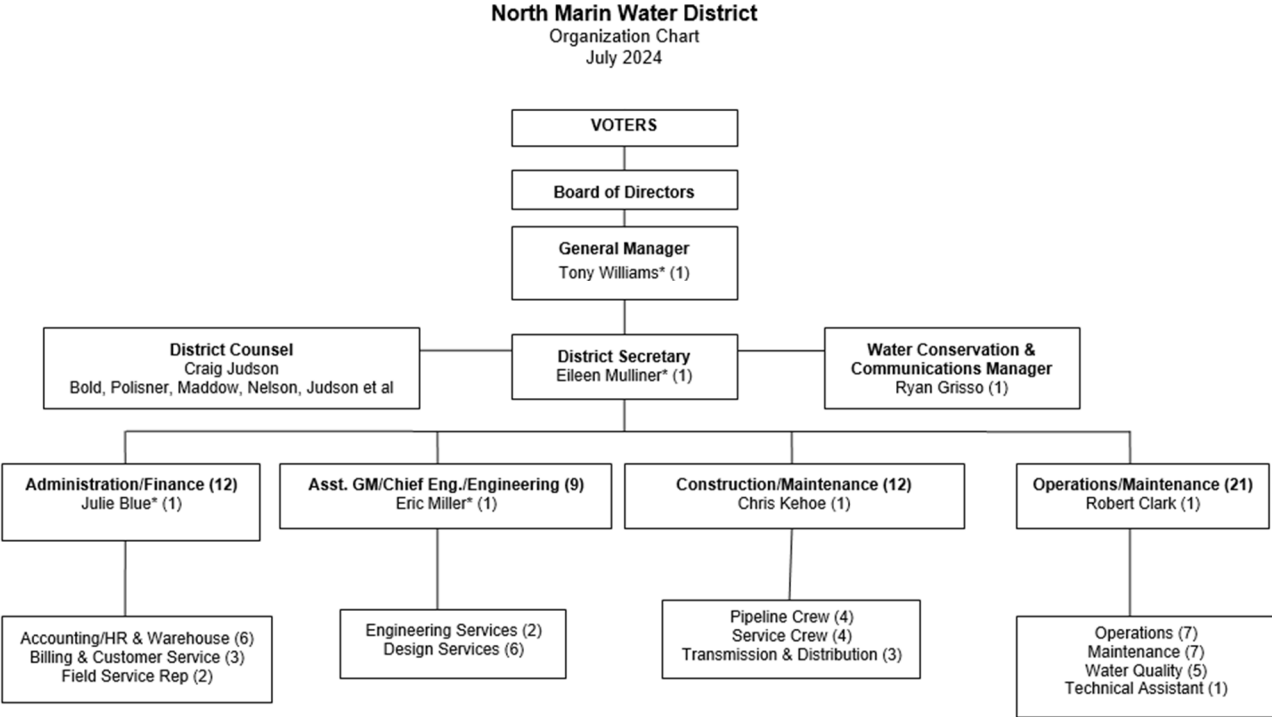
Stafford Lake

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 Board of Directors are as follows:




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

Day to day operations are led by General Manager, Tony Williams. 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



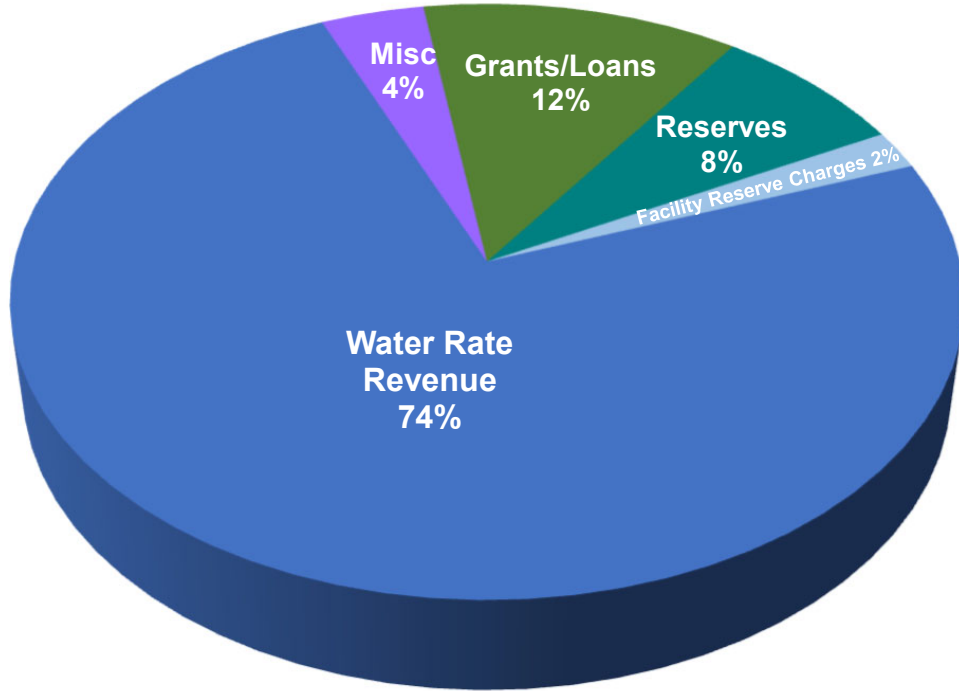
**NORTH MARIN
WATER DISTRICT**

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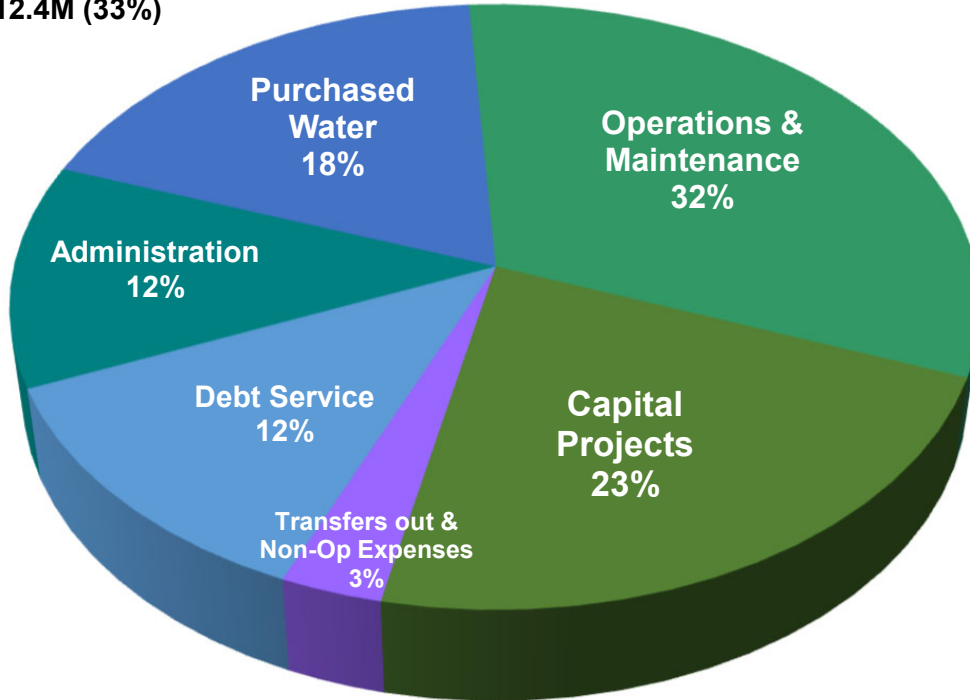
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**NORTH MARIN WATER DISTRICT
 FY24/25 DRAFT BUDGET - ALL SERVICE AREAS COMBINED
 SOURCES = \$37,931,000**



Labor = \$12.4M (33%)

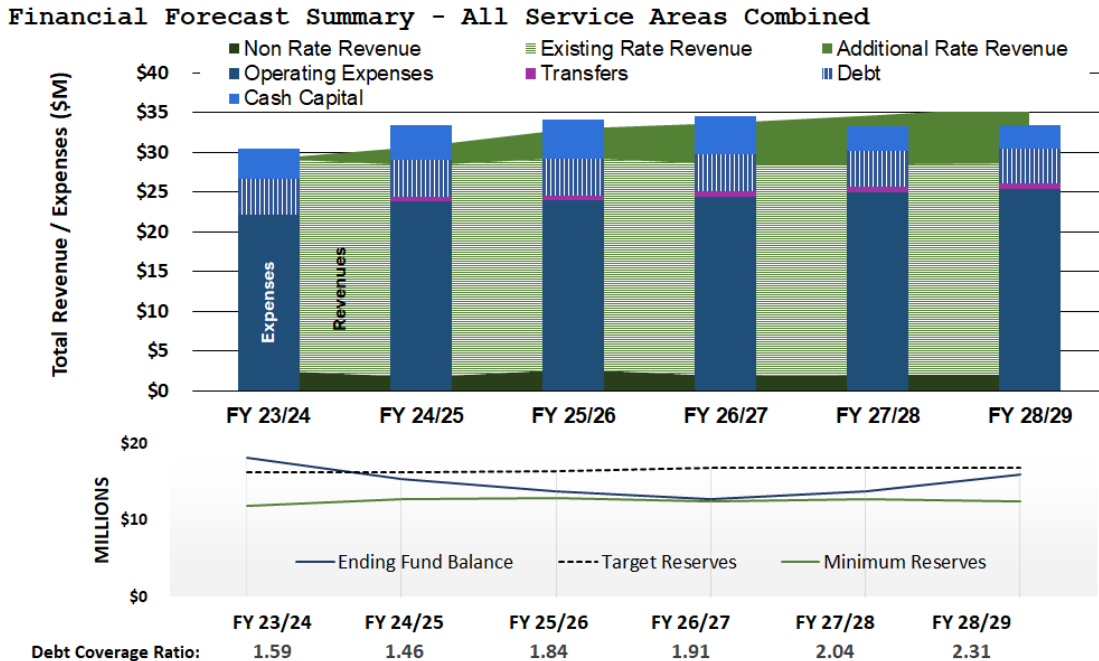


USES = \$37,931,000

Excludes Depreciation Expense & Developer Funded Costs

Summary

The \$37.9 million consolidated Fiscal Year (FY) 24/25 budget projects operating revenue of \$29 million and a net operating revenue of \$5.4 million. The budget incorporates \$4.2 million in internally funded capital improvement projects and \$7 million in water purchases. After payment of \$4.5 million in debt service, the consolidated budget projects a decrease in cash for the fiscal year of \$2.7 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 sufficient healthy debt service coverage ratio.

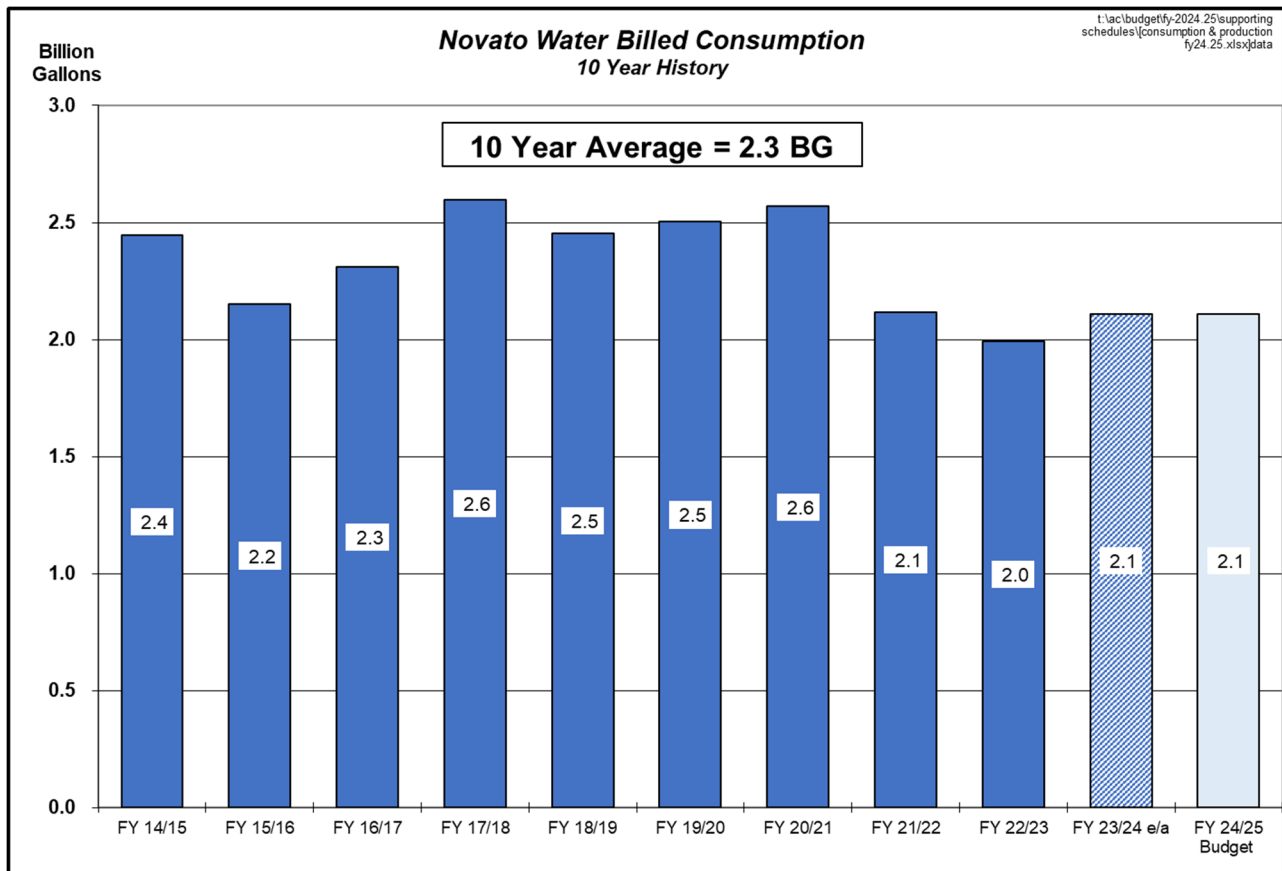


Novato Water

The Novato Potable Water System budget projects a \$2.2 million cash decrease over the fiscal year. An 8.5% rate increase, effective July 1, 2024, was approved by the Board of Directors at a public hearing which occurred on June 18, 2024. The FY 24/25 budget and updated five-year financial plan aligns with the Board approved 2024 Novato and Recycled Water Rate Study. Total budget outlay, which includes \$3.6 million in internally funded capital improvement projects, is projected at \$29.6 million which is \$2.5M (9%) higher than the FY 23/24 budget.

Operating Revenue

Water Rate Revenue - Water consumption is budgeted at 2.1 billion gallons (BG) which is equivalent to the FY 23/24 budget. This conservative estimate is indicative of the current environmental and economic conditions where historical trends are less predictive of future outcomes. The 8.5% rate increase, effective July 1, 2024 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 \$149,000. This is based on the average revenue collected in the past five years. Miscellaneous Operating Revenue of \$312,000, 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.

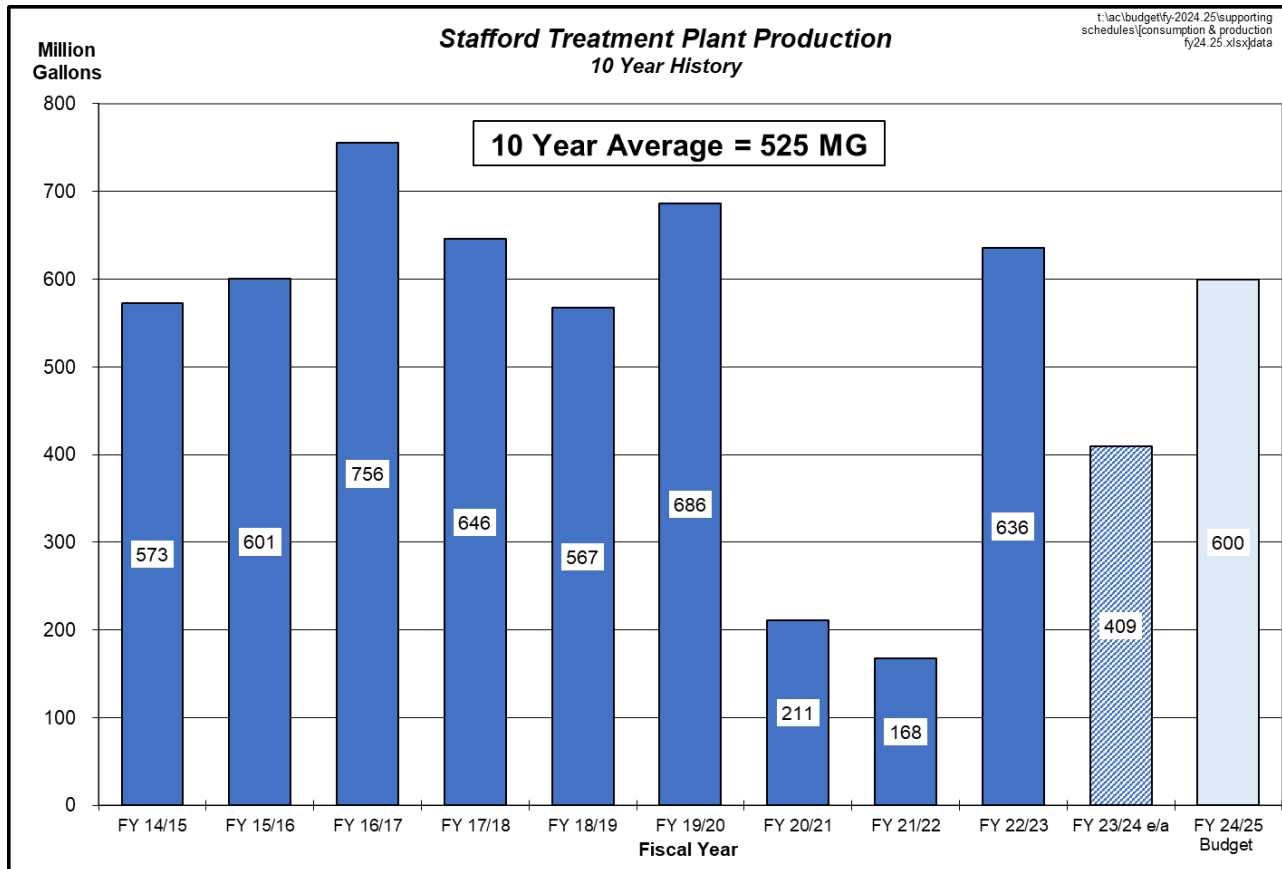
Operating Expenditures

Operating expenses are budgeted to increase 13.7% or \$2.6 million from the FY 23/24 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 scheduled to increase by 11.74% in FY 24/25. This change will result in a cost per million gallons (MG) of \$4,251 for FY 24/25 versus \$3,804 for FY 23/24 and is estimated to increase the cost to purchase water by \$690,000. The financial forecast incorporates the 11.74% (Sonoma Water) rate increase in FY 24/25, along with implementing a pass-through mechanism where the District will be authorized to pass-through the costs associated with increases in the SW wholesale water rate in subsequent years.

Stafford Treatment Plant (STP) Water Production – STP water production is projected at 600 MG in FY 24/25 which is higher than the 10-year average annual production of 525 MG, as shown in the below chart. This estimate could differ from actual operations and is seasonally dependent. The cost to produce water, at this budgeted level of production, costs approximately 34% 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.

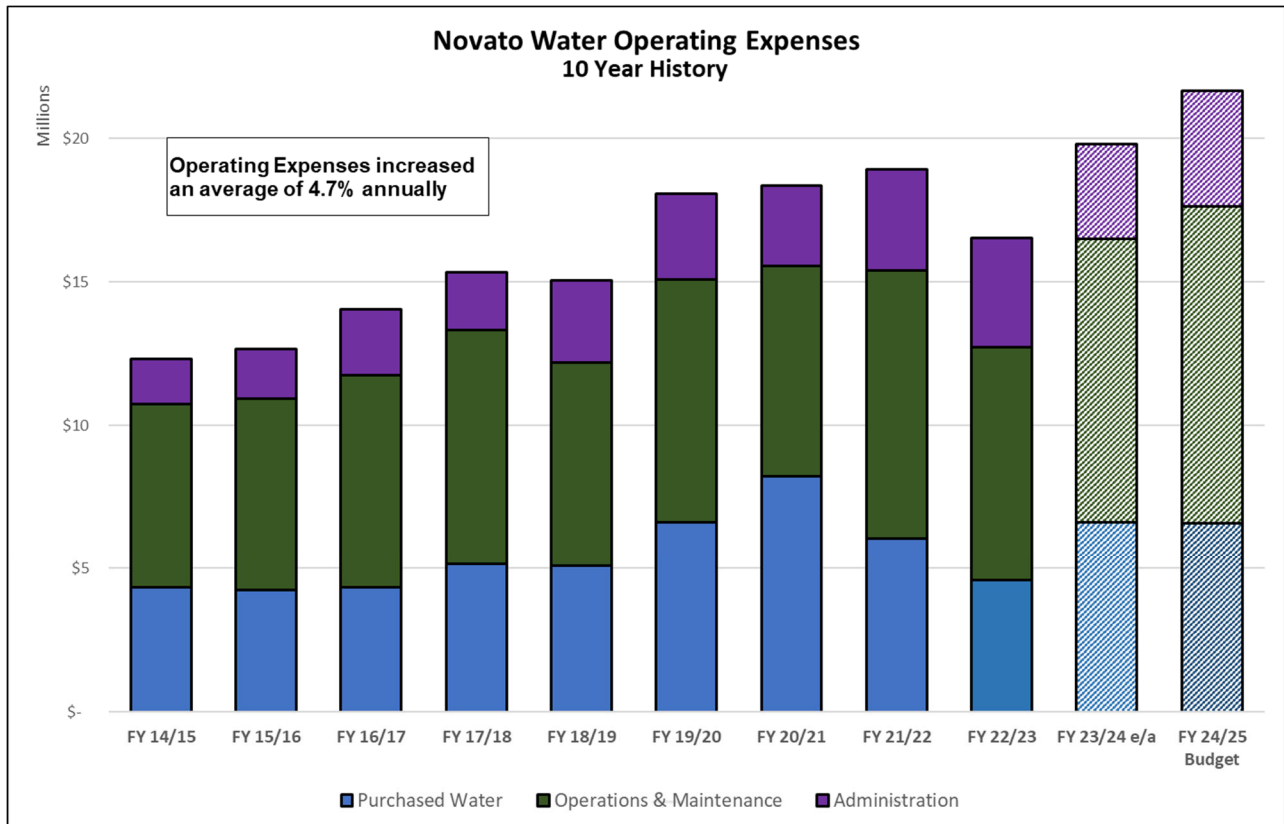


Other Operations & Maintenance Expenses –

- Salaries and Benefits (All Service Areas) are budgeted to increase approximately \$1.1 million. The increase is due to an increase to wages and benefits under the newly adopted Memo of Understanding with the District’s Employee Association. Personnel expenses are discussed in more detail in the next section of this budget document.
- Studies and Special Projects are budgeted at \$750,000, which is \$365,000 (48.7%) higher than the prior year’s budget. Included in this expense is an update to the Novato Water Master Plan and an update to the Emergency Operations (Response) Plan.
- Fire Service Replacements are budgeted at \$374,000 which is an increase of \$292,000 from the prior year’s budget. The increase is due to the planned replacement of failed commercial fire services and the transfer of ownership from the District to individual customers. These service replacements were previously budgeted as capital projects.

- Insurance Premiums and Claims are budgeted at \$277,000 which is an increase of \$59,000 (21%) from the prior year's budget and align with expected insurance premium and claim costs. This year's budget includes the addition of Environmental & Railroad Liability Insurance to comply with Sonoma Marin Area Rail Transit (SMART) requirements.
- Dues, Memberships & Software Subscriptions are budgeted at \$298,000 which is an increase of \$10,000 (4%) from the prior year's budget. This category of expenses is primarily comprised of annual software subscriptions for meter reading and WaterSmart, asset management, ArcGIS, accounting and timekeeping programs. Some of the annual memberships include the Association of CA Water Agencies (ACWA), County of Marin Local Agency Formation Commission (LAFCo), Marin Map, North Bay Watershed Association (NBWA), American Water Works Association (AWWA), North Bay Water Reuse Authority (NBWRA) and the Center for Western Weather & Water Extremes Water Affiliates Group. The increase is primarily due to planned purchases of an inventory management software and an employee performance review software.
- Permit and Regulatory Fees are budgeted at \$206,000 which is an increase of \$8,000 (4%) from the prior year's budget. This category of expenses includes (but is not limited to) annual program fees, permits, and the lab accreditation program to the State Water Resources Control Board (SWRCB) and the Department of Water Resources (DWR). These fees allow operations of the District's water systems, lab, and dam. 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 4.7%.



Personnel Costs (All Service Areas) - The budget includes a staffing level of 58 full-time equivalent (FTE) employees, see staffing position allocation schedule, included in this budget document. Salaries and benefits represent 33% of the District's total budget.

The District entered into a four-year nine-month Memorandum of Understanding (MOU) contract with the Employee Association (EA), approved by the Board of Directors in January 2024. The approved contract was retroactive to October 1, 2023 and will expire on June 30, 2028. Included in the update of the MOU were approved equity adjustments, cost of living adjustments (COLAs), and negotiated benefits. These changes were made to better align the District with comparative agencies as indicated in a compensation and benefits survey conducted by an outside consultant, during negotiations with the EA.

Additional substantive changes resulting from the updated MOU are as follows:

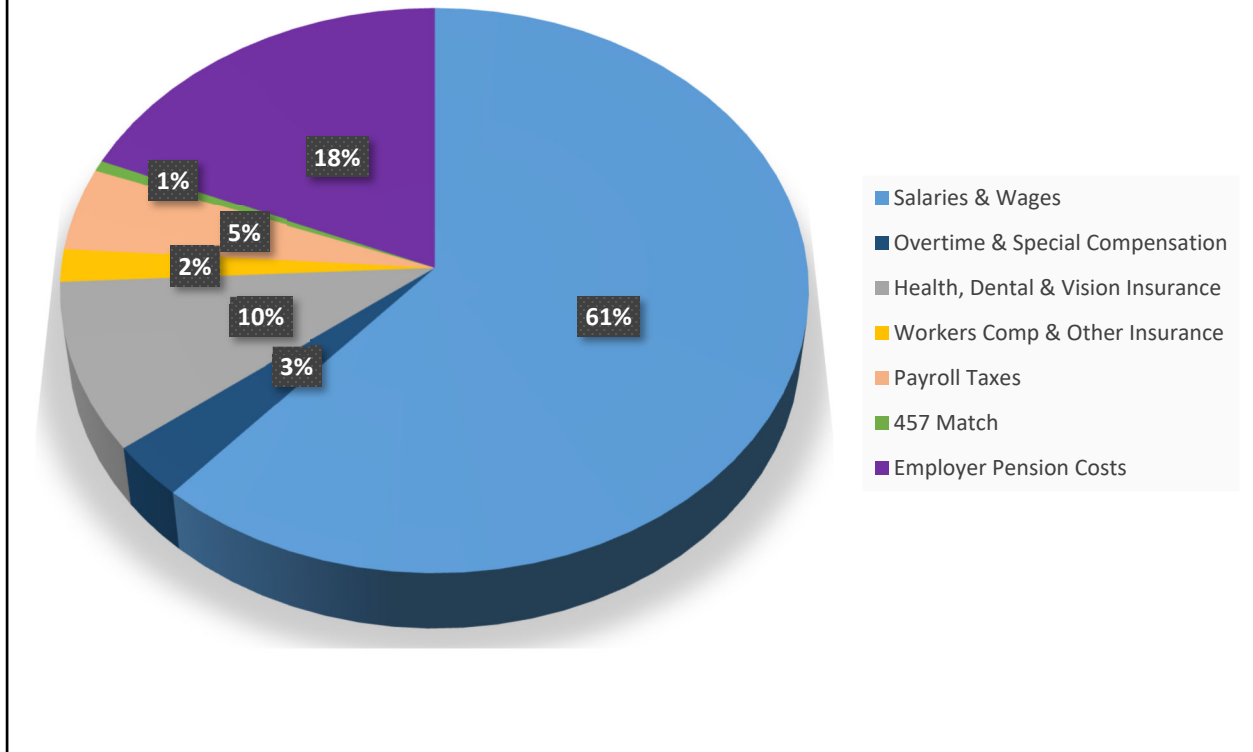
- Employer match of 1% of earnings for employee's contributions to the Nationwide 457(b) plan.
- Treatment & Distribution Operators certification pay based upon the level of dual certifications held.
- Added extra duty incentive pay to a Designated Operator in Charge (DOIC) to assist the Operator in Charge (OIC) in the Oceana Marin Sewer System.
- Added a Cultural Awareness Floating Holiday and moved Veterans Day to a regularly observed day off.

In the FY 24/25 Budget the following changes are incorporated:

- Group health insurance package (health, dental & vision) increased 7%. Over the last three years, average health insurance costs increased 7.9% annually. The budget assumes a 7% increase for health insurance and dental and vision are scheduled to remain unchanged.
- Workers compensation insurance is budgeted to increase 29% based on estimated payroll and actual premiums as provided by our insurance provider, Zenith.
- The District's CalPERS retirement contribution rate and related unfunded liability are budgeted at 31% of employee earnings, which is slightly higher than the rate budgeted last year. When applied to the FY 24/25 budgeted earnings this equates to an increase in annual pension expense of approximately \$360,000. For context, the rate in FY 19/20 was 26.5% of earnings. Any increases in pension expense has a compounding impact when tied to annual COLA increases.
- The cost of living adjustment (COLA) is a 3.8% increase to base salaries, effective 7/1/2024. This is based on the consumer price index (CPI) as measured by the CPI-U San Francisco on April 30, 2024.

In summary the District's total labor cost is 64% and benefits represent the remaining 36%, as shown in the below graph.

FY 24/25 Personnel Expenses



Non-Operating Revenue –

Facility Reserve Charge (FRC) revenue is budgeted in FY 24/25 at \$793,000. FRC revenue of \$955,000 for 34 Equivalent Dwelling Units (EDUs) is estimated to be collected in FY 23/24. 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 (\$166,000 in principal and \$39,000 in interest) in accordance with the terms of the 2014 Interconnection Agreement. Additional non-operating revenue of \$527,000 is comprised of interest earnings, property tax revenue, and rental income. Included in the five-year financial forecast (FY 25/26) is revenue of \$800,000 for sale of the District owned house, located on Giacomini Road in Pt. Reyes.

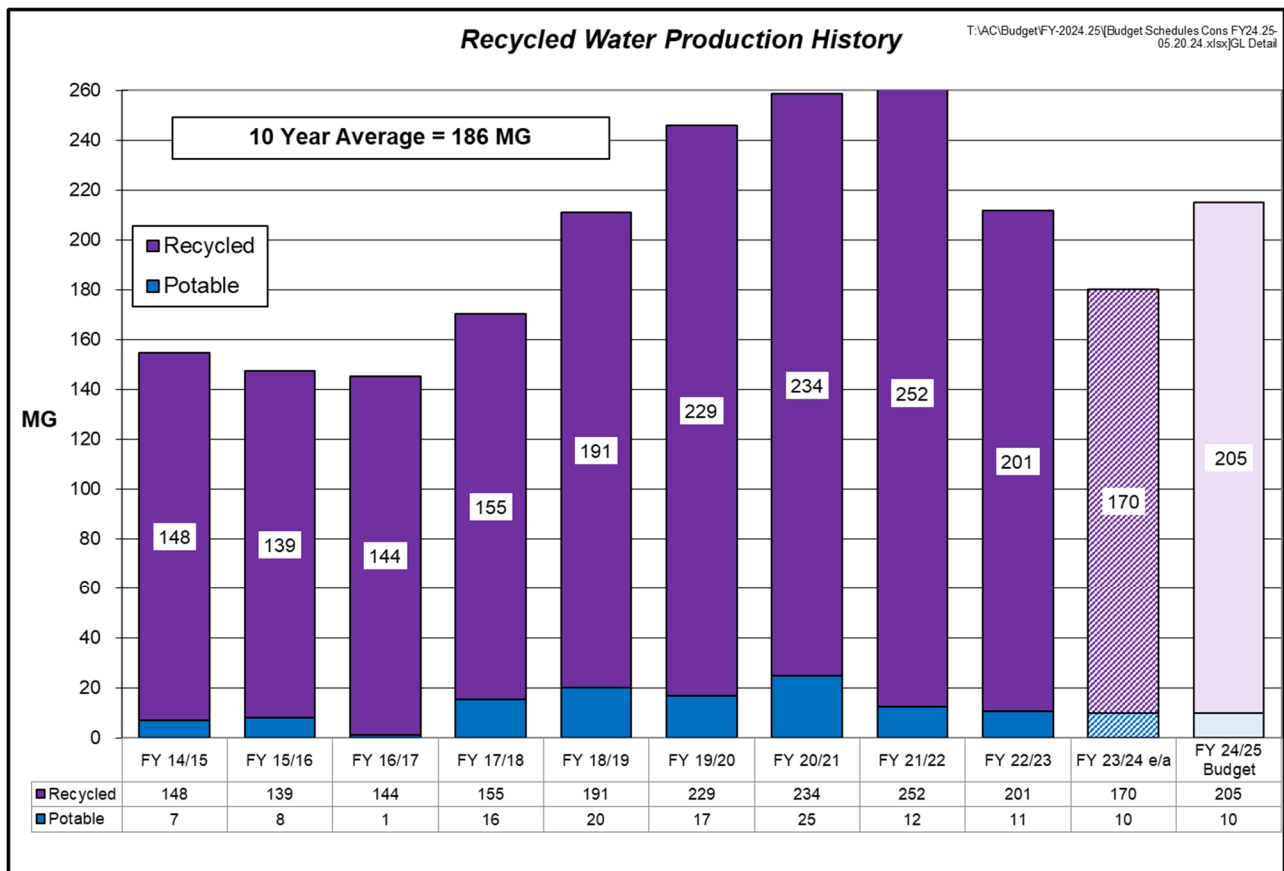
Non-Operating Expenses –

A \$167,000 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 24/25 Budget. These are temporary expenses and will cease once the project is complete.

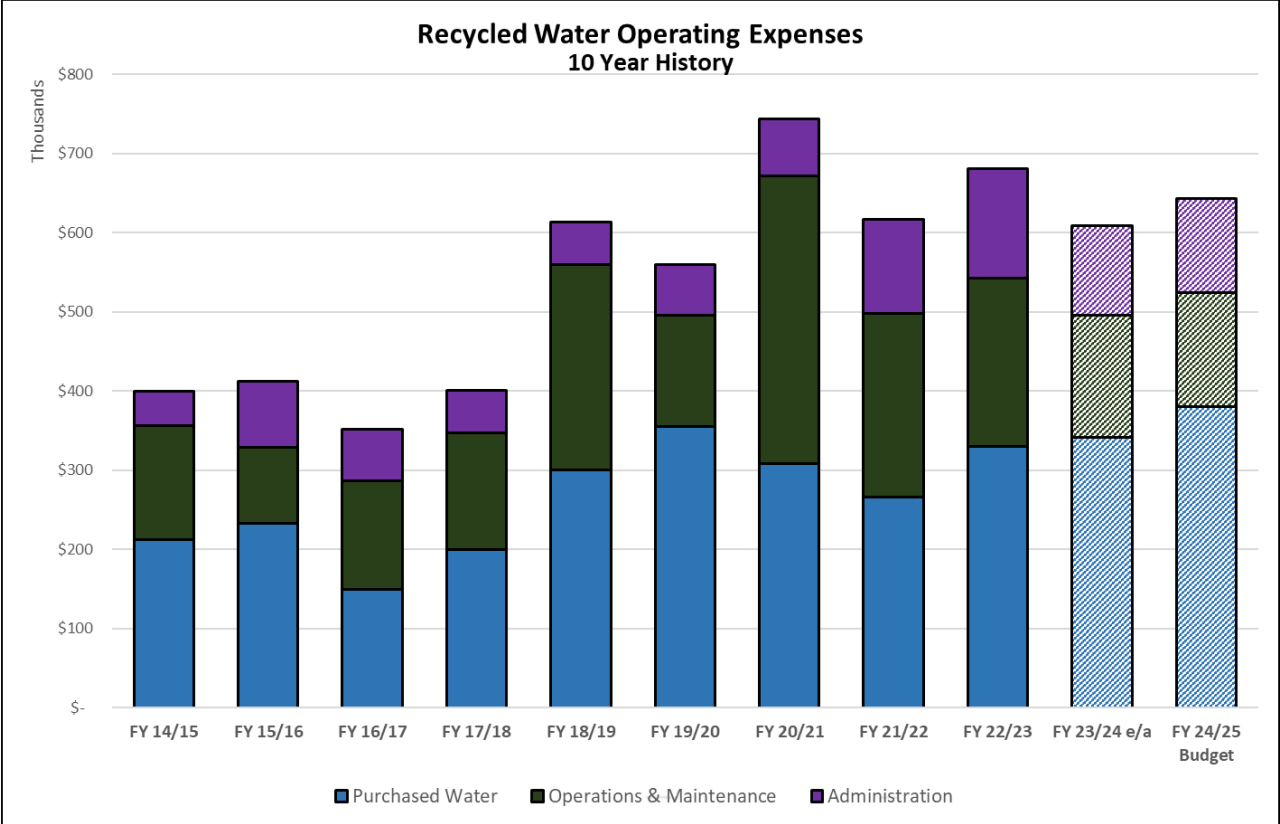
Recycled Water

The FY 24/25 Recycled Water (RW) System Budget projects demand of 215 MG which is based on the five-year estimated average consumption for the period of FY 19/20 through FY 23/24. Forecasted demand is unknown and conservatively the five-year forecast projects ongoing demand of 215 MG. The below chart shows RW production, including potable water consumed to provide year-round required demand, over a ten-year period. Consistent with the 2024 Novato and Recycled Water Rate Study recommendation, a rate increase of 8.5% (effective July 1, 2024) was approved at the June 18th rate hearing. The approved increase is projected to generate \$125,000 in additional revenue next fiscal year.

The budget projects net operating revenue of \$1,142,000 and, after capital outlay and debt service, the system is projected to show a cash increase for the year of \$155,000.



Operating expenses are budgeted to increase approximately 6% (\$34,000) from the projected FY 23/24 actuals, primarily due to inflation – see below chart for 10-year history. The FY 23/24 budget includes the purchase of 160 MG (\$298,000) of treated water from Novato Sanitary District (NSD), and 45 MG (\$82,000) from Las Gallinas Valley Sanitary District (LGVSD). 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.



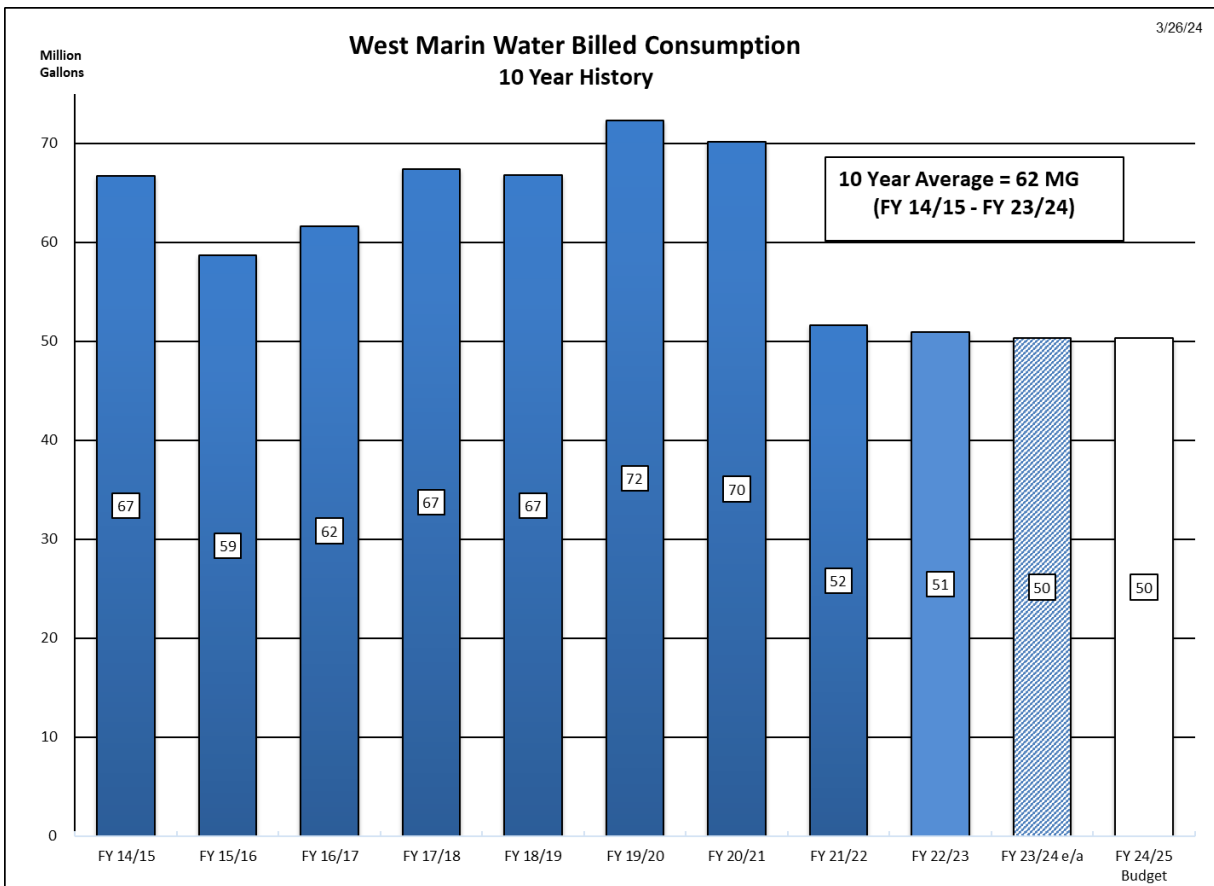
Agreements with NSD and LGVSD allocate net operating revenues to a reserve fund titled Capital Replacement and Expansion Fund. These funds are allocated to each agency, including NMWD, and are designated for CIP related projects for the individual RW systems. Since the net revenues are allocated, by 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 24/25 RW budget transfers for the cost of debt service is budgeted at \$571,000.

Major projects to expand recycled water distribution facilities for FY 24/25 include \$100,000 to complete the extension of RW from Redwood Blvd to Rush Creek Place and \$250,000 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, 2024. 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 18, 2024. The increase is projected to generate \$56,000 in additional revenue next fiscal year. There is no Facility Reserve Charges (FRC) budgeted for FY 24/25. One FRC is budgeted, every other year, in the five-year forecast.

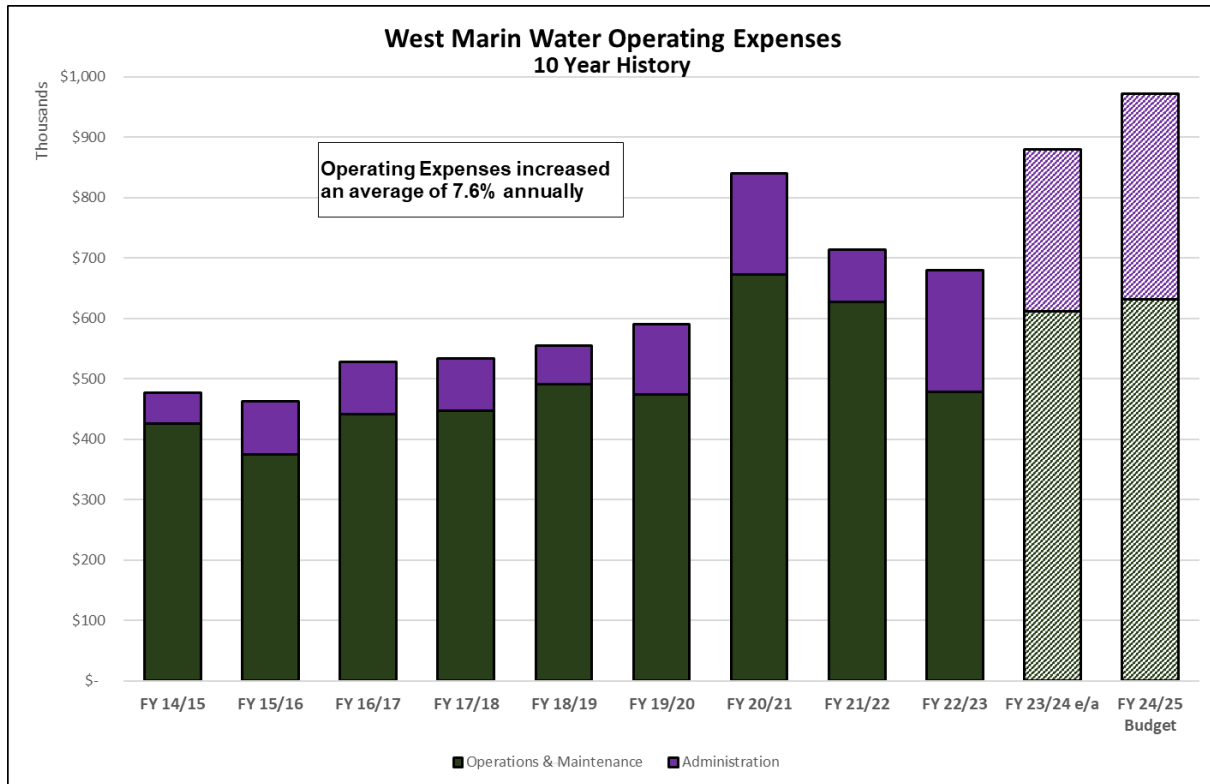
FY 24/25 water consumption is budgeted at 50.3 MG and is based on the estimated consumption of 50.3 MG in FY 23/24. The projections for outlying years are forecasted at 50.3 MG, substantially below the actual ten-year average of 62 MG (see the below chart). Similar to Novato Potable water, the water 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 \$972,000 which is \$95,000 higher or 10.8% more than the FY 23/24 adopted budget. The increase is primarily due to inflation and the inclusion of a Master Plan and Resiliency Study (\$50,000) and a Boundary Review Study (\$15,000) resulting from a LAFCo recommendation. The updated five-year financial plan shows some variations from the 2021 West Marin Water Rate Study which will require adjustments for future rates. Due to these variations a Rate Study, estimated at \$45,000, is budgeted in FY 24/25.

The budget projects net operating revenue of \$27,000 and, after capital outlay and debt service, the system is projected to show a cash decrease for the year of \$416,000.

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

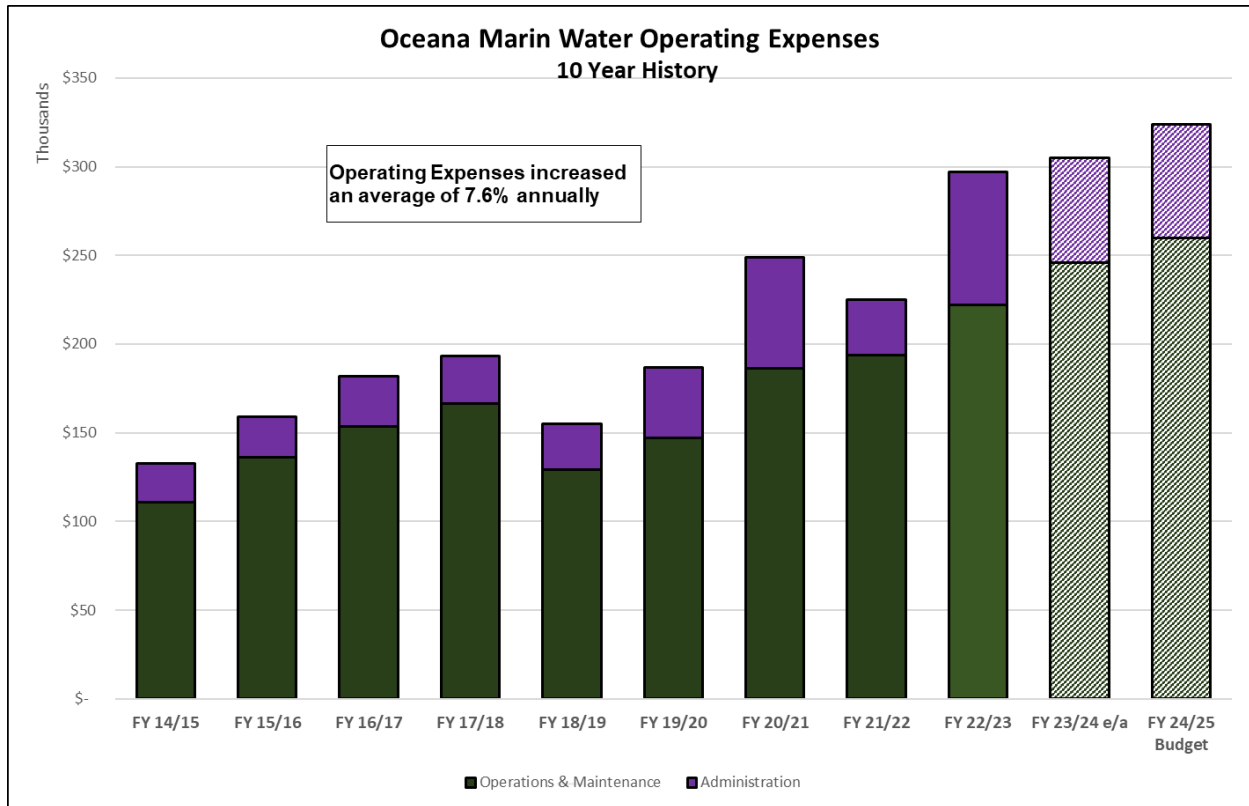


Oceana Marin Sewer

A 6% rate increase (to \$1,456/year) in the Oceana Marin (OM) Sewer Service Charge effective July 1, 2024, will generate \$20,000 in additional annual revenue. The increase was approved by the Board of Directors at a public hearing which occurred on June 18, 2024. The budget projects a new connection every other year, with no new connection fees budgeted in FY 24/25. In FY 23/24 a total of \$75,000 was collected, comprised of two connection fees of \$30,000 each for development of Single-Family Residences (SFR), and \$15,000 for one Accessory Dwelling Unit (ADU).

FY 24/25 OM operating expenditures are budgeted at \$324,000 which is an increase of \$19,000 or 6% from the projected FY 23/24 actuals. The increase is primarily due to inflation, and adjustments in costs to align with expected operational needs. With the aging infrastructure, more time is required for repairs, maintenance and monitoring of this system. The budget projects a net operating revenue of \$23,000 and, after capital outlay, the system is projected to show a cash decrease for the year of \$199,000.

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



Capital Improvement Project Budget (CIP)

The Fiscal Year 24/25 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.

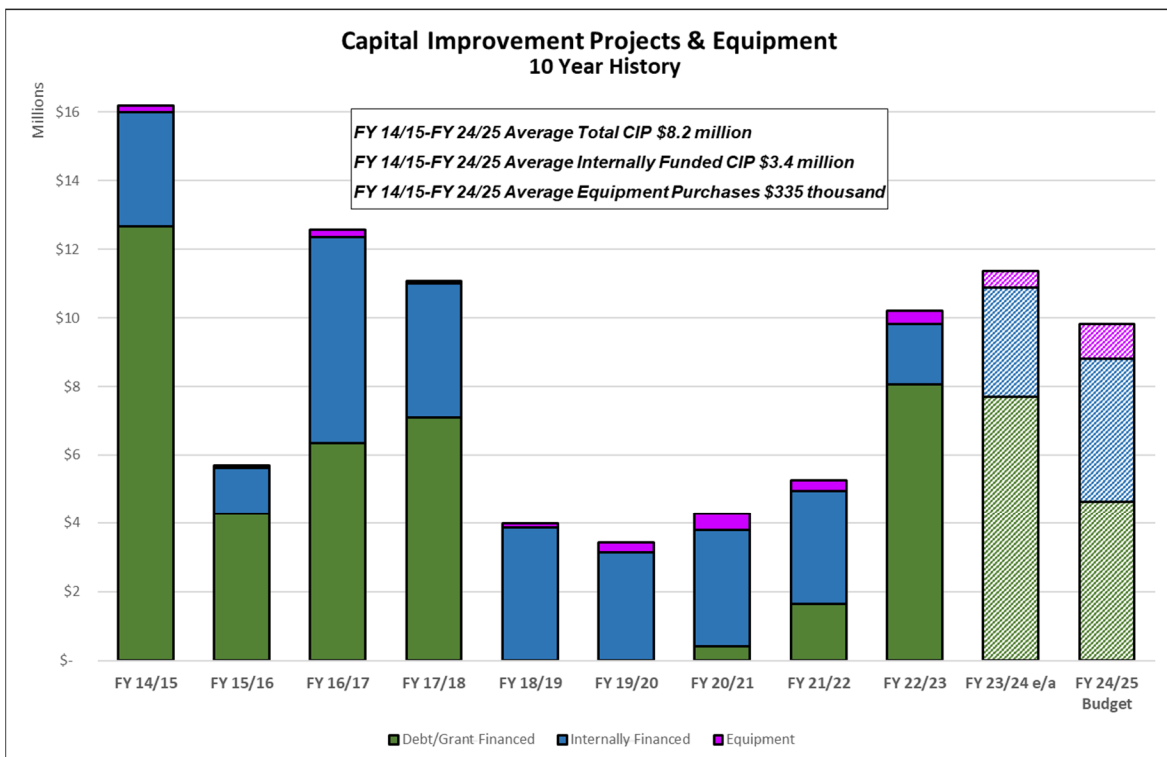
The below table identifies significant projects (totaling over \$500,000 or more) to be undertaken over the next five fiscal years. The table also includes the total cost of the projects, which adds all costs occurring within and outside of the five-year forecast period.

Project	FY24/25	FY25/26	FY26/27 thru FY 28/29	Total Project Costs
Administration and Laboratory Upgrade Project	\$ 1,000,000	\$ -	\$ -	\$17,550,000
Novato Blvd Widening – Diablo to Grant (4,100')	200,000	1,500,000	1,500,000	3,220,000
Lynwood Pump Station Replacement	400,000	1,500,000	1,500,000	3,650,000
Oceana Marin Treatment Pond Rehab (OM)	1,725,000	-	-	1,800,000
Lagunitas Creek Bridge Pipe Replacement (Caltrans)	50,000	240,000	1,200,000	1,515,000
Crest PS Construction (Reloc. School Rd. PS)	1,400,000	-	-	1,500,000
Hydropneumatic Upgrades, Phase 1 (Bahia)	1,100,000	-	-	1,175,000
San Mateo Tank 24" Transmission Main	50,000	1,250,000	-	1,300,000
Seismic Upgrade / Coating - Lynwood Tanks (x2)	-	25,000	1,025,000	1,050,000
Hydropneumatic Upgrades, Phase 2 (Hayden)	-	-	925,000	925,000
Water Supply Enhancement - Spillway ASG	60,000	400,000	400,000	880,000
Stafford Lake Park Service Line	25,000	300,000	300,000	635,000
PRE Tank #1 & #2 Replacement (WM)	-	-	620,000	620,000
Recoating - Garner Tank	-	25,000	500,000	525,000
Other Projects	2,788,000	1,320,000	7,955,000	N/A
Gross Project Outlay	\$8,798,000	\$6,560,000	\$15,925,000	\$36,345,000
Less Loan/Grant Funding	(4,645,000)	(900,000)	(3,703,000)	(9,248,000)
Net Project Outlay (internally funded)	\$4,153,000	\$5,660,000	\$12,222,000	\$27,097,000

Below is a two-year summary of the total cost and number of capital projects, by service area, 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 43 projects in FY 24/25 and 24 projects in FY 25/26. This comprehensive plan is developed to confirm that adequate funding and staffing exists to accomplish the budgeted projects planned for FY 24/25. Novato Potable Water's CIP expenditure plan, when viewed over the current fiscal year and the next five years, averages \$4.1 million annually in internally funded projects, and West Marin Water's CIP expenditure plan, averages \$241,000 annually in internally funded projects.

Service Area and Type	# of		# of	
	FY 24/25	Projects	FY 25/26	Projects
Novato Water				
Capital Improvement Projects	\$ 5,998,000	27	\$ 5,845,000	16
Less Funded by Loans/Grants/Other	(2,425,000)		(300,000)	
Novato Water Total	\$ 3,573,000	27	\$ 5,545,000	16
Recycled Water				
Capital Improvement Projects	450,000	3	100,000	1
Less Funded by Loans/Grants/Other	(450,000)		(100,000)	
Recycled Water Total	\$ -	3	\$ -	1
West Marin Water				
Capital Improvement Projects	445,000	7	540,000	4
Less Funded by Loans/Grants/Other	(45,000)		(500,000)	
West Marin Water Total	400,000	7	40,000	4
Oceana Marin Sewer				
Capital Improvement Projects	1,905,000	6	75,000	3
Less Funded by Loans/Grants/Other	(1,725,000)		-	
Oceana Marin Sewer Total	\$ 180,000	6	\$ 75,000	3
Total Pay-Go	\$ 4,153,000	43	\$ 5,660,000	24

The below chart shows the District wide 10-year history of capital improvement projects averaging \$8.2 million per year, including \$3.4 million of internally (or “Pay-Go”) financed projects, and a 10-year history of equipment purchases averaging \$335 thousand per year.



Equipment Budget - The FY 24/25 Equipment Budget totals \$1,033,000. This is \$495,000 higher than the FY 23/24 Equipment Budget of \$538,000. 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 24 leased vehicles in the District's fleet. Included in the FY 24/25 budget is \$106,000 to replace two leased vehicles reaching their five-year lease term. The budget also includes \$852,000 for two new Class 8 Service Trucks to replace construction crew trucks from 2006 and 2009 that are costly to repair and maintain and are becoming less reliable.

Debt Service

Principal and interest payments totaling \$4.5 million (excluding interfund loans) are budgeted as the annual obligation on \$38.2 million in outstanding debt (as of June 30, 2025), comprised of:

- \$17.6 million with a 3.11% for a bank loan used to finance the Administration and Laboratory Upgrade Project and other capital improvement projects.
- \$10.0 million in SRF loans (with interest varying from 1%-2.6%) used to finance the recycled water distribution system;
- \$4.0 million with a 2.39% interest rate for a State Revolving Fund (SRF) loan used to finance the Stafford Water Treatment Plant Rehabilitation;
- \$3.1 million with a 3.42% interest rate for a bank loan used to finance the AEEP and West Marin Treatment Plant Solids-Handling Facility;
- \$3.0 million with a 2.69% interest rate for a bank loan used to finance the Advanced Meter Information (AMI) project;
- \$0.5 million with a 2.4% interest rate for an SRF loan used to finance the Deer Island Recycled Water Facility;

The estimated FY 24/25 consolidated debt service coverage ratio (DSCR) is 1.46 which provides a sufficient DSCR while complying with the debt covenant requirements as outlined in the individual loan agreements. 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.

Service Area	Description	Issue Date	Rate	Original Amount	Final Pmt	Interest Expense	Principal Paid	Total Debt Service	6/30/25
									Outstanding Balance
Novato	SRF Loan - STP	2004	2.39%	\$16,528,850	07/01/29	\$ 111,447	\$ 933,027	\$1,044,474	\$ 3,961,895
Novato	Bank Marin Loan	2011	3.42%	\$7,000,000	10/27/31	\$ 100,778	\$ 381,264	\$ 482,042	\$ 2,741,490
Novato	Chase Bank Loan	2018	2.69%	\$4,600,000	03/01/33	\$ 80,297	\$ 300,000	\$ 380,297	\$ 2,975,000
Novato	Webster Bank	2022	3.11%	\$20,000,000	03/01/42	\$ 571,216	\$ 776,681	\$1,347,897	\$17,590,396
Novato Total						\$ 863,737	\$2,390,973	\$3,254,710	\$27,268,780
RW TP	SRF Loan	2006	2.40%	\$4,302,560	06/19/27	\$ 18,774	\$ 254,593	\$ 273,367	\$ 527,663
RW North	SRF Loans (4)	2013	2.60%	\$4,375,605	Varies	\$ 54,725	\$ 227,168	\$ 281,892	\$ 1,877,622
RW South	SRF Loans (3)	2013	2.20%	\$5,361,952	Varies	\$ 60,898	\$ 271,508	\$ 332,407	\$ 2,496,588
RW Central	SRF Loan	2016	1.00%	\$7,130,503	12/31/47	\$ 58,584	\$ 217,189	\$ 275,773	\$ 5,641,162
Recycled Water Total						\$ 192,980	\$ 970,458	\$1,163,439	\$10,543,035
WM Water	Bank Marin Loan	2012	3.42%	\$1,000,000	10/27/31	\$ 14,793	\$ 55,965	\$ 70,758	\$ 402,421
West Marin Water Total						\$ 14,793	\$ 55,965	\$ 70,758	\$ 402,421
FY 24/25 Total - External Loans						\$1,071,510	\$3,417,396	\$4,488,907	\$38,214,236

North Marin Water District
FY 24/25 Staffing Position Allocation

Position	Monthly ¹		FY 23/24	FY 24/25
	Step 1	Top Step		
Administration				
General Manager ²	\$22,955		1	1
Executive Assistant/District Secretary	\$ 9,887	\$ 12,017	1	1
Water Conservation & Communications Mgr	\$ 11,774	\$ 14,312	1	1
Auditor-Controller	\$ 15,868	\$ 19,287	1	1
HR/Safety Manager	\$ 11,006	\$ 13,378	1	1
Accounting Supervisor	\$ 10,444	\$ 12,695	1	1
Senior Accountant	\$ 9,312	\$ 11,319	1	1
Staff Accountant	\$ 8,131	\$ 9,884	1	1
Accounting Clerk II	\$ 6,311	\$ 7,671	1	1
Storekeeper/Safety Coord.	\$ 7,224	\$ 8,780	1	1
Administration Total			10	10
Consumer Services				
Consumer Services Supervisor	\$ 9,478	\$ 11,522	1	1
Receptionist/Customer Service Asst.	\$ 5,715	\$ 6,947	1	1
Field Service Rep I/II	\$ 6,358	\$ 8,269	2	2
Field Service Representative Lead	\$ 7,675	\$ 9,329	1	1
Consumers Services Total			5	5
Engineering				
Assistant General Manager/Chief Engineer	\$ 17,183	\$ 20,886	1	1
Senior Engineer	\$ 13,457	\$ 16,358	1	1
Associate Engineer	\$ 12,124	\$ 14,737	1	1
Junior Engineer	\$ 9,433	\$ 11,466	1	1
Engineering Technician IV/Senior Engineering Tech.	\$ 8,557	\$ 11,466	3	3
Engineering Services Representative	\$ 7,695	\$ 9,353	1	1
Engineering Administrative Assistant ³	\$ 7,032	\$ 8,548	1	1
Engineering Total			9	9
Operations/Maintenance				
Operations/Maintenance Superintendent	\$ 14,659	\$ 17,819	1	1
Maintenance Supervisor	\$ 11,324	\$ 13,764	1	1
Cross Connection Tech I/II	\$ 6,681	\$ 9,871	1	1
Auto/Equipment Mechanic	\$ 7,570	\$ 9,201	1	1
Apprentice Elec/Mech Tech	\$ 7,380	\$ 8,970	1	1
Electrical/Mechanical Tech	\$ 8,661	\$ 10,527	2	2
Program Assistant I/II/III	\$ 5,768	\$ 9,373	1	1
Utility Worker I/II/III	\$ 5,896	\$ 8,905	1	1
Operations/Maintenance Total			9	9
Operations				
Distribution & Treatment Plant Supervisor	\$ 13,146	\$ 16,357	1	1
Senior Distribution & Treatment Plant Operator	\$ 10,074	\$ 12,624	2	2
Distribution & Treatment Plant Operator	\$ 9,062	\$ 11,294	3	3
Assistant Distribution & Treatment Plant Operator	\$ 7,298	\$ 9,150	1	1
Operations Total			7	7

North Marin Water District
FY 24/25 Staffing Position Allocation

Position	Monthly ¹		FY 23/24	FY 24/25
	Step 1	Top Step		
Water Quality				
Water Quality Supervisor	\$ 12,736	\$ 15,481	1	1
Laboratory Technician	\$ 6,746	\$ 8,199	1	1
Chemist I/II	\$ 8,043	\$ 11,592	1	1
Senior Chemist	\$ 10,436	\$ 12,685	2	2
Water Quality Total			5	5
Construction/Maintenance				
Construction/Maintenance Superintendent	\$ 12,580	\$ 15,290	1	1
Distribution/Maintenance Foreman	\$ 9,099	\$ 11,061	1	1
Pipeline Foreman	\$ 9,099	\$ 11,061	2	2
Heavy Equipment Operator	\$ 7,584	\$ 9,218	2	2
Utility Worker I/II/III	\$ 5,896	\$ 8,905	6	6
Construction/Maintenance Total			12	12
Open Position ⁴	\$ 9,962	\$ 12,109	1	1
Total Employee Count (All positions are full time)			58	58

¹ Salaries are calculated based on the current salary schedule, from Board of Directors approved Employee Association Memo of Understanding, plus Equity Adjustments and April 2024 CPI-U 3.8% COLA effective July 1, 2024.

² The General Manager's salary is an amount that is set by contract.

³ New Job Title Proposed

⁴ Open position (to be assigned) - salary estimated to align with prior 2023 budgeted position, increased for April 2024 CPI - 3.8%

North Marin Water District
Budget Summary - All Service Areas Combined
Fiscal Year 24/25

	Adopted Budget FY 24/25	Estimated Actual FY 23/24	Adopted Budget FY 23/24
Operating Revenue			
1	\$28,122,000	\$25,757,000	\$25,666,000
2	347,000	324,000	323,000
3	496,000	493,000	476,000
4	Total Operating Revenue	\$28,965,000	\$26,465,000
Operating Expenditures			
5	\$7,103,000	\$7,111,000	\$5,908,000
6	649,000	641,000	611,000
7	1,431,000	1,340,000	1,307,000
8	3,467,000	3,148,000	3,208,000
9	5,024,000	4,319,000	4,421,000
10	257,000	243,000	213,000
11	619,000	573,000	545,000
12	506,000	464,000	476,000
13	4,530,000	3,759,000	4,175,000
14	Total Operating Expenditures	\$23,586,000	\$20,864,000
15	Net Operating Revenue	\$5,379,000	\$5,601,000
Operating Expenditures			
16	\$475,000	\$1,423,000	\$585,000
17	188,000	224,000	248,000
18	(548,000)	-	(568,000)
19	(167,000)	(465,000)	(382,000)
20	Total Non-Op Revenue/(Expenditures)	\$1,182,000	(\$117,000)
Other Sources/(Uses) Of Funds			
21	(\$8,798,000)	(\$10,892,000)	(\$16,315,000)
22	4,645,000	7,686,000	11,255,000
23	(1,033,000)	(481,000)	(538,000)
24	1,286,000	-	1,668,000
25	(3,543,000)	(3,416,000)	(3,417,000)
26	(1,116,000)	(1,187,000)	(1,203,000)
27	39,000	39,000	39,000
28	793,000	706,000	814,000
29	(340,000)	88,000	(112,000)
30	166,000	161,000	161,000
31	(86,000)	(36,000)	(31,000)
32	Total Other Sources/(Uses)	(\$7,332,000)	(\$7,679,000)
33	Cash Increase/(Decrease)	(\$1,174,000)	(\$2,195,000)

North Marin Water District
Five-Year Financial Forecast - All Service Areas Combined
Fiscal Year 24/25

		Budget FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28	Forecast FY 28/29
Operating Revenue						
1	Water Rate Revenue Commodity	\$18,905,000	\$19,654,000	\$20,448,000	\$21,030,000	\$21,638,000
2	Water Rate Revenue Service Charge	9,217,000	9,774,000	10,366,000	10,792,000	11,235,000
3	Total Water Rate Revenue	\$28,122,000	\$29,428,000	\$30,814,000	\$31,822,000	\$32,873,000
4	Wholesale Revenue - Wheeling to MMWD	\$149,000	\$153,000	\$158,000	\$163,000	\$168,000
5	Sewer Service Charges	347,000	374,000	406,000	438,000	475,000
6	Miscellaneous Service Charges	347,000	347,000	347,000	347,000	347,000
7	Operating Revenue - Other Charges	\$843,000	\$874,000	\$911,000	\$948,000	\$990,000
8	Total Operating Revenue	\$28,965,000	\$30,302,000	\$31,725,000	\$32,770,000	\$33,863,000
Operating Expenditures						
9	Source of Supply	\$7,103,000	\$7,115,000	\$7,137,000	\$7,160,000	\$7,184,000
10	Pumping	649,000	668,000	687,000	708,000	729,000
11	Operations	1,431,000	1,474,000	1,518,000	1,563,000	1,609,000
12	Water Treatment	3,467,000	3,571,000	3,678,000	3,788,000	3,902,000
13	Transmission & Distribution	5,024,000	5,175,000	5,330,000	5,489,000	5,653,000
14	Sewer Operations	257,000	265,000	273,000	281,000	289,000
15	Consumer Accounting	619,000	638,000	657,000	677,000	697,000
16	Water Conservation	506,000	521,000	536,000	552,000	568,000
17	General Administration	4,530,000	4,443,000	4,523,000	4,659,000	4,799,000
18	Total Operating Expenditures	\$23,586,000	\$23,870,000	\$24,339,000	\$24,877,000	\$25,430,000
19	Net Operating Revenue	\$5,379,000	\$6,432,000	\$7,386,000	\$7,893,000	\$8,433,000
Non-Operating Revenue/(Expenditures)						
20	Interest Earnings	\$475,000	\$477,000	\$463,000	\$431,000	\$441,000
21	Property Taxes & Miscellaneous Revenue	188,000	988,000	188,000	188,000	188,000
22	Miscellaneous Expense	(167,000)	-	-	-	-
23	Transfers Capital/Replace Expansion Fund	(548,000)	(590,000)	(630,000)	(654,000)	(679,000)
24	Total Non-Op Revenue/(Expenditures)	(\$52,000)	\$875,000	\$21,000	(\$35,000)	(\$50,000)
Other Sources/(Uses) Of Funds						
25	Total Capital Spending	(\$8,798,000)	(\$6,560,000)	(\$6,810,000)	(\$4,580,000)	(\$4,535,000)
26	Transfers Capital/Replace Expansion Fund	450,000	100,000	450,000	100,000	450,000
27	Debt/Grant Funded Capital	3,764,000	300,000	300,000	465,000	338,000
28	Cash Funded Capital Projects	(\$4,584,000)	(\$6,160,000)	(\$6,060,000)	(\$4,015,000)	(\$3,747,000)
29	Debt Service	(\$4,659,000)	(\$4,656,000)	(\$4,713,000)	(\$4,501,000)	(\$4,362,000)
30	Equipment Purchases	(1,033,000)	(455,000)	(350,000)	(350,000)	(350,000)
31	Capital Plan Variance Adjustment	1,286,000	1,662,000	1,634,000	1,223,000	1,137,000
32	MMWD AEEP Contributions Principal	166,000	170,000	175,000	180,000	180,000
33	Marin Country Club Principal Repayment	39,000	39,000	40,000	40,000	40,000
34	Interdistrict Loans (net)	91,000	207,000	239,000	286,000	308,000
35	Facility Reserve Charges	793,000	815,000	823,000	815,000	823,000
36	Funding for Affordability Program	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)
37	Total Other Sources/(Uses)	(\$7,987,000)	(\$8,464,000)	(\$8,298,000)	(\$6,408,000)	(\$6,057,000)
38	Beginning Year Balance	\$25,674,000	\$23,014,000	\$21,857,000	\$20,966,000	\$22,416,000
39	Cash Increase/(Decrease)	(\$2,660,000)	(\$1,157,000)	(\$891,000)	\$1,450,000	\$2,326,000
40	Restricted Reserves	\$7,605,000	\$8,095,000	\$8,275,000	\$8,614,000	\$8,843,000
41	End of Year Cash Balance	\$23,014,000	\$21,857,000	\$20,966,000	\$22,416,000	\$24,742,000
42	Minimum Reserves (by policy)	\$12,753,000	\$12,955,000	\$12,512,000	\$12,687,000	\$12,536,000
43	Available Cash (Unrestricted)	\$2,656,000	\$807,000	\$179,000	\$1,115,000	\$3,363,000

Novato Water
Budget Summary
Fiscal Year 24/25

	<i>Adopted Budget FY 24/25</i>	<i>Estimated Actual FY 23/24</i>	<i>Adopted Budget FY 23/24</i>	
Operating Revenue				
1	Water Rate Revenue	\$25,373,000	\$23,352,000	\$22,771,000
2	Wheeling & Misc Service Charges	461,000	458,000	447,000
3	Total Operating Revenue	\$25,834,000	\$23,810,000	\$23,218,000
Operating Expenditures				
4	Source of Supply	\$6,701,000	\$6,748,000	\$5,486,000
5	Pumping	557,000	552,000	528,000
6	Operations	1,285,000	1,182,000	1,138,000
7	Water Treatment	3,165,000	2,846,000	2,942,000
8	Transmission & Distribution	4,851,000	4,162,000	4,121,000
9	Consumer Accounting	587,000	543,000	510,000
10	Water Conservation	494,000	453,000	466,000
11	General Administration	4,007,000	3,318,000	3,841,000
12	Total Operating Expenditures	\$21,647,000	\$19,804,000	\$19,032,000
13	Net Operating Revenue	\$4,187,000	\$4,006,000	\$4,186,000
Non-Operating Revenue/(Expenditures)				
14	Interest Earnings	\$341,000	\$1,050,000	\$469,000
15	Property Tax Revenue	186,000	222,000	242,000
16	Miscellaneous Expense	(167,000)	(465,000)	(376,000)
17	Total Non-Op Revenue/(Expenditures)	\$360,000	\$807,000	\$335,000
Other Sources/(Uses) Of Funds				
18	Capital Improvement Projects	(\$5,998,000)	(\$10,215,000)	(\$13,935,000)
19	Loans/Grants	2,425,000	7,300,000	9,500,000
20	Capital Equipment Expenditures	(1,033,000)	(481,000)	(538,000)
21	Capital Plan Variance Adjustment	1,152,000	-	1,492,000
22	Debt Principal Payments	(2,391,000)	(2,323,000)	(2,323,000)
23	Interest Expense	(864,000)	(930,000)	(930,000)
24	Facility Reserve Charges	793,000	609,000	793,000
25	MMWD AEEP Capital Contribution	166,000	161,000	161,000
26	West Marin Loan Principal Repayment	91,000	88,000	88,000
27	Loan to Oceana Marin	(431,000)	-	(200,000)
28	Low Income Rate Assistance Program	(86,000)	(36,000)	(31,000)
29	Transfer Out to Recycled Water	(571,000)	(750,000)	(750,000)
30	Total Other Sources/(Uses)	(\$6,747,000)	(\$6,577,000)	(\$6,673,000)
31	Cash Increase/(Decrease)	(\$2,200,000)	(\$1,764,000)	(\$2,152,000)

Novato Water
Five-Year Financial Forecast
Fiscal Year 24/25

	Budget FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28	Forecast FY 28/29
1 Water Rate Increase	8.50%	6.00%	6.00%	4.00%	4.00%
Operating Revenue					
2 Water Consumption (in billion gallons)	2.1	2.1	2.1	2.1	2.1
3 Water Rate Revenue Commodity	\$16,746,000	\$10,755,000	\$11,400,000	\$11,856,000	\$12,330,000
4 Pass-Through Rate Revenue	-	6,600,000	6,600,000	6,600,000	6,600,000
5 Water Rate Revenue Service Charge	8,627,000	9,145,000	9,694,000	10,082,000	10,485,000
6 Total Water Rate Revenue	\$25,373,000	\$26,500,000	\$27,694,000	\$28,538,000	\$29,415,000
7 Wholesale Revenue - Wheeling to MMWD	\$149,000	\$153,000	\$158,000	\$163,000	\$168,000
8 Miscellaneous Service Charges	312,000	312,000	312,000	312,000	312,000
9 Water Rate Revenue - Other Charges	\$461,000	\$465,000	\$470,000	\$475,000	\$480,000
10 Total Operating Revenue	\$25,834,000	\$26,965,000	\$28,164,000	\$29,013,000	\$29,895,000
Operating Expenditures					
11 Source of Supply	\$6,701,000	\$6,701,000	\$6,701,000	\$6,701,000	\$6,701,000
12 Pumping	557,000	574,000	591,000	609,000	627,000
13 Operations	1,285,000	1,324,000	1,364,000	1,405,000	1,447,000
14 Water Treatment	3,165,000	3,260,000	3,358,000	3,459,000	3,563,000
15 Transmission & Distribution	4,851,000	4,997,000	5,147,000	5,301,000	5,460,000
16 Consumer Accounting	587,000	605,000	623,000	642,000	661,000
17 Water Conservation	494,000	509,000	524,000	540,000	556,000
18 General Administration	4,007,000	3,927,000	4,045,000	4,166,000	4,291,000
19 Total Operating Expenditures	\$21,647,000	\$21,897,000	\$22,353,000	\$22,823,000	\$23,306,000
20 Net Operating Revenue	\$4,187,000	\$5,068,000	\$5,811,000	\$6,190,000	\$6,589,000
Non-Operating Revenue/(Expenditures)					
21 Interest Earnings	\$341,000	\$352,000	\$337,000	\$305,000	\$310,000
22 Property Taxes & Miscellaneous Revenue	186,000	986,000	186,000	186,000	186,000
23 Miscellaneous Expense	(167,000)	-	-	-	-
24 Total Non-Op Revenue/(Expenditures)	\$360,000	\$1,338,000	\$523,000	\$491,000	\$496,000
Other Sources/(Uses) Of Funds					
25 Total Capital Spending	(\$5,998,000)	(\$5,845,000)	(\$5,345,000)	(\$3,045,000)	(\$3,145,000)
26 Debt/Grant Funded Capital	2,425,000	300,000	300,000	-	-
27 Cash Funded Capital Projects	(\$3,573,000)	(\$5,545,000)	(\$5,045,000)	(\$3,045,000)	(\$3,145,000)
28 Debt Service	(\$3,255,000)	(\$3,252,000)	(\$3,253,000)	(\$3,251,000)	(\$3,252,000)
29 Equipment Purchases	(1,033,000)	(455,000)	(350,000)	(350,000)	(350,000)
30 Capital Plan Variance Adjustment	1,152,000	1,500,000	1,349,000	849,000	874,000
31 Transfer Out to Recycled Water	(571,000)	(484,000)	(484,000)	(210,000)	(210,000)
32 Loan Repayment WM & OM Principal	91,000	207,000	239,000	286,000	308,000
33 MMWD AEEP Contributions Principal	166,000	170,000	175,000	180,000	180,000
34 Facility Reserve Charges	793,000	793,000	793,000	793,000	793,000
35 Loan to Oceana Marin Sewer/West Marin Water	(431,000)	(500,000)	(600,000)	(700,000)	(300,000)
36 Funding for Affordability Program	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)
37 Total Other Sources/(Uses)	(\$6,747,000)	(\$7,652,000)	(\$7,262,000)	(\$5,534,000)	(\$5,188,000)
38 Beginning Year Balance	\$17,043,000	\$14,843,000	\$13,597,000	\$12,669,000	\$13,816,000
39 Cash Increase/(Decrease)	(\$2,200,000)	(\$1,246,000)	(\$928,000)	\$1,147,000	\$1,897,000
40 Restricted Reserves	\$1,045,000	\$1,045,000	\$1,045,000	\$1,045,000	\$1,045,000
41 End of Year Cash Balance	\$14,843,000	\$13,597,000	\$12,669,000	\$13,816,000	\$15,713,000
42 Minimum Reserves (by policy)	\$11,516,000	\$11,599,000	\$11,751,000	\$11,608,000	\$11,769,000
43 Available Cash (Unrestricted)	\$2,282,000	\$953,000	(\$127,000)	\$1,163,000	\$2,899,000

Novato Recycled Water
Budget Summary
Fiscal Year 24/25

	Adopted Budget FY 24/25	Estimated Actual FY 23/24	Adopted Budget FY 23/24	
Operating Revenue				
1	Recycled Water Rate Revenue	\$1,759,000	\$1,471,000	\$1,870,000
2	Water Loads & Miscellaneous Charges	26,000	26,000	20,000
3	Total Operating Revenue	\$1,785,000	\$1,497,000	\$1,890,000
Operating Expenditures				
4	Purchased Water - NSD & LGVSD	\$380,000	\$342,000	\$396,000
5	Pumping	11,000	11,000	5,000
6	Operations	77,000	94,000	81,000
7	Water Treatment	12,000	11,000	5,000
8	Transmission & Distribution	42,000	36,000	75,000
9	Consumer Accounting	2,000	2,000	2,000
10	General Administration	119,000	113,000	143,000
11	Total Operating Expenditures	\$643,000	\$609,000	\$707,000
12	Net Operating Revenue	\$1,142,000	\$888,000	\$1,183,000
Non-Operating Revenue/(Expenditures)				
13	Interest Earnings	\$114,000	\$312,000	\$99,000
14	Transfers Capital/Replace Expansion Fund	(548,000)	-	(568,000)
15	Total Non-Op Revenue/(Expenditures)	(\$434,000)	\$312,000	(\$469,000)
Other Sources/(Uses) Of Funds				
16	Capital Improvement Projects	(\$450,000)	(265,000)	(\$840,000)
17	Transfers Capital/Replace Expansion Fund	450,000	265,000	750,000
18	Debt Principal Payments	(970,000)	(951,000)	(950,000)
19	Interest Expense	(193,000)	(213,000)	(214,000)
20	Marin Country Club Principal Repayment	39,000	39,000	39,000
21	Facility Reserve Charge Transfer from (to) RV	571,000	750,000	750,000
22	Total Other Sources/(Uses)	(\$553,000)	(\$375,000)	(\$465,000)
23	Cash Increase/(Decrease)	\$155,000	\$825,000	\$249,000

Novato Recycled Water
Five-Year Financial Forecast
Fiscal Year 24/25

	Budget FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28	Forecast FY 28/29
1 Recycled Water Rate Increase	8.50%	6.00%	6.00%	4.00%	4.00%
Operating Revenue					
2 Water Consumption (in million gallons)	215	215	215	215	215
3 Recycled Water Rate Revenue Commodity	\$1,451,000	\$1,538,000	\$1,630,000	\$1,695,000	\$1,763,000
4 Recycled Water Rate Revenue Service Charge	308,000	326,000	346,000	360,000	374,000
5 Total Recycled Water Rate Revenue	\$1,759,000	\$1,864,000	\$1,976,000	\$2,055,000	\$2,137,000
6 Miscellaneous Service Charges	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000
7 Total Operating Revenue	\$1,785,000	\$1,890,000	\$2,002,000	\$2,081,000	\$2,163,000
Operating Expenditures					
8 Purchased Water - NSD & LGVSD	\$380,000	\$391,000	\$412,000	\$434,000	\$457,000
9 Pumping	11,000	11,000	11,000	11,000	11,000
10 Operations	77,000	79,000	81,000	83,000	85,000
11 Water Treatment	12,000	12,000	12,000	12,000	12,000
12 Transmission & Distribution	42,000	43,000	44,000	45,000	46,000
13 Consumer Accounting	2,000	2,000	2,000	2,000	2,000
14 General Administration	119,000	123,000	127,000	131,000	135,000
15 Total Operating Expenditures	\$643,000	\$661,000	\$689,000	\$718,000	\$748,000
16 Net Operating Revenue	\$1,142,000	\$1,229,000	\$1,313,000	\$1,363,000	\$1,415,000
Non-Operating Revenue/(Expenditures)					
17 Interest Earnings	\$114,000	\$117,000	\$119,000	\$121,000	\$124,000
18 Transfers Capital/Replace Expansion Fund	(548,000)	(590,000)	(630,000)	(654,000)	(679,000)
19 Total Non-Op Revenue/(Expenditures)	(\$434,000)	(\$473,000)	(\$511,000)	(\$533,000)	(\$555,000)
Other Sources/(Uses) Of Funds					
20 Total Capital Spending	(\$450,000)	(\$100,000)	(\$450,000)	(\$100,000)	(\$450,000)
21 Transfers Capital/Replace Expansion Fund	450,000	100,000	450,000	100,000	450,000
22 Cash Funded Capital Projects	\$0	\$0	\$0	\$0	\$0
23 Debt Service	(\$1,163,000)	(\$1,163,000)	(\$1,163,000)	(\$889,000)	(\$889,000)
24 Marin Country Club Principal Repayment	39,000	39,000	40,000	40,000	40,000
25 Transfer In to Recycled Water	571,000	484,000	484,000	210,000	210,000
26 Total Other Sources/(Uses)	(\$553,000)	(\$640,000)	(\$639,000)	(\$639,000)	(\$639,000)
27 Beginning Year Balance	\$7,635,000	\$7,790,000	\$7,906,000	\$8,069,000	\$8,260,000
28 Cash Increase/(Decrease)	\$155,000	\$116,000	\$163,000	\$191,000	\$221,000
29 Capital Replacement Expansion Fund	\$5,455,000	\$5,945,000	\$6,125,000	\$6,679,000	\$6,908,000
30 Restricted Reserves	\$1,105,000	\$1,105,000	\$1,105,000	\$890,000	\$890,000
31 Available Cash (Unrestricted)	\$1,230,000	\$856,000	\$839,000	\$691,000	\$683,000
32 End of Year Cash Balance	\$7,790,000	\$7,906,000	\$8,069,000	\$8,260,000	\$8,481,000

West Marin Water
Budget Summary
Fiscal Year 24/25

	<i>Adopted Budget FY 24/25</i>	<i>Estimated Actual FY 23/24</i>	<i>Adopted Budget FY 23/24</i>	
Operating Revenue				
1	Water Rate Revenue	\$990,000	\$934,000	\$1,025,000
2	Miscellaneous Service Charges	9,000	9,000	9,000
3	Total Operating Revenue	\$999,000	\$943,000	\$1,034,000
Operating Expenditures				
4	Source of Supply	\$22,000	\$21,000	\$26,000
5	Pumping	81,000	78,000	78,000
6	Operations	69,000	64,000	88,000
7	Water Treatment	290,000	291,000	261,000
8	Transmission & Distribution	131,000	121,000	225,000
9	Consumer Accounting	27,000	25,000	31,000
10	Water Conservation	12,000	11,000	10,000
11	General Administration	340,000	269,000	158,000
12	Total Operating Expenditures	\$972,000	\$880,000	\$877,000
13	Net Operating Revenue	\$27,000	\$63,000	\$157,000
Non-Operating Revenue/(Expenditures)				
14	Interest Earnings	\$9,000	\$37,000	\$10,000
15	Miscellaneous Revenue	-	-	6,000
16	Total Non-Op Revenue/(Expenditures)	\$9,000	\$37,000	\$16,000
Other Sources/(Uses) Of Funds				
17	Capital Improvement Projects	(\$445,000)	(\$279,000)	(\$585,000)
18	Loans/Grants	45,000	65,000	205,000
19	Capital Plan Variance Adjustment	134,000	-	176,000
20	Debt Principal Payments	(144,000)	(142,000)	(144,000)
21	Interest Expense	(42,000)	(44,000)	(42,000)
22	Facility Reserve Charges	-	22,000	21,000
23	Total Other Sources/(Uses)	(\$452,000)	(\$378,000)	(\$369,000)
24	Cash Increase/(Decrease)	(\$416,000)	(\$278,000)	(\$196,000)

West Marin Water
Five-Year Financial Forecast
Fiscal Year 24/25

	Budget FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28	Forecast FY 28/29
1 Water Rate Increase	6.00%	7.50%	7.50%	7.50%	7.50%
Operating Revenue					
2 Water Consumption (in million gallons)	50.3	50.3	50.3	50.3	50.3
3 Water Rate Revenue Commodity	\$708,000	\$761,000	\$818,000	\$879,000	\$945,000
4 Water Rate Revenue Service Charge	282,000	303,000	326,000	350,000	376,000
5 Total Water Rate Revenue	\$990,000	\$1,064,000	\$1,144,000	\$1,229,000	\$1,321,000
6 Miscellaneous Service Charges	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
7 Total Operating Revenue	\$999,000	\$1,073,000	\$1,153,000	\$1,238,000	\$1,330,000
Operating Expenditures					
8 Source of Supply	\$22,000	\$23,000	\$24,000	\$25,000	\$26,000
9 Pumping	81,000	83,000	85,000	88,000	91,000
10 Operations	69,000	71,000	73,000	75,000	77,000
11 Water Treatment	290,000	299,000	308,000	317,000	327,000
12 Transmission & Distribution	131,000	135,000	139,000	143,000	147,000
13 Consumer Accounting	27,000	28,000	29,000	30,000	31,000
14 Water Conservation	12,000	12,000	12,000	12,000	12,000
15 General Administration	340,000	277,000	285,000	294,000	303,000
16 Total Operating Expenditures	\$972,000	\$928,000	\$955,000	\$984,000	\$1,014,000
17 Net Operating Revenue	\$27,000	\$145,000	\$198,000	\$254,000	\$316,000
Non-Operating Revenue/(Expenditures)					
18 Interest Earnings	\$9,000	\$1,000	\$3,000	\$1,000	\$5,000
19 Miscellaneous Revenue	-	-	-	-	-
20 Total Non-Op Revenue/(Expenditures)	\$9,000	\$1,000	\$3,000	\$1,000	\$5,000
Other Sources/(Uses) Of Funds					
21 Total Capital Spending	(\$445,000)	(\$540,000)	(\$950,000)	(\$1,245,000)	(\$875,000)
22 Loan from Novato	-	500,000	600,000	600,000	300,000
23 Debt/Grant Funded Capital	45,000	-	-	465,000	338,000
24 Cash Funded Capital Projects	(\$400,000)	(\$40,000)	(\$350,000)	(\$180,000)	(\$237,000)
25 Debt Service	(\$186,000)	(\$186,000)	(\$242,000)	(\$294,000)	(\$154,000)
26 Capital Plan Variance Adjustment	134,000	162,000	285,000	374,000	263,000
27 Facility Reserve Charges	-	22,000	-	22,000	-
28 Total Other Sources/(Uses)	(\$452,000)	(\$42,000)	(\$307,000)	(\$78,000)	(\$128,000)
29 Beginning Year Balance	\$468,000	\$52,000	\$156,000	\$50,000	\$227,000
30 Cash Increase/(Decrease)	(\$416,000)	\$104,000	(\$106,000)	\$177,000	\$193,000
31 Minimum Reserves	\$373,000	\$408,000	\$417,000	\$427,000	\$437,000
32 Available Cash (Unrestricted)					
33 End of Year Cash Balance	\$52,000	\$156,000	\$50,000	\$227,000	\$420,000

Oceana Marin Sewer
Budget Summary
Fiscal Year 24/25

	Adopted Budget FY 24/25	Estimated Actual FY 23/24	Adopted Budget FY 23/24
Operating Revenue			
1 Sewer Service Charges	\$347,000	\$324,000	\$323,000
Operating Expenditures			
2 Sewage Collection	\$88,000	\$80,000	\$112,000
3 Sewage Treatment	104,000	99,000	66,000
4 Sewage Disposal	65,000	64,000	35,000
5 Consumer Accounting	3,000	3,000	2,000
6 General Administration	64,000	59,000	33,000
7 Total Operating Expenditures	\$324,000	\$305,000	\$248,000
8 Net Operating Revenue	\$23,000	\$19,000	\$75,000
Non-Operating Revenue/(Expenditures)			
9 Interest Earnings	\$11,000	\$24,000	\$7,000
10 Miscellaneous Revenue	2,000	2,000	-
11 Total Non-Op Revenue/(Expenditures)	\$13,000	\$26,000	\$7,000
Other Sources/(Uses) Of Funds			
12 Capital Improvement Projects	(\$1,905,000)	(\$133,000)	(\$955,000)
13 Grants	1,294,000	56,000	600,000
14 Loan from Novato	431,000	-	200,000
15 Debt Principal Payments	(38,000)	-	(17,000)
16 Interest Expense	(17,000)	-	(6,000)
17 Sewage Facilities Connection Charges	-	75,000	-
18 Total Other Sources/(Uses)	(\$235,000)	(\$2,000)	(\$178,000)
19 Cash Increase/(Decrease)	(\$199,000)	\$43,000	(\$96,000)

Oceana Marin Sewer
Five-Year Financial Forecast
Fiscal Year 24/25

	Budget FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28	Forecast FY 28/29
1 Sewer Rate Increase	6.00%	8.00%	8.00%	8.00%	8.00%
Operating Revenue					
2 Number of Connections	238	238	239	239	240
3 Annual Sewer Service Charge	\$1,456	\$1,572	\$1,698	\$1,834	\$1,981
4 Operating Revenue Sewer Service Charges	\$347,000	\$374,000	\$406,000	\$438,000	\$475,000
Operating Expenditures					
5 Sewage Collection	\$88,000	\$91,000	\$94,000	\$97,000	\$100,000
6 Sewage Treatment	104,000	107,000	110,000	113,000	116,000
7 Sewage Disposal	65,000	67,000	69,000	71,000	73,000
8 Consumer Accounting	3,000	3,000	3,000	3,000	3,000
9 General Administration	64,000	116,000	66,000	68,000	70,000
10 Total Operating Expenditures	\$324,000	\$384,000	\$342,000	\$352,000	\$362,000
11 Net Operating Revenue	\$23,000	(\$10,000)	\$64,000	\$86,000	\$113,000
Non-Operating Revenue/(Expenditures)					
12 Interest Earnings	\$11,000	\$7,000	\$4,000	\$4,000	\$2,000
13 Miscellaneous Revenue/Expense	2,000	2,000	2,000	2,000	2,000
14 Total Non-Operating Revenue/Expenditures	\$13,000	\$9,000	\$6,000	\$6,000	\$4,000
Other Sources/(Uses) Of Funds					
15 Total Capital Spending	(\$1,905,000)	(\$75,000)	(\$65,000)	(\$190,000)	(\$65,000)
16 Loan from Novato Water	431,000	-	-	100,000	-
17 Debt/Grant Funded Capital	1,294,000	-	-	-	-
18 Cash Funded Capital Projects	(\$180,000)	(\$75,000)	(\$65,000)	(\$90,000)	(\$65,000)
19 Debt Service	(\$55,000)	(\$55,000)	(\$55,000)	(\$67,000)	(\$67,000)
20 Sewage Facilities Connection Charges	-	-	30,000	-	30,000
21 Total Other Sources/(Uses)	(\$235,000)	(\$130,000)	(\$90,000)	(\$157,000)	(\$102,000)
22 Beginning Cash Reserve Balance	\$528,000	\$329,000	\$198,000	\$178,000	\$113,000
23 Cash Increase/(Decrease)	(\$199,000)	(\$131,000)	(\$20,000)	(\$65,000)	\$15,000
24 Ending Cash Reserve Balance	\$329,000	\$198,000	\$178,000	\$113,000	\$128,000

North Marin Water District
Capital Improvement Projects (CIP)
Fiscal Year 24/25 Budget & FY 25/26-FY 28/29 Forecast

ID	Project	Budget FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28	Forecast FY 28/29
1. PIPELINES						
1a Pipeline Improvements						
1	Novato Blvd. Widening - Diablo to Grant (4,100 LF)	\$ 200,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -
2	Arthur Street Main Relocation at Cabmridge (Phase 2)	\$ 400,000	\$ -	\$ -	\$ -	\$ -
3	San Mateo Tank 24" Transmission Main	\$ 50,000	\$ 1,250,000	\$ -	\$ -	\$ -
1b Pipeline Replacements						
1	Stafford Lake Park Service Line	\$ 25,000	\$ 300,000	\$ 300,000	\$ -	\$ -
2	Pipeline Replacement - TBD	\$ -	\$ -	\$ -	\$ -	\$ 500,000
1c Aqueduct Improvements						
1	Interconnection Modifications (w/ MMWD)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
1d Pipeline Contingency						
1	Sync w/ City or County Paving	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2	Other Pipeline Improvements	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Subtotal		\$ 835,000	\$ 3,310,000	\$ 2,060,000	\$ 260,000	\$ 760,000
2. STORAGE TANKS & PUMP STATIONS						
2a Tank Rehabilitation / Replacement						
1	Recoating - Garner Tank	\$ -	\$ 25,000	\$ 250,000	\$ 250,000	\$ -
2	Seismic Upgrade / Coating - Lynwood Tanks (x2)	\$ -	\$ 25,000	\$ 25,000	\$ 500,000	\$ 500,000
3	Tank Rehab - TBD	\$ -	\$ -	\$ -	\$ -	\$ 750,000
2b Pump Station Rehabilitation / Replacement						
1	Lynwood PS Replacement	\$ 400,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -
2	Lynwood Power Module Upgrade	\$ 100,000	\$ -	\$ -	\$ -	\$ -
3	Crest PS Construction (Reloc. School Rd. PS)	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -
4	Cherry Hill PS Retaining Wall	\$ 150,000	\$ -	\$ -	\$ -	\$ -
5	Pump Station Rehab - TBD	\$ -	\$ -	\$ -	\$ 50,000	\$ 750,000
2c Hydropneumatic Systems						
1	Hydropneumatic upgrades, Phase 1 (Bahia)	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -
2	Hydropneumatic upgrades, Phase 2 (Hayden)	\$ -	\$ -	\$ 75,000	\$ 850,000	\$ -
2d Tank & Pump Station Contingency						
1	PS Pump Replacements (5/yr)	\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Subtotal		\$ 3,200,000	\$ 1,700,000	\$ 2,000,000	\$ 1,800,000	\$ 2,150,000
3. STAFFORD IMPROVEMENTS						
3a Stafford Treatment Plant (STP)						
1	STP Chemical Tank Replacement	\$ 30,000	\$ -	\$ -	\$ -	\$ -
2	STP PLC Replacements	\$ -	\$ 125,000	\$ -	\$ -	\$ -
3	Replace Supernatant Line to Center Rd. (Phase 3)	\$ -	\$ -	\$ -	\$ 375,000	\$ -
4	STP Corrosion Improvements - Primary Filter Recoat (x3)	\$ 28,000	\$ -	\$ -	\$ -	\$ -
3b Stafford Dam / Watershed						
1	Water Supply Enhancement - Spillway ASG	\$ 60,000	\$ 400,000	\$ 400,000	\$ -	\$ -
2	Dam Spillway Concrete Repair	\$ 75,000	\$ -	\$ -	\$ 25,000	\$ 75,000
3	Access Road Slide Repair	\$ -	\$ -	\$ 150,000	\$ -	\$ -
4	Dam Piezometer Automation	\$ 100,000	\$ -	\$ -	\$ -	\$ -
5	Dam Upstream Concrete Apron Repair	\$ -	\$ -	\$ 250,000	\$ -	\$ -
6	Raw Water Intake Modifications	\$ -	\$ -	\$ 100,000	\$ 200,000	\$ -
3c Stafford Contingency						
1	Other Stafford Improvements	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Subtotal		\$ 393,000	\$ 625,000	\$ 1,000,000	\$ 700,000	\$ 175,000

North Marin Water District
Capital Improvement Projects (CIP)
Fiscal Year 24/25 Budget & FY 25/26-FY 28/29 Forecast

ID	Project	Budget FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28	Forecast FY 28/29
4. MISCELLANEOUS IMPROVEMENTS (NOVATO)						
4a District Offices						
1	NMWD Headquarters Upgrade	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
2	Construction Locker Room Remodel	\$ 150,000	\$ -	\$ -	\$ -	\$ -
3	Asphalt Repairs at District Facilities	\$ 150,000	\$ -	\$ -	\$ -	\$ -
4	Corp Yard Bldg Roof Replacement	\$ 150,000	\$ -	\$ -	\$ -	\$ -
5	Corp Yard Bldg HVAC Replacement	\$ -	\$ 150,000	\$ -	\$ -	\$ -
4b System Pressure / Valving						
1	PRV Replacements (48 valves)	\$ -	\$ -	\$ 225,000	\$ 225,000	\$ -
4c Other Miscellaneous Improvements						
1	Cathodic Protection - Anode Installation (Annual)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
2	Other System Improvements	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
3	AMI Installation - 3-inch and larger	\$ 60,000	\$ -	\$ -	\$ -	\$ -
Subtotal		\$ 1,570,000	\$ 210,000	\$ 285,000	\$ 285,000	\$ 60,000
5. RECYCLED WATER SYSTEM (NOVATO)						
5a RW Pipelines						
1	RW extension from Redwood Blvd to 999 Rush Creek	\$ 100,000	\$ -	\$ -	\$ -	\$ -
2	Hamilton Veteran's Housing (Homeward Bound)	\$ 250,000	\$ -	\$ -	\$ -	\$ -
3	Replace CI in Atherton Ave. (1,320 LF)	\$ -	\$ -	\$ 350,000	\$ -	\$ -
4	RW extension to Nave Shopping Center	\$ -	\$ -	\$ -	\$ -	\$ 350,000
5b RW Tanks & Pump Stations						
1	Leak Repair - Reservoir Hill Tank	\$ -	\$ 100,000	\$ -	\$ -	\$ -
5c RW Contingency						
1	Other Recycled Water Improvements	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
Subtotal		\$ 450,000	\$ 100,000	\$ 450,000	\$ 100,000	\$ 450,000
6. WEST MARIN SYSTEM						
6a WM Pipelines						
1	Lagunitas Creek Bridge Pipe Replacement (Caltrans)	\$ 50,000	\$ 240,000	\$ 800,000	\$ 400,000	\$ -
2	Replace 2-inch Galvanized Pipe - Balboa+	\$ 125,000	\$ -	\$ -	\$ -	\$ -
3	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
6c WM Wells						
1	New Well - Gallagher Well No. 2 - DWR Grant Admin	\$ 5,000	\$ -	\$ -	\$ -	\$ -
2	New Well - Gallagher Well No. 2 - Construction	\$ 40,000	\$ -	\$ -	\$ -	\$ -
6d WM Treatment Plant						
1	PR Treatment Plant - Relocate Chem Storage	\$ 75,000	\$ -	\$ -	\$ -	\$ -
2	PR Treatment Plant - Backwash Filter Replacement	\$ -	\$ 150,000	\$ -	\$ -	\$ -
3	PR Treatment Plant - Major Modifications, Future Project	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
6e WM Contingency						
1	Sync w/ County Paving	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
2	Other Water System Improvements	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Subtotal		\$ 445,000	\$ 540,000	\$ 950,000	\$ 1,245,000	\$ 875,000
7. OCEANA MARIN						
7a OM Pipelines						
1	Sewer Force Main Improvements - FM 1A (Design Only)	\$ 55,000	\$ -	\$ -	\$ -	\$ -
2	Sewer Force Main Improvements - FM 1B (Design Only)	\$ -	\$ -	\$ -	\$ 125,000	\$ -
3	Sewer Main Spot Repairs	\$ 50,000	\$ -	\$ -	\$ -	\$ -
7b OM Lift Station						
7c OM Treatment Ponds						
1	OM Treatment Pond Rehab - Construction	\$ 1,725,000	\$ -	\$ -	\$ -	\$ -
2	OM Treatment Pond Rehab - Grant Management	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -
7d OM Contingency						
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
Subtotal		\$ 1,905,000	\$ 75,000	\$ 65,000	\$ 190,000	\$ 65,000

North Marin Water District
Capital Improvement Projects (CIP)
Fiscal Year 24/25 Budget & FY 25/26-FY 28/29 Forecast

ID	Project	Budget FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28	Forecast FY 28/29
SUMMARY - GROSS PROJECT OUTLAY						
1 - 4	Novato Water	\$ 5,998,000	\$ 5,845,000	\$ 5,345,000	\$ 3,045,000	\$ 3,145,000
5	Recycled Water	\$ 450,000	\$ 100,000	\$ 450,000	\$ 100,000	\$ 450,000
6	West Marin Water	\$ 445,000	\$ 540,000	\$ 950,000	\$ 1,245,000	\$ 875,000
7	Oceana Marin Sewer	\$ 1,905,000	\$ 75,000	\$ 65,000	\$ 190,000	\$ 65,000
GROSS PROJECT OUTLAY		\$ 8,798,000	\$ 6,560,000	\$ 6,810,000	\$ 4,580,000	\$ 4,535,000
LESS FUNDED BY LOANS/GRANTS/OTHER						
a	NW - Loan Funds - Office/Yard Building Renovation	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
b	NW - Loan Funds - Crest PS Construction	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -
c	NW - Reimbursement by Marin County Parks	\$ 25,000	\$ 300,000	\$ 300,000	\$ -	\$ -
d	RW - Capital Replacement Expansion Fund	\$ 450,000	\$ 100,000	\$ 450,000	\$ 100,000	\$ 450,000
e	WM - CA DWR Drought Relief Grant for GW02	\$ 45,000	\$ -	\$ -	\$ -	\$ -
f	WM - Grant Funding (Source TBD)	\$ -	\$ -	\$ -	\$ 465,000	\$ 338,000
g	WM - Novato Water Loan	\$ -	\$ 500,000	\$ 600,000	\$ 600,000	\$ 300,000
h	OM - Novato Water Loan to OM	\$ 431,000	\$ -	\$ -	\$ 100,000	\$ -
i	OM - Treatment Pond FEMA HMP Grant (3/4)	\$ 1,294,000	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDED BY LOANS/GRANTS/OTHER		\$ 4,645,000	\$ 900,000	\$ 1,350,000	\$ 1,265,000	\$ 1,088,000
SUMMARY - NET PROJECT OUTLAY						
1 - 4	Novato Water	\$ 3,573,000	\$ 5,545,000	\$ 5,045,000	\$ 3,045,000	\$ 3,145,000
5	Recycled Water	\$ -	\$ -	\$ -	\$ -	\$ -
6	West Marin Water	\$ 400,000	\$ 40,000	\$ 350,000	\$ 180,000	\$ 237,000
7	Oceana Marin Sewer	\$ 180,000	\$ 75,000	\$ 65,000	\$ 90,000	\$ 65,000
NET PROJECT OUTLAY		\$ 4,153,000	\$ 5,660,000	\$ 5,460,000	\$ 3,315,000	\$ 3,447,000
5-YEAR AVG. of INTERNALLY FUNDED PROJECTS (Net Outlay)		FY 25 - 29				
1 - 4	Novato Water	\$ 4,070,600				
5	Recycled Water	\$ -				
6	West Marin Water	\$ 241,400				
7	Oceana Marin Sewer	\$ 95,000				
8. EQUIPMENT BUDGET						
1	Class 8 Service Truck (2) Replace #503 & #508	\$ 852,000	\$ -	\$ -	\$ -	\$ -
2	Lease Vehicles	\$ 106,000	\$ 305,000	\$ 250,000	\$ 250,000	\$ 250,000
3	Portable Generators	\$ 75,000	\$ 150,000	\$ -	\$ -	\$ -
4	Miscellaneous Equipment Purchases	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
TOTAL EQUIPMENT BUDGET		\$ 1,033,000	\$ 455,000	\$ 350,000	\$ 350,000	\$ 350,000

North Marin Water District
Capital Improvement Projects (CIP)
Fiscal Year 24/25 Budget & FY 25/26-FY 28/29 Forecast

ID	Project	Budget FY 24/25	Forecast FY 25/26	Forecast FY 26/27	Forecast FY 27/28	Forecast FY 28/29
9. STUDIES & SPECIAL PROJECTS						
9a General Studies						
1	Strategic Plan Update (2025-2029)	\$ 30,000	\$ -			
2	GIS Conversion to Esri/ArcGIS	\$ 10,000	\$ 10,000			
3	Emergency Operations (Response) Plan	\$ 100,000	\$ -			
9b Novato Service Area Studies						
1	Urban Water Mgmt Plan - 2025 Update	\$ 60,000	\$ -			
2	Novato Water Master Plan Update	\$ 400,000	\$ -			
3	North Marin Aqueduct Vulnerability/Cathodic Assessment	\$ 90,000	\$ -			
4	Stafford Treatment Plant Risk Management Plan Update	\$ 60,000	\$ 60,000			
9c West Marin Water Service Area Studies						
1	West Marin Master Plan & Resiliency Study	\$ 50,000	\$ 75,000			
2	West Marin Boundary Review - LAFCo Recommendation	\$ 15,000				
3	West Marin Rate Study	\$ 45,000	\$ -			
9d Oceana Marin Sewer Service Area Studies						
1	Oceana Marin Master Plan	\$ -	\$ 50,000			
Total Studies & Special Projects		\$ 860,000	\$ 195,000	\$ -	\$ -	\$ -